

## **Answer on Question #44257 – Management – Other**

### **Interview a person who has recently been involved in making a business decision**

The interview was organized with the Marketing Director of Retail Operator.

#### **The scope of the problem solved.**

The scope is to improve corporate business intelligence and to increase revenue through more efficient business decisions by applying Corporate Indicator Framework.

#### **The people involved in the decision**

Director of the Company and Heads of Departments were involved, including Marketing, Operations, Merchandising, Channels, Customer Service and Finance Departments.

#### **Relate it to the 4 Phases of decision making.**

Intelligence phase. Existing approaches for performance management and Indicator Framework Implementation were analyzed, with such approaches as Balanced Scorecard, TQM, 6 Sigma and others outlined.

Design phase. The criteria for the decision were as follows: versatility to corporate structure based on its functions; implementation time; information availability; opportunity of using the existing Corporate Performance Management Systems (CPM); and the scope of investment. Program Solutions for process automation were outlined. The list of companies, which can develop and introduce the Indicator Framework to the company, was composed.

Choice phase. There was information obtained from seven consulting companies followed by their decisions. Four consulting companies made presentations and demonstrated two program solutions. Proposals from companies that include phases of its implementation, scope of investment, implementation time were arranged.

Implementation phase. Five-stage implementation plan was approved: (1) Preliminary Stage to define main problems; (2) analysis of corporate functions; (3) Indicator Framework Development; (4) IT Solution Development, and (5) Implementation and Trainings. The financing was provided in three stages.

**The alternatives (choices) and the decision chosen.**

Alternatives were as follows: (1) implementation of existing Indicator Framework based on world retail best practices; (2) development of Corporate Indicator Framework according to existing Corporate Structure combining world retail best practices and corporate culture; (3) develop Indicator Framework by work team of the company. The preference was given to the second alternative because of its versatility to corporate structure, opportunity of usage of existing resources, and best practices.

**How the decision was implemented.**

The decision was implemented through introduction IT Solution, which was in line with existing CPM System; and the data base program with corporate indicators and responsibilities.

**How computers were used to support the decision making.**

Computers were used for information search, presentations, IT Solution Demonstrations, creation of Plan of the Project and Implementation of IT Solution for the Company.