FACULTY OF SCIENCE

ACADEMY OF COMPUTER SCIENCE AND SOFTWARE ENGINEERING	
MODULE	**IT00267 / IT28X67** E-Business Strategy
CAMPUS	**APK**
FSAO	

Date: 9 June 2021   **Session:** 08:30 – 10:30

Assessors: Mr BR Greaves

External Moderator: Prof. A Da Veiga (UNISA)

Duration: 120 Minutes   **Marks:** 100

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Please read the following instructions carefully:

1. You must complete this assessment by yourself within the prescribed time limits.
2. All university regulations bind you, including, but not limited, to assessment, plagiarism, and ethical conduct.
3. Complete the **ACSSE_Assessments_Declaration** and upload it as part of your submission.
4. The completed **Honesty Declaration** is required for a submission to be eligible to be marked.
5. Additional time for submissions is allowed as per the deadlines posted on EVE.
6. If you **do not have access to a computer,** then you can do a *pen and paper submission*:
   • Write *clearly* and *legibly*.
   • Make use of CamScanner app to create a PDF from your written work. Please upload one (1) PDF containing all of your answers.
7. No communication concerning this assessment is permissible during the assessment session except with **ACSSE** staff members through the prescribed channels posted on EVE.
8. This paper contains **8** question(s).
9. This paper consists of **4** page(s), including the cover page.

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Case Study

Read the following case study. All questions in this paper relate to this case study.

Erin's Promotion Incorporated (**EPI**) is a fictitious online company that operates out of a small office building in Johannesburg, South Africa. EPI primarily serves customers in the creation of bespoke websites and marketing campaigns to promote their clientele. The organisation has many years of experience designing custom software products (websites) and marketing services, despite only having few full-time staff members. Due to the nature of their business, there is no need for any physical supply chains or suppliers. EPI makes its money off its employees' skills to create and manage marketing campaigns and design small-scale websites. However, EPI's owner, Erin, aspires to make the business a recognisable brand both locally and in South Africa's neighbouring countries.

The majority of JRTS's income goes to rent as the organisation needs office space to manage business operations and meet with clients. They own and maintain their website in-house using their servers. The servers, however, are ancient, and the staff that initially configured the on-site solution have long since left the organisation. Erin fears that the systems that they operate are not sufficiently up-to-date.

EPI has one customer service consultant that can redirect calls to other organisation members to deal with technical queries or troubleshoot problems. This process can be very distracting to technical staff as they often get called to deal with questions that the consultant does not have the know-how to handle.

At EPI websites are produced using a traditional Waterfall approach to gather requirements, design and then implement the website. Clients meet at the company offices to discuss the website and any other marketing material required. After the initial website is ready, the customer is invited to test the website. During this phase, the customer requests any changes they want and they are submitted to the development team to implement. The developers complain that this process is very inefficient. The customers, however, enjoy the hands-on approach of the company. They really like the tailored service they receive from EPI and their hands-on approach.

Before the pandemic: To modernise the business, Erin decided to bring in some new skills to modernise the organisation. However, the new staff are battling to fit into the outdated culture of the organisation and their existing processes. Communication is challenging due to lockdowns preventing meetings between employees and with customers. The new team cite a desire to make use of more modern systems and technologies throughout the organisation. However, existing staff are reluctant.

EPI's has many competitors that operate in the marketing and web development spaces.

You have been brought in as a consultant to assist Erin in achieving the new business goals.

To assist Erin, you must make use of your E-Business knowledge to answer the questions that follow. You must answer each question concerning the case study. Therefore, you must justify your answers by stating your reasoning and referencing key points in the case study.
Let the mark allocations guide your effort: 1 Mark usually requires 1 valid point in a discussion.

QUESTION 1

1.1	Erin wishes to make her organisation an international eCommerce competitor. Discuss six (6) benefits that EPI could gain by evolving their online eCommerce company. Remember to contextualise them specifically for EPI.	**(6)**
1.2	Discuss four (4) challenges that EPI may face in evolving as an eCommerce entity.	**(4)**
		[10]

QUESTION 2

2.1	Do you feel that EPI needs to make a change to their current on-site hosting solution? List at least two (2) problems that need addressing.	**(4)**
2.2	What do you feel needs to be done about their hosting situation for their website and servers? Discuss with respect to the case study how you have come to this decision.	**(5)**
2.3	If they were to move to a cloud service provider, would it provide any benefit in the current pandemic? If so, what benefit?	**(1)**
		[10]

QUESTION 3

3.1	What is the **value proposition** for EPI's customers? Discuss.	**(5)**
3.2	If EPI were to adapt to the pandemic by doing away with their physical offices and moving to remote (online) work, how do you think this could change their customers, corporate culture, and bottom line? Remember to justify your discussion from examples drawn from the case study.	**(15)**
		[20]

QUESTION 4

4.1	List three (3) channels that EPI is already making use of to reach customers.	**(3)**
4.2	For an organisation to truly become an eCommerce entity, it will require a website. Luckily EPI is in the business of creating websites for their customers. Do you think that the way they are currently developing and maintaining their customers' websites is efficient? Explain with reference to the case study why you think this is the case.	**(7)**
		[10]

QUESTION 5

5.1 Discuss the **Product Development Process** concerning the implementation of websites for EPI's **(5)** customers. Discuss what would possibly need to happen at each phase.

5.2 Is the Waterfall model the best option for EPI? Why? **(1)**

5.3 Name and describe a process that can be used to improve the development of products and **(4)** services better tailored to EPI's customer needs. Discuss how this will affect the Product Development Process discussed in 5.1.

[10]

QUESTION 6

Discuss how the integration of an eBusiness Strategy could improve EPI. Include examples related to the case study of what could be done at each of the four (4) stages of the eBusiness strategic development process to gear up the organisation.

[10]

QUESTION 7

According to McKinsey & Company, digitisation affects all areas of operation in modern organisations. EPI does some things well already, but others could be improved. Identify which of the **Six Building Blocks for Creating a High-Performing Digital Enterprise** could be effectively applied to EPI and why. In your discussion, also discuss which of the building blocks they may not benefit from greatly and why. You may examine each of these sections separately. Please note the following:

- You need to discuss five (5) of the Six Building Blocks.
- 4 Marks are awarded per Building Block, so provide an adequate discussion of your reasoning.
  - Remember to draw important points from the case study.

[20]

QUESTION 8

Discuss **Social Commerce** as an alternative to traditional media for reaching the customer. Remember that EPI is trying to break into new markets in other African countries where mobile phones may be more prevalent than conventional internet connections. In your discussion of social commerce, consider EPI's strengths as a marketing firm and advocate what might be suitable methods for reaching new customers for their own business and for those that they market for as an organisation.

This is an open-ended question. Try to think from the perspective of the organisation and from that of their (potential) customers. How can they attract more clientele, and how do they market their services to new customers?

[10]

TOTAL: 100 MARKS