

Requirements for borderless enterprises

Anouk Doom & Luciano Petreski

TANDEM master thesis in ACTION!

UGENT Belgium & UKLO North Macedonia

Faculteit Economie en Bedrijfskunde Ghent & Faculty of Economics Prilep

Anouk Doom & Luciano Petreski

Pursuing Master of Science in Business Engineering Main subject: data analytics
(Anouk) & Master in Business Administration - Management (Luciano)

Bridge being made by their mentor, asst. prof. dr. Renata Petrevska Nechkoska
in collaboration with prof. dr. Geert Poels
and the respective jury panels of professors from the two universities

What are they doing?

Jointly researching master thesis topics from two different perspectives:

BORDERLESS ENTERPRISES

INFORMATION SYSTEM REQUIREMENTS (Anouk)

& BUSINESS PROCESS REENGINEERING (Luciano)

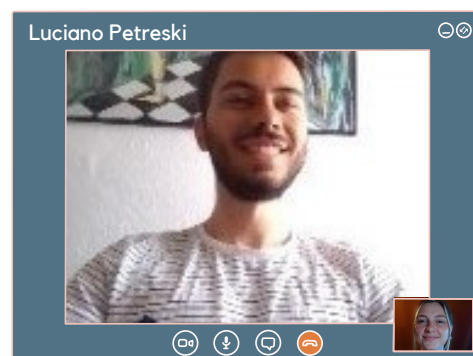
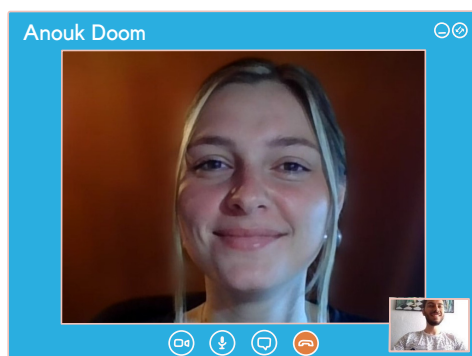
Here is their first synergy – towards a joint publication!

About the supervisors:

<http://tactical-management-in-complexity.com/course/view.php?id=2>

More info on the tandem master thesis:

<http://tactical-management-in-complexity.com/course/view.php?id=15>

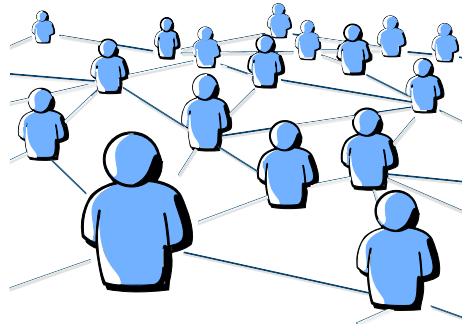


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Borderless enterprise

value co-creation



geographical, supply chain

Information systems

Business processes

data protection
IT governance
specific user tools
business intelligence
align data exchange
effective CRM system
accounting software
ERP software
cloud computing
strong communication network
database management
...

Stakeholder analysis
budget preparation
organizational readiness
...

market segmentation analysis
product gap analysis
SWOT analysis
determine market opportunity and size
establish a beachhead team
product readiness
tax and finance readiness
establishing relationship with local businesses
sales strategy
...

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Problem

The first main focus of this tandem master is defining the borderless enterprise. In the current literature there can be some definitions found, but these are not sufficient enough. We want to discover an overarching definition of the borderless enterprise that will help us understand better which requirements such company needs. At the moment there is also inadequate knowledge, wrong direction and irregularity in implementation, unsuited team formulation, insufficient and incorrect placement of resources and unsound analysis and lack of support in most engineering processes in borderless enterprises working in developing countries. We want to also research the resistance of change which causes these errors to pass the most important barriers and by it innovating and remodeling the strategy.

Anouk:

" My master thesis will be more about the technical part of a system. I will spent my time researching the requirements for information systems of borderless enterprises. This will be done more in the light of value co-creation created between the entities of the organisation as this external view is lacking in the existing frameworks. As a subchallenge in these technical requirements, I have the tendency to look into the needs to implement the use of big data as I am graduating in data analytics at Ghent University."

Luciano:

" My MBA thesis will focus on the business management strategy. My research was done by observing the processes within borderless enterprises and their business activities in developing countries like mine. I am doing this for the goal of radical reconstruction of existing companies so that they can achieve maximal efficiency and effectiveness in their work. I plan to implement the applied scientific research I do through my University „ Sv. Kliment Ohridski " from Bitola into the private sector and the foreign investing companies which work in North Macedonia and also the Macedonian companies which have global operations abroad. "

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Approach

We are planning to find a general definition of the borderless enterprise by digging deeper in the existing literature and combine certain characteristics. Based on these different aspects of the definition, Anouk will write more about value co-creation and Luciano will explore the geographical, supply chain view of global businesses.

Anouk:

"After creating this useful definition, I am planning to research two case studies. In that manner I can implement the information system requirements needed for borderless enterprises more pragmatically. This will be done using carefully chosen frameworks in the world of requirements engineering"

Luciano:

" Through defining the corporate organizations which do global operations I plan to research multiple case studies including Macedonian enterprises which operate abroad, foreign enterprises which operate in North Macedonia and foreign enterprises which operate in developing countries. During the research I plan to study the process requirements necessary for one business to operate abroad. I plan to do this by researching the Business Process Re-Engineering. "

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Business processes

Going global means movement towards economic, financial, trade and communications integration. Towards that type of integration is heading North Macedonia which plans to integrate within the European Union in a common union with the Kingdom of Belgium. This concept of freedom of movement of goods, capital, services and people as a globalization concept traces back to the Roman Empire. The first events of globalization and creation of borderless enterprises happened during the colonial era and second industrial revolution. The pace of globalized trade, outsourcing and supply-chaining is speeding up and its impact on businesses would continue to grow in the 21st century.

Before our enterprise goes global we have to transform our business processes so that our organization is capable of doing activities abroad. These preparations include doing market segmentation analysis and determining if our product will sell in the local market. Our product or service also for sure would be higher price than the local products and we have to tell why we sell it for that price. The local market we work on in the country of operations also have to be known by size and targeted sales. For each market we have to develop a localized strategy and business plan that drives local success while remaining integrated with the overall corporate strategy and objectives. Our beach-head time should have senior executives with proven expertise, financial infrastructure and begin recruiting process of local qualified team. To have high impact product differentiation we should review government and industry specified regulations, determine localization of products and services and pay close attention to the translation of the product names. Then we head for a local logistics and distribution network for selling our products/services. The cultural differences require the company to be flexible in its policies. To have an effective selling and marketing of our products or services requires to determine optimum sales model, sales methodology, brand, KPIs and evaluating the pricing model. Consumers in developing countries are very price conscious and our product might not fit the local economic environment. The proper tax and finance infrastructure also need to be set early on.

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Information systems

Enterprises have become borderless not only in a geographical way, but most importantly in terms of roles, entities and purpose. The borderless enterprise illustrates the bigger picture and real value co-creation between entities of the enterprise connected toward a purpose. Besides the “primary purpose” of serving an external customer who is outside the enterprise’s borders, there are a number of perhaps uncontrolled roles that the manager needs to be aware of. These roles create his/her system and influence the system’s behavior and outcome.

To support this value co-creation technically in the borderless enterprise we can think of different requirements to implement its information system. Moving towards a more private and regulated world, the protection of data is essential.

Borderless enterprises should govern their information technology enabling the company to achieve its goals. The system needs specific user tools for the determined stakeholders and should be displayed on a dashboard using business intelligence. The connected entities of the borderless enterprise should align their data exchange and focus extensively on their database management. To support the business processes, the system should have an effective CRM, accounting software and ERP software. Lastly global businesses often make use of cloud computing and should build a strong communication network using routers, switches etc.

Shared requirements

One of the most important parts of requirements engineering is defining who the stakeholders are by for example by creating an onion model. Also budgetal and financial preparation is necessary before implementing information systems or transforming business processes. The organisation should be aware of the planned changes both on the technical and operational side of the company.

To conclude this tandem thesis will share information about the borderless enterprise, requirements engineering and perhaps a real life case study. We will cooperate to find an overarching definition of the borderless enterprise and each investigate the requirements it needs to thrive in a complex environment it is operating in.