



IT Management: A Case Study of Showcasing More than Technology in View of the Gartner Plan

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Abstract

When assessing the impact of technology, we should focus on how technology is applied and how it works in different contexts. And it also works with the assistance of the top management and company-scale financial support. China's state-owned enterprises (SOEs) are also facing the severe problem of how to transform and upgrade their internal management. From the single-module operation of the material management system, office automation system, customer service system, and property charging system, to the establishment of an ERP team to implement a comprehensive information technology track, thanks to the top-level management support and guidance of technology's painful implementations. The case of S Company provides comprehensive services including property management, leasing, and business support to over 1,200 tenants. The scene shows the company facing the challenge of managing diverse operations and information silos. The solution is to implement an ERP system that will streamline processes, enhance efficiency, and facilitate data-driven decision-making. Adopting the Gartner Plan perspective as a concluding note in this article, we examine the implementation of technology from the viewpoint of executive management. This offers inspiration and serves as a point of reference for peers.

Keywords

IT (Information Technology); Management; Business Park Operations; Gartner Plan

1. Case study

1. "By neglecting the use of technology, we forget that it has no value, meaning or consequence by itself, only its use reveals its value". This quote by W.J. Orlikowski in 1999 emphasizes the importance of technology. He points to a common misconception that technology itself has inherent value, meaning, or consequence, when in fact those values are derived from how people use it. Orlikowski's point reminds us that technology is just a tool, and its role depends on how people design, deploy, and apply it. The value and meaning of technology are not intrinsic but are given by users according to specific social, economic, and cultural contexts.

2. The W Group, where the author is working, is a listed company on the Shanghai Stock Exchange, showcasing a state-owned enterprise with a vast planned area of 6.01 square kilometers [1]. The article highlights the company's focus on international trade, featuring a bustling commercial business district of approximately 750,000 square meters that attracts innovative businesses blending diverse national lifestyles. The green and water area, totaling around 3.34 square kilometers, is to be depicted as nearly equivalent to 2.5-century parks, with plans for a Sunland green space complete with amenities. Additionally, the integration of high-quality educational facilities both domestic and international is shown, making the sector's educational resources a new axis for attracting top talent. The S Company, the business park operator discussed in the article, is depicted as an asset-light company authorized by W Group to manage S Unbounded Living City. The company's organizational structure consists of 8 business units and a

Customer Service Department, totaling 50 employees, with the Customer Service Department comprising 10 individuals including a department head and 3 senior managers. The industrial park is shown leasing approximately 250,000 square meters of space, primarily office buildings (with an occupancy rate of about 80%) and single-family/ground-floor shops with supporting street shops (40% of the space).

3. A depiction of a business park operation company, S Company, which provides comprehensive services including property management, leasing, and business support to over 1,200 tenants. The scene should show the company facing the challenge of managing diverse operations and information silos. The solution is to implement an ERP system that will streamline processes, enhance efficiency, and facilitate data-driven decision-making. The illustration should highlight the selection process of a scalable ERP solution that aligns with the company's business needs. The implementation phase is depicted with a strong collaboration between S Company's internal team and the ERP vendor, emphasizing key success factors that led to a successful ERP system implementation in the company's operations.

- a) A visualization of top management engagement in the implementation of an ERP system, showing executives including the group's party secretary, board members, corporate general managers, and key department general managers actively involved in the change management process. The illustration should emphasize their support for the ERP implementation, despite the large volume of opinions and suggestions received during the process. It should also depict the challenge of getting customer-oriented managers to actively participate in meetings, promotions, and user experience feedback, as they often perceive these activities as wasteful, leading to missed business opportunities and excessive administrative interference. The solution involves treating the high-level leadership group meeting as a political task to ensure strong implementation and oversight of the ERP plan.
 - b) Customization: The ERP system was tailored to fit the company's specific business processes, ensuring a good fit and reducing the learning curve. Because the park management customers include office customer leasing, office customer property services, commercial customers, green space customers, water customers, old building operation customers, and activity market short-term rental customers, etc., different customer contract compliance requirements are different, so the development process fully considers the user needs and customer differences, but in the implementation process, the customer and the account manager have different degrees of understanding, and the adaptability is continuously optimized in the implementation process. Given these findings, knowledge quality and effective use should be incorporated into evaluating the system's effectiveness [2].
 - c) Training and Support: Extensive training programs and ongoing support from the vendor helped employees adapt to the new system and fully utilize its capabilities.
 - d) Phased Rollout: The implementation was rolled out in phases, allowing the company to address any issues and make adjustments incrementally. The ERP working group reports the implementation progress every week, and the leading group meets every two weeks as a communication mechanism, which effectively promotes the solution of difficulties in ERP work. The scale for measuring behavioral processes in customer value co-creation has an implicit hierarchical structure based on eight activities to ensure adequate semantic coverage of the concept: cerebral activities, cooperation, information research and collation, the combination of complementary activities, changes in habits, co-production, co-learning, and connection [3].
4. After the successful 9 months implementation, the company experienced several benefits as the first step from the specific modules:
- a) Streamlined Operations: Manual processes were automated, reducing redundancies and improving efficiency across departments. Although the goal is to solve the problem of manual inefficient input of some inherent contract elements with automation, such as enterprise name, domicile, place of registration, registered capital, legal person, business scope and credit investigation, etc., the credit information system linked to ERP automatically solves some of the problems. In addition, a large amount of historical data and historical contract combing also took up a lot of time and energy, the leading group took the advice of the working group, and temporarily recruited summer trainee college students and software company service personnel to complete the basic information import work, so that the heads of the customer service business department will be more efficient to check and re-input the basic information work, and ensure the implementation process to the greatest extent. Eight main categories of barriers were identified: Financial, Technical, Time, Psychological, Social, Legal, Organizational, and Change process [4]. Such factors are put into consideration from a strategic prospective as the first out stepping.

- b) **Centralized Data:** A single source of truth enabled better data visibility and reporting, leading to more informed decision-making. What makes the senior executives most gratifying is that they can sit in the office and randomly access the latest key data of any customer, including the leasing location, lease term, rent level, property service coverage, contact person, and a series of information that can meet the external public relations announcement of the group's securities legal affairs such as occupancy rate, vacancy rate, removal rate, leasable area and return on investment calculated by ERP in real time, of course, the acquisition and adoption of this information are authorized by different levels. Fully compliant with the governance regulations of listed companies. The confidentiality agreement signed by the relevant personnel is also signed.
- c) A visualization of enhanced collaboration through the integration of an ERP system with other business tools and systems. The company shown depicts cross-functional collaboration and improved communication within the company. The author's company is shown applying the theory from the professor's teachings and achieving a successful change in the first stage of implementation.
- d) **Scalability:** The modular ERP solution allowed for easy expansion and integration of new parks, ensuring the system could grow with the business. In the early stage of negotiation with the software company, the company's ERP is to carry out service identification, payment of phased payments, source code ownership management, data consistency matching, etc. in a step-by-step and step-by-step implementation as the main performance of the performance, so that the process of cooperation with the supplier is relatively smooth, and there is no too serious regression, which guarantees the acceleration of the information system and the implementation and presentation of the information system in business.

2. Discussion

1. The historical trend shows, there are differences in the sorting and reengineering of business processes, the innovation and optimization of management models, and the interconnection and interconnection of information and data. However, the group's information construction involves a wide range, complex and cumbersome processes, so through the group's top-level design, top-down management adjustment, coding and rules are required to be unified, and the group's information system data specifications and standards can be realized. Clarify the requirements for each department to participate in the business process, reduce the change of business process caused by unreasonable demand, and improve the participation of multiple departments [5]. With the rapid development of computer technology, enterprise information has become an important indicator for enterprises to maintain competitive advantage and the degree of enterprise IT determines the core competitiveness of enterprises in the future. Enterprise information management system (ERP), as an information system for internal coordination and business process management of various departments, is the key to realizing enterprise information [6].

2. The successful implementation of the ERP system laid the foundation for the company's continued growth and success. The key takeaways include the importance of stakeholder engagement, customization, training, and a phased rollout approach to ensure a smooth transition and maximize the system's benefits. In the next step, the implementation of the system should be connected with finance, internal control, and administrative management, and with the office OA information system to achieve docking, so as to better help the company do a good job in resource management. Referencing the sharing of the information systems teaching course from the Doctor of Healthcare Management (DHM) program in Montpellier, France [7], he highlights the importance of factors such as top-level support, ease of use, organizational change, transparency, and technology updates for the successful deployment and use of information systems.

3. The Technology Maturity Curve is published annually by Gartner as a graphical depiction and representation of the development stages of cutting-edge technologies. The maturity curve covers five stages of new technologies from the initial concept to widespread application: Innovation Trigger, Peak of Inflated Expectations, Trough of Disillusionment, Slope of Enlightenment, and Plateau of Productivity). While new technologies may not cover every stage, the technology maturity curve can help companies effectively identify new technologies with market potential [8].

4. According to the Gartner planning methodology, the ERP process implemented in the article is summarized as follows:

- a) **Define the project scope:** Clarify the project objectives, and determine the scope and expected effects of ERP system implementation, including improving operational efficiency, data-driven decision-making, etc.
- b) **Establish a team:** Set up an ERP project implementation team consisting of senior management, heads of key departments, and external suppliers. The project team is responsible for developing the project plan, driving the implementation, and resolving issues that arise during the implementation process.

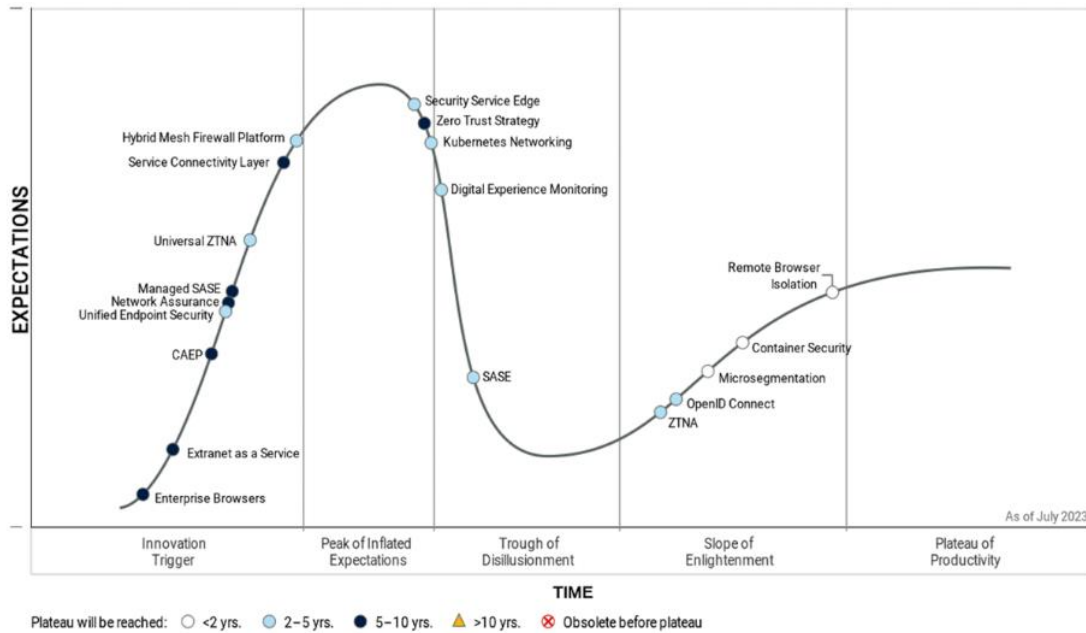


Figure 1. Gartner's® 2023 Zero Trust Network Technology Maturity Curve™.

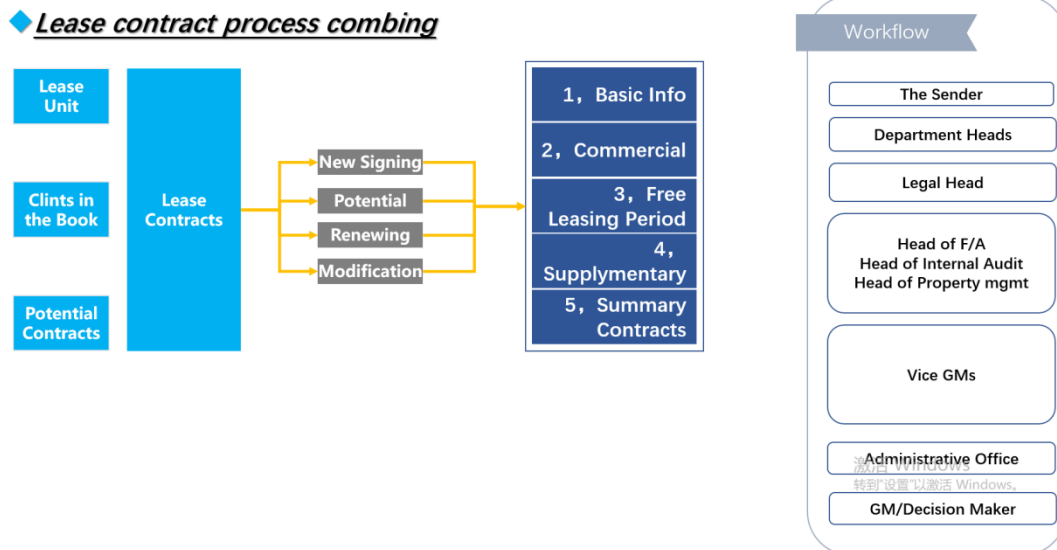


Figure 2. Sample Workflow for Lease contract process of company S.

- c) Select ERP Vendor: Choose a scalable ERP solution provider according to your company's business needs. Ensure that the supplier can provide ongoing technical support and training.
- d) Formulate an implementation plan: Formulate a detailed implementation plan, including timetable, resource allocation, risk control, etc., and adopt a phased implementation method to gradually move forward.
- e) Customized development: According to the company's specific business processes, the ERP system is customized and developed to ensure that the system is highly compatible with business needs.
- f) Training & Support: Conduct a comprehensive training program to ensure that employees can adapt to the new system and get the most out of its capabilities. At the same time, the supplier provides ongoing support.
- g) Phased Implementation: Implement the ERP system in stages according to the plan, adjust, and solve the

problems that arise in a timely manner.

- h) Project Monitoring: Hold regular project meetings to monitor the implementation progress, evaluate the implementation effect, and adjust the implementation plan according to the actual situation.
- i) Communication and coordination: In the implementation process, strengthen communication and coordination between various departments to ensure the smooth progress of the system.
- j) Evaluation and optimization: After the system is launched, the implementation effect is evaluated, and the optimization is carried out according to the evaluation results.

3. Limitation and further research

Overall, the implementation of the ERP project followed the Gartner Plan methodology is calling for good results. However, attention needs to be paid to high-level support, custom development, training and support, and phased implementation during implementation. The Gartner Plan correlation research method applied in this paper does not accurately project to the relevant stages of the ERP implementation process but only applies the conceptual and theoretical results of the research method. An ERP system is being implemented in a group of companies, adhering to the core values of socialism. The system is designed to serve the needs of the people, enhance social harmony, and drive progress. It is not merely focused on technological advancement but aims to improve the quality of life for individuals and contribute to socialist modernization. The depiction should show the positive impact of technology on society, emphasizing its role in societal development and ensuring it benefits people in all aspects of their lives. In view of the assumption that IT (information technology) is not only a technical problem, but also a business management problem, it is necessary to combine more qualitative questionnaires and in-depth interviews to initiate more samples of successful or failed cases for further comprehensive evaluation. From this point of view, this article is only an introduction to this research topic, and it does not meet the expected research results, which still needs to be further studied and explored by your peers.

As a conclusion for the article discussion with quote: Nine people cannot allow a child to be born in a month (Fred Brooks, The Man-Moon Myth).

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