APPENDIX A - CORE KNOWLEDGE OF MOT

Science and Engineering Discplines
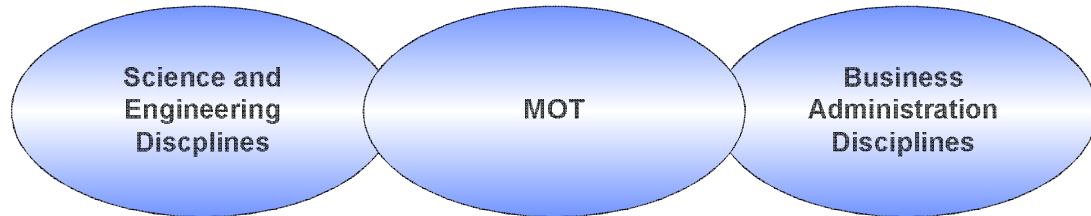
- Discipline-based Knowledge
- Science Disciplines
- Material Technology
- Product Technology
- Production/Process Technology
- Information Technology
- Environmental Technology

MOT

- Strategic / Long-Term Issues Relating Technology
- Science & Technology Policy
- Process of Technological Innovations
- R&D Management
- R&D Infrastructure and Technological Change
- Technological Entrepreneurship and New Ventures
- Product / Process Life Cycles
- Technology Forecasting and Planning
- Technological Innovations and Strategic Planning
- Technological Transfer
- International Technology Transfer and the Role of Multinational Corporations
- Technological Risk Analysis and Assessment
- Technology and Economic Analysis
- Technology and Human, Social and Cultural Issues
- Training and Education Issues in Management of Technology
- Management of Technology in Manufacturing Industries
- Management of Technology in Service Industries
- Information Technology and Other Emerging Technologies
- Manufacturing Marketing and After Market Interface
- Technological Change and Organisational Structure
- Management of Technical Projects
- Financing Technology and Financial Decision Making
- Quality and Productivity Issues
- Methodologies in Management of Technology
- Eco-efficiency and Environmental Sustainability

Business Administration Disciplines

- Discipline-based Knowledge
- Accounting
- Finance
- Management
- Marketing
- Economics
- Business Law

2

APPENDIX B - FLOWCHART LEGEND

	=	Action or process outside the scope of the research model
	=	Action or process inside the scope of the research model
	=	A printed document or report
	=	A terminator symbol marking the end / start of the system
	=	A number depicting the sequence of execution
	=	Represents material or information entering or leaving the system

98

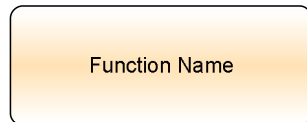[98] http://www.smartdraw.com/resources/centres/flowcharts/tutorial1.htm

APPENDIX C -   FUNCTION STRUCTURE DIAGRAM SYMBOL DESCRIPTION

= Function object

Function Name   = Function name
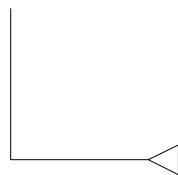
Identifier

= Unique numeric function identifier

= Decomposition link
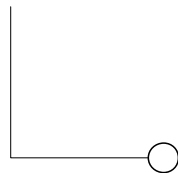
= Classification link
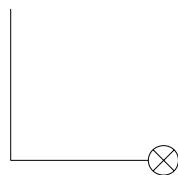
= Auxiliary link

APPENDIX D - CASE STUDY RESULTS #1: CRITICAL SUCCESS FACTORS

CASE STUDY CANDIDATE 1
<INTERNATIONAL FOOTWEAR AND APPAREL MANUFACTURER>

CSF #1	Conduct detail demographic analysis of our consumer base for all channels by 31 July 2004 and implement a culture of continuous revision and anticipation of changes. • Perform gap analysis to current OUTLET STORE's infrastructure. • Conceptual Gap analysis for all other channels. Market research and gap analysis performed by an external company.
CSF #2	Define a 3-year retail development department channel strategy (in line with corporate strategy) per market segment by 31 August 2004 to formalise retail development's specific business function and responsibilities with regards to each channel. A 3-year strategic plan to be developed by internal resources.
CSF #3	Redefine retail development's product and price strategy (in line with corporate strategies) by 31 July 2004 (including measurement mechanisms) with regards to OUTLET STORE / distressed product to ensure the following: • Reduction of stock-holding; • Achievable targets; • Channel incentives; • Accommodation of consumer's spending profile. Strategy including business rules developed by internal resources.
CSF #4	Define Retail Development's business functions within Corporate by 30 June 2004 to ensure the following: • Define Retail Development Department's role within the Company • Establish integration and boundaries with the Corporate's other departments • Communicate and ensure understanding of Retail Development's business functions within the company Function Structure, Business Rules communicated to all relevant Parties.
CSF #5	Implement a POS system and clearly defined processes for OUTLET STORES (and future Franchise opportunities) by 1 September 2004 to enable: • Uniform processes and activities with regards to OUTLET STORE's internal activities Seamless integration with other department's functions (line and support) and OUTLET STORE functions and processes (inventory and finance management).
CSF #6	Implement Business Rules, Processes and Measurement Mechanisms (including Financial Controls) to Manage Inventory (Stock Roll Forward, Stock Movement systems) by 30 May 2004.
CSF #7	Bridge HR Gaps (Positive and Negative) that exist in Retail Development i.t.o. the culture of People; the number of People; the Competencies; Skills and Knowledge of People through training, assistance and/or communication with regards to Business Processes. Develop a HR Plan with Gap Analysis by 31 July 2004.

APPENDIX E - CASE STUDY RESULTS #2:

FUNCTIONAL STRUCTURE DECOMPOSITION

CASE STUDY CANDIDATE 1
<INTERNATIONAL FOOTWEAR AND APPAREL MANUFACTURER>

Execute Business Functions

Enable the Business

1 — Execute Business Strategy
- (Class) Product Strategy
  - (Class) Apparel & Equipment
  - (Class) Footwear
- (Class) Channel Strategy
- (Class) Purchase Strategy
- (Class) Logistical Strategy
- (Class) Marketing Strategy
- (Class) Sales Strategy
- (Class) HR Strategy
- (Class) Finance Strategy

2 — Execute the OUTLET STORE Value Chain

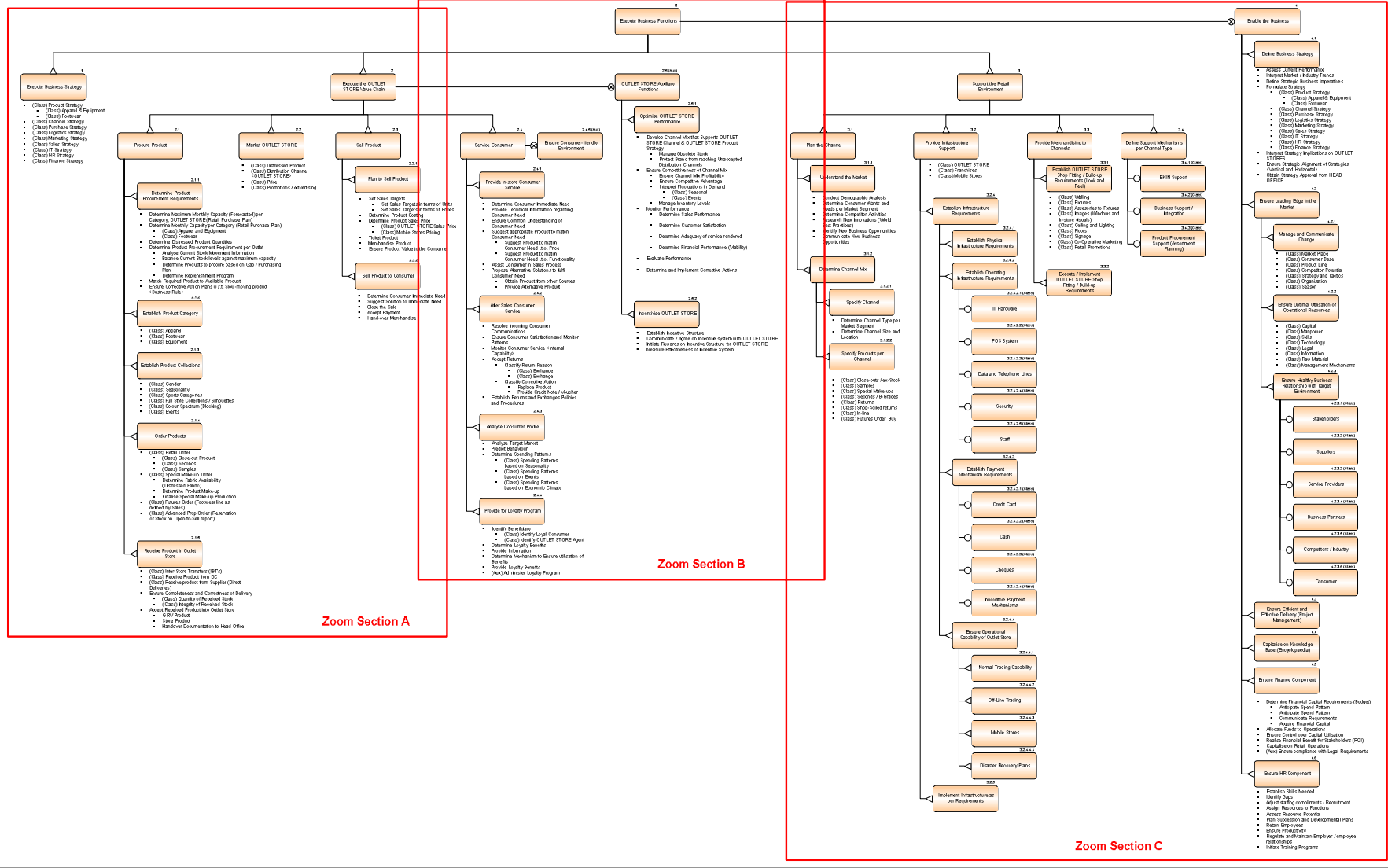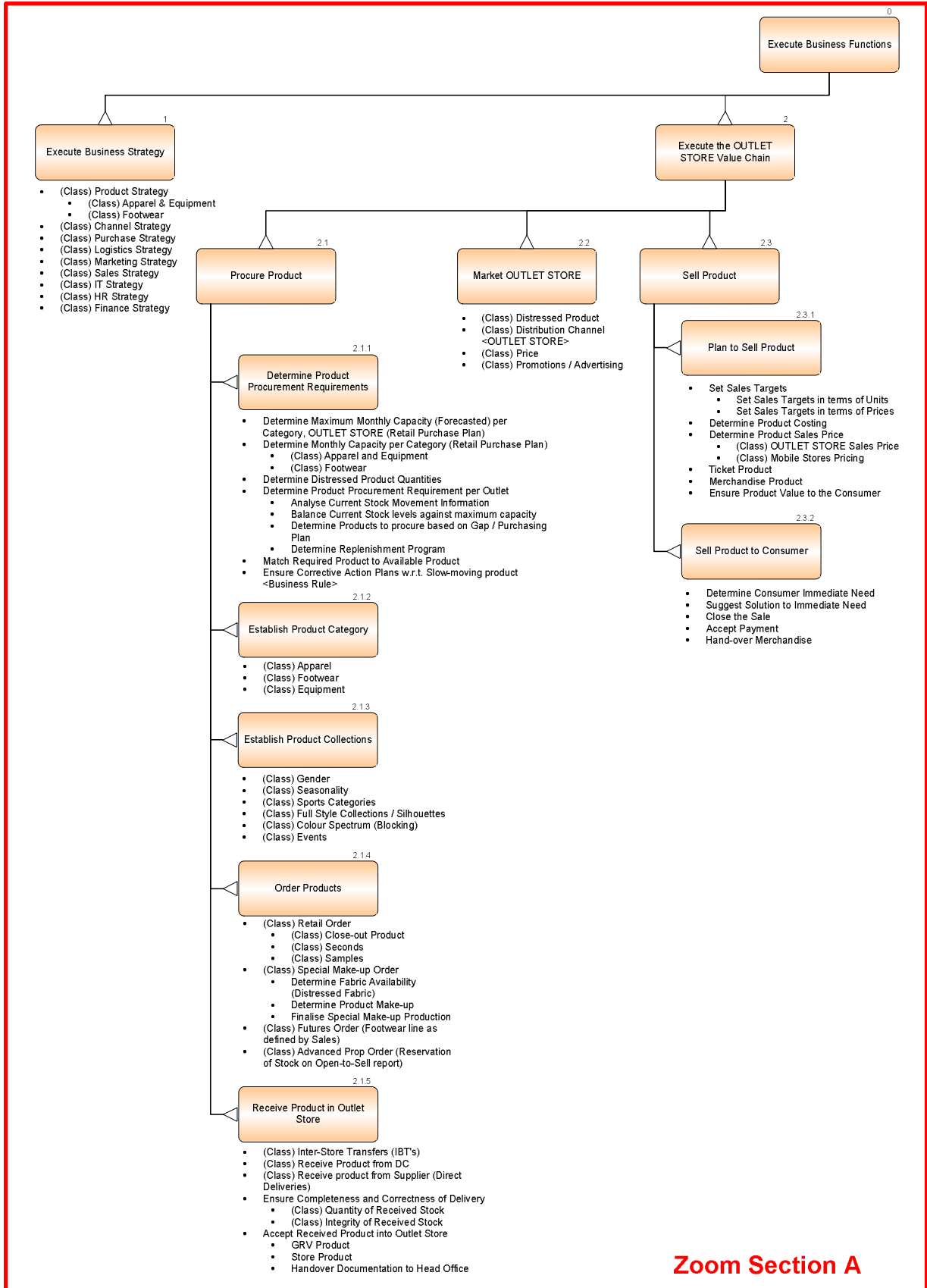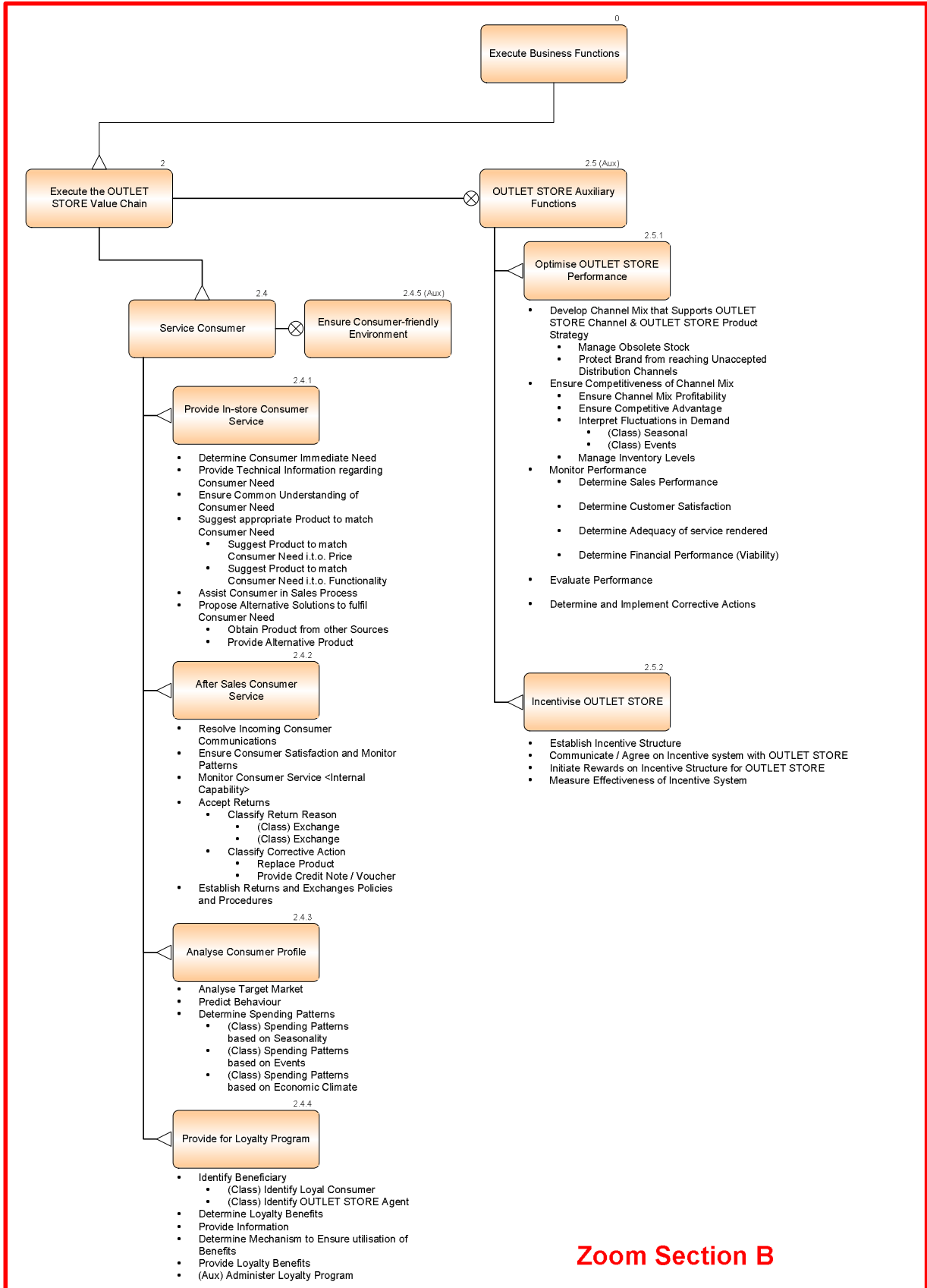**2.5 (Aux) — OUTLET STORE Auxiliary Functions**

3 — Support the Retail Environment

x — Define Business Strategy
- Assess Current Performance
- Interpret Market / Industry Trends
- Define Strategic Business Imperatives
- Formulate Strategy
  - (Class) Product Strategy
    - (Class) Apparel & Equipment
    - (Class) Footwear
  - (Class) Channel Strategy
  - (Class) Purchase Strategy
  - (Class) Logistical Strategy
  - (Class) Marketing Strategy
  - (Class) Sales Strategy
  - (Class) HR Strategy
  - (Class) Finance Strategy
- Interpret Strategy Implications on OUTLET STORES
- Ensure Strategic Alignment of Strategies <Vertical and Horizontal>
- Obtain Strategy Approval from HEAD OFFICE

2.1 — Procure Product

2.2 — Market OUTLET STORE
- (Class) Distressed Product
- (Class) Distribution Channel OUTLET STORE
- (Class) Price
- (Class) Promotions / Advertising

2.3 — Sell Product

2.4 — Service Consumer

2.4.5 (Aux) — Ensure Consumer-friendly Environment

2.5.1 — Optimise OUTLET STORE Performance
- Develop Channel Mix that Supports OUTLET STORE Channel & OUTLET STORE Product Strategy
  - Manage Obsolete Stock
  - Protect Brand from reaching Unaccepted Distribution Channels
- Ensure Competitiveness of Channel Mix
  - Ensure Channel Mix Profitability
  - Ensure Competitive Advantage
  - Interpret Fluctuations in Demand
    - (Class) Seasonal
    - (Class) Events
  - Manage Inventory Levels
- Monitor Performance
  - Determine Sales Performance
  - Determine Customer Satisfaction
  - Determine Adequacy of service rendered
  - Determine Financial Performance (Viability)
- Evaluate Performance
- Determine and Implement Corrective Actions

3.1 — Plan the Channel

3.2 — Provide Infrastructure Support
- (Class) OUTLET STORE
- (Class) Franchises
- (Class) Mobile Stores

3.3 — Provide Merchandising to Channels

3.x — Define Support Mechanisms per Channel Type

x.x — Ensure Leading Edge in the Market

2.1.1 — Determine Product Procurement Requirements
- Determine Maximum Monthly Capacity (Forecasted) per Category, OUTLET STORE (Retail Purchase Plan)
- Determine Monthly Capacity per Category (Retail Purchase Plan)
  - (Class) Apparel and Equipment
  - (Class) Footwear
- Determine Distressed Product Quantities
- Determine Product Procurement Requirement per Outlet
  - Analyse Current Stock Movement Information
  - Balance Current Stock levels against maximum capacity
  - Determine Products to procure based on Gap / Purchasing Plan
  - Determine Replenishment Program
- Match Required Product to Available Product
- Ensure Corrective Action Plans w.r.t. Slow-moving product <Business Rule>

2.1.2 — Establish Product Category
- (Class) Apparel
- (Class) Footwear
- (Class) Equipment

2.1.3 — Establish Product Collections
- (Class) Gender
- (Class) Seasonality
- (Class) Sports Categories
- (Class) Full Style Collections / Silhouettes
- (Class) Colour Spectrum (Booking)
- (Class) Events

2.1.4 — Order Products
- (Class) Retail Order
- (Class) Close-out Product
  - (Class) Seconds
  - (Class) Samples
- (Class) Special Make-up Order
  - Determine Fabric Availability (Distressed Fabric)
  - Determine Product Make-up
  - Finalize Special Make-up Production
- (Class) Futures Order (Footwear line as defined by Sales)
- (Class) Advanced Prep Order (Reservation of Stock on Open-to-Sell report)

2.1.5 — Receive Product in Outlet Store
- (Class) Inter-Store Transfers (IBT's)
- (Class) Receive Product from DC
- (Class) Receive product from Supplier (Direct Deliveries)
- Ensure Completeness and Correctness of Delivery
  - (Class) Quantity of Received Stock
  - (Class) Integrity of Received Stock
- Accept Received Product into Outlet Store
  - GRV Product
  - Store Product
  - Handover Documentation to Head Office

2.3.1 — Plan to Sell Product
- Set Sales Targets
  - Set Sales Targets in terms of Units
  - Set Sales Targets in terms of Prices
- Determine Product Costing
- Determine Product Sales Price
  - (Class) OUTLET STORE Sales Price
  - (Class) Mobile Stores Pricing
- Ticket Product
- Merchandise Product
- Ensure Product Value to the Consumer

2.3.2 — Sell Product to Consumer
- Determine Consumer Immediate Need
- Suggest Solution to Immediate Need
- Close the Sale
- Accept Payment
- Hand-over Merchandise

2.4.1 — Provide In-store Consumer Service
- Determine Consumer Immediate Need
- Provide Technical Information regarding Consumer Need
- Ensure Common Understanding of Consumer Need
- Suggest appropriate Product to match Consumer Need
  - Support Product to match Consumer Need i.e. Price
  - Support Product to match Consumer Need i.e. Functionality
- Assist Consumer in Sales Process
- Propose Alternative Solutions to fulfil Consumer Need
  - Obtain Product from other Sources
  - Provide Alternative Product

2.4.2 — After Sales Consumer Service
- Receive Incoming Consumer Communications
- Ensure Consumer Satisfaction and Monitor Patterns
- Monitor Consumer Service <Internal Capability>
- Accept Returns
  - Classify Return Reason
    - (Class) Exchange
    - (Class) Exchange
  - Classify Corrective Action
    - Replace Product
    - Provide Credit Note / Voucher
- Establish Returns and Exchanges Policies and Procedures

2.4.3 — Analyse Consumer Profile
- Analyse Target Market
- Predict Behaviour
- Determine Spending Patterns
  - (Class) Spending Patterns based on Seasonality
  - (Class) Spending Patterns based on Events
  - (Class) Spending Patterns based on Economic Climate

2.4.x — Provide for Loyalty Program
- Identify Beneficiary
  - (Class) Identify Loyal Consumer
  - (Class) Identify OUTLET STORE Agent
- Determine Loyalty Benefits
- Provide Information
- Determine Mechanism to Ensure utilisation of Benefits
- Provide Loyalty Benefits
- (Aux) Administer Loyalty Program

2.5.2 — Incentivise OUTLET STORE
- Establish Incentive Structure
- Communicate / Agree on Incentive system with OUTLET STORE
- Initiate Rewards on Incentive Structure for OUTLET STORE
- Measure Effectiveness of Incentive System

3.1.1 — Understand the Market
- Product Demographic Analysis
- Determine Consumer Wants and Needs per Market Segment
- Determine Competitor Activities
- Research New Innovations (World Best Practices)
- Identify New Business Opportunities
- Communicate New Business Opportunities

3.1.2 — Determine Channel Mix

3.1.2.1 — Specify Channel
- Determine Channel Type per Market Segment
- Determine Channel Size and Location

3.1.2.2 — Specify Products per Channel
- (Class) Close-outs / ex-Stock
- (Class) Samples
- (Class) Special Make-ups
- (Class) Seconds / B-Grades
- (Class) Returns
- (Class) Shop-Soiled returns
- (Class) In-line
- (Class) Futures Order: Buy

3.2.1 — Establish Infrastructure Requirements

3.2.1.1 — Establish Physical Infrastructure Requirements

3.2.1.2 — Establish Operating Infrastructure Requirements

3.2.1.2.1 (Class) — IT Hardware

3.2.1.2.2 (Class) — POS System

3.2.1.2.3 (Class) — Data and Telephone Lines

3.2.1.2.4 (Class) — Security

3.2.1.2.5 (Class) — Staff

3.2.2 — Establish Payment Mechanism Requirements

3.2.2.1 (Class) — Credit Card

3.2.2.2 (Class) — Cash

3.2.2.3 (Class) — Cheques

3.2.2.4 (Class) — Innovative Payment Mechanisms

3.2.3 — Ensure Operational Capability of Outlet Store

3.2.3.1 — Normal Trading Capability

3.2.3.2 — Off Line Trading

3.2.3.3 — Mobile Stores

3.2.3.4 — Disaster Recovery Plans

3.2.4 — Implement Infrastructure as per Requirements

3.3.1 — Establish OUTLET STORE Shop Fitting / Build-up Requirements (Look and Feel)
- (Class) Walling
- (Class) Fixtures
- (Class) Assessories to Fixtures
- (Class) Images (Windows and In-store visuals)
- (Class) Ceiling and Lighting
- (Class) Floors
- (Class) Signage
- (Class) Co-operative Marketing
- (Class) Retail Promotions

3.3.2 — Execute / Implement OUTLET STORE Shop Fitting / Build-up Requirements

3.x.1 (Class) — EKIN Support

3.x.2 (Class) — Business Support / Integration

3.x.3 — Product Procurement Support (Assortment Planning)

x.x.1 — Manage and Communicate Change
- (Class) Market Place
- (Class) Consumer Base
- (Class) Competitor Potential
- (Class) Strategy and Tactics
- (Class) Organization
- (Class) Season

x.x.2 — Ensure Optimal Utilization of Operational Resources
- (Class) Capital
- (Class) Manpower
- (Class) Skills
- (Class) Technology
- (Class) Legal
- (Class) Information
- (Class) Raw Material
- (Class) Management Mechanisms

x.x.3 — Ensure Healthy Business Relationship with Target Environment

x.x.3.1 (Class) — Stakeholders

x.x.3.2 (Class) — Suppliers

x.x.3.3 (Class) — Service Providers

x.x.3.4 (Class) — Business Partners

x.x.3.5 (Class) — Competitors / Industry

x.x.3.6 — Consumer

x.x — Ensure Efficient and Effective Delivery (Project Management)

Capitalise on Knowledge Base (Encyclopaedia)

Ensure Finance Component
- Determine Financial Capital Requirements (Budget)
  - Anticipate Spend Pattern
  - Anticipate Spend Pattern
  - Communicate Requirements
  - Acquire Financial Capital
- Allocate Funds to Operations
- Ensure Control over Capital Utilisation
- Realise Financial Benefit for Stakeholders (ROI)
- Capitalise on Retail Operations
- (Aux) Ensure compliance with Legal Requirements

Ensure HR Component
- Establish Skills Needed
- Identify Gaps
- Adjust staffing compliments - Recruitment
- Assign Resources to Functions
- Assess Resource Potential
- Plan Succession and Developmental Plans
- Retain Employees
- Ensure Productivity
- Regulate and Maintain Employer / employee relationships
- Initiate Training Programs

Zoom Section A

Zoom Section B

Zoom Section C

Zoom Section A

Execute Business Functions [0]

Execute the OUTLET STORE Value Chain [2]

OUTLET STORE Auxiliary Functions [2.5 (Aux)]

Service Consumer [2.4]

Ensure Consumer-friendly Environment [2.4.5 (Aux)]

Optimise OUTLET STORE Performance [2.5.1]

- Develop Channel Mix that Supports OUTLET STORE Channel & OUTLET STORE Product Strategy
  - Manage Obsolete Stock
  - Protect Brand from reaching Unaccepted Distribution Channels
- Ensure Competitiveness of Channel Mix
  - Ensure Channel Mix Profitability
  - Ensure Competitive Advantage
  - Interpret Fluctuations in Demand
    - (Class) Seasonal
    - (Class) Events
  - Manage Inventory Levels
- Monitor Performance
  - Determine Sales Performance
  - Determine Customer Satisfaction
  - Determine Adequacy of service rendered
  - Determine Financial Performance (Viability)
- Evaluate Performance
- Determine and Implement Corrective Actions

Provide In-store Consumer Service [2.4.1]

- Determine Consumer Immediate Need
- Provide Technical Information regarding Consumer Need
- Ensure Common Understanding of Consumer Need
- Suggest appropriate Product to match Consumer Need
  - Suggest Product to match Consumer Need i.t.o. Price
  - Suggest Product to match Consumer Need i.t.o. Functionality
- Assist Consumer in Sales Process
- Propose Alternative Solutions to fulfil Consumer Need
  - Obtain Product from other Sources
  - Provide Alternative Product

After Sales Consumer Service [2.4.2]

- Resolve Incoming Consumer Communications
- Ensure Consumer Satisfaction and Monitor Patterns
- Monitor Consumer Service <Internal Capability>
- Accept Returns
  - Classify Return Reason
    - (Class) Exchange
    - (Class) Exchange
  - Classify Corrective Action
    - Replace Product
    - Provide Credit Note / Voucher
- Establish Returns and Exchanges Policies and Procedures

Incentivise OUTLET STORE [2.5.2]

- Establish Incentive Structure
- Communicate / Agree on Incentive system with OUTLET STORE
- Initiate Rewards on Incentive Structure for OUTLET STORE
- Measure Effectiveness of Incentive System

Analyse Consumer Profile [2.4.3]

- Analyse Target Market
- Predict Behaviour
- Determine Spending Patterns
  - (Class) Spending Patterns based on Seasonality
  - (Class) Spending Patterns based on Events
  - (Class) Spending Patterns based on Economic Climate

Provide for Loyalty Program [2.4.4]

- Identify Beneficiary
  - (Class) Identify Loyal Consumer
  - (Class) Identify OUTLET STORE Agent
- Determine Loyalty Benefits
- Provide Information
- Determine Mechanism to Ensure utilisation of Benefits
- Provide Loyalty Benefits
- (Aux) Administer Loyalty Program

Zoom Section B

0 — Execute Business Functions

4 — Enable the Business

3 — Support the Retail Environment

3.1 — Plan the Channel

3.2 — Provide Infrastructure Support
- (Class) OUTLET STORE
- (Class) Franchises
- (Class) Mobile Stores

3.3 — Provide Merchandising to Channels

3.4 — Define Support Mechanisms per Channel Type

3.1.1 — Understand the Market
- Conduct Demographic Analysis
- Determine Consumer Wants and Needs per Market Segment
- Determine Competitor Activities
- Research New Innovations (World Best Practices)
- Identify New Business Opportunities
- Communicate New Business Opportunities

3.1.2 — Determine Channel Mix

3.1.2.1 — Specify Channel
- Determine Channel Type per Market Segment
- Determine Channel Size and Location

3.1.2.2 — Specify Products per Channel
- (Class) Close-outs / ex-Stock
- (Class) Samples
- (Class) Special Make-ups
- (Class) Seconds / B-Grades
- (Class) Returns
- (Class) Shop-Soiled returns
- (Class) In-line
- (Class) Futures Order Buy

3.2.4 — Establish Infrastructure Requirements

3.2.4.1 — Establish Physical Infrastructure Requirements

3.2.4.2 — Establish Operating Infrastructure Requirements

3.2.4.2.1 (Class) — IT Hardware

3.2.4.2.2 (Class) — POS System

3.2.4.2.3 (Class) — Data and Telephone Lines

3.2.4.2.4 (Class) — Security

3.2.4.2.5 (Class) — Staff

3.2.4.3 — Establish Payment Mechanism Requirements

3.2.4.3.1 (Class) — Credit Card

3.2.4.3.2 (Class) — Cash

3.2.4.3.3 (Class) — Cheques

3.2.4.3.4 (Class) — Innovative Payment Mechanisms

3.2.4.4 — Ensure Operational Capability of Outlet Store

3.2.4.4.1 — Normal Trading Capability

3.2.4.4.2 — Off-Line Trading

3.2.4.4.3 — Mobile Stores

3.2.4.4.4 — Disaster Recovery Plans

3.2.5 — Implement Infrastructure as per Requirements

3.3.1 — Establish OUTLET STORE Shop Fitting / Build-up Requirements (Look and Feel)
- (Class) Walling
- (Class) Fixtures
- (Class) Assesories to Fixtures
- (Class) Images (Windows and In-store visuals)
- (Class) Ceiling and Lighting
- (Class) Floors
- (Class) Signage
- (Class) Co-Operative Marketing
- (Class) Retail Promotions

3.3.2 — Execute / Implement OUTLET STORE Shop Fitting / Build-up Requirements

3.4.1 (Class) — EKIN Support

3.4.2 (Class) — Business Support / Integration

3.4.3 (Class) — Product Procurement Support (Assortment Planning)

4.1 — Define Business Strategy
- Assess Current Performance
- Interpret Market / Industry Trends
- Define Strategic Business Imperatives
- Formulate Strategy
  - (Class) Product Strategy
    - (Class) Apparel & Equipment
    - (Class) Footwear
  - (Class) Channel Strategy
  - (Class) Purchase Strategy
  - (Class) Logistics Strategy
  - (Class) Sales Strategy
  - (Class) Marketing Strategy
  - (Class) IT Strategy
  - (Class) HR Strategy
  - (Class) Finance Strategy
- Interpret Strategy Implications on OUTLET STORES
- Ensure Strategic Alignment of Strategies <Vertical and Horizontal>
- Obtain Strategy Approval from HEAD OFFICE

4.2 — Ensure Leading Edge in the Market

4.2.1 — Manage and Communicate Change
- (Class) Market Place
- (Class) Consumer Base
- (Class) Product Line
- (Class) Competitor Potential
- (Class) Strategy and Tactics
- (Class) Organisation
- (Class) Season

4.2.2 — Ensure Optimal Utilisation of Operational Resources
- (Class) Capital
- (Class) Manpower
- (Class) Skills
- (Class) Technology
- (Class) Legal
- (Class) Information
- (Class) Raw Material
- (Class) Management Mechanisms

4.2.3 — Ensure Healthy Business Relationship with Target Environment

4.2.3.1 (Class) — Stakeholders

4.2.3.2 (Class) — Suppliers

4.2.3.3 (Class) — Service Providers

4.2.3.4 (Class) — Business Partners

4.2.3.5 (Class) — Competitors / Industry

4.2.3.6 (Class) — Consumer

4.3 — Ensure Efficient and Effective Delivery (Project Management)

4.4 — Capitalise on Knowledge Base (Encyclopaedia)

4.5 — Ensure Finance Component
- Determine Financial Capital Requirements (Budget)
  - Anticipate Spend Pattern
  - Anticipate Spend Pattern
  - Communicate Requirements
  - Acquire Financial Capital
- Allocate Funds to Operations
- Ensure Control over Capital Utilisation
- Realise Financial Benefit for Stakeholders (ROI)
- Capitalise on Retail Operations
- (Aux) Ensure compliance with Legal Requirements

4.6 — Ensure HR Component
- Establish Skills Needed
- Identify Gaps
- Adjust staffing compliments - Recruitment
- Assign Resources to Functions
- Assess Resource Potential
- Plan Succession and Developmental Plans
- Retain Employees
- Ensure Productivity
- Regulate and Maintain Employer / employee relationships
- Initiate Training Programs

Zoom Section C

APPENDIX F -   CASE STUDY RESULTS #3:

FUNCTION CRITICALITY RATING

CASE STUDY CANDIDATE 1
<INTERNATIONAL FOOTWEAR AND APPAREL MANUFACTURER>

Function	CSF #1	CSF #2	CSF #3	CSF #4	CSF #5	CSF #6	CSF #7	Criticality
0 Execute Business Functions								
1 Execute Business Strategy	✔	✔	✔	✔	✔	✔	✔	7
2 Execute the OUTLET STORE Value Chain								
2.1 Procure Product								
2.1.1 Determine Product Procurement Requirements		✔	✔			✔		3
2.1.2 Establish Product Category		✔	✔			✔		3
2.1.3 Establish Product Collections		✔	✔			✔		3
2.1.4 Order Products		✔	✔	✔		✔		4
2.1.5 Receive Product in Outlet Store		✔	✔	✔	✔	✔		5
2.2 Market OUTLET STORE	✔	✔	✔	✔				4
2.3 Sell Product								
2.3.1 Plan to Sell Product			✔		✔			2
2.3.2 Sell Product to Consumer			✔		✔			2
2.4 Service Consumer								
2.4.1 Provide In-store Consumer Service			✔		✔			2
2.4.2 After Sales Consumer Service			✔		✔			2
2.4.3 Analyse Consumer Profile	✔	✔	✔					3
2.4.4 Provide for Loyalty Program	✔	✔	✔		✔			4
2.4.5 (Aux) Ensure Consumer-friendly Environment	✔	✔						2
2.5 (Aux) OUTLET STORE Auxiliary Functions								
2.5.1 Optimise OUTLET STORE Performance	✔	✔	✔	✔	✔	✔	✔	7
2.5.2 Incentivise OUTLET STORE					✔		✔	2
3 Support the Retail Environment								
3.1 Plan the Channel								
3.1.1 Understand the Market	✔	✔	✔	✔				4
3.1.2 Determine Channel Mix								

University of Pretoria etd – Pieterse, E (2005)
The Development of an Internal Technology Strategy Assessment Framework
within the Services Sector Utilising Total Quality Management Principles

Function	CSF #1	CSF #2	CSF #3	CSF #4	CSF #5	CSF #6	CSF #7	Criticality
3.1.2.1 Specify Channel	✔	✔	✔	✔	✔	✔	✔	7
3.1.2.2 Specify Products per Channel			✔	✔		✔		3
3.2 Provide Infrastructure Support								
3.2.4 Establish Infrastructure Requirements								
3.2.4.1 Establish Physical Infrastructure Requirements		✔						1
3.2.4.2 Establish Operating Infrastructure Requirements								
3.2.4.2.1 (Class) IT Hardware		✔			✔			2
3.2.4.2.2 (Class) POS System		✔		✔	✔	✔	✔	5
3.2.4.2.3 (Class) Data and Telephone Lines				✔	✔	✔		3
3.2.4.2.4 (Class) Security				✔		✔		2
3.2.4.2.5 (Class) Staff		✔		✔			✔	3
3.2.4.3 Establish Payment Mechanism Requirements								
3.2.4.3.1 (Class) Credit Card					✔			1
3.2.4.3.2 (Class) Cash					✔			1
3.2.4.3.3 (Class) Cheques					✔			1
3.2.4.3.4 (Class) Innovative Payment Mechanisms					✔			1
3.2.4.4 Ensure Operational Capability of Outlet Store								
3.2.4.4.1 Normal Trading Capability				✔	✔	✔		3
3.2.4.4.2 Off-Line Trading				✔	✔	✔		3
3.2.4.4.3 Mobile Stores				✔	✔	✔		3
3.2.4.4.4 Disaster Recovery Plans				✔	✔	✔	✔	4
3.2.5 Implement Infrastructure as per Requirements		✔		✔	✔	✔	✔	5
3.3 Provide Merchandising to Channels								
3.3.1 Establish OUTLET STORE Shop Fitting / Build-up Requirements (Look and Feel)		✔	✔	✔				3
3.3.2 Execute / Implement OUTLET STORE Shop Fitting / Build-up Requirements		✔	✔	✔				3
3.4 Define Support Mechanisms per Channel Type								
3.4.1 (Class) EKIN Support		✔		✔				2
3.4.2 (Class) Business Support / Integration		✔	✔	✔	✔	✔	✔	6
3.4.3 (Class) Product Procurement Support (Assortment Planning)		✔	✔	✔	✔	✔		5
4 Enable the Business								
4.1 Define Business Strategy	✔	✔	✔	✔	✔	✔	✔	7
4.2 Ensure Leading Edge in the Market								

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Function	CSF #1	CSF #2	CSF #3	CSF #4	CSF #5	CSF #6	CSF #7	Criticality
4.2.1 Manage and Communicate Change		✔	✔					2
4.2.2 Ensure Optimal Utilisation of Operational Resources		✔		✔	✔	✔	✔	5
4.2.3 Ensure Healthy Business Relationship with Target Environment								
4.2.3.1 (Class) Stakeholders		✔	✔	✔		✔	✔	5
4.2.3.2 (Class) Suppliers		✔	✔	✔	✔	✔		5
4.2.3.3 (Class) Service Providers		✔	✔	✔	✔	✔		5
4.2.3.4 (Class) Business Partners		✔	✔	✔				3
4.2.3.5 (Class) Competitors / Industry	✔	✔	✔	✔				4
4.2.3.6 (Class) Consumer	✔	✔	✔					3
4.3 Ensure Efficient and Effective Delivery (Project Management)				✔	✔	✔		3
4.4 Capitalise on Knowledge Base (Encyclopaedia)				✔	✔	✔		7
4.5 Ensure Finance Component	✔	✔	✔	✔	✔	✔	✔	6
4.6 Ensure HR Component		✔		✔	✔	✔	✔	5

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APPENDIX G -   CASE STUDY RESULTS #4:

FUNCTION EXCELLENCE RATINGS

CASE STUDY CANDIDATE 1
<INTERNATIONAL FOOTWEAR AND APPAREL MANUFACTURER>

	Leadership (10)	(10)	Policy and Strategy (10)	(7)	Processes (10)	(12)	People Management (10)	(9)	Resource & Information Management (10)	(6)	Customer and Market Focus (10)	(6)	Impact on Society (10)	(6)	Customer Satisfaction (10)	(17)	People Satisfaction (10)	(9)	Supplier and Partnership Performance (10)	(3)	Business Results (10)	(15)	Total (110)	Weighted Total (100)
0 Execute Business Functions																								
1 Execute Business Strategy	6	6	5	3.5	4	4.8	6	5.4	6	3.6	7	4.2	7	4.2	10	17	6	5.4	8	2.4	7	10.5	72	67
2 Execute the OUTLET STORE Value Chain																								
2.1 Procure Product																								
2.1.1 Determine Product Procurement Requirements	7	7	8	5.6	6	7.2	5	4.5	6	3.6	5	3	6	3.6	10	17	6	5.4	7	2.1	7	10.5	73	69.5
2.1.2 Establish Product Category	8	8	8	5.6	8	9.6	8	7.2	8	4.8	9	5.4	9	5.4	8	13.6	9	8.1	8	2.4	8	12	91	82.1
2.1.3 Establish Product Collections	8	8	8	5.6	8	9.6	8	7.2	8	4.8	9	5.4	9	5.4	8	13.6	9	8.1	8	2.4	8	12	91	82.1
2.1.4 Order Products	8	8	6	4.2	6	7.2	7	6.3	5	3	5	3	7	4.2	5	8.5	5	4.5	6	1.8	6	9	66	59.7
2.1.5 Receive Product in Outlet Store	8	8	8	5.6	8	9.6	6	5.4	8	4.8	10	6	10	6	8	13.6	7	6.3	8	2.4	8	12	89	79.7
2.2 Market OUTLET STORE	6	6	5	3.5	6	7.2	6	5.4	6	3.6	7	4.2	8	4.8	6	10.2	7	6.3	7	2.1	6	9	70	62.3
2.3 Sell Product																								
2.3.1 Plan to Sell Product	7	7	8	5.6	6	7.2	6	5.4	5	3	8	4.8	6	3.6	6	10.2	4	3.6	10	3	6	9	72	62.4

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	Leadership (10)	(10)	Policy and Strategy (10)	(7)	Processes (10)	(12)	People Management (10)	(9)	Resource & Information Management (10)	(6)	Customer and Market Focus (10)	(6)	Impact on Society (10)	(6)	Customer Satisfaction (10)	(17)	People Satisfaction (10)	(9)	Supplier and Partnership Performance (10)	(3)	Business Results (10)	(15)	Total (110)	Weighted Total (100)
2.3.2 Sell Product to Consumer	4	4	9	6.3	9	10.8	8	7.2	8	4.8	9	5.4	9	5.4	8	13.6	6	5.4	8	2.4	8	12	86	77.3
2.4 Service Consumer	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
2.4.1 Provide In-store Consumer Service	5	5	7	4.9	5	6	6	5.4	8	4.8	9	5.4	7	4.2	7	11.9	5	4.5	10	3	10	15	79	70.1
2.4.2 After Sales Consumer Service	5	5	6	4.2	5	6	5	4.5	8	4.8	8	4.8	5	3	5	8.5	3	2.7	10	3	10	15	70	61.5
2.4.3 Analyse Consumer Profile	3	3	5	3.5	3	3.6	4	3.6	8	4.8	5	3	4	2.4	7	11.9	5	4.5	5	1.5	4	6	53	47.8
2.4.4 Provide for Loyalty Program	10	10	10	7	10	12	10	9	10	6	10	6	10	6	10	17	10	9	10	3	10	15	110	100
2.4.5 (Aux) Ensure Consumer-friendly Environment	6	6	7	4.9	7	8.4	5	4.5	8	4.8	9	5.4	7	4.2	7	11.9	7	6.3	10	3	10	15	83	74.4
2.5 (Aux) OUTLET STORE Auxiliary Functions																								
2.5.1 Optimise OUTLET STORE Performance	6	6	7	4.9	6	7.2	7	6.3	7	4.2	6	3.6	6	3.6	10	17	6	5.4	5	1.5	10	15	76	74.7
2.5.2 Incentivise OUTLET STORE	7	7	8	5.6	7	8.4	10	9	5	3	6	3.6	10	6	10	17	4	3.6	10	3	10	15	87	81.2
3 Support the Retail Environment																								
3.1 Plan the Channel																								
3.1.1 Understand the Market	4	4	5	3.5	4	4.8	5	4.5	7	4.2	6	3.6	10	6	6	10.2	4	3.6	5	1.5	5	7.5	61	53.4
3.1.2 Determine Channel Mix																								
3.1.2.1 Specify Channel	4	4	3	2.1	5	6	3	2.7	8	4.8	8	4.8	10	6	6	10.2	4	3.6	4	1.2	6	9	61	54.4
3.1.2.2 Specify Products per Channel	4	4	3	2.1	5	6	5	4.5	7	4.2	6	3.6	10	6	6	10.2	4	3.6	10	3	6	9	66	56.2

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	Leadership (10)	(10)	Policy and Strategy (10)	(7)	Processes (10)	(12)	People Management (10)	(9)	Resource & Information Management (10)	(6)	Customer and Market Focus (10)	(6)	Impact on Society (10)	(6)	Customer Satisfaction (10)	(17)	People Satisfaction (10)	(9)	Supplier and Partnership Performance (10)	(3)	Business Results (10)	(15)	Total (110)	Weighted Total (100)
3.2 Provide Infrastructure Support																								
3.2.4 Establish Infrastructure Requirements																								
3.2.4.1 Establish Physical Infrastructure Requirements	8	8	8	5.6	6	7.2	8	7.2	8	4.8	9	5.4	10	6	10	17	6	5.4	9	2.7	6	9	88	78.3
3.2.4.2 Establish Operating Infrastructure Requirements																								
3.2.4.2.1 (Class) IT Hardware	9	9	8	5.6	7	8.4	7	6.3	8	4.8	7	4.2	10	6	10	17	5	4.5	8	2.4	10	15	89	83.2
3.2.4.2.2 (Class) POS System	5	5	8	5.6	7	8.4	6	5.4	7	4.2	7	4.2	8	4.8	7	11.9	5	4.5	7	2.1	10	15	77	71.1
3.2.4.2.3 (Class) Data and Telephone Lines	7	7	8	5.6	8	9.6	8	7.2	8	4.8	9	5.4	10	6	10	17	9	8.1	7	2.1	10	15	94	87.8
3.2.4.2.4 (Class) Security	8	8	8	5.6	8	9.6	8	7.2	9	5.4	9	5.4	5	3	7	11.9	7	6.3	8	2.4	10	15	87	79.8
3.2.4.2.5 (Class) Staff	7	7	5	3.5	7	8.4	5	4.5	6	3.6	5	3	5	3	5	8.5	10	9	8	2.4	10	15	73	67.9
3.2.4.3 Establish Payment Mechanism Requirements																								
3.2.4.3.1 (Class) Credit Card	8	8	10	7	10	12	10	9	10	6	10	6	10	6	10	17	10	9	10	3	10	15	108	98
3.2.4.3.2 (Class) Cash	8	8	10	7	10	12	10	9	10	6	10	6	10	6	10	17	10	9	10	3	10	15	108	98
3.2.4.3.3 (Class) Cheques	8	8	10	7	10	12	10	9	10	6	10	6	10	6	10	17	10	9	10	3	10	15	108	98
3.2.4.3.4 (Class) Innovative Payment Mechanisms	5	5	5	3.5	4	4.8	10	9	10	6	2	1.2	10	6	4	6.8	10	9	10	3	10	15	80	69.3

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	Leadership (10)	(10)	Policy and Strategy (10)	(7)	Processes (10)	(12)	People Management (10)	(9)	Resource & Information Management (10)	(6)	Customer and Market Focus (10)	(6)	Impact on Society (10)	(6)	Customer Satisfaction (10)	(17)	People Satisfaction (10)	(9)	Supplier and Partnership Performance (10)	(3)	Business Results (10)	(15)	Total (110)	Weighted Total (100)
3.2.4.4 Ensure Operational Capability of Outlet Store																								
3.2.4.4.1 Normal Trading Capability	7	7	9	6.3	7	8.4	7	6.3	7	4.2	9	5.4	8	4.8	7	11.9	7	6.3	10	3	8	12	86	75.6
3.2.4.4.2 Off-Line Trading	7	7	8	5.6	6	7.2	6	5.4	7	4.2	8	4.8	7	4.2	5	8.5	5	4.5	10	3	7	10.5	76	64.9
3.2.4.4.3 Mobile Stores	6	6	8	5.6	7	8.4	7	6.3	8	4.8	8	4.8	7	4.2	6	10.2	6	5.4	10	3	8	12	81	70.7
3.2.4.4.4 Disaster Recovery Plans	5	5	8	5.6	6	7.2	4	3.6	6	3.6	7	4.2	7	4.2	6	10.2	5	4.5	10	3	7	10.5	71	61.6
3.2.5 Implement Infrastructure as per Requirements	4	4	6	4.2	7	8.4	4	3.6	6	3.6	7	4.2	7	4.2	10	17	7	6.3	8	2.4	8	12	74	69.9
3.3 Provide Merchandising to Channels																								
3.3.1 Establish OUTLET STORE Shop Fitting / Build-up Requirements (Look and Feel)	8	8	8	5.6	8	9.6	9	8.1	8	4.8	9	5.4	10	6	10	17	8	7.2	8	2.4	8	12	94	86.1
3.3.2 Execute / Implement OUTLET STORE Shop Fitting / Build-up Requirements	6	6	5	3.5	7	8.4	7	6.3	8	4.8	10	6	9	5.4	8	13.6	8	7.2	7	2.1	6	9	81	72.3
3.4 Define Support Mechanisms per Channel Type																								
3.4.1 (Class) EKIN Support	6	6	8	5.6	6	7.2	7	6.3	8	4.8	10	6	6	3.6	7	11.9	6	5.4	10	3	6	9	80	68.8
3.4.2 (Class) Business Support / Integration	5	5	7	4.9	7	8.4	7	6.3	8	4.8	6	3.6	10	6	10	17	6	5.4	7	2.1	6	9	79	72.5
3.4.3 (Class) Product Procurement Support (Assortment Planning)	4	4	5	3.5	5	6	5	4.5	8	4.8	7	4.2	10	6	6	10.2	6	5.4	7	2.1	6	9	69	59.7

	Leadership (10)	(10)	Policy and Strategy (10)	(7)	Processes (10)	(12)	People Management (10)	(9)	Resource & Information Management (10)	(6)	Customer and Market Focus (10)	(6)	Impact on Society (10)	(6)	Customer Satisfaction (10)	(17)	People Satisfaction (10)	(9)	Supplier and Partnership Performance (10)	(3)	Business Results (10)	(15)	Total (110)	Weighted Total (100)
4 Enable the Business																								
4.1 Define Business Strategy	6	6	5	3.5	5	6	5	4.5	6	3.6	6	3.6	8	4.8	10	17	5	4.5	10	3	6	9	72	65.5
4.2 Ensure Leading Edge in the Market																								
4.2.1 Manage and Communicate Change	5	5	8	5.6	5	6	6	5.4	8	4.8	6	3.6	10	6	7	11.9	4	3.6	10	3	6	9	75	63.9
4.2.2 Ensure Optimal Utilisation of Operational Resources	6	6	8	5.6	8	9.6	7	6.3	6	3.6	7	4.2	10	6	10	17	4	3.6	7	2.1	10	15	83	79
4.2.3 Ensure Healthy Business Relationship with Target Environment																								
4.2.3.1 (Class) Stakeholders	8	8	8	5.6	7	8.4	7	6.3	7	4.2	8	4.8	8	4.8	10	17	7	6.3	8	2.4	10	15	88	82.8
4.2.3.2 (Class) Suppliers	7	7	7	4.9	7	8.4	6	5.4	7	4.2	8	4.8	8	4.8	10	17	6	5.4	8	2.4	10	15	84	79.3
4.2.3.3 (Class) Service Providers	7	7	8	5.6	7	8.4	7	6.3	7	4.2	8	4.8	8	4.8	10	17	5	4.5	8	2.4	10	15	85	80
4.2.3.4 (Class) Business Partners	7	7	8	5.6	7	8.4	6	5.4	7	4.2	8	4.8	8	4.8	10	17	7	6.3	8	2.4	10	15	86	80.9
4.2.3.5 (Class) Competitors / Industry	7	7	8	5.6	6	7.2	6	5.4	5	3	8	4.8	8	4.8	7	11.9	10	9	7	2.1	10	15	82	75.8
4.2.3.6 (Class) Consumer	6	6	8	5.6	8	9.6	6	5.4	5	3	8	4.8	8	4.8	8	13.6	7	6.3	10	3	10	15	84	77.1
4.3 Ensure Efficient and Effective Delivery (Project Management)	5	5	8	5.6	4	4.8	4	3.6	6	3.6	7	4.2	10	6	7	11.9	6	5.4	10	3	7	10.5	74	63.6
4.4 Capitalise on Knowledge Base (Encyclopaedia)	5	5	8	5.6	4	4.8	3	2.7	6	3.6	6	3.6	6	3.6	7	11.9	5	4.5	10	3	6	9	66	57.3
4.5 Ensure Finance Component	8	8	8	5.6	7	8.4	8	7.2	6	3.6	10	6	10	6	10	17	7	6.3	10	3	10	15	94	86.1

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	Leadership (10)	(10)	Policy and Strategy (10)	(7)	Processes (10)	(12)	People Management (10)	(9)	Resource & Information Management (10)	(6)	Customer and Market Focus (10)	(6)	Impact on Society (10)	(6)	Customer Satisfaction (10)	(17)	People Satisfaction (10)	(9)	Supplier and Partnership Performance (10)	(3)	Business Results (10)	(15)	Total (110)	Weighted Total (100)
4.6 Ensure HR Component	5	5	5	3.5	3	3.6	6	5.4	4	2.4	4	2.4	10	6	10	17	4	3.6	10	3	10	15	71	66.9

APPENDIX H - CASE STUDY RESULTS #5:

STRATEGIC CRITICAL TECHNOLOGY ARTEFACTS

CASE STUDY CANDIDATE 1
<INTERNATIONAL FOOTWEAR AND APPAREL MANUFACTURER>

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
1 Execute Business Strategy	All processes			7
2.5.1 Optimise OUTLET STORE Performance	17.1) Stock Counts	POS System <Inventory Management Module>	Information-Transport & Information-Store	7
		Enterprise Merchandise System	Information-Store	
		Stock Count System	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Storage System <Stock Control>	Information-Store	
		Warehouse Management System <Inventory Module>	Information-Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.1.2.1 Specify Channel	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	7
		Storage System <Stock Control>	Information-Store	
	02 B) Event Planning	Project Scheduling Software	Information-Store	
		POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
4.1 Define Business Strategy	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	7
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
4.4 Capitalise on Knowledge Base (Encyclopaedia)	Through implementation of all processes			7
3.4.2 (Class) Business Support / Integration	All processes			6
4.5 Ensure Finance Component	11) End-of-Day / Cash-up	POS System <Terminals>	Information-Process	6

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
	12 B) Close-off and Report on Event	Product Style/Model System <General Ledger>	Information-Store	
		POS System <Sales Module>	Information-Store	
		POS System <Receiving Module>	Information-Store	
	13) Return event additional items	Product Style/Model System <General Ledger>	Information-Store	
	16) Finance - Recon of OUTLET STORE / Event	Product Style/Model System <Retail Interface>	Information-Store	
		POS System <Inventory Management Module>	Information-Transport & Information-Store	
2.1.5 Receive Product in Outlet Store	07 A) Accept Product in OUTLET STORE	POS System <Receiving Module>	Information-Store	
		Product Style/Model System <Costing>	Information-Store	5
		Product Style/Model System <Retail Interface>	Information-Store	
	07 B) Accept Product in Mobile Events	POS System <Receiving Module>	Information-Store	
	07.2) Short Deliveries	Product Style/Model System <General Ledger>	Information-Store	
		POS System <Sales Module>	Information-Store	
	15) Inter-Branch Transfers	POS System <Inventory Management Module>	Information-Transport & Information-Store	
		Product Style/Model System <Retail Interface>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
3.2.4.2.2 (Class) POS System	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	5
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
	17.3) Analysis and Improvements	POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.2.5 Implement Infrastructure as per Requirements	06 B) Event Stand Set-up	Uninterrupted Power Supply	Energy Store	5
3.4.3 (Class) Product Procurement Support (Assortment Planning)	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	5
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
4.2.2 Ensure Optimal Utilisation of Operational Resources	All processes			5
4.2.3.1 (Class) Stakeholders	Through implementation of all processes			5
4.2.3.2 (Class) Suppliers	Through implementation of all processes			5
4.2.3.3 (Class) Service Providers	Through implementation of all processes			5
4.6 Ensure HR Component	No specific Process	n/a	n/a	5
2.1.4 Order Products	05) Order Products	Spreadsheet Software	Information-Store	
		Electronic communication <e-mail>	Information-Transport & Information-Store	4
		Product Style/Model System <Product Master Module>	Information-Store	
		Warehouse Management System <Picking Module>	Information-Transport & Information-Store	
		Warehouse Management System <Purchase Module>	Information-Store	
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Printer>	Information-Process	

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
2.2 Market OUTLET STORE	No specific Process	n/a	n/a	4
2.4.4 Provide for Loyalty Program	No specific Process	n/a	n/a	4
3.1.1 Understand the Market	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	4
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.2.4.4.4 Disaster Recovery Plans	17.2) Disaster Recovery Plans	n/a	n/a	4
3.2.5 Implement Infrastructure as per Requirements	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	4
		POS System <Terminals>	Information-Process	
4.2.3.5 (Class) Competitors / Industry	Through implementation of all processes			4
2.1.1 Determine Product Procurement Requirements	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	3
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	02 B) Event Planning	POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
2.1.2 Establish Product Category	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	3
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	02 B) Event Planning	POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
2.1.3 Establish Product Collections	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	3
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
	02 B) Event Planning	POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
2.4.3 Analyse Consumer Profile	10) Sell Product	POS System <Terminals>	Information-Process	3
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.1.2.2 Specify Products per Channel	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	3
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
3.2.4.2.3 (Class) Data and Telephone Lines	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	3
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
3.2.4.2.5 (Class) Staff	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	3
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.2.4.4.1 Normal Trading Capability	All processes			3
3.2.4.4.2 Off-Line Trading	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	3
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	09) Support during event	POS System <Inventory Management Module>	Information-Transport & Information-Store	
	17.2) Disaster Recovery Plans	n/a	n/a	
3.2.4.4.3 Mobile Stores	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	3
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	09) Support during event	POS System <Inventory Management Module>	Information-Transport & Information-Store	
3.3.1 Establish OUTLET STORE Shop Fitting / Build-up Requirements (Look and Feel)	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	3
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	02 B) Event Planning	POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
3.3.2 Execute / Implement OUTLET STORE Shop Fitting / Build-up Requirements	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	3
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	10) Sell Product	POS System <Terminals>	Information-Process	
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
4.2.3.4 (Class) Business Partners	Through implementation of all processes			3
4.2.3.6 (Class) Consumer	Through implementation of all processes			3
4.3 Ensure Efficient and Effective Delivery (Project Management)	Through implementation of all processes			3
2.3.1 Plan to Sell Product	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	2
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	08) Merchandise Product	POS System <Inventory Management Module>	Information-Transport & Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Spreadsheet Software	Information-Store	

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
		Electronic communication <e-mail>	Information-Transport & Information-Store	
		Product Style/Model System <Retail Interface>	Information-Store	
		POS System <Sales Module>	Information-Store	
2.3.2 Sell Product to Consumer	10) Sell Product	POS System <Terminals>	Information-Process	2
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
2.4.1 Provide In-store Consumer Service	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	2
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	08) Merchandise Product	POS System <Inventory Management Module>	Information-Transport & Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Spreadsheet Software	Information-Store	
		Electronic communication <e-mail>	Information-Transport & Information-Store	
		Product Style/Model System <Retail Interface>	Information-Store	
		POS System <Sales Module>	Information-Store	
2.4.2 After Sales Consumer Service	14 A) Customer Returns and Exchanges	POS System <Terminals>	Information-Process	2
		Product Style/Model System <Retail Interface>	Information-Store	
2.4.5 (Aux) Ensure Consumer-friendly Environment	No specific Process	n/a	n/a	2
2.5.2 Incentivise OUTLET STORE	No specific Process	n/a	n/a	2
3.2.4.2.1 (Class) IT Hardware	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	2
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
	17.4) IT Support	Issue Resolution Management & Tracking System	Information-Process & Information-Store	2
		Electronic communication <e-mail>	Information-Transport & Information-Store	
3.2.4.2.4 (Class) Security	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	2
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.4.1 (Class) EKIN Support	No specific Process	n/a	n/a	2

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
4.2.1 Manage and Communicate Change	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	2
		Product Style/Model System < Management information >	Information-Store	
3.2.4.1 Establish Physical Infrastructure Requirements	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	1
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.2.4.3.1 (Class) Credit Card	10) Sell Product	POS System <Terminals>	Information-Process	1
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
3.2.4.3.2 (Class) Cash	10) Sell Product	POS System <Terminals>	Information-Process	1
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
3.2.4.3.3 (Class) Cheques	10) Sell Product	POS System <Terminals>	Information-Process	1
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Criticality
		Product Style/Model System <Retail Interface>	Information-Store	
3.2.4.3.4 (Class) Innovative Payment Mechanisms	10) Sell Product	POS System <Terminals>	Information-Process	1
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	

APPENDIX I -   CASE STUDY RESULTS #6:
EXCELLENCE PRIORITISED TECHNOLOGY
ARTEFACT

CASE STUDY CANDIDATE 1
<INTERNATIONAL FOOTWEAR AND APPAREL MANUFACTURER>

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
2.4.3 Analyse Consumer Profile	10) Sell Product	POS System <Terminals>	Information-Process	47.8
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.1.1 Understand the Market	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	53.4
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.1.2.1 Specify Channel	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	54.4
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	02 B) Event Planning	POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
3.1.2.2 Specify Products per Channel	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	56.2
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
	03) ID Products	POS System <Planning Module>	Information-Store	
4.4 Capitalise on Knowledge Base (Encyclopaedia)	Through implementation of all processes			57.3
2.1.4 Order Products	05) Order Products	Spreadsheet Software	Information-Store	59.7
		Electronic communication <e-mail>	Information-Transport & Information-Store	
		Product Style/Model System <Product Master Module>	Information-Store	
		Warehouse Management System <Picking Module>	Information-Transport & Information-Store	
		Warehouse Management System <Purchase Module>	Information-Store	
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Printer>	Information-Process	
3.4.3 (Class) Product Procurement Support (Assortment Planning)	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	59.7
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
2.4.2 After Sales Consumer Service	14 A) Customer Returns and Exchanges	POS System <Terminals>	Information-Process	61.5
		Product Style/Model System <Retail Interface>	Information-Store	
3.2.4.4.4 Disaster Recovery Plans	17.2) Disaster Recovery Plans	n/a	n/a	61.5
2.2 Market OUTLET STORE	No specific Process	n/a	n/a	62.3
2.3.1 Plan to Sell Product	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	62.4
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	08) Merchandise Product	POS System <Inventory Management Module>	Information-Transport & Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Spreadsheet Software	Information-Store	

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
		Electronic communication <e-mail>	Information-Transport & Information-Store	
		Product Style/Model System <Retail Interface>	Information-Store	
		POS System <Sales Module>	Information-Store	
4.3 Ensure Efficient and Effective Delivery (Project Management)	Through implementation of all processes			**63.6**
4.2.1 Manage and Communicate Change	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	**63.9**
		Product Style/Model System < Management information >	Information-Store	
3.2.4.4.2 Off-Line Trading	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	**64.9**
		Product Style/Model System <General Ledger>	Information-Store	
	09) Support during event	POS System <Inventory Management Module>	Information-Transport & Information-Store	
	17.2) Disaster Recovery Plans	n/a	n/a	
4.1 Define Business Strategy	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	**65.5**
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
4.6 Ensure HR Component	No specific Process	n/a	n/a	**66.9**
1 Execute Business Strategy	All processes			**67**
3.2.4.2.5 (Class) Staff	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	**67.9**
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
	06 B) Event Stand Set-up	Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
		Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.4.1 (Class) EKIN Support	No specific Process	n/a	n/a	68.8
3.2.4.3.4 (Class) Innovative Payment Mechanisms	10) Sell Product	POS System <Terminals>	Information-Process	69.3
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
2.1.1 Determine Product Procurement Requirements	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	69.5
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	02 B) Event Planning	POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
3.2.5 Implement Infrastructure as per Requirements	06 B) Event Stand Set-up	Uninterrupted Power Supply	Energy Store	69.9
		Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
2.4.1 Provide In-store Consumer Service	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	70.1
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	08) Merchandise Product	POS System <Inventory Management Module>	Information-Transport & Information-Store	

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
		Bar-coding technology <Scanning>	Information-Process	
		Spreadsheet Software	Information-Store	
		Electronic communication <e-mail>	Information-Transport & Information-Store	
		Product Style/Model System <Retail Interface>	Information-Store	
		POS System <Sales Module>	Information-Store	
3.2.4.4.3 Mobile Stores	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	70.7
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	09) Support during event	POS System <Inventory Management Module>	Information-Transport & Information-Store	
3.2.4.2.2 (Class) POS System	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	71.1
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
		Product Style/Model System < Management information >	Information-Store	
3.3.2 Execute / Implement OUTLET STORE Shop Fitting / Build-up Requirements	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	72.3
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	10) Sell Product	POS System <Terminals>	Information-Process	
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
3.4.2 (Class) Business Support / Integration	All processes			72.5
2.4.5 (Aux) Ensure Consumer-friendly Environment	No specific Process	n/a	n/a	74.4
2.5.1 Optimise OUTLET STORE Performance	17.1) Stock Counts	POS System <Inventory Management Module>	Information-Transport & Information-Store	74.7
		Enterprise Merchandise System	Information-Store	
		Stock Count System	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Storage System <Stock Control>	Information-Store	
		POS System <Inventory Management Module>	Information-Transport & Information-Store	
		Warehouse Management System <Inventory Module>	Information-Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.2.4.4.1 Normal Trading Capability	All processes			75.6
4.2.3.5 (Class) Competitors / Industry	Through implementation of all processes			75.8
4.2.3.6 (Class) Consumer	Through implementation of all processes			77.1
2.3.2 Sell Product to Consumer	10) Sell Product	POS System <Terminals>	Information-Process	77.3
		POS System <Sales Module>	Information-Store	

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
3.2.4.1 Establish Physical Infrastructure Requirements	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	78.3
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
4.2.2 Ensure Optimal Utilisation of Operational Resources	All processes			79
4.2.3.2 (Class) Suppliers	Through implementation of all processes			79.3
2.1.5 Receive Product in Outlet Store	07 A) Accept Product in OUTLET STORE	POS System <Receiving Module>	Information-Store	79.7
		Product Style/Model System <Costing>	Information-Store	
		Product Style/Model System <Retail Interface>	Information-Store	
	07 B) Accept Product in Mobile Events	POS System <Receiving Module>	Information-Store	
	07.2) Short Deliveries	Product Style/Model System <General Ledger>	Information-Store	
		POS System <Sales Module>	Information-Store	

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
	15) Inter-Branch Transfers	POS System <Inventory Management Module>	Information-Transport & Information-Store	
		Product Style/Model System <Retail Interface>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
3.2.4.2.4 (Class) Security	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	79.8
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
4.2.3.3 (Class) Service Providers	Through implementation of all processes			80
4.2.3.4 (Class) Business Partners	Through implementation of all processes			80.9
2.5.2 Incentivise OUTLET STORE	No specific Process	n/a	n/a	81.2
2.1.2 Establish Product Category	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	82.1
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	02 B) Event Planning	POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
2.1.3 Establish Product Collections	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	82.1
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	02 B) Event Planning	POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
	03) ID Products	POS System <Planning Module>	Information-Store	
4.2.3.1 (Class) Stakeholders	Through implementation of all processes			82.8
3.2.4.2.1 (Class) IT Hardware	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
	17.4) IT Support	Issue Resolution Management & Tracking System	Information-Process & Information-Store	83.2
		Electronic communication <e-mail>	Information-Transport & Information-Store	
3.3.1 Establish OUTLET STORE Shop Fitting / Build-up Requirements (Look and Feel)	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	86.1

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
	02 B) Event Planning	Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
		POS System <Planning Module>	Information-Store	
		Project Scheduling Software	Information-Store	
4.5 Ensure Finance Component	11) End-of-Day / Cash-up	POS System <Terminals>	Information-Process	86.1
	12 B) Close-off and Report on Event	Product Style/Model System <General Ledger>	Information-Store	
		POS System <Sales Module>	Information-Store	
		POS System <Receiving Module>	Information-Store	
	13) Return event additional items	Product Style/Model System <General Ledger>	Information-Store	
	16) Finance - Recon of OUTLET STORE / Event	Product Style/Model System <Retail Interface>	Information-Store	
		POS System <Inventory Management Module>	Information-Transport & Information-Store	
3.2.4.2.3 (Class) Data and Telephone Lines	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	87.8
		Storage System <Stock Control>	Information-Store	
		Project Scheduling Software	Information-Store	
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
		Spreadsheet Software	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Cash Drawers	Information-Process & Information-Store	
		Product Style/Model System <General Ledger>	Information-Store	
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	
		POS System <Terminals>	Information-Process	
		Uninterrupted Power Supply	Energy Store	
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	
		Product Style/Model System < Management information >	Information-Store	
3.2.4.3.1 (Class) Credit Card	10) Sell Product	POS System <Terminals>	Information-Process	98

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
3.2.4.3.2 (Class) Cash	10) Sell Product	POS System <Terminals>	Information-Process	98
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
3.2.4.3.3 (Class) Cheques	10) Sell Product	POS System <Terminals>	Information-Process	98
		POS System <Sales Module>	Information-Store	
		Bar-coding technology <Scanning>	Information-Process	
		Product Style/Model System <Retail Interface>	Information-Store	
2.4.4 Provide for Loyalty Program	No specific Process	n/a	n/a	100

APPENDIX J -   CASE STUDY RESULTS #7:
TECHNOLOGY ARTEFACT VECTOR LENGTH

CASE STUDY CANDIDATE 1
<INTERNATIONAL FOOTWEAR AND APPAREL MANUFACTURER>

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
3.1.2.1 Specify Channel	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	54.4	7	5.4
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	02 B) Event Planning	POS System <Planning Module>	Information-Store			
		Project Scheduling Software	Information-Store			
4.4 Capitalise on Knowledge Base (Encyclopaedia)	Through implementation of all processes			57.3	7	5.7
3.1.1 Understand the Market	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store			
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	03) ID Products	POS System <Planning Module>	Information-Store			
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	53.4	4	6.1
		Product Style/Model System < Management information >	Information-Store			
2.4.3 Analyse Consumer Profile	10) Sell Product	POS System <Terminals>	Information-Process	47.8	3	6.2
		POS System <Sales Module>	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Product Style/Model System <Retail Interface>	Information-Store			

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store			
		Product Style/Model System < Management information >	Information-Store			
3.4.3 (Class) Product Procurement Support (Assortment Planning)	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	59.7	5	6.3
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	03) ID Products	POS System <Planning Module>	Information-Store			
4.1 Define Business Strategy	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	65.5	7	6.6
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
1 Execute Business Strategy	All processes			67	7	6.7
2.1.4 Order Products	05) Order Products	Spreadsheet Software	Information-Store	59.7	4	6.7
		Electronic communication <e-mail>	Information-Transport & Information-Store			
		Product Style/Model System <Product Master Module>	Information-Store			
		Warehouse Management System <Picking Module>	Information-Transport & Information-Store			
		Warehouse Management System <Purchase Module>	Information-Store			
		POS System <Sales Module>	Information-Store			
		Bar-coding technology <Printer>	Information-Process			
2.2 Market OUTLET STORE	No specific Process	n/a	n/a	62.3	4	6.9
3.1.2.2 Specify Products per Channel	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	56.2	3	6.9
		Storage System <Stock Control>	Information-Store			

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
	03) ID Products	Project Scheduling Software	Information-Store			
		POS System <Planning Module>	Information-Store			
3.2.4.4.4 Disaster Recovery Plans	17.2) Disaster Recovery Plans	n/a	n/a	61.6	4	6.9
4.6 Ensure HR Component	No specific Process	n/a	n/a	66.9	5	7.0
3.2.5 Implement Infrastructure as per Requirements	06 B) Event Stand Set-up	Uninterrupted Power Supply	Energy Store	69.9	5	7.3
		Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
3.4.2 (Class) Business Support / Integration	All processes			72.5	6	7.3
3.2.4.2.2 (Class) POS System	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store			
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		Spreadsheet Software	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Cash Drawers	Information-Process & Information-Store	71.1	5	7.4
		Product Style/Model System <General Ledger>	Information-Store			
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store			
		Product Style/Model System < Management information >	Information-Store			
2.5.1 Optimise OUTLET STORE Performance	17.1) Stock Counts	POS System <Inventory Management Module>	Information-Transport & Information-Store	74.7	7	7.5
		Enterprise Merchandise System	Information-Store			
		Stock Count System	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Storage System <Stock Control>	Information-Store			
		POS System <Inventory Management Module>	Information-Transport & Information-Store			
		Warehouse Management System <Inventory Module>	Information-Store			
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store			
		Product Style/Model System < Management information >	Information-Store			
4.3 Ensure Efficient and Effective Delivery (Project Management)	Through implementation of all processes			63.6	3	7.5
3.2.4.4.2 Off-Line Trading	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	64.9	3	7.6
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		Spreadsheet Software	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Cash Drawers	Information-Process & Information-Store			
		Product Style/Model System <General Ledger>	Information-Store			
	09) Support during event	POS System <Inventory Management Module>	Information-Transport & Information-Store			

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
	17.2) Disaster Recovery Plans	n/a	n/a			
2.4.2 After Sales Consumer Service	14 A) Customer Returns and Exchanges	POS System <Terminals>	Information-Process	61.5	2	7.9
		Product Style/Model System <Retail Interface>	Information-Store			
3.2.4.2.5 (Class) Staff	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	67.9	3	7.9
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		Spreadsheet Software	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Cash Drawers	Information-Process & Information-Store			
		Product Style/Model System <General Ledger>	Information-Store			
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store			
		Product Style/Model System < Management information >	Information-Store			
2.1.1 Determine Product Procurement Requirements	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	69.5	3	8.0
		Storage System <Stock Control>	Information-Store			

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
	02 B) Event Planning	Project Scheduling Software	Information-Store			
		POS System <Planning Module>	Information-Store			
	03) ID Products	Project Scheduling Software	Information-Store			
		POS System <Planning Module>	Information-Store			
2.3.1 Plan to Sell Product	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	62.4	2	8.0
	08) Merchandise Product	POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		POS System <Inventory Management Module>	Information-Transport & Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Spreadsheet Software	Information-Store			
		Electronic communication <e-mail>	Information-Transport & Information-Store			
		Product Style/Model System <Retail Interface>	Information-Store			
		POS System <Sales Module>	Information-Store			
3.2.4.4.3 Mobile Stores	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	70.7	3	8.1
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		Spreadsheet Software	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Cash Drawers	Information-Process & Information-Store			
		Product Style/Model System <General Ledger>	Information-Store			
	09) Support during event	POS System <Inventory Management Module>	Information-Transport & Information-Store			
4.2.1 Manage and Communicate Change	17.3) Analysis and Improvements	POS System <Management information>	Information-Store	63.9	2	8.1

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
		Product Style/Model System < Management information >	Information-Store			
4.2.2 Ensure Optimal Utilisation of Operational Resources	All processes			79	5	8.1
2.1.5 Receive Product in Outlet Store	07 A) Accept Product in OUTLET STORE	POS System <Receiving Module>	Information-Store	79.7	5	8.2
		Product Style/Model System <Costing>	Information-Store			
		Product Style/Model System <Retail Interface>	Information-Store			
	07 B) Accept Product in Mobile Events	POS System <Receiving Module>	Information-Store			
	07.2) Short Deliveries	Product Style/Model System <General Ledger>	Information-Store			
		POS System <Sales Module>	Information-Store			
	15) Inter-Branch Transfers	POS System <Inventory Management Module>	Information-Transport & Information-Store			
		Product Style/Model System <Retail Interface>	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
4.2.3.2 (Class) Suppliers	Through implementation of all processes			79.3	5	8.2
4.2.3.3 (Class) Service Providers	Through implementation of all processes			80	5	8.2
4.2.3.5 (Class) Competitors / Industry	Through implementation of all processes			75.8	4	8.2
3.3.2 Execute / Implement OUTLET STORE Shop Fitting / Build-up Requirements	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	72.3	3	8.3
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
	10) Sell Product	POS System <Terminals>	Information-Process			

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
		POS System <Sales Module>	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Product Style/Model System <Retail Interface>	Information-Store			
3.4.1 (Class) EKIN Support	No specific Process	n/a	n/a	68.8	2	8.5
4.2.3.1 (Class) Stakeholders	Through implementation of all processes			82.8	5	8.5
2.4.1 Provide In-store Consumer Service	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store	70.1	2	8.6
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
	08) Merchandise Product	POS System <Inventory Management Module>	Information-Transport & Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Spreadsheet Software	Information-Store			
		Electronic communication <e-mail>	Information-Transport & Information-Store			
		Product Style/Model System <Retail Interface>	Information-Store			
		POS System <Sales Module>	Information-Store			
3.2.4.4.1 Normal Trading Capability	All processes			75.6	3	8.6
4.2.3.6 (Class) Consumer	Through implementation of all processes			77.1	3	8.7
4.5 Ensure Finance Component	11) End-of-Day / Cash-up	POS System <Terminals>	Information-Process	86.1	6	8.7
		Product Style/Model System <General Ledger>	Information-Store			
	12 B) Close-off and Report on Event	POS System <Sales Module>	Information-Store			
		POS System <Receiving Module>	Information-Store			
	13) Return event additional items	Product Style/Model System <General Ledger>	Information-Store			

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
	16) Finance - Recon of OUTLET STORE / Event	Product Style/Model System <Retail Interface>	Information-Store			
		POS System <Inventory Management Module>	Information-Transport & Information-Store			
2.4.5 (Aux) Ensure Consumer-friendly Environment	No specific Process	n/a	n/a	74.4	2	9.0
4.2.3.4 (Class) Business Partners	Through implementation of all processes			80.9	3	9.0
2.1.2 Establish Product Category	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	82.1	3	9.1
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	02 B) Event Planning	POS System <Planning Module>	Information-Store			
		Project Scheduling Software	Information-Store			
	03) ID Products	POS System <Planning Module>	Information-Store			
2.1.3 Establish Product Collections	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	82.1	3	9.1
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	02 B) Event Planning	POS System <Planning Module>	Information-Store			
		Project Scheduling Software	Information-Store			
	03) ID Products	POS System <Planning Module>	Information-Store			
2.3.2 Sell Product to Consumer	10) Sell Product	POS System <Terminals>	Information-Process	77.3	2	9.2
		POS System <Sales Module>	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Product Style/Model System <Retail Interface>	Information-Store			

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
3.2.4.3.4 (Class) Innovative Payment Mechanisms	10) Sell Product	POS System <Terminals>	Information-Process	69.3	1	9.2
		POS System <Sales Module>	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Product Style/Model System <Retail Interface>	Information-Store			
3.2.4.2.4 (Class) Security	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	79.8	2	9.4
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		Spreadsheet Software	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Cash Drawers	Information-Process & Information-Store			
		Product Style/Model System <General Ledger>	Information-Store			
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store			
		Product Style/Model System < Management information >	Information-Store			
2.5.2 Incentivise OUTLET STORE	No specific Process	n/a	n/a	81.2	2	9.5
3.3.1 Establish OUTLET STORE Shop Fitting / Build-up Requirements (Look and Feel)	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	86.1	3	9.5

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	02 B) Event Planning	POS System <Planning Module>	Information-Store			
		Project Scheduling Software	Information-Store			
3.2.4.2.3 (Class) Data and Telephone Lines	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	87.8	3	9.6
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		Spreadsheet Software	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Cash Drawers	Information-Process & Information-Store			
		Product Style/Model System <General Ledger>	Information-Store			
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store			
		Product Style/Model System < Management information >	Information-Store			
3.2.4.2.1 (Class) IT Hardware	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store			
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			

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Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		Spreadsheet Software	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Cash Drawers	Information-Process & Information-Store			
		Product Style/Model System <General Ledger>	Information-Store			
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store			
		Product Style/Model System < Management information >	Information-Store			
	17.4) IT Support	Issue Resolution Management & Tracking System	Information-Process & Information-Store	83.2	2	9.7
		Electronic communication <e-mail>	Information-Transport & Information-Store			
3.2.4.1 Establish Physical Infrastructure Requirements	01) Annual Planning	Product Style/Model System <Database module for marketing purposes>	Information-Store	78.3	1	9.9
		Storage System <Stock Control>	Information-Store			
		Project Scheduling Software	Information-Store			
3.2.4.1 Establish Physical Infrastructure Requirements	04 B) Event Preparation	Personal Computers	Information-Process & Information-Store	78.3	1	9.9
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
		Spreadsheet Software	Information-Store			

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within the Services Sector Utilising Total Quality Management Principles

Function	Function realised by mapped process(es)	Technology artefact employed in mapped process	9 cell Technology matrix artefact classification	Weighted Excellence Total	Criticality	Vector Length
		Bar-coding technology <Scanning>	Information-Process			
		Cash Drawers	Information-Process & Information-Store			
		Product Style/Model System <General Ledger>	Information-Store			
	06 B) Event Stand Set-up	Personal Computers	Information-Process & Information-Store			
		POS System <Terminals>	Information-Process			
		Uninterrupted Power Supply	Energy Store			
	17.3) Analysis and Improvements	POS System <Management information>	Information-Store			
		Product Style/Model System < Management information >	Information-Store			
2.4.4 Provide for Loyalty Program	No specific Process	n/a	n/a	100	4	10.4
3.2.4.3.1 (Class) Credit Card	10) Sell Product	POS System <Terminals>	Information-Process	98	1	11.5
		POS System <Sales Module>	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Product Style/Model System <Retail Interface>	Information-Store			
3.2.4.3.2 (Class) Cash	10) Sell Product	POS System <Terminals>	Information-Process	98	1	11.5
		POS System <Sales Module>	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Product Style/Model System <Retail Interface>	Information-Store			
3.2.4.3.3 (Class) Cheques	10) Sell Product	POS System <Terminals>	Information-Process	98	1	11.5
		POS System <Sales Module>	Information-Store			
		Bar-coding technology <Scanning>	Information-Process			
		Product Style/Model System <Retail Interface>	Information-Store			