

Abstract

Rasha Abdel Aziz Youssef Shalaby

‘Business Improvement using Organisational goals, Riva technique and E-Business Development stages: A Case Study Approach’, regular issue of the Journal of Enterprise Information Management, Emerald, Vol. 26, No. 5.

Purpose – The purpose of this paper is to examine how to achieve business improvement using clear organisational goals and well-communicated vision, together with a powerful process modelling technique and an analysis of the adopted e-business development stages. Design/methodology/approach – Employing both business process modelling and improvement complement and reinforce one another. Among different business process modelling techniques, Ould's Riva method was Selected to analyse the business processes and to improve the CRM business process in Incom Egypt. In order to get a deeper insight, seven-key decision makers at the case study organisation have been interviewed. E-business development stages have also been elaborated and analysed in the case study. This case study approach enables the researchers to get a complete picture of the problem. Findings – It was found that Incom Egypt aimed to automate their business processes to solve these problems but they failed. Main reasons behind its failure are their unstructured business processes and employees resistance to improvements. Setting clear goals that follow the organisation's mission and vision can direct managers towards better decision making. Therefore, identification of business processes should be among the first steps to understand business structure, where inefficiencies in current activities could be detected, adjusted and improved. Improvements could then follow e-business development stages using Earl's technique. Originality/value – The primary value of this paper is that business process improvement does not depend on one technique, but rather lies in the combination of process modelling, and e-business development together, which in turn helps decision makers successfully set up effective organisational plans via clarifying business processes. The improved system will provide a roadmap for organisations to make the proper transition to e-business.