THE STRUCTURE OF THE STAFF POTENTIAL AND KNOWLEDGE RECURSES NECESSARY FOR COMPREHENSIVE IMPLEMENTATION OF E-BUSINESS TECHNOLOGIES

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Summary

Comprehensive introduction of e-business technology becomes necessary factor determining obtaining competitive advantages through small or medium enterprises being under high market pressure. A progress getting in information technologies is a key element of the success in appropriate adjustment of enterprises. Client oriented strategy has to be realised through advance Management Information Systems considering Customer Relationship Management. A condition of effective realisation of such activities is successful consulting support for owners of enterprises through competent advisory firms, what let use better the staff potential and the knowledge recourses. Reduction of essential consulting service costs would be possible under condition of realization of projects co-financed form the EU means.

Keywords: Competitive Advantages, Adjustment, e-business Technology, Management Information Systems, CRM, Outsourcing Marketing Solution

1. Introduction

Implementation of advanced information technologies in SME sector has to be connected with effective and competent organizing preparation, definition of precise goals, elaboration of scheduling of task implementation, cost specification and also a definition of sources of increase of incomes to reach an economical efficiency by enterprise. Undertaken by SME units costly investments in information technologies are connected with consequent activities in favor of radical cost decrease.

Finding the method of cost diminish is an aspiration of the firm. To aim it, there is desired to work out the offers and a course of organizational, training and implementing tasks perfectly. Improvement of designing and implementing procedures requires to develop methods of consulting activities and create domain knowledge bases destined for realization of defined goal.

Among papers devoted to analysis of possibilities of pro developing IT applications in SME sector one can take attention for Lech\(^1\). He proposes to apply SAP Business One for this aim. In

Drelichowski’s papers (2003) and (2004) are presented concepts concerning finding chances for knowledge base management in SME through integration of solutions applied in a firm and implementation of the DATA WAREHOUSES and OLAP (On Line Analytical Process) tools to create environment friendly for new knowledge gaining.

In the paper other aspects of the subject were analyzed.

Kotwica proposes another approach for solving a problem of knowledge management spreading in SME sector. He put forward an idea of cooperation of virtual knowledge brokers. A necessity of mobile creation of performance potential of projects financed from the EU means requires to create virtual organizations and the knowledge bases (Januszewski, Drelichowski L.5). In the frame of Network Enterprise Competence a specification of those solutions is given by Perechuda (2005)6.

Discussed aspects of circumstances determining solutions of methods of knowledge management support for small and medium enterprises are treated the most often in context of widely understood partner co-operation. Hence, for described group of enterprises it is judicious to see a consulting activity focusing on implementation of information technologies, in it, Internet ones.

2. Characterization of organizational parameters of consulting enterprise implementing IT in SME sector

Organizational structure of the Company is modeled on the base of specialization of the staff realizing a profile of services relying on implementing new technologies, in it, e-business in SME sector. Such profile of specialization of the consulting firm predetermines a model of employment, which let adjust forms of the organization, what is legitimated with the scope of duties of the staff relevant to their profiles of activities.

Profile of organizational consulting including the following scope:

- Administration and legal aspects of leading business (economical activity)
- Advisory about Enterprise Management
- Informing customers on available outside financing offers (offers of banks, conditions of loans and credit lending, rate of interests, periods of credit payment, destination of credit, and a type of insurance) at the markets.
- Informing customers on offer of financial institutions (leasing enterprises, sponsoring, loan and capital funds),
- Informing customers on center means realized in the frame of Government policy in accordance with small and medium enterprises (SME) and SAPARD program.
- Keeping in touch with institutions served a help for SME

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- Obtaining funds for free of charge consulting
- Analysis of demand for the customer training
- Technical assistance in preparing application forms to get grants and refunds directed to small and medium enterprises
- preparing application forms about sponsoring means from the government and the EU budgets,
- organizing trainings for small and medium enterprises
- obtaining funds and customers for trainings,
- giving consulting services in the scope of elaboration and implementation of Strategic Management,
- advisory in the scope of Marketing and Controlling
- consulting in a field of legal, execution and contra execution procedures,
- informing customers on available programs and funds supporting a development of small and medium enterprises,
- informing customers on trade and manufacturing activities in the EU countries,
- keeping in touch with customers in the scope of offering and performing them consulting services
- preparing and performance of trainings from the scope of introduction and application of security systems concerning quality of goods and services
- Consultations, a participation in indicated part of the Project or partnership in Management with whole project
- Monitoring, and analysis of quality of implemented projects and work to update them, working out solutions, documentation, training materials and presentations.
- Preparing reports,
- Permanent knowledge updating and deepening

Mentioned above the scope of duties exceeds for sure able to achieve single-person competences and their giving requires gathering knowledge recourses relevant to needs.

Marketing advisory:
- carrying out basic marketing surveys,
- introduction of basic CRM elements – forms of keeping contacts with customers before and after purchase
- conducting campaigns of commodity and service advertisement and promotion
- promoting new products and increasing efficiency of selling and recognizing of names
- advising outside and inside customers – from research, planning, introduction to market phases to control of effects, presentations, negotiations, and selling, preparing contracts, and coordination of their realization (strict cooperation with trade section),
- coordination, creation and manufacturing of promoting materials, press information, trades, competitions, coordination of promotional projects of dealers (partner enterprises), business representatives, workers of the firm sections,
- monitoring and analysis of the market data concerning segments, consumers, competition activity and results of own products and services,
• preparing price and marketing reports, promotional actions, conducting active co operations with another persons in the scope of section, enterprise and with outsourcers (advertisement agencies, business partners, etc.) and also with co-operating enterprises (partners, dealers etc.).
• cooperation in creation of marketing strategy of a firm,
• planning calendar of promotions, preparations of promotional activities for different channels of distributions and sale,
• taking responsibility for logistic activities connected with co-ordination of deliveries of advertising materials to business representatives and customers
• analysis’s competition, investigations and analysis of market on the base of the data in co-operated research firms or advertisement agencies, selling analysis,
• active co-operation with selling section,
• preparing information materials, folders, brand newspapers, and also internal information materials,
• planning and co-ordination of information program course,
• it monitors and analyzes market behaviours of competitors and results of promotion of own products and services
• it prepares reports with back information from outside, e.g. after appearing a press information,

This group of services requires also to have at disposal universal resources of marketing information let realize mentioned above tasks.

**Advisory in the scope of selling services**

• comprehensive elaboration of offers and making agreements, identification, evaluation, development of new marketing possibilities for a product and/or service
• monitoring and analysis of the market data concerning the segment, consumers, activities of competitors and results of won product and/or service,
• -reporting and sale monitoring At given area, active co-operation with other section of the firm,
• organizing and accounting of local advertisement and promotional actions, a participation in the conferences,
• penetrating the markets and preparing trade offers,
• identification of customer needs and proposing them appropriated solution,
• delivering information on technical parameters products and/or services,
• ensuring technical assistance concerning product, services or making repairs
• supervision of selling level, monitoring and reporting reached results, taking responsibility for contacts with customers,
• conducting negotiations and business talks, built up of enterprise activity strategy,
• preparing editorial make-up of trade offers for printing,
• co-creation of enterprise activity strategy,
• collecting orders for services,
• taking responsibility for realisation of trade orders, negotiations, and making contracts with customers,
gaining new customers, representing enterprise,
• establishing procedures, selection of customers (searching and creating the data bases of potential customers),
• making negotiations with customers in the scope of co-operation conditions,
• keeping contacts with previous customers,
• analyzing of market on the base of the market data and other studies (concerning product, price, quality),
• co-operation with all sections,
• preparing and realizing budget plans,
• making periodical reports,

That group of advisory functions requires completing of earlier definite requirements concerning knowledge data bases with creation of interfaces in software exploited through customers. It will ensure delivering the data files enabling making proposed area of analysis.

Advisory in the scope of information technology

• managing with IT Projects,
• selection of deliverers of equipment and other external co-operators and also a participation in trade negotiations,
• ensuring compatibility of procedures and other internal and external regulations in area of the data protection and security of computer information system of given enterprise,
• planning and introduction of new computer information systems facilitating operating activities and supporting management with enterprise,
• leading trainings for co-labourers, consulting also towards external customers,
• budget planning,
• preparing reports for the management boards needs,
• permanent updating its knowledge about products and designing tools,
• starting and keeping contacts with external and internal customers,
• preparing specification of product and also documentation being agreed with customer requirements,
• gathering and spreading information on projects among co-labourers,
• graphics design,
• designing and making advertisement materials and different kinds of utilitarian structure connected to visual advertisement (package designs, posters, banners, folders, announcements, calendars, large prints, logos),
• co-operations with sections in the scope of project performances,
• digital processing of photos prepared to advertisement materials,
• creating and application development – World Wide Webs,
• elaboration of www structure and technical architecture,
• creating and updating available services, keeping set up structure,
• creating testing scenarios and also testing systems, writing and developing procedures, keeping and updating services,
• administrating WWW servers,
computing information system integration,
preparing reports for enterprise and/or customer needs,
active co-operation with other persons in a section or in whole enterprise,
co-operation with co-operating firms (making available their data bases),
conducting trainings for INTRANET/ SERVICE users,
taking care with the data bases, elaboration, leading and handling the data bases,
advising the data base users (external and internal customers),
monitoring and analyzing of quality and quantity of insertem data,
ensuring compatibility of procedures and other regulations both internal ones of a given firm and those legally forced (adjustment of the data base, surrounding and also personnel having contact with the data connected with requirements of the Act of Personal Data Protection and with Ethical Code of Consulting Branch,
A huge area of mentioned above activities requires starting in a wide scope outsourcing orders, which scale depends on real budget of the customer.

Administrative and legal advisory

completing and archiving documents of the Company and also regulations establishing by local and governmental administration and self-government agendas,
preparing, edition, distribution and archiving of internal regulations of the Company Power representatives,
preparing trade documents,
audit of legal state of offers and/or agreements received from co-labourers,
supervising quality of agreement performance considering especially not-standardised orders,
controlling trade activities,
active co-operation with other sections of the firm,
co-ordinating coming and outgoing correspondence (also E-mails and faxes),
preparing orders,
contacts with deliverers of office devices, writing materials, servicing equipment,
co-ordinating catering and courier postal matters,
contacts with translator offices and others co-operating with the firms,
taking responsibility for correct information flow, distribution of mail among co-labourers,
updating internal telephone calls and addresses, receiving phones,
lists of expenditures for book-keeping,
sending co-operating offers and/or trade ones,
help for customers in fulfilling and completing document forms,
handling reception desk, making invoices and payment certificates,
servicing office devices.

Described Company could be a model object of SME comprehensive service in the scope of e-business, organization of advisory, implementation of marketing techniques, visual identification, implementation of new techs, distribution arrangement and also several additional other services. Those services are addressed to small and medium enterprises, which want to get an advan-
tage at the markets through co-operation based on principle of outsourcing. A development of outsourcing services will determine implementing successes of realized projects.

In the scope of its activities the analysed Company should offer the following services: a consulting concerning marketing, finance, the staff management, strategy and adaptation planning and also a preparation business plans. It is necessary to convince a flat organizational structure of the Company and independence of the staff determining low costs of activity in analysed consulting firm.

3. Infrastructural circumstances of quality of services for SME sector

Ensuring effective help in implementation of key business processes for SME development is a difficult challenge, because extraordinarily complex qualitative problems have to be solved at level of relatively low budgets. Analysed a Model Firm would has to solve paradox relying on employment of highly qualified and paid labourers to realize low budget projects. Such problem seems to be able to be solve under conditions of application of the newest technology of advisory work. This means a usage of the domain knowledge bases to update knowledge, make trainings for customers and also ensure excellent, mobile access to recourses.

The basic question is what way the Company realizing low budget projects can finance so costly knowledge management program in enterprise. The real answer let conclude that relatively small consulting firm can do it exclusively through external sources of finance of such type infrastructural inputs. Such possibility can be created by usage of grants able to be get from the EU budget means destined for SME sector development. Necessary inputs for elaboration of high quality project documentation would be large, but their financing would guarantee, that implementation of advanced technology would realize the Firm, which is able to do and use it perfectly.

4. Recapitulation

Dynamic progress in information technologies, which is a key factor for business, faces high requirements for SME entrepreneurs taking activities in favour of restructuring of conduced activities. A condition determined effective realisation of such activities is a successful consulting support for efforts of owners of enterprises through competent advisory firms. Decreasing consulting service costs would be possible under condition of realization of projects co-financed form the EU means by that firm, what seems be the only but not easy way of the problem solving.
Bibliography


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