AN ANALYSIS OF THE INFORMATION AND COMMUNICATION TECHNOLOGY INITIATIVES NEEDED TO ENHANCE BUSINESS VALUE AT TRANSWERK

BY

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Submitted in partial fulfilment of the requirements for the Master’s Degree in Business Administration in the Faculty of Business and Economic Sciences of the NELSON MANDELA METROPOLITAN UNIVERSITY, PORT ELIZABETH, SOUTH AFRICA.

PROMOTER: Ian Du Preez

November 2006
CONFIDENTIALITY CLAUSE

6 November 2006

TO WHOM IT MAY CONCERN

RE: CONFIDENTIAL CLAUSE

This work is of strategic importance. It would be appreciated if the contents of this treatises remain confidential and not circulated unless authorised by Transwerk Management.

Sincerely,

……………………………………….

Robson Chiambiro
DECLARATION

This work has not been previously accepted in substance for any degree and is not being currently submitted in candidature for any other degree.

This treatise is a result of my own independent work/ investigation, except where otherwise stated and acknowledged. Other sources are acknowledged.

Signature:............................................... Date............................
ACKNOWLEDGEMENTS

I would like to express my gratitude to the following people and those who have not been mentioned do not mean you are less important:

- To my wife Isabel, thank you for the support and allowing me to do this work.
- To my children Roanson Tinashe and Sharlene Kudzwai thank you for not disturbing me during my studies
- To my promoter, Ian Du Preez, thank you for the support and words of encouragement
- To my mentor Fred Mapp, thank you for your words of wisdom.
- To the MBA Unit Staff and facilitators, thank you for making my dream come true.
DEDICATION

This treatise is dedicated to my children Roanson Tinashe and Sharlene Kudzwai, follow the footsteps.
ABSTRACT

The study was triggered by a discussion with one of Transwerk’s executive management during an MBA tea break. The discussion was centred on the lack of IT Governance Structure in some organisations that are centrally managed due to geographical location and spreading of branches countrywide.

The purpose of this study was to analyse the information and communication technology initiatives that can be implemented at Transwerk by the ICT department to ensure significant value from their information and communication technology investments. This was undertaken by means of a literature and an empirical study.

The elements of the information and communication technology initiatives were discussed and the study then analysed the responses in an attempt to determine the initiatives that are currently implemented at Transwerk’s ICT department.

The literature study indicated that it is critical for any organisation that needs to be successful should have an integrated ICT Governance Structure.

The empirical study found out that the current situation at Transwerk’s ICT department requires attention because their IT Governance Structure does not involve major stakeholders from other business units.

Recommendations were made as a result of analysing the literature study and empirical study to ensure the implementation of key initiatives that can add value to the organisation.
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Corporations are becoming information-based organisations that depend on a continuous flow of data for successful operations. Information is becoming important to all business decisions and opportunities. The continuous introduction of new technologies and constant customer demand for real-time information make software and technologies obsolete before delivery (Lee, 2001; Mapp, 2004). This shows the need for close interaction among the business units in an organisation for Information and Communication Technology alignment for the organisation’s vision and goals.

Transnet Limited is a company that gained its company status in 1990 (Transnet Portal) and is a limited liability company that represents a vast transport network. Transnet Limited has twelve divisions that operate as business divisions, which are the following: Freightdynamics, Metrorail, Petronet, National Port Authority of South Africa, South African Ports Operations, Propnet, Spoornet, Transtel, Transwerk, Esselenpark, Transnet Housing and Transnet Pension Fund Administrator. The twelve divisions of Transnet are each headed by a Chief Executive Officer. Transnet established a corporate centre which developed roles to accomplish its shared vision and some of them are:

- Positioning the overall business entity and creating a conducive environment for business success in its chosen industry;
- Developing an appropriate business portfolio relative to changing competitive demands;
Introduction, Problem Statement and Definition of key Terms of the Study

- Building new business competencies in terms of products, markets, customers and people across divisions and business units;
- Enhancing the performance of under performing business and;
- Ensuring effective leadership capacity within business units.

These roles in Transnet’s shared vision have prompted the interest in carrying a research that will study how, Transwerk a business division of Transnet Limited can achieve its core functions and responsibilities as a corporate citizen through mapping its information communication technology to its business. Transwerk is an engineering undertaking and it is a leading South African manufacturer, up-grader and re-furbisher of rail-related products. Transwerk refurbishes and upgrades railroad products, locomotives and wagons. It also provides components for rail freight products and builds rail freight wagons. According to Mapp(2004:1) which states that both large and small organisations struggle with common challenges time and time again. These challenges were not technology problems; they were basic business issues, such as developing effective processes, communicating organisational needs and goals and recruiting the right team of people to attain success.

1.2 MAIN PROBLEM

This leads to the following main problem, which will be addressed by this study:

- What information and communication technology initiatives does Transwerk need to implement to ensure significant value from their information communication technology investments?
1.3 SUB-PROBLEMS

In an attempt to address and solve the main problem, the following sub-problems have been identified:

i. What are the information and communication technology initiatives according to literature?

ii. What information and communication technology initiatives have been adopted at Transwerk by the information and communication technology department?

iii. What is the framework for each initiative and its impact on Transwerk?

1.4 DELIMITATION OF RESEARCH

Delimiting the research makes the research topic manageable because of the time constraints and given the size of the organisation to be studied. Due to the complexity of the research and time constraints, the research will only cover Transwerk.

1.4.1 DERMACATION OF ORGANISATION TO BE RESEARCHED

The scope of the research will be limited to Transwerk, which has its corporate office located at 15 Lynette Street, Kilner Park in Pretoria and has offices in Koedoespoort, Germiston, Johannesburg, Durban, Bloemfontein, Uitenhage and in Cape Town. The study will focus the Information and communication department headquarters at Kilner Park in Pretoria, South Africa.
1.4.2 GEOGRAPHIC DEMARCATION

Transwerk has its head office located in Kilner Park, Pretoria in Gauteng province and has offices and branches in Johannesburg, Pretoria, Durban, Bloemfontein, Cape Town, Uitenhage and Germiston. The research is focused on the Information Communication Technology (ICT) department of Transwerk Corporation headquartered at Kilner Park in Pretoria, Gauteng Province in South Africa but data collection will be collected electronically from selected managers from all Transwerk’s branches around the country.

1.4.3 RELEVANCE OF THE RESEARCH

The information and communication technology department at Kilner Park has the central decision powers and other departments in the different regions report to its head office. This study is intended to establish how organisations such as Transwerk can maximise value from their information technology investments through implementation of information technology initiatives that aim at aligning ICT strategies and investments with corporate business goals and strategies.

1.5 DEFINITION OF KEY CONCEPTS

In relation to this study, certain key concepts will be defined below:

1.5.1 INFORMATION TECHNOLOGY

According to O’Brien and Marakas (2005:559), Information Technology is hardware, software, telecommunication, database management and other information processing technologies used in computer-based information systems. For the purpose of this study this definition is the most appropriate.
1.5.2 FRAMEWORK

A framework is a system of rules, ideas or beliefs that is used to plan or decide something (Cambridge Advanced Learner's Dictionary online).

1.5.3 INITIATIVE

It is the power or opportunity to gain an advantage (Cambridge Advanced Learner's dictionary online).

1.6 RESEARCH DESIGN

In this section, the methodology that will be followed in the research is described below:

1.6.1 RESEARCH METHODOLOGY

In conducting the research project the following procedures will be adopted to solve the main problem and the sub-problems.

1.6.1.1 LITERATURE STUDY

A thorough literature review will be conducted to explore what the literature says about information technology initiatives and the objectives, strategies and metrics of each initiative. The study will be conducted to analyse and identify information technology initiatives that are critical to business value at Transwerk South Africa.
1.6.1.2 EMPIRICAL STUDY

The empirical study will consist of a measuring instrument, which will be developed, in form of a questionnaire based on the information gained from the literature study. The questionnaire will be administered electronically to information and communication technology department management, other managers from other departments, who use information and communication technology with the intention to gain more insight in the way information and communication technology fulfils its objectives.

1.6.1.3 PROGRAMME OF STUDY

Chapter 1: Focused on the problem statement, the methodologies applied and the importance of the study.
Chapter 2: Addressed theories about information technology initiatives.
Chapter 3: Covered the current Information and Communication Technology situation at Transwerk and its divisions.
Chapter 4: Covered the research design used in this study.
Chapter 5: Focused on the results from the study and their analysis and interpretation.
Chapter 6: Focused on the recommendations about the findings and final conclusions drawn from the study.

SUMMARY

This chapter introduces the study, state the problem and sub-problems, defines the key terms within the context of this study and the layout of the study was set out to make an understanding of the approach followed by the researcher. The next chapter will focus on the theories about information and communication technology initiatives as per literature review.
CHAPTER 2

INFORMATION AND COMMUNICATION TECHNOLOGY INITIATIVES

2.1 INTRODUCTION

As businesses move further into the twenty-first century, managers need accurate and timely performance indicators to manage and lead them. Companies are operating in competitive business environment. Shiels, McIvor and O'Reilly (2003:312) indicated that ICT investment can impact on a firm's performance and information technology alignment and is important in understanding the relationship between IT and firm performance.

2.2 INFORMATION AND COMMUNICATION TECHNOLOGY

Information and communication technology is a critical resource for today's businesses. Organisations use electronic mail for efficient internal and external communications. Most organisations have intranets and extranets which make them distribute their information internally and externally with their partners.

Websites have shown business values because organisations are placed on the worldwide market and that has allowed organisations to search for suppliers and other business partners. Some organisations are doing electronic commerce where they place orders and pay online, that reduces costs and maximise accessibility and speed.

Electronic business has facilitated an integration of supply chain and that minimises waste at every stage of the supply chain. The proper use of technology results in organisation transformation because of open systems, information for customers, suppliers and other stakeholders.
2.3 INFORMATION AND COMMUNICATION TECHNOLOGY IN ORGANISATIONS

Organisations need information and communication technology to remain competitive in this global economy. Sayana (2005:11) stated that it is necessary for every organisation to monitor the effectiveness and realisation of benefits from the investments made in Information Technology.

Investment in ICT does not automatically make an organisation competitive because it might be investing in technology that is not relevant to its business goals, hence the need to make a proper evaluation of the organisational strategies and goals. ICT alignment to such strategies and goals requires skilled personnel both at managerial and operational levels.

Martin and Matlay (2001:405) stated that effective adoption and implementation of ICT in smaller firms may rely more on individual factors such as organisational size, structure and mix of available resources, the knowledge and skills of both management and workforce are likely to be the key to competitive differentiation.
2.3.1. STRATEGIC PERSPECTIVE

The strategic perspective (Figure 1) deals with competitive positioning and value adding activities and operations for the organisation. In the process of evaluating ICT alignment, managers evaluate the strategic impact of information technology to their businesses as well as the value adding activities in the whole organisation.

**Figure 1. SEVEN PERSPECTIVES OF THE ICT ANALYSIS FRAMEWORK**

![Diagram](image)

**Source:** Adapted from Duyshart et al, 2003 pp. 188

**KEY**

5. Productivity & Efficiency  6. Tangible & Intangible

2.3.1. STRATEGIC PERSPECTIVE
2.3.2. INFORMATION TECHNOLOGY

Information technology is a strategic and operational perspective that focuses on ICT tools used and addresses the technical aspects (Duyshart Walker, Mohamed and Hampson, 2003:179). Information technology is used for performance, reliability, availability, security, accessibility, user friendliness and sustainability to the process. Information Technology is a central hub in an organisation linking the other sections. Organisations are mainly divided in strategic and operational levels with information technology linking the two levels. The strategic level is for management and the executive leadership, the operational level is for the operational personnel.

Sayana (2005:11) mentioned that information technology for business is said to be effective when it:

- enables accurate, timely and relevant information about the business to all levels from the operating staff to senior management;
- Enables smooth processing of every aspect of the business processes, thereby improving the efficiency of all operating personnel;
- Goes beyond transaction processing and management information to generate competitive advantages for the business in various ways.

2.3.3. OPERATIONAL PERSPECTIVE

The operational perspective (Figure 1) consists of the users who use the technology, the benefits, project management functions and project organisation. The user utility is concerned with user satisfaction and perceived value of ICT. Duyshart, et al (2003:189) state that from the user’s
perspective, the value of the tool is based largely on the extent to which it helps them perform their tasks more efficiently and effectively.

This perspective needs to be involved when deciding to introduce any technology because there might be some resistance to change, if the needs are not properly communicated and understood by stakeholders in an organisation. The issues that need to be dealt with in this perspective are acceptance, utilisation, and availability of training, technical support, satisfaction with the ICT tools and the quality of its output. The easier it is to the users to use that technology and get expected results, the faster it can be adopted and accepted.

It is important to understand the benefits that are rendered if such technology is introduced in the organisation. These benefits can be tangible or intangible. Most organisations put their policies and other documents on their local intranet with the intention to maximise on tangible benefits through time and cost savings, through the reduction of paper-based workload, faster response times and less repetition of the same work. The intangible benefits are evidenced in the handling of huge data sets and the flexibility in generating such data. In order to make a clear understanding of the ICT and its role in an organisation the following section covers the information technology initiatives developed by Mapp(2004:6).

2.4 INFORMATION AND COMMUNICATION TECHNOLOGY INITIATIVES

Mapp(2004:6) has used seven initiatives to help companies harness information technology to achieve specific enterprise-wide business goals and objectives, including developing and retaining a talented team of professionals with top-notch technology and business skills. The seven initiatives are:
• Align IT strategy with the organisation's vision, objectives and business strategies;
• Understand the company's business processes;
• Mapping the IT infrastructure and applications to support business needs;
• Recruit, develop and retain the right team;
• Use of relationship management to provide solutions through leadership, consulting and communication;
• Manage costs across IT;
• Measure the success of IT strategies.

2.4.1. ORGANISATION'S VISION, OBJECTIVES AND BUSINESS STRATEGIES

Wysocki and DeMichiell (1997:19) stated that the planning taxonomy suggests that enterprise outcomes are a result of the mix of people, process and information technology trying to be productive in work and life.

Management and all the involved stakeholders need to understand how technology will make them achieve their goals. In most organisations managers will have clarity on what needs to be done, yet the operational staff might not understand in totality the organisation's vision, objectives and business strategies. Mapp(2004:11) correctly stated that alignment always begins with a deep and thorough knowledge of the customers.

In order to be able to align technology to the business strategies, management need to establish strong relationships with workers in different business units or departments. This relationship should allow management to understand what workers in different sections or departments do and what they require to accomplish their goals and this will permit managers to develop IT solutions relevant to make them achieve their goals. It is
necessary for IT management to clarify their information technology vision and strategies and how they intend to achieve them.

2.4.1.1 CORPORATE VISION

Mapp(2004:13) defined a corporate vision system as a model for delineating the direction an organisation will take. It also outlines corporate strategies, IT objectives, IT Strategy, individual contributor and the metrics. Managers that fail to make their people understand their corporate vision system end up leading a group of people who do not understand what they want to achieve at corporate level and risk lacking a systematic integral approach for success. Mapp(2004:12) stated that successful companies have in common the development and communication of an overall strategy road map to define where they are going and what they are trying to achieve.

A road map consists of a vision, mission and objectives and strategies required to succeed. Once the organisation’s vision has been defined and articulated then a road map can be designed. Once the vision is clear and all the involved stakeholders understand where the organisation is heading to; there is need to design objectives that will enable the corporate to fulfil its vision.

2.4.1.2 CORPORATE OBJECTIVES

Corporate objectives are measurable and achievable within a given period of time. Once the organisation objectives are documented and known then information technology objectives are formulated. A thorough understanding of the key business challenges facing the organisation must be known as they allow alignment of corporate and IT objectives. A plan must be formulated and communicated to the teams within the organisation.
Mapp (2004:15) encourages involvement of most people in the development of IT objectives that support the corporate plan and that makes the task of establishing IT objectives, strategies and metrics easier and once the objectives are clearly communicated and all the people involved, then corporate strategies should be formulated.

2.4.1.3 BUSINESS STRATEGIES

When the corporate strategies are formulated, there is need to consult the technology users to get a clear understanding of how the technology they are using is helping them do their tasks. The worst mistake managers do is to sideline the users when they make decisions on the type of technology they intend to introduce in the company. Mapp (2004:17) has highlighted the same sentiment when he stated that decision makers up the corporate ladder had completely left the users of the software out of the loop, so it should have been no surprise when the users didn’t support the changes.

Involving customers and users of the technology results in understanding the user’s requirements, and this allows embedding them within the tactical, strategic and implementation plans. In order to align IT strategies with the organisation’s vision, objectives and business strategies, determine whether IT creates value by meeting the user and customer needs. Information and communication technology creates value when it meets the needs of customers and users and it is regarded as aligned to business needs and any investment is justified.

Mapp (2004:17) suggests that regular meeting with employees and users of IT is crucial because it allows the IT management and personnel to communicate its strategies and employees need to understand their roles in turning the corporate goals into reality. Regular meetings with the information technology department in the organisation will make IT
personnel understand business processes in different departments and sections of the company and allows IT strategy to be explicitly linked to company-wide business strategies and initiatives.

**2.4.2. THE COMPANY’S BUSINESS PROCESSES AND ICT’S ROLE**

Information Technology is an enabler that should support business activities and processes. In a large organisation where there are likely to be a number of distinct business units, it is probable that each should have its own ICT strategy tightly coupled to its business strategy (Peppard and Ward, 2002:144, Mapp, 2004:25). In order to understand the business process of each business unit, IT personnel need to interview the executives from each department or business unit to understand the processes their workers use and how effective are those processes and find out where they need improvement. The IT personnel should also ask the operational staff the same interview questions. Asking operational staff and users of technology in different business units provides an understanding of business processes.

Not only experts can be consulted for solving critical business problems, Holland and Cochran (2005:13) believe that, “the best experts had ideas that would have taken time which we did not have and would have cost much more to implement, and we had no real guarantee that we would realise improved results, we did listened to the experts, but we also listened to everyone else involved in the process, right down to the front-line operators.” This shows that if one ones to understand the processes involved in each business unit and how ICT will assist improve those processes then it is necessary to involve the IT users.

Once business processes for the IT department have been established, it is necessary to formulate them into standard practice. The ICT department
needs to institute a structure for IT Governance. Mapp(2004:36) defines IT Governance Structure as a system of committees made up of key stakeholders and decision makers within an organisation which provide a framework for disciplined management and a forum for communication to address business-technology needs.

An IT Governance structure according to Mapp(2004:36) consists of the corporate business council, business system board, the steering committees and finally the Qualification Review Board.

2.4.2.1 THE CORPORATE BUSINESS COUNCIL

The Corporate Business Council’s main role is to set strategic direction and annual funding. This council makes recommendations on IT investment. The council can provide a forum for IT executives to communicate trends and new products development in the technology market (Mapp, 2004:39). The composition of the council can be made of all heads of sections co-chaired by the Chief Financial Officer and the Chief Information Officer or the IT director.

2.4.2.2 BUSINESS SYSTEM BOARD

According to Mapp(2004:39) the Business System Board should be made up of vice-president level executives from across the company and co-chaired by the director and an executive from one of the business units. The main function of the board is to approve projects that require large investments of money or resources. This board is in charge of the ICT road map for business applications.
2.4.2.3 THE STEERING COMMITTEES

These committees are responsible for driving necessary changes to business processes to improve productivity and make progress toward company goals. The committees must be empowered to make quick decisions on upgrades and new projects that are within their financial authority (Mapp, 2004:40) and these committees must be made of all representatives from business units and chaired by an executive from a business unit. The committees can vary depending on the number of business processes involved. The steering committees are recommended to meet on a monthly basis to ensure that they are on schedule, within budget and will deliver on the promised goals (Mapp, 2004:40).

2.4.2.4 QUALIFICATION REVIEW BOARD

The Qualification Review Board should be composed primarily of IT staff chaired by the IT director. Its mandate is to approve smaller projects and upgrades and makes sure that all submissions to the steering committees are fully documented and make business sense.

2.4.2.5 BENCHMARKING ICT PRACTICE

Wainwright, Green, Mitchell and Yarrow (2005:41) stated that in the ongoing emphasis to be competitive and survive, organisations need to continuously improve the goods and services they provide to meet customers’ needs and stakeholders’ needs.

Wainwright et al (2005:41) defined benchmarking as a method of identifying what must be improved within the organisation, finding ways of making those improvements and then implement them.
According to Wainwright et al (2005) an effective development of benchmarking will allow an organisation to:

- Question why they do things the way they do;
- Gain complete understanding of their processes;
- Question what customers and stakeholders think of it;
- Question how it could be better done;
- Question whether someone else knows a better way;
- Identify companies with superior practice and performance;
- Identify how superior companies organise their processes;
- Identify the practice and performance gaps that must be closed and surpassed;
- Measure and project future performance;
- Set goals and objectives for improvement;
- Plan improvement actions;
- Implement changes;
- Constantly monitor results and drive further improvement and
- Learn how to continue to make improvements beyond the most superior they have found.

Benchmarking against the best in the world is even suggested by Kent (2005:52). An organisation that does benchmarking as recommended will be competitive in its environment because it is well positioned and has plans in place to complete with other players in the market.

2.4.3. ICT INFRASTRUCTURE AND APPLICATIONS TO SUPPORT BUSINESS NEEDS

In order to understand whether the organisation is getting maximum value from the IT architecture and the software available, Mapp(2004:46) recommends that questions must be asked whether the company is getting
maximum use of its current hardware and software and can these information system components support future needs. It is important to find out if there are any reliability or functionality gaps in the current IT infrastructure. In most cases it will be necessary to find out whether there is documented rationale used to decide on the source of the technology to be used. Another common issue of concern is to find whether the people in the organisation have easy access to information they need to do their jobs effectively and to be sure whether the applications available fulfil business requirements.

Mapp(2004:49) recommends that an organisation must have system integration no matter the size and the effort is to have a single-access enterprise portal to streamline data access. The objective of an enterprise portal is to allow people in a company to get data from all the business functional areas. Instant data access will make it easier to align IT with changing business requirements and strategies, real-time reporting and analysis and streamline integration of business processes. Without system integration it is possible that it takes a number of processes to get a report generated and any change to such a report might be difficult because of the dispersion of the systems involved that need to change.

It is important to have an overall point of arrival for the IT architecture with a defined system-integration process which facilitates a map technology plan to support business requirements and ensure to achieve maximum value from IT investments. The strategies that need to be in place for success are to develop and implement a technology road map to guide all IT planning and spending. Mapp(2004:61) suggests that a chart listing all business processes and supporting technology be created. All redundancies and inefficiencies in the existing infrastructure must be documented. In order to get buy-in from management and other executives from different business
units, it is necessary to document opportunities to support the implementation and show return on investment.

2.4.4. RETENTION OF THE RIGHT TEAM

Mapp(2004:64) recommends that every IT manager needs to determine if the existing organisation, including its structure, skill set and culture are best suited to serve the company’s broader goals. There are a number of issues to address:

- Whether the organisational structure aligns with markets, customers, systems and processes?
- What business issues shape the current structure?
- What are the core competencies of the IT department?
- Who has responsibility for the strategic direction of IT?
- Who is responsible for best practices and costs of IT?
- Do the IT employees truly understand the business and problems that are tried to be resolved?
- Do the IT employees communicate effectively with colleagues in other parts of the company and or with customers?

Once these questions are answered, business strategy will dictate organisational structure. These questions will be attempted to be answered through a questionnaire that will be administered to the management at Transwerk.

In an organisation the department needs to develop a model see Figure 2 below. This is an example of a role-based model that shows explicitly each person’s role and responsibilities. Mapp(2004:72) applied the concepts of
the model at various organisations with much success. The model (Figure 2) below can be customised to suit any organisation.

**Figure 2: ROLE-BASED IT DEPARTMENT MODEL**

![ROLE-BASED IT-DEPARTMENT MODEL]

**Source:** Adopted from Mapp (2004:73)

**2.4.4.1 RECRUITING, DEVELOPMENT AND RETAINING TOP TALENT**

When the roles responsibilities are defined and an organisational structure is in place, then there is need to analyse whether there is a process for recruiting, developing and retaining the best employees. This process is done by defining the characteristics and qualities of the expected
employees. Mapp(2004:76) has pointed out that while technical skills are vital, other qualities such as initiative, flexibility and commitment are very important. The recruiting department with the help of the IT department management should consider the qualities needed by your employees based on the company’s business requirements.

Mapp(2004:76) stated that it is not surprising that many companies do not have processes in place to evaluate the skills among their existing staff. This knowledge is very important when key personnel leave the company or are promoted to new positions. This will then prompt management to have succession plan because loss of one key employee can cause problems in an organisation.

### 2.4.4.2 ASSESSING TALENT, RECRUITING AND RETAINING STAFF

Identification and development of high-potential talent is important when assembling the best possible team. Mapp(2004:77) suggests that a formal talent –identification process should be done, identifying those individuals who have the greatest potential for increased productivity and describe their career paths and provide training, relocation preferences and restrictions.

Retention of top talent is an ongoing challenge, and the process should be in place to develop employees to their full potential and move them through the system at an accelerated pace (Mapp,2004:77). If the process of benchmarking is properly effected management should be in a position to know the reasons their employees want to leave the organisation. This process of understanding your organisation’s recruitment and retention policies will go a long way towards retaining desirable employees.

Mapp(2004:78) suggests that there must a clear job description, include co-workers in the recruiting process, Use internship program and other skills
transfer programs to identify young talent and groom them for future replacements. Provide the recruiting department with job requirements.

2.4.5. LEADERSHIP, CONSULTANCY AND MENTORING

Mentoring is another program that must be used in all departments for the purpose of skills transfer to other employees in an organisation. Mapp(2004:79) appreciated that the knowledge and skills gained were a result of relationships with various professional mentors.

A mentoring program not only promotes professional development but it also helps minimise staff turnover and boosts morale (Mapp, 2004:79). It is important that if a company uses consultancy services, then there must be an internal person who will be closely linked to those professionals and acquire the scarce skills. Management has to make sure that solutions to scarce skills are done through leadership and consulting and there must be a strong relationship between IT personnel and IT users.

2.4.6. MANAGING COSTS

Mapp(2004:103) highlighted that support departments like IT departments often face a double bind when budget season rolls around because executives demand cost cuts and users expect the IT department to provide better and broader services that are recent and up to date.

According to Mapp(2004:106) stated that across industries, in companies both large and small, many IT departments struggle to demonstrate their value and market themselves as enablers of business success.
This is the reason why executive management find it difficult to sponsor projects that are IT related when given the choice for other alternatives. IT managers fail to provide quantifiable data that shows the impact of technology investments. Burg and Singleton(2005:40) stated that there are methods for assessing the value of IT as it affects the strategic capabilities of the organisation by using the value chain to link IT projects to strategies and business processes.

2.4.7. ICT STRATEGIES MEASUREMENT

The process of measuring the success of IT investments must be based on a true partnership between IT and the technology users in the organisation. Mapp(2004:128) suggests that what needs to be measured must be defined in terms of what is relevant to users. IT personnel must be focused on technology users and their needs to gain support and buy in when it comes to IT investment.

SUMMARY

This chapter introduces the Information technology initiatives. In order to understand the business processes a company uses, improve on old processes and creating new processes to meet and fulfil a company’s vision, management and committees are expected to implement strategies that include a process for current-state assessment and gap analysis of company processes, use benchmarking, technology user review meetings and user surveys to trigger process improvements. There is need to encourage participation and provide feedback mechanisms for process improvement and finally implementing a governance structure to establish ownership and direction.
CHAPTER 3

INFORMATION AND COMMUNICATION TECHNOLOGY AT TRANSWERK

3.1 INTRODUCTION

In Chapter two, the information technology initiatives required in an organisation were discussed. In order to address the main problem of this study, this chapter will address the information and communication technology at Transwerk. This chapter explores this issue through addressing the different forms of committees and their responsibilities. Mapp (2004:36) defined an IT governance structure as a system of committees made up of key stakeholders and decision makers within a company. These committees provide a framework for disciplined management and a forum for communication to address business-technology needs.

3.2 IT GOVERNANCE

Johnson(2005:17) stated that Information Technology governance requires the commitment and involvement of an organisation’s IT professionals as well as its assurance and security professionals, board of directors, executive management and IT management. This is in agreement with what Mapp(2004:36) when stated that IT governance requires committees made up of key stakeholders and decision makers. Mapp(2004:37) quoted the research according to Gartner and the Massachusetts Institute of Technology when the research stated that companies with above average IT governance performance were more profitable.
3.2.1 ICT GOVERNANCE STRUCTURE AT TRANSWERK

Johnson (2005:17) stated that IT management professionals have implemented aspects of IT governance, in some cases without full understanding and participation from the board and executive management. Johnson (2005:17) went on to highlight that the results of their research that indicates that 30 percent of organisations that have or are planning to implement an IT governance solution have no apparent framework or solution in place.

At Transwerk, the ICT Governance structure was not clearly structured because the intended ICT Governance structure was in circulation for approval by the branch IT management during the time of data collection for this study and because of this circumstance, this research could not use a document that was not yet approved. This simply means that by the time this research was conducted, Transwerk ICT department had no ICT Governance Structure properly documented. This does not mean that there are no such structures in place but means the committees existed but not following IT Governance Structure guidelines.

3.2.2 TRANSWERK’S NATIONAL BUSINESSES

Transwerk has eight national businesses operating in different regions in South Africa (Transwerk website). The eight business units are:

- Rolling stock equipment is the business of refurbishment and manufacturing of rail rolling stock equipment and accessories;
- Coaches business refurbishes all types of passenger coaches and allied rolling stock such as guards-vans, motorcar wagons and steam-heat vehicles;
- Locomotive business specialises in the general overhaul of AC and DC electric locomotives and diesels;
Information and Communication Technology at Transwerk

- Wagon Build business is involved in the manufacture and assembly of railway freight for the domestic and overseas markets;
- The Wheels business focuses on the refurbishment of wheel sets;
- Rail freight Refurbishment business provides technical solutions to refurbishment freight rolling stock and providing related products and services including wreckage repairs, modifications, conversion and upgrading;
- Tarpaulin business is involved in the manufacturing, repairing, washing and leasing of PVC coated fabrics and auxiliary equipment;
- Rotating machines business is mainly involved in the refurbishment and manufacturing of rail rotating machines and equipment.

These business units are situated in different regions and have different aims and objectives to accomplish. The eight regions have an ICT manager who manages the ICT operations at each branch.

**SUMMARY**

This chapter analysed the ICT governance structure at Transwerk. A questionnaire was designed and forwarded to the ICT executive management at Transwerk and could not get a response from the ICT director at the time of compiling this study report. This will be dealt with more in detail in the recommendations and conclusions. The next chapter will focus on the research design and the questionnaire followed and used in this study.
Each Transwerk branch has an ICT manager who oversees the IT operations at each branch and report to the senior management at the head office in Pretoria. These branches have different business aims and objectives because of the nature of the business done at each branch. There are no committees that are based at branch level because decisions are made at the head office in Pretoria.
CHAPTER 4

RESEARCH DESIGN AND QUESTIONNAIRE

4.1 INTRODUCTION

In Chapter one, the research was introduced and problems and key concepts were defined. In Chapter two, the information and communication technology initiatives were discussed. In Chapter three, the Information Technology Governance at Transwerk was discussed. This chapter will attempt to clarify on issues of research design, planning of the empirical study, the questionnaire used, issues of validity, administration of the questionnaire, population and the research response.

4.2 RESEARCH DESIGN

According to Leedy and Ormrod (2005:2), research is a systematic process of collecting, analysing and interpreting information (data) in order to increase our understanding of the phenomenon about which we are interested or concerned. The issue of concern or interest for this study has been addressed in form of a main problem with sub-problems as follows:

- WHAT INFORMATION COMMUNICATION TECHNOLOGY INITIATIVES DOES TRANSWERK NEED TO IMPLEMENT TO ENSURE SIGNIFICANT VALUE FROM THEIR INFORMATION COMMUNICATION TECHNOLOGY INVESTMENTS?

In an attempt to address and solve the main problem above, the following sub-problems were identified:

- What are the information technology initiatives according to literature?
• **What information technology initiatives have been adopted at Transwerk by the information and communication technology department?**

• **What is the framework for each initiative and its impact on Transwerk?**

The aim of this chapter is to explain the process followed during the empirical study and to document the process used in developing the questionnaire used for this study. The literature study was used to establish the answer to the following sub-problem;

• **What are the information technology initiatives according to literature?**

The literature study also assisted in establishing the framework for each initiative and its impact on business.

The empirical study will help to resolve the second and third sub-problems, which are:

• **What information technology initiatives have been adopted at Transwerk by the information and communication technology department?**

• **What is the framework for each initiative and its impact on Transwerk?**

The results for each question asked will be tabulated and conclusions will be drawn.

### 4.3 PLANNING THE EMPIRICAL STUDY

The empirical study was done by means of an electronic questionnaire, with the use of a questionnaire developed from the literature study.
4.4 THE QUESTIONNAIRE

Each question had rating scale to measure the attitudes and the phenomenon of interest was measured on a continuum of strongly disagree to strongly agree and never to always.

Leedy and Ormrod(2005:192) stated that mailing questionnaires being electronic or hard copy to people one does not know is quiet another matter, potential respondents have little or nothing to gain by answering and returning the questionnaire and so many of them do not.

The questionnaires were designed using the guidelines for constructing a questionnaire as indicated by Leedy and Ormrod(2005:190).

4.4.1 INSTRUCTIONS

The instructions in the questionnaire were designed in such a way that all respondents were treated equally. Courtesy and clarity were adhered to in the design of the questionnaires and each question had its instructions on what was expected from the respondent.

4.4.2 SCALES USED IN QUESTIONNAIRE

The Likert Scale was used where the respondent chose a point on a scale that best represented his or her view.

In the study, two scales were used with five and four choices for each question. The first Likert scale consisted of the following:

- Strongly Agree- A respondent who strongly agrees with a given statement chose this option;
• Agree – this was for respondents who agree to a certain extent to the statement given;
• Undecided- this was for respondents who might not have understood the question or those who do not want to respond to the question;
• Disagree- this was for respondents who disagree to the statement;
• Strongly disagree- was for respondents who totally disagree to the questions and they might have reasons or they know that it is not applicable to them.

The second scale this was for questions where the frequency was measured and this was used because the study acknowledges the existence but needed to check the adherence to the guidelines and consisted of the following:
• Sometimes- was for respondents who to some extent acknowledges and accepted to the statement;
• Always- was for respondents who accepted completely to the statement;
• Not At All- was for respondents who completely disagreed to the statement;
• Do not know- was for respondents who neither disagree or agree to the statement but do not know or understand about the statement for some given reasons.

4.5 VALIDITY AND RELIABILITY

Leedy and Ormrod(2005:28) defined validity of a measurement instrument as an extent to which the instrument measures what it is supposed to measure. In order to make sure that the research instrument is measuring what it is intended to measure, a questionnaire was administered to a
number of people from other organisations that were using information and communication technology to do their work. The respondents were requested to answer the questionnaire and submit it to the researcher and write comments about the instrument. The majority of the respondents did not have difficulties in understanding the instrument and indicated the time they took to complete the questionnaire.

The average time of all the respondents was determined and was used as the average time to complete the questionnaire. The initial questionnaire had a rating scale of 1 through 5, 1 being strongly disagree and 5 strongly agree and the respondents suggested that the responses be in wording format than in numeric. Among the respondents were experts who gave their academic input in the instrument used.

Leedy and Ormrod(2005:29) defined reliability as the consistency with which a measuring instrument yields a certain result when the entity being measured has not changed. The respondents who were used to measure validity and reliability had in common when answering the questionnaire.

4.6 ADMINISTERING THE QUESTIONNAIRE

An electronic questionnaire was developed and was administered using an online facility where respondents will receive a hyperlink to the Nelson Mandela Metropolitan University local intranet domain where the questionnaire is stored. The respondents will then click on the link and the questionnaire will appear on each respondent’s computer and complete the questionnaire and submit it by clicking on the submit button. These questionnaire responses will then be submitted into the researcher’s mail box as e-mails without any information that indicates the details of the respondent.
Leedy and Ormrod (2005:185) suggest that participants can respond to questions with assurance that their responses will be anonymous, and they may be more truthful than they would be in a personal interview.

4.7 POPULATION

The intended population was all layers of management whose subordinates use information and communication technology to do their work. The managers were from all the business units of Transwerk in different branches around the country. The managers were from both ICT and non-ICT departments and the expected responses were from 200 managers working at different managerial levels in Transwerk.

4.8 THE RESEARCH RESPONSE

Transwerk has its local intranet and most of the corporate policies are posted online and this means people are used to work on their computers. The questionnaire was made available online to the respondents on the 4th of September 2006 and the responses started to come the same day. The cut-off date for responses was set to 25 October 2006 and reminders were used to make respondents submit their responses.

The Transwerk respondents at the Uitenhage branch complained of too much work for them and stated that they do not have time for questionnaires, which is an issue of concern if their company's policies are posted online, workers might not have time to read those policies.
SUMMARY

This chapter gave a description of the approach adopted towards the compilation of the empirical study. Details of the research design were covered therein as well as the planning of the questionnaire and the steps followed on how to collect data. The following chapter will focus in detail on the contents of the questionnaire and analysis of the results, allowing an analysis of each initiative and its relevance to the study.
CHAPTER 5

STUDY RESULTS, ANALYSIS AND INTERPRETATION

5.1 INTRODUCTION

This chapter analyses the initiatives and questions and the responses of the questionnaire. The seven initiatives and questions will be analysed in detail and responses tabulated and graphs in Microsoft Excel will be used to represent the responses and each initiative will be interpreted.

5.2 RESPONSE RATE

The survey was conducted from the 4th of September 2006 to the 30 of October 2006. According to Welman and Kruger(1999:152), stated that responses frequently fall below fifty percent. The responses rate to this questionnaire with the target respondents of two hundred managers it was 22%.

The intention of the researcher was to have questionnaire responses within the month of September since it was administered electronically and this was not possible and in the second week of September a reminder had to send to the company because only 10 respondents had submitted their responses with two that were poorly completed. The deadline was then extended to the end of October 2006. The number of responses increased from 10 to 43.
5.3 PRESENTATION AND ANALYSIS OF RESULTS

The sample represents the management levels for both ICT and Other management. The other refers to the other management in the organisation that was involved in the study.

5.3.1 INITIATIVE 1: ALIGNING ICT STRATEGIES WITH YOUR ORGANISATION’S VISION, OBJECTIVES AND STRATEGIES

The initiative needs to be properly managed and implemented because it is important to understand how ICT strategies will assist the organisation to achieve its vision, goals and objectives. This can be made possible if the ICT users understand what they want to achieve when using such technology. The employees need to understand the organisation’s vision and mission and use ICT as an enabler to be competitive and become successful in their businesses. In attempting to determine the alignment statements were developed and formed part of the questionnaire and managers responded and the responses were tabulated and analysed below.

5.3.1.1 YOUR COMPANY DOES NOT EXPECT ICT’S STRATEGY TO BE EXPLICITLY LINKED TO COMPANY WIDE BUSINESS STRATEGIES AND INITIATIVES.

Table 1: ICT Strategies should not be linked to Business Strategies

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>14</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>17</td>
<td>14</td>
<td>43</td>
</tr>
</tbody>
</table>
This shows that the majority of the respondents disagree that the company does not expect the ICT strategy to be explicitly linked to the company wide business strategies. The results also show that non-ICT management strongly disagreed to the statement which shows that they understood the role of ICT in their organisation. The graph below and the table above show that there are some ICT managers who strongly agreed to the statement with more than 5%. More than 30% of the ICT managers disagreed and a 12% of the ICT managers strongly disagreed to the statement. The results show that the majority of both ICT and non-ICT managers disagreed to the statement. Transwerk Senior management must be concerned because some of their managers both ICT and non-ICT agreed to the statement.

**Graph 1: ICT Strategies should not be linked to Business Strategies**
5.3.1.2 YOUR COMPANY’S TOP EXECUTIVES EXPECT THE EMPLOYEES WITHIN BUSINESS UNITS TO OPTIMISE ICT INITIATIVES BASED ON THEIR EXPECTED BENEFITS.

Table 2: Top Management Expect Employees to Optimise ICT Initiatives

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>6</td>
<td>14</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>18</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that the ICT managers seem not to be certainly confident about the top managers’ involvement and this shows that the intention might have not been communicated to the middle managers or branch managers because 33% of ICT managers agreed to the statement and 14% strongly agreed. This can be attributed by the lack of clear communication of departmental strategies to the middle managers. This is also reflected by a 12% of ICT managers who were undecided and more than 5% who disagreed to the statement.

Graph 2: Top Management Expect Employees to Optimise ICT Initiatives
5.3.1.3 BUSINESS UNITS SHOULD BE ACCOUNTABLE FOR REALISING THE FINANCIAL OR OPERATIONAL BENEFITS THAT ARE PROPOSED AS PART OF THE JUSTIFICATION FOR ICT PROJECTS.

Table 3: Business Units Should Be Accountable For Financial Benefits from ICT Projects

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>8</td>
<td>16</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>8</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>19</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that the majority of non-ICT managers, 19% strongly agreed to the statement and just like in the previous statement the ICT managers had 38% agreed and 19% strongly agreed to the statement. The respondents might have chosen their choices because they might have not understood the question or they are not very sure and lack confidence in themselves and as a result do not take a firm response to strongly agree to the statement.

Another reason might be that there are no such policies in the organisation and therefore they can not suggest in support of the statement as reflected by some who even disagreed and strongly disagreed to the statement. The non-ICT managers seem to have a confident approach and believe in what they know.
Graph 3: Business Units Should Be Accountable For Financial Benefits from ICT Projects

The results show that the majority of the respondents agreed to the statement with 45% of ICT managers who agreed and 19% of non-ICT Managers who strongly agreed. Interestingly more that 14% of ICT managers were undecided to the statement which is a greater percentage to those who strongly agreed to the statement. This might be because they did not read the statement, or they read the statement but were not sure of the right answer or they did not understand it.
Graph 4: ICT Department is expected to Regularly Measure and Report on the Projects’ Performance

5.3.1.5 YOUR COMPANY’S EXECUTIVE EXPECTS THE ICT DEPARTMENT TO PROMOTE AWARENESS OF EMERGING TECHNOLOGIES AND TO ADVISE BUSINESS MANAGERS OF SUCH TECHNOLOGY ALTERNATIVES.

Table 5: The ICT Department Is Expected To Promote Awareness of New Technologies

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>6</td>
<td>14</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
<td>7</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>21</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>42</td>
</tr>
</tbody>
</table>

The results reflect the same pattern where the ICT managers can not take a firm decision. More than 33% of ICT managers agreed to the statement and the majority of the non-ICT managers 17% agreed to the same statement. The results also show that 12% and just below 5% of ICT managers disagreed and strongly disagreed to the statement respectively. This last
observation demonstrates lack of understanding on the part of some ICT managers.

This might be caused by the lack of involvement of branch managers in decision making processes. This can be also caused by lack of communication of strategies to the middle managers. This could have been caused by respondents who were just answering without reading the statements.

**Graph 5: The ICT Department Is Expected To Promote Awareness of New Technologies**

![Graph 5](image)

**5.3.1.6 THE OVERALL COMPANY VISION AND OBJECTIVES ARE CLEARLY COMMUNICATED TO ALL THE EMPLOYEES.**

**Table 6: The overall Company Vision and Objectives are communicated to all employees**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>11</td>
<td>12</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>16</td>
<td>2</td>
<td>6</td>
<td>1</td>
<td>42</td>
</tr>
</tbody>
</table>
The results show that 41% and 38% of both the non-ICT and ICT managers strongly agreed and agreed to the statement respectively. The results show a 12% of ICT managers who both disagreed and strongly disagreed to the statement. This might be true reflection that these managers have never been involved in communicating the company’s vision and objectives to their subordinates.

This might be done by the use of the intranets and these managers are not aware whether the employees who work under them have access to the intranet. The mechanism that is being used needs a review because there are some of the managers, especially in ICT who are undecided and disagreed to the statement.

Graph 6: The overall Company Vision and Objectives are communicated to all employees
5.3.1.7 THE ICT DEPARTMENT’S VISION AND OBJECTIVES ARE UNDERSTOOD BY ALL THE EMPLOYEES IN DIFFERENT BUSINESS UNITS.

Table 7: The ICT Department’s Vision and Objectives are understood by all employees

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>1</td>
<td>9</td>
<td>7</td>
<td>6</td>
<td>7</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>11</td>
<td>9</td>
<td>9</td>
<td>11</td>
<td>42</td>
</tr>
</tbody>
</table>

The results are reflecting an issue of concern because only 4% and 26% of both ICT and non-ICT management strongly agreed and agreed to the statement respectively compared to 48% of both non-ICT and ICT management that are in disagreement to the statement. The results show a 21% of both non-ICT and ICT management who are undecided.

This might be contributed by centralised management of operations and decision making which results in people at branch level feel not involved in the decision making process. The results show that the non-ICT managers strongly disagreed to the statement and that is a challenge to the ICT department to solve this problem.

Graph 7: The ICT Department’s Vision and Objectives are understood by all employees
5.3.1.8 SUMMARY OF INITIATIVE 1

The main objective of this section was to analyse the factors that might hinder alignment of ICT strategies to the business strategies at Transwerk. 74% of respondents disagreed and strongly disagreed to the statement 5.3.1.1 above. Any agreement to the statement 5.3.1.1 will hinder alignment of ICT strategies to the business strategies in the organisation. The results show a 71% of the respondents who are in agreement to the statement 5.3.1.2 above. Any disagreement to the statement or lack of decision will hinder alignment between business and ICT strategies. The results for statement 5.3.1.3 above show 83% of respondents were in agreement to the statement and shows that the majority of the management believe in accountability of their business operations.

The respondents were in agreement to the statement 5.3.1.4 above with a 76% majority who both agreed and strongly agreed to the statement. This is also favourable for alignment of ICT strategies to the business strategies because projects are measured and documented. 74% of respondents are in agreement to the statement 5.3.1.5 above and the decrease in percentage can result in hindering the alignment of ICT strategies to business strategies because some respondents were in disagreement to the same statement. 79% of respondents are in agreement to statement 5.3.1.6 above which is favourable for ICT alignment.

31% of the respondents are in agreement to the statement 5.3.1.7 above, 47% were in disagreement and 21% were undecided. The results of this statement are not favourable for alignment of ICT strategies to business strategies because 71% of the respondents who form a majority are from the ICT department and those who were undecided, disagreed and strongly disagreed to the statement were 48%. This statement can hinder alignment
of ICT strategies to the business strategies because the department’s vision and objectives are not understood by most employees in different business units.

5.3.2 INITIATIVE 2: UNDERSTANDING YOUR ORGANISATION’S BUSINESS PROCESSES AND HOW YOU OPTIMISE ICT’S ROLE.

In the first initiative the aim was to understand how management is involved in trying to align ICT strategies to the organisation’s vision, objectives and strategies in order for the company to gain competitive advantage. This initiative 2, attempts to determine whether the employees and users of ICT understand the business processes that must be simplified by technology. It is important to make sure that the ICT users understand the business processes that require technology and how ICT can be used for the benefit of the organisation. Statements were developed administered to the respondents and results are tabulated and analysed below.

5.3.2.1 YOUR ORGANISATION’S BUSINESS PROCESSES ARE DOCUMENTED AND SHARED AMONG YOUR EMPLOYEES.

Table 8: Your Organisation’s Business processes are documented and shared to all Employees

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>4</td>
<td>14</td>
<td>3</td>
<td>7</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>19</td>
<td>4</td>
<td>9</td>
<td>3</td>
<td>41</td>
</tr>
</tbody>
</table>

The results show that one of the non-ICT managers did not complete this statement. 15% of respondents strongly agreed to the statement and 46% agreed to the statement. 10% of the respondents were undecided. 22%
disagreed to the statement and 7% strongly disagreed to the same statement. This means 32% of all the respondents were in disagreement to the statement. The 32% of the respondents might have not seen those business processes documented and distributed among employees. It must be noted that if such documents are on the local intranet, there might be other people who might not have access to that local intranet because of the nature of their working conditions and environments hence such employees need hard copy of such documents.

Graph 8: Your Organisation’s Business processes are documented and shared to all Employees

5.3.2.2 YOU UNDERSTAND YOUR ORGANISATION’S BUSINESS CYCLE PROCESS AND THE SEGMENTS THAT ARE TIME CONSUMING.

Table 9: You understand your Organisation’s Business Cycle Process

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>3</td>
<td>15</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>24</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>41</td>
</tr>
</tbody>
</table>
The results show that more than 68% of the respondents are in agreement to the statement and 20% were in disagreement. The ICT management which formed a 12% were undecided and of the 20% who were in disagreement 12% were ICT management who disagreed to the statement and 2% of the non-ICT managers strongly disagreed to the same statement. These results might be a true reflection that they do not understand their organisation’s business process cycle.

5.3.2.3 YOU UNDERSTAND THE SEGMENTS OF THE BUSINESS CYCLE PROCESSES THAT ARE SIMPLIFIED BY ICT.

Table 10: You understand the segments of the business cycle processes that are simplified by ICT

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>3</td>
<td>17</td>
<td>4</td>
<td>6</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
<td>7</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>24</td>
<td>5</td>
<td>9</td>
<td>0</td>
<td>41</td>
</tr>
</tbody>
</table>
The results show that 68% of the managers agreed and strongly agreed to the statement. 22% of managers disagreed to the statement and 12% were undecided. The results show that of the 22% of the management who were in disagreement, 15% were ICT managers. This also shows that 12% of the managers who were undecided 10% were ICT managers. The results are showing that 24% of the ICT managers do not understand the segments of the business cycle processes that are simplified by ICT. This is can be caused lack of business acumen among some of the ICT managers.

**Graph 10:** You understand the segments of the business cycle processes that simplified by ICT

![Graph showing the understanding of business cycle segments](image)

5.3.2.4 THE EXISTING ICT ARCHITECTURE SUPPORTS THE BUSINESS PROCESSES CURRENTLY IN PLACE.

Table 11: The Existing ICT Architecture Support the Business Processes Currently in Place

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>7</td>
<td>13</td>
<td>7</td>
<td>1</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>16</td>
<td>10</td>
<td>3</td>
<td>3</td>
<td>41</td>
</tr>
</tbody>
</table>
The results show that 61% of the management were in agreement to the statement and 24% of managers were undecided with 17% of that 24% being ICT management who are undecided. The results also show that 15% of management both ICT and non-ICT disagreed to the statement with almost 5% of ICT managers strongly disagreed to the statement. These results show that ICT managers either at branches do not have ICT architecture that supports their business processes currently in place.

Graph 11: The Existing ICT Architecture Support the Business Processes Currently in Place

### 5.3.2.5 PEOPLE WHO WORK IN THE ICT DEPARTMENT AT YOUR ORGANISATION HAVE PROCESS MANAGEMENT SKILLS

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>5</td>
<td>9</td>
<td>8</td>
<td>7</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>13</td>
<td>9</td>
<td>10</td>
<td>3</td>
<td>41</td>
</tr>
</tbody>
</table>
The results show that 41% of both ICT and non-ICT management were in agreement to the statement and 32% disagreed to the statement. The interesting observation is that 20% of those who disagreed and strongly disagreed to the statement were ICT managers and another 20% of ICT managers were undecided. This shows that ICT managers might not have ICT infrastructure that supports their business processes.

**Graph 12: People in the ICT Department have Process management Skills**

![Graph showing percentages of agreement and disagreement on the role of ICT in process management]

### 5.3.2.6 SUMMARY OF INITIATIVE 2

This initiative attempts to understand Transwerk’s business processes how the managers optimise the role of ICT. The observations made show that 61% of both ICT and non-ICT managers agreed to the statement and 39% of both ICT and non-ICT managers were either undecided, disagreed or strongly disagreed to the statement. Another observation is that the ICT managers are either undecided or disagreed to most of the statements which brings to the conclusion that there are issues that need to be addressed in the Transwerk’s ICT department.
The results of the statement 5.3.2.5 above shows that 39% of ICT managers themselves were undecided, disagreed and strongly disagreed to a statement accesses the skills they possessed. These results reflect that there are some people that might not have process-management skills and not necessarily referring to themselves.

5.3.3 INITIATIVE 3: MAPPING ICT INFRASTRUCTURE AND APPLICATIONS TO SUPPORT BUSINESS NEEDS

Information technology is not just needed for the sake of having it in an organisation without mapping it to the business processes. In the previous initiative, the aim was to understand whether the managers of ICT users understand the business processes that can be simplified by technology. In this initiative the aim to understand whether the technology users are benefiting from the current ICT infrastructure and applications they use in their business units. Statements were developed and administered and results are presented and analysed below.

5.3.3.1 THE COMPANY IS GETTING MAXIMUM USE OF ITS CURRENT HARDWARE AND SOFTWARE.

Table 13: The Company is getting maximum use of its current Hardware and Software

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>6</td>
<td>9</td>
<td>3</td>
<td>8</td>
<td>4</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>13</td>
<td>3</td>
<td>13</td>
<td>5</td>
<td>42</td>
</tr>
</tbody>
</table>

The results are showing that 19% of management strongly agreed to the statement with 14% of them being ICT managers. Interestingly 31% of both ICT and non-ICT managers agreed and the same percentage disagreed to
the statement. 19% of managers who disagreed to the statement are ICT managers and 12% were non-ICT managers. 12% of both non-ICT and ICT managers strongly disagreed to the same statement.

This shows that mapping ICT infrastructure and applications to support business needs might encounter some difficulties because the current software and hardware does not provide maximum benefits to the organisation. This can be a result of the nature of businesses at each Transwerk’s national branch, where businesses are different and yet decisions are made at the head office with less decision making at branch level.

Graph 13: The Company is getting maximum use of its current Hardware and Software
5.3.3.2 THE CURRENT ICT ARCHITECTURE AND APPLICATIONS CAN SCALE TO SUPPORT FUTURE NEEDS.

Table 14: The Current ICT Architecture and Application can scale to support future needs

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>4</td>
<td>20</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>26</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that the majority of management agreed to the statement with 72% in agreement and 12% who disagreed and another 12% who were undecided. In relation to the previous statement this might mean that the organisation has the latest technology which can be used in the future but currently there is shortage of skilled personnel to maximise the benefits of the current software and hardware.

Graph 14: The Current ICT Architecture and Application can scale to support future needs
5.3.3.3 THERE ARE FUNCTIONALITY OR RELIABILITY GAPS IN THE CURRENT SOFTWARE.

Table 15: There Are Functionality and Reliability Gaps in the Current Software

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>0</td>
<td>12</td>
<td>6</td>
<td>10</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>6</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>18</td>
<td>9</td>
<td>12</td>
<td>2</td>
<td>42</td>
</tr>
</tbody>
</table>

The observations from the results show that 45% of the respondents agreed to the statement and 21% were undecided. A 33% of respondents disagreed to the statement. These observations are interesting because in the previous statement the majority of respondents agreed that the current ICT architecture and applications can scale to support future needs and yet the majority of respondents agreed that there are reliability and functionality gaps in the current software. Mapping ICT infrastructure and applications to support business needs might be a problem because the respondents might not have understood the statements or they have other issues within their organisation that are not clearly defined and communicated for them to understand.
5.3.3.4 YOU UNDERSTAND THE RATIONALE USED WHEN DECIDING WHETHER TO BUY TECHNOLOGY SOFTWARE OFF THE SHELF OR TO BUILD IT IN HOUSE

Table 16: You understand the rationale to buy or build in-house Software

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>1</td>
<td>14</td>
<td>6</td>
<td>7</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>21</td>
<td>8</td>
<td>7</td>
<td>4</td>
<td>42</td>
</tr>
</tbody>
</table>

5% of respondents strongly agreed that they understood the rationale used when they buy or build software in-house. 50% agreed to the same statement. 19% were undecided and 26% both disagreed and strongly disagreed to the statement. 21% of those 26% who disagreed to the statement are ICT managers. This shows that managers from different branches might not be well informed about the reasons behind buying off-shelf or building software in-house.
5.3.3.5 THE PEOPLE IN YOUR ORGANISATION HAVE EASY ACCESS TO THE INFORMATION THEY NEED TO DO THEIR JOBS EFFECTIVELY.

Table 17: The people in your organisation have easy access to information

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>4</td>
<td>11</td>
<td>3</td>
<td>8</td>
<td>4</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>17</td>
<td>3</td>
<td>11</td>
<td>6</td>
<td>42</td>
</tr>
</tbody>
</table>

52% of the respondents were in agreement to the statement with 36% being ICT managers and 16% being non-ICT managers. 7% of those who were undecided were ICT managers and 26% disagreed to the statement. 14% strongly disagreed to the same statement. 38% of 41% who disagreed and strongly disagreed to the statement were ICT managers. These results might be a true reflection of what branches are experiencing. It might be problem with the respondents who did not understand the statement or they were just choosing choices without reading the statements.
5.3.3.6 THE APPLICATIONS AVAILABLE IN YOUR ORGANISATION NOW FULFIL BUSINESS REQUIREMENTS.

Table 18: The Applications available in your organisation fulfil Business Requirements

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>4</td>
<td>12</td>
<td>5</td>
<td>8</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>16</td>
<td>6</td>
<td>12</td>
<td>2</td>
<td>42</td>
</tr>
</tbody>
</table>

It is difficult to correctly interpret what an undecided response might mean. It is possible that those who are undecided do not understand the statement or they understand but do not want to make any statement for or against such statement for reasons best known to them. 52% were in agreement to the statement with 14% who strongly agreed and 38% agreed to the statement. Interestingly enough, 38% of ICT managers both agreed and strongly agreed to the statement. 29% of both ICT and non-ICT managers disagreed to the statement and 19% of 29% who disagreed to the statement were ICT managers.
5.3.3.7 IT INVOLVES MANY APPLICATIONS AND SYSTEMS AND TAKES A LOT OF TIME TO GENERATE REPORTS FOR YOUR BUSINESS UNIT.

Table 19: It involves many applications and Systems to generate reports

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>2</td>
<td>10</td>
<td>3</td>
<td>11</td>
<td>4</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>13</td>
<td>3</td>
<td>17</td>
<td>4</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that 29% of ICT managers strongly agreed and agreed to the statement because they might have problems in their branches. 41% of management disagreed to the statement with 26% being ICT managers. The 9% of management who strongly disagreed to the statement were all ICT managers. 7% of management were undecided and they were all from ICT department.
5.3.3.8 IT IS DIFFICULT TO MAKE CHANGES TO THE CURRENT REPORTING SYSTEM.

Table 20: It is Difficult to make changes to the current Reporting System

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>2</td>
<td>12</td>
<td>5</td>
<td>8</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>17</strong></td>
<td><strong>6</strong></td>
<td><strong>13</strong></td>
<td><strong>3</strong></td>
<td><strong>42</strong></td>
</tr>
</tbody>
</table>

48% of management agreed and strongly agreed to the statement with 33% of them being ICT managers. 14% of respondents were undecided with 12% being ICT managers. 38% disagreed and strongly disagreed to the statement and 26% of them were ICT managers. The results show that generally there are difficulties to make changes to the current reporting system.
5.3.3.9 SUMMARY OF INITIATIVE 3

The results show that it will be difficult to map ICT infrastructure and applications to support business needs. The responses for statement 5.3.3.1 showed that the company is not getting maximum use of its current hardware because 50% both agreed and strongly agreed to the statement and 50% including the undecided respondents disagreed to the same statement. The respondents believe that the current ICT architecture and applications can scale to support future needs because 76% agreed and strongly agreed to the statement.

The 45% of the respondents felt that there are functionality or reliability gaps in the current software compared to 33% who disagreed and strongly disagreed to the statement. This can hinder mapping ICT infrastructure and applications to support business needs. 52% of the respondents agreed and strongly agreed to statement 5.3.3.4 above. 52% of respondents agreed and strongly agreed to statement 5.3.3.5 above and another 52% of managers agreed and strongly agreed to statement 5.3.3.6 above and 50% of the
respondents disagreed and strongly disagreed to statement 5.3.3.7 above. 50% of the respondents agreed and strongly agreed that it is difficult to make changes to the current reporting system. The percentages reflected in these responses are not high and as a result might hinder mapping of ICT infrastructure and applications to support business needs.

5.3.4 INITIATIVE 4: RECRUITING, DEVELOPING AND RETAINING THE RIGHT TEAMS.

The major challenge for management is recruiting the right people who understand both technology application and business management. Understand business processes and technology to use to achieve the goals and objectives of an organisation is not an easy task. In this initiative, the aim was to find out whether the organisation had the right skilled employees and mentoring of employees was their future plan in order to gain maximum benefits and retain the right team of people with the right skills.

5.3.4.1 THE ICT DEPARTMENT’S STRUCTURE ALIGNS WITH THE MARKETS, CUSTOMERS, SYSTEMS AND PROCESSES.

Table 21: The ICT Department’s Structure Aligns with the Systems and processes

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
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<td>7</td>
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<tr>
<td>Others</td>
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<tr>
<td>Total</td>
<td>3</td>
<td>15</td>
<td>8</td>
<td>9</td>
<td>7</td>
<td>42</td>
</tr>
</tbody>
</table>

43% agreed and strongly agreed to the statement and 38% disagreed and strongly disagreed to the same statement. 36% of respondents who agreed to the statement are ICT managers and 26% of respondents who disagreed and strongly disagreed to the same statement were ICT managers. 19% of
respondents were undecided. Interestingly ICT managers disagreed to the statement which makes it difficult to align ICT strategies to markets, customers and systems because there might be problem in their recruitment, development and retention process of the right team.

Graph 21: The ICT Department’s Structure aligns with the Systems and processes

5.3.4.2 THE ICT EMPLOYEES DEMONSTRATE ICT CORE COMPETENCIES.

Table 22: The ICT Employees Demonstrate ICT Core Competencies

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>7</td>
<td>13</td>
<td>4</td>
<td>6</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>6</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>19</td>
<td>5</td>
<td>9</td>
<td>1</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that 64% of respondents agreed and strongly agreed to the statement. 48% of respondents who agreed and strongly agreed to the statement were ICT managers. Surprisingly 24% disagreed and strongly disagreed to the statement, with 14% of those respondents being ICT
managers. 14% of respondents were undecided with 10% of them being ICT managers. These results especially those who were undecided might be because they did not understand the statement. It is possible that those ICT managers who disagreed to the statement might have understood the statement and were indicating that there are some ICT employees who do not demonstrate ICT core competencies within their departments in the organisation or branches.

Graph 22: The ICT Employees Demonstrate ICT Core Competencies

5.3.4.3 THE ICT MANAGER HAS THE SOLE RESPONSIBILITY FOR THE STRATEGIC DIRECTION OF THE DEPARTMENT.

Table 23: The ICT Manager has the sole responsibility for the strategic direction of the Department

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>5</td>
<td>10</td>
<td>5</td>
<td>10</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>15</td>
<td>7</td>
<td>13</td>
<td>1</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that 50% of the respondents agreed and strongly agreed to the statement with 36% of them being ICT managers. 33% of respondents
disagreed and strongly disagreed to the statement. The results show that 24% of the respondents who were in disagreement to the statement were ICT managers. 17% of the respondents were undecided of which 12% were ICT managers. If the respondents who agreed and strongly agreed to the statement understood the statement and this is a true reflection of the reality then this shows that there is lack of team work and involvement by other managers in strategic management of their ICT departments.

Graph 23: The ICT Manager Has The Sole Responsibility For The Strategic Direction Of The Department

5.3.4.4 THE ICT EMPLOYEES UNDERSTAND YOUR BUSINESS AND THE PROBLEMS YOU ARE TRYING TO SOLVE.

Table 24: The ICT Employees Understand your Business and Problems

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>6</td>
<td>15</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>19</td>
<td>8</td>
<td>5</td>
<td>2</td>
<td>42</td>
</tr>
</tbody>
</table>
The results show that 64% of the respondents agreed and strongly agreed to the statement with 50% being ICT managers. 19% of respondents were undecided with 12% of them being ICT managers. 17% of the respondents disagreed and 5% strongly disagreed to the statement. These results might be a reflection of lack of knowledge of their business processes. In statements 5.3.2.2 and 5.3.2.3 above, respondents who disagreed and strongly disagreed to those statements were 20% and 22% respectively compared to 17% who disagreed and strongly disagreed to this statement which makes it closely related to the three statements.

**Graph 24: The ICT Employees Understand your Business and Problems**

![Graph showing percentages of ICT and Others respondents for Strongly Agree, Agree, Undecided, Disagree, and Strongly disagree]

### 5.3.4.5 THE ICT EMPLOYEES DEMONSTRATE BUSINESS ACUMEN.

**Table 25: The ICT Employees demonstrate Business Acumen**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>8</td>
<td>12</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>4</td>
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<td>4</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9</strong></td>
<td><strong>16</strong></td>
<td><strong>6</strong></td>
<td><strong>8</strong></td>
<td><strong>2</strong></td>
<td><strong>41</strong></td>
</tr>
</tbody>
</table>
The results show that there is one ICT manager who did not answer this statement. 61% of the respondents agreed and strongly agreed to the statement. 24% of respondents disagreed and strongly disagreed to the same statement and interestingly both ICT and non-ICT managers equally disagreed to the statement.

**Graph 25: The ICT Employees demonstrate Business Acumen**

![Bar chart showing the distribution of responses to the statement among ICT and Others.](chart)

**5.3.4.6 THE ICT EMPLOYEES COMMUNICATE EFFECTIVELY WITH COLLEAGUES IN OTHER PARTS OF THE ORGANISATION AND WITH CUSTOMERS.**

*Table 26: The ICT Employees communicate effectively with colleagues*

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>5</td>
<td>19</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>7</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>23</td>
<td>4</td>
<td>8</td>
<td>1</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that 69% of the respondents agreed and strongly agreed to the statement. 10% of ICT managers were undecided and 24% of respondents disagreed and strongly disagreed to the same statement.
Interestingly 17% of the managers who disagreed to the statement were non-ICT managers which might be a true reflection that ICT employees in their branches might not be communicating effectively with colleagues and customers.

Graph 26: The ICT Employees communicate effectively with colleagues

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>6</td>
<td>12</td>
<td>5</td>
<td>6</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>18</td>
<td>7</td>
<td>6</td>
<td>41</td>
</tr>
</tbody>
</table>

5.3.4.7 MENTORING IS NECESSARY IN YOUR ICT DEPARTMENT

Table 27: Mentoring is necessary in your ICT Department

One ICT respondent did not complete this statement. 66% of respondents agreed and strongly agreed to the statement and 17% were undecided. Another 17% of respondents disagreed and strongly disagreed to the statement and in this case the majority of respondents who disagreed to the statement were ICT managers. The results show that there are some
managers who do not understand the role of mentoring especially among the ICT management.

**Graph 27: Mentoring is necessary in your ICT Department**

![Graph showing percentages of agreement with mentoring necessity]

**5.3.4.8 THE SUCCESS OF YOUR ICT PLANS AND STRATEGIES MAY WELL HINGE ON HOW YOUR ICT EMPLOYEES RELATE TO CO-WORKERS ACROSS THE COMPANY.**

**Table 28: The success of your ICT plans and strategies hinge on ICT employees**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>9</td>
<td>16</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
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<td>7</td>
<td>0</td>
<td>0</td>
<td>1</td>
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<tr>
<td>Total</td>
<td>12</td>
<td>23</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>41</td>
</tr>
</tbody>
</table>

The results show that one of the non-ICT managers did not respond to this statement. 85% of the respondents agreed and strongly agreed to the statement. The results show that of the 85% who were in agreement to the statement, 61% were ICT managers which make it clear that they understand their role in the organisation. 7% of the respondents were undecided and all
were ICT managers and another 7% of respondents disagreed and strongly disagreed to the same statement.

**Graph 28: The success of your ICT plans and strategies hinge on ICT employees**

5.3.4.9 SUMMARY OF INITIATIVE 4.

The results for this initiative have indicated that there are some issues of concern among the managers, especially among the ICT managers because the percentages are not high enough to differentiate those respondents in agreement to those in disagreement to given with the exception of statement 5.3.4.8 above where they agreed and strongly agreed to the statement with an 85%. A number of respondents were undecided which might be because they did not want to take sides and remain neutral in their decisions.

5.3.5 INITIATIVE 5: USE RELATIONSHIP MANAGEMENT TO PROVIDE SOLUTIONS THROUGH LEADERSHIP, CONSULTING AND COMMUNICATION.

In the previous initiative, the objective was to determine the types of employees were recruited in the ICT department and determine whether they
had the right skills. The aim of this initiative is to understand whether the ICT employees are able to transfer their skills.

5.3.5.1 DOES YOUR ICT DEPARTMENT COMMUNICATE WHAT SERVICES AND EXPERTISE IT CAN PROVIDE?

Table 29: Does your ICT department communicate what services and expertise it can provide

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>14</td>
<td>8</td>
<td>5</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>11</td>
<td>8</td>
<td>3</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that 48% of the respondents acknowledge that the ICT department communicate what expertise and services they offer. 26% stated that the communication is done always. 19% of respondents disagreed surprisingly 12% of ICT managers said that the ICT department does not communicate at all the services and expertise that they can render and 7% of the respondents all being ICT managers did not know.

Graph 29: Does your ICT department communicate what services and expertise it can provide
5.3.5.2 ARE THERE PEOPLE IN ICT DEPARTMENT RESPONSIBLE FOR INTERACTING WITH TECHNOLOGY USERS, WHOSE JOB IS TO UNDERSTAND USER’S NEEDS AND THE BUSINESS PROBLEMS THEY ARE TRYING TO SOLVE?

Table 30: There are people in ICT whose responsibility is to interact with users

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>5</td>
<td>15</td>
<td>2</td>
<td>8</td>
<td>30</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>19</td>
<td>3</td>
<td>11</td>
<td>42</td>
</tr>
</tbody>
</table>

The results show that 21% agreed by choosing sometimes 45% said that always such people are available who interact with users and get feedback. 7% chose not at all of which 5% were ICT managers. 26% did not know about this interaction of users and ICT personnel of which 19% of respondents who did not know were ICT managers.

Graph 30: There are people in ICT whose responsibility is to interact with users
5.3.5.3 WHEN THEY HAVE A TECHNOLOGY QUESTION, PROBLEM OR IDEA, DO PEOPLE IN OTHER BUSINESS UNITS OF YOUR ORGANISATION KNOW THE GO-TO PERSON IS IN THE ICT DEPARTMENT?

Table 31: There Is a Go-To Person in the ICT Department

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>15</td>
<td>13</td>
<td>0</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>18</td>
<td>1</td>
<td>2</td>
<td>41</td>
</tr>
</tbody>
</table>

One ICT manager did not respond to this question. 49% of the respondents agreed that sometimes there is a person to go and talk to in ICT department. 44% respondents said there is always someone to go to for help. The results also show that 2% of respondents were in disagreement and chose not at all. The responses were coming from different branches and it might be possible that at one branch there might be no such a person from ICT.

Graph 31: There Is a Go-To Person in the ICT Department
5.3.5.4 IS THERE A SYSTEM IN PLACE IF AN EXISTING BUSINESS PROCESS AND ITS SUPPORTING APPLICATIONS REQUIRE CHANGES OR IMPROVEMENTS TO COMMUNICATE TO THE ICT DEPARTMENT?

Table 32: Is There A System to Communicate to the ICT Department?

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>5</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>7</td>
<td>3</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>16</td>
<td>9</td>
<td>6</td>
<td>41</td>
</tr>
</tbody>
</table>

The results show that 24% of respondents chose sometimes and 39% of the respondents agreed to the statement and selected always. The 22% of respondents said not at all and surprisingly 15% of respondents who were ICT managers. 15% of respondents did not know of which 12% were ICT managers.

Graph 32: Is There A System to Communicate to the ICT Department?
5.3.5.5 HOW OFTEN ARE YOU INVOLVED IN EVALUATING THE NEW TECHNOLOGY IN YOUR BUSINESS UNIT?

Table 33: How Often Are You Involved In Evaluating The New Technology?

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>11</td>
<td>5</td>
<td>11</td>
<td>2</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>6</td>
<td>15</td>
<td>2</td>
<td>41</td>
</tr>
</tbody>
</table>

44% of respondents are sometimes involved in evaluating new technology of which 27% are ICT managers. 15% of respondents are always involved and only 2% are non-ICT managers. 37% are not at all involved and surprisingly 27% are ICT managers. 5% of respondents did not know.

Graph 33: How Often Are You Involved In Evaluating The New Technology?

5.3.5.6 SUMMARY OF INITIATIVE 5

The aim of initiative five was to determine the general feeling of the respondents and it is clearly stated that the respondents chose ‘sometimes’ in most of the responses but of its flexibility. The results showed that some
managers, especially the ICT managers chose not at all because they are not involved in decision making processes. Centralised management might be the reason for respondents feeling not involved at branch level.

5.3.6 INITIATIVE 6: MANAGE COSTS ACROSS THE ORGANISATION.

Information technology does not come cheap, and the aim of this initiative was to determine whether the management from other business units are involved in ICT budgeting processes. It was also necessary to find out whether the costs that are incurred in ICT investments are justified.

5.3.6.1 IS YOUR ICT DEPARTMENT RESPONDING QUICKLY ENOUGH TO MEET USER’S DEMANDS TO POSITION YOUR COMPANY TO TAKE ADVANTAGE OF NEW MARKETS?

Table 34: Your ICT Department is Responding Quickly to Meet User Demands

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>14</td>
<td>7</td>
<td>3</td>
<td>5</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>21</strong></td>
<td><strong>8</strong></td>
<td><strong>7</strong></td>
<td><strong>5</strong></td>
<td><strong>41</strong></td>
</tr>
</tbody>
</table>

The results show that 51% of respondents chose sometimes and that means it is not constant. 20% of respondents chose always but 17% disagreed and chose not at all. The majority of the respondents who chose not at all were non-ICT managers and 12% of respondents who happen to be ICT managers did not know.
5.3.6.2 ARE YOUR CO-WORKERS WHO USE ICT TO DO THEIR JOBS INVOLVED IN THE ICT BUDGET PROCESS?

Table 35: Are Your Co-Workers Involved in the ICT Budget Process

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>7</td>
<td>1</td>
<td>9</td>
<td>12</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>2</td>
<td>16</td>
<td>14</td>
<td>41</td>
</tr>
</tbody>
</table>

39% of respondents disagreed to the statement and chose not at all. 34% of respondents did not know whether non-ICT co-workers are involved in the ICT budget. 22% of respondents agreed to the statement and chose sometimes and 5% agreed to the same statement and chose always. The results show that non-ICT managers are not always involved in ICT budgeting processes.
5.3.6.3 ARE THE COSTS OF PROVIDING SUPPORT AND SERVICES RISING WITH NO IDENTIFIABLE INCREASE IN VALUE OR USER SATISFACTION?

Table 36: Are the costs of providing support and services rising without added value

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>9</td>
<td>1</td>
<td>5</td>
<td>14</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
<td>5</td>
<td>6</td>
<td>16</td>
<td>41</td>
</tr>
</tbody>
</table>

The results show that 34% felt that the costs of providing support and services were rising with no identifiable increase in value or user satisfaction. 12% agreed to the statement and chose always. Surprisingly of those who chose sometimes 22% were ICT managers. 34% of respondents who happen to be ICT managers answered that they do not know. Therefore 39% said that they do not know which means that they are not noticing any value from the ICT services and operations.
Graph 36: Are the costs of providing support and services rising without added value

5.3.6.4 DOES YOUR ICT DEPARTMENT OUTSOURCE SERVICES, APPLICATIONS, HARDWARE OR SOFTWARE?

Table 37: Does Your ICT Department Outsource Services

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>14</td>
<td>1</td>
<td>6</td>
<td>8</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>2</td>
<td>10</td>
<td>11</td>
<td>41</td>
</tr>
</tbody>
</table>

The results demonstrate that 44% of the respondents agreed to the statement and stated that the ICT sometimes outsource services, applications, hardware and software. Only 5% said they always outsource and 24% of the respondents disagreed to the statement and chose not at all as their answer. The majority of those who said that they do not know were ICT managers with 20% and just 7% were non-ICT managers who did not know whether the ICT department outsourced any services, applications, hardware or software.
5.3.6.5 ICT SERVICES ARE A COMMODITY

Table 38: ICT Services are a Commodity

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>6</td>
<td>11</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>14</td>
<td>9</td>
<td>8</td>
<td>1</td>
<td>39</td>
</tr>
</tbody>
</table>

34% of the respondents agreed that ICT services were a commodity and 17% strongly agreed to the same statement. 22% of the respondents were undecided with 15% being ICT managers. 20% of the respondents both ICT and non-ICT coincided in disagreement to the statement with only 2% of ICT managers who strongly disagree to the statement. The results show that 51% of both ICT and non-ICT managers were in agreement to the statement and 22% were in disagreement.

Those who were undecided might be because they did not understand the statement and could not make a decision whether to agree or disagree to the statement.
Graph 38: ICT Services are a Commodity

5.3.6.6 ICT SERVICES ARE A UTILITY

Table 39: ICT Services are a Utility

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>6</td>
<td>18</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>26</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>39</td>
</tr>
</tbody>
</table>

The results show that the majority of respondents were in agreement to the statement. 83% agreed and strongly agreed to the statement of which 59% were ICT managers and 24% were non-ICT managers. The results show that the majority of both non-ICT and ICT managers believe ICT services are a utility in an organisation. 7% of respondents were in disagreement to the statement and 5% were undecided. Interestingly enough those who disagreed and strongly disagreed were all ICT managers.
5.3.6.7 ICT DEPARTMENT EMPLOYEES SHOULD ALWAYS KNOW THE COMPETITIVE ADVANTAGES DELIVERED BY ICT TO AN ORGANISATION.

Table 40: ICT Department Employees Should Know the Competitive Advantages

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>12</td>
<td>16</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>19</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that two respondents did not respond to this statement. Those who responded, the results show that 91% of them agreed and strongly agreed to the statement. 68% of those who were in agreement are ICT managers and 2% of those who disagreed were ICT managers.
Study Results, Analysis And Interpretation

Graph 40: ICT Department Employees Should Know the Competitive Advantages

5.3.6.8 ICT DEPARTMENT EMPLOYEES SHOULD UNDERSTAND WHAT TECHNOLOGY USERS WANT AND WHAT IT WILL COST TO MAKE THEM HAPPY.

Table 41: ICT Department Employees Should Understand What Users Want

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>14</td>
<td>14</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>9</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>16</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that 98% of the respondents agreed and strongly agreed to the statement with all the non-ICT managers in agreement. 2% of ICT management disagreed to this statement which makes it difficult to understand why disagreeing to this statement. This might be a result of a respondent who was just completing the questionnaire without reading and understanding each statement.
Study Results, Analysis And Interpretation

Graph 41: ICT Department Employees Should Understand What Users Want

5.3.6.9 ICT DEPARTMENT OUTSOURCE TO ENHANCE THE QUALITY OF SERVICE

Table 42: ICT Department Outsource to Enhance the Quality of Service

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>7</td>
<td>9</td>
<td>7</td>
<td>3</td>
<td>3</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>13</td>
<td>9</td>
<td>5</td>
<td>5</td>
<td>40</td>
</tr>
</tbody>
</table>

This statement might be a strategic decision and if most of the respondents were not involved in strategic direction of their department, they might not understand the rationale of outsourcing. The results show that 20% of respondents strongly agreed to the statement and 33% agreed to the same statement. 23% of the respondents were undecided with 18% being ICT managers. 25% of the respondents were in disagreement to the statement of which 15% were ICT managers who equally disagreed and strongly disagreed to the statement.
Study Results, Analysis And Interpretation

Graph 42: ICT Department Outsource to Enhance the Quality of Service

<table>
<thead>
<tr>
<th>Choices</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ICT</strong></td>
<td>2</td>
<td>6</td>
<td>9</td>
<td>8</td>
<td>4</td>
<td>29</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3</td>
<td>7</td>
<td>10</td>
<td>14</td>
<td>6</td>
<td>40</td>
</tr>
</tbody>
</table>

25% of the respondents agreed and strongly agreed to the statement and of those, 20% were ICT managers. The results show that 25% of respondents were undecided and 23% of those who were undecided were ICT managers. 50% of the respondents disagreed and strongly disagreed to the statement and of those who were in disagreement 30% were ICT managers. This observation made from results in Table 5.3.6.4 above in comparison to Table 5.3.6.10 demonstrates that the ICT managers seem not understand the reasons used for outsourcing in their departments. Even 20% of non-ICT management disagreed and strongly disagreed to the same statement.
### Study Results, Analysis And Interpretation

**Graph 43: ICT Department Outsource to Lower Costs**

![Graph showing percentages of respondents' opinions on ICT department outsourcing]

#### 5.3.6.11 ICT department outsource to address staffing issues

**Table 44: ICT Department Outsource to Address Staffing Issues**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>2</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>3</td>
<td>29</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>10</td>
<td>10</td>
<td>14</td>
<td>4</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that 30% agreed and strongly agreed to the statement and 25% were undecided of which 20% of them were ICT managers. 45% of the respondents disagreed and strongly disagreed to the statement of which 30% were ICT managers. Observations made to results of Table 5.3.4.3 show that 50% of the respondents agreed and strongly agreed that the ICT manager has the sole responsibility for the strategic direction of the department. The results from Table 5.3.4.3 show that other ICT branch managers might not be informed or consulted for strategic direction of their department and resulting in some of them failing to make decisions and preferred to chose undecided as their answer for each strategic statement.
5.3.6.12 ICT DEPARTMENT OUTSOURCE TO TRY TO FOCUS ON CORE COMPETENCIES.

Table 45: ICT Department Outsource to Try to Focus on Core Competencies

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>5</td>
<td>11</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>12</td>
<td>10</td>
<td>7</td>
<td>5</td>
<td>39</td>
</tr>
</tbody>
</table>

The results show that 44% of the respondents agreed and strongly agreed that the ICT department outsourced to try and focus on core competencies. 26% of the respondents were undecided with 31% of respondents who disagreed and strongly disagreed to the statement. The results of this statement can be linked to statement 5.3.4.2 above where 64% of respondents agreed that ICT employees demonstrate ICT core competencies, 12% were undecided and 24% disagreed to the statement. Although the numbers of respondents differ respondents seem to have related responses.
5.3.6.13  SUMMARY OF INITIATIVE 6

The results show that ICT department does not constantly responding quickly to meet user demands because 34% of ICT respondents agreed to the statement by selecting ‘sometimes’ and that shows inconsistency of the ICT department in their response to the user demands. The results also demonstrate that employees and users from non-ICT departments are not involved at all in the ICT budget process.

The respondents were in agreement that costs of providing support and services were rising with no identifiable increase in value or user satisfaction. 46% were in agreement and 39% said that they did not know. Some of the respondents seem not understand whether the ICT department outsource because 27% did not know and of those respondents, 20% were ICT managers. 37% of respondents who agreed that the ICT department outsourced were ICT managers and yet 15% of ICT managers disagreed to the statement.
The results show that ICT managers are not involved in the strategic decision-making process of the department because they should have all coincided in their responses. The majority of respondents agreed that ICT is a commodity and a utility although a few disagreed to the statements. 95% of the respondents agreed that ICT employees should always know the competitive advantages delivered by ICT to an organisation.

5.3.7 INITIATIVE 7: MEASURE THE SUCCESS OF YOUR ICT STRATEGIES
Organisations need to put in place a mechanism to measure whether the investment incurred in ICT are measured. The costs incurred must be justified if ICT adds value to the organisation.

5.3.7.1 HOW GOOD ARE THE SERVICES THAT ICT PROVIDES?

Table 46: How Good Are The Services That ICT Department Provides?

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not all at all</th>
<th>Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>8</td>
<td>14</td>
<td>1</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>18</td>
<td>2</td>
<td>7</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that 78% were in agreement. The results show that of the 78% who agreed to the statement, 20% were ICT managers who thought that services that ICT department provides are sometimes good and 5% of ICT managers felt that the services were not all good. 18% of respondents did not know how good were the services that ICT rendered and of the 18% who did not know, 13% were ICT managers.
5.3.7.2 IS ICT OFFERING ALL THE SERVICES USERS EXPECT AND NEED?

The results show that 83% of the respondents agreed that ICT offered services users expected and needed but only 35% agreed that such services were offered always. This shows that although such services are offered, they are not constant. 30% of 48% of the respondents were ICT managers who thought that ICT services were sometimes offered to fulfil the users’ needs and expectations. 13% of respondents disagreed completely to the statement and 8% of those who disagreed were ICT managers. 5% of the respondents all were ICT managers who did not know whether ICT department offered services which users expected and needed.
5.3.7.3 HOW RESPONSIVE IS THE ICT DEPARTMENT TO USERS’ REQUESTS, PROBLEMS AND CONCERNS?

Table 48: The ICT Department is Very Responsive to Users’ Requests

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>8</td>
<td>15</td>
<td>1</td>
<td>4</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>18</td>
<td>2</td>
<td>5</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that 83% of respondents agreed that the ICT department was responsive to users’ requests, problems and concerns. 20% of 83% of the respondents were ICT managers who agreed that the ICT department sometimes responded to the users’ requests, problems and concerns. 5% of respondents disagreed and suggested that the ICT department does not respond at all. Finally 13% of respondents did not know whether the ICT department responded to the users’ problems, requests and concerns. Surprisingly 10% of those who did not know were ICT managers.
5.3.7.4 DO USERS GET SUPPORT FROM ICT WHEN THEY NEED IT?

Table 49: Do Users Get Support From ICT When They Need It?

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>9</td>
<td>17</td>
<td>0</td>
<td>1</td>
<td>27</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>21</td>
<td>1</td>
<td>1</td>
<td>39</td>
</tr>
</tbody>
</table>

The results show that 95% of the respondents agreed that users get support from the ICT department when they need it. Although the majority of respondents agreed to the statement, it is worrying because 39% of respondents were ICT managers who believed that sometimes users get the support and it is not always the case.
5.3.7.5 IS THE ICT DEPARTMENT SUFFICIENTLY FLEXIBLE SO IT ADAPT TO UNFORESEEN CONDITIONS?

Table 50: The ICT Department is Flexible to Adapt to Unforeseen Conditions

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>14</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>9</td>
<td>7</td>
<td>5</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that 35% of respondents who are ICT management felt that the ICT department is sometimes sufficiently flexible to adapt to unforeseen conditions. 10% of the respondents were ICT managers who disagreed to the statement and thought that the ICT is not at all flexible to adapt to unforeseen conditions.
5.3.7.6 IS TECHNOLOGY IMPROVING THE ABILITY OF USERS TO DO THEIR JOBS?

Table 51: Is Technology Improving The Ability Of Users To Do Their Jobs?

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>11</td>
<td>15</td>
<td>0</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>21</td>
<td>1</td>
<td>2</td>
<td>40</td>
</tr>
</tbody>
</table>

40% of respondents thought that technology is sometimes improving the ability of users to do their jobs and of those 40%, 28% were ICT managers. This shows that the some of the ICT management are not satisfied with the services they are rendering to the users of technology in their organisation. 5% of the respondents were ICT managers who did not know whether technology was improving the ability of users when doing their jobs.
**Study Results, Analysis And Interpretation**

**Graph 51: Is Technology Improving The Ability Of Users To Do Their Jobs?**

**Table 52: Are The Costs Of ICT Services Reasonable?**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sometimes</th>
<th>Always</th>
<th>Not at all</th>
<th>Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>7</td>
<td>11</td>
<td>1</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>Others</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>16</td>
<td>2</td>
<td>11</td>
<td>39</td>
</tr>
</tbody>
</table>

The results of the respondents show that 18% of respondents who were ICT managers thought that sometimes the costs of ICT services were reasonable. 28% of the respondents did not know whether the costs of ICT services were reasonable and of those 28%, 21% were ICT managers. The results show that ICT managers are not certain whether the costs of ICT services are reasonable. A number of ICT respondents did not respond to this statement.
Graph 52: Are The Costs Of ICT Services Reasonable?

![Graph showing response choices for ICT and Others]

5.3.7.8 THERE IS AN ICT QUALITY FEEDBACK MECHANISM USING THE HOTLINE AND A WEB PAGE FOR USERS TO OFFER COMMENTS, SUGGESTIONS AND CONCERNS.

Table 53: There is an ICT Quality Feedback Mechanism Using a Hotline

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>1</td>
<td>13</td>
<td>5</td>
<td>6</td>
<td>3</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>17</td>
<td>6</td>
<td>8</td>
<td>7</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that 48% of respondents agreed and strongly agreed that there is an ICT quality feedback mechanism, where users can use a hotline facility, web page to offer comments, suggestions and concerns. 15% of respondents were undecided. 38% disagreed and strongly disagreed. 23% of those who disagreed and strongly disagreed to the statement were ICT managers. The results show that there are different facilities and services available at each branch.
5.3.7.9 THE ICT DEPARTMENT IMPLEMENT A PROCESS TO ENSURE GUARANTEED FOLLOW-UP TO USERS ON ANY COMPLAINTS OR FEEDBACK.

Table 54: The ICT Department Implement a Process to Ensure User Feedback

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>2</td>
<td>14</td>
<td>4</td>
<td>6</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>19</td>
<td>5</td>
<td>8</td>
<td>3</td>
<td>40</td>
</tr>
</tbody>
</table>

60% of respondents agreed and strongly agreed that the ICT department implemented a process of ensuring guaranteed follow-up to users on any complaints or feedback and 28% of respondents disagreed and strongly disagreed to the same statement. Although the majority were in agreement to the statement, the ICT managers seem to be divided and not in support of this statement. Those who were undecided might be because they have never heard or experienced such processes in their departments.
5.3.7.10 THE ICT DEPARTMENT CONDUCT QUARTERLY COMMUNICATION MEETINGS TO GIVE USERS THE OPPORTUNITY TO ASK QUESTIONS AND RECEIVE UPDATES ON ICT PROGRAMS AND INITIATIVES.

Table 55: The ICT Department Conduct Quarterly Communication Meetings with Users

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>0</td>
<td>4</td>
<td>8</td>
<td>10</td>
<td>6</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>6</td>
<td>9</td>
<td>14</td>
<td>10</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that the majority disagreed to the statement. 18% of the respondents agreed and strongly agreed to the statement. 23% were undecided. 60% disagreed and strongly disagreed to the statement and of those who disagreed and strongly disagreed to the statement, 40% were ICT managers. The results might be a reflection that such meeting with users might have been held at some branches and not at all branches. The results show that not only were the ICT managers in disagreement but also the non-ICT managers disagreed to the statement.
5.3.7.11 THE ICT DEPARTMENT DISTRIBUTE A MONTHLY NEWSLETTER THROUGHOUT THE COMPANY WITH INFORMATION ABOUT ICT PLANS AND ACCOMPLISHMENTS.

Table 56: The ICT Department Distributes a Monthly Newsletter with ICT Plans

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>16</td>
<td>8</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>20</td>
<td>13</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that 83% of respondents disagreed and strongly disagreed to the statement that the ICT department distributes a monthly newsletter throughout the company with information about ICT plans and accomplishments. These results show all the ICT management is disagreement with a few who were undecided. The ICT management might feel that the monthly newsletter is not necessary because they have all the documents posted on the local intranet for users to share and read.
5.3.7.12 THE ICT DEPARTMENT ESTABLISHED A SINGLE POINT OF CONTACT FOR ALL ICT ISSUES.

Table 57: The ICT Department Established a Single Point of Contact for All ICT Issues

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>3</td>
<td>10</td>
<td>7</td>
<td>7</td>
<td>1</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4</strong></td>
<td><strong>15</strong></td>
<td><strong>8</strong></td>
<td><strong>11</strong></td>
<td><strong>1</strong></td>
<td><strong>39</strong></td>
</tr>
</tbody>
</table>

The results show that 49% of respondents agreed and strongly agreed that the ICT department established a single point of contact for all ICT issues. Surprisingly 31% of the respondents disagreed and strongly disagreed to the statement with the majority of those in disagreement being ICT managers. 21% of the respondents were undecided and these results might mean that the respondents who chose undecided might have not heard and seen or do not know of such a facility in their organisation.
5.3.7.13 **THERE IS IMPROVED RESPONSIVENESS TO USERS’ REQUESTS THROUGH REDUCED TURNAROUND TIME AND INCREASED SENSITIVITY TO BUSINESS NEEDS.**

Table 58: There is Improved Responsiveness to Users' Requests

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>3</td>
<td>16</td>
<td>2</td>
<td>6</td>
<td>1</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4</strong></td>
<td><strong>22</strong></td>
<td><strong>2</strong></td>
<td><strong>10</strong></td>
<td><strong>2</strong></td>
<td><strong>40</strong></td>
</tr>
</tbody>
</table>

The results show that 65% of the respondents agreed and strongly agreed that there is improved responsiveness to users’ requests through reduced turnaround time and increased sensitivity to business needs yet 30% of the respondents disagreed and strongly disagreed to the same statement. This shows that managers from different business units might not be experiencing improved changes.
5.3.7.14 THE ICT DEPARTMENT MEET OR EXCEEDS SERVICE LEVEL AGREEMENTS.

Table 59: The ICT Department Meet or Exceeds Service Level Agreements

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>2</td>
<td>14</td>
<td>6</td>
<td>5</td>
<td>0</td>
<td>27</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>18</td>
<td>9</td>
<td>8</td>
<td>0</td>
<td>39</td>
</tr>
</tbody>
</table>

The results show that 56% of the respondents agreed and strongly agreed that ICT department met or exceeds service level agreements. 23% of the respondents were undecided and surprisingly enough 15% of those who were undecided were ICT managers. 21% disagreed to the statement and 13% of those who disagreed were ICT managers. The results then show that although the majority of respondents were in agreement with the statement, ICT management is not satisfied with the services they are rendering.
5.3.7.15 THE ICT DEPARTMENT PUBLISHES ALL THE PROJECT ROAD MAP AND PLANS ON THE INTERNAL ICT WEB SITE, WHICH IS AVAILABLE TO ALL USERS.

Table 60: ICT Department Publishes All Project Road Maps and Plans for All Users

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>1</td>
<td>5</td>
<td>8</td>
<td>8</td>
<td>6</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>5</td>
<td>11</td>
<td>12</td>
<td>10</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that only 18% of respondents agreed and strongly agreed that the ICT department published all the project road maps and plans on the internal ICT website for access by all users. 28% of respondents were undecided and 55% of the respondents disagreed and strongly disagreed to the same statement. The results might be a reflection of lack of project management approach at this organisation and there are no such information published for the people to share.
5.3.7.16 THERE IS BUILDING CONSENSUS BETWEEN USERS AND THE ICT DEPARTMENT THROUGH BETTER PROJECT PRIORITISATION AND JUSTIFICATION METHODOLOGY.

Table 61: Consensus exist between ICT department and Users

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>2</td>
<td>5</td>
<td>13</td>
<td>6</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>6</td>
<td>14</td>
<td>14</td>
<td>3</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that the majority of respondents are in disagreement with 43% of the respondents disagreed and strongly disagreed to the statement. The majority of ICT managers were undecided and only 23% of respondents agreed and strongly agreed to the statement. The results might be a reflection of lack of consensus among the users and the ICT department. This might be because there is no project management approaches in solving problems hence the respondents have never experienced this in their organisation.
5.3.7.17 THERE IS COMMUNICATION TO USERS ABOUT PROJECT DELIVERABLES, SCHEDULES, CHANGES AND THE IMPACT OF CHANGES.

Table 62: There Is Communication to Users about Project Deliverables

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>1</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>3</td>
<td>28</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>11</td>
<td>10</td>
<td>13</td>
<td>4</td>
<td>40</td>
</tr>
</tbody>
</table>

The results show that 33% of the respondents agreed and strongly agreed to the statement and 43% of respondents disagreed and strongly disagreed to the same statement. The results show that 25% were undecided and 20% of those respondents who were undecided were ICT managers. The results show that there is no common agreement among the ICT management because there are equal in numbers of those who agreed and disagreed to the statement.
Graph 62: There Is Communication to Users about Project Deliverables

5.3.7.18 SUMMARY OF INITIATIVE 7

The results show that the services that ICT department provided were always good although sometimes good and ICT managers felt that sometimes their services were not always good. It should be noted that the ICT management being the majority of the respondents they still believed that sometimes the ICT department offered services users expected and needed and not always. The results show the ICT department’s inconsistency in the service delivery. Although the ICT department was always responsive to users’ requests, problems and concerns some respondents felt that the responsiveness was inconsistent.

The results show that the ICT department was sometimes and not always flexible to adapt to unforeseen conditions. Although the majority of respondents thought that technology was always improving the ability of users to do their jobs, some thought it was inconsistent. The majority thought costs of ICT services were reasonable although some thought sometimes they were not reasonable. The ICT department does not conduct quarterly meetings with users of technology and this result in failing to get direct feedback from the users themselves.
The majority of respondents agreed and strongly agreed that the ICT department met or exceeded service level agreements but there are some of the ICT managers who disagreed. The results show that there is not consensus between users and the ICT department through project prioritisation and justification methodology. It seems the ICT management or departments make decisions with less consultation of employees as stakeholders. The results also show lack of communication between the users of technology and the ICT department personnel about the project deliverables, schedules, changes and the impact of such changes.

### 5.3.7.19 SUMMARY OF ALL THE SEVEN INITIATIVES

#### Table 63: Percentage of Respondents as per initiative

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Respondents in Agreement</th>
<th>Respondents in Disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative 1</td>
<td>60</td>
<td>27</td>
</tr>
<tr>
<td>Initiative 2</td>
<td>58</td>
<td>22</td>
</tr>
<tr>
<td>Initiative 3</td>
<td>53</td>
<td>35</td>
</tr>
<tr>
<td>Initiative 4</td>
<td>62</td>
<td>26</td>
</tr>
<tr>
<td>Initiative 5</td>
<td>70</td>
<td>17</td>
</tr>
<tr>
<td>Initiative 6</td>
<td>54</td>
<td>22</td>
</tr>
<tr>
<td>Initiative 7</td>
<td>52</td>
<td>27</td>
</tr>
</tbody>
</table>

The results in Table 63 above show that the majority of the respondents were in agreement to the initiatives. The percentages are showing the results of those who took decisions either to agree or disagree and those who were either undecided or did not know were not counted. Although the results show that the majority were in agreement to the statements for each initiative percentages are not above 70% which is an issue of concern. The results show that Initiative 1 and 2 are above 50% and less than 60%. Initiatives 3, 6
and 7 are just above a 50% mark and that shows mixed reactions among the respondents who were never to the extremes in their responses. The results were an average of all responses for those who were in agreement and those who were in disagreement. This does not mean that all the statements were supposed to be in agreement or disagreement but the analyses show a general trend among the respondents.

**Graph 63: Summary of Responses per initiative**

![Image of bar chart showing summary of responses per initiative](image)

**SUMMARY**

This chapter analyses the responses of the questionnaire under each initiative. Each initiative has been summarised and results tabulated and graphs showing the responses presented. The recommendations to the company will be dealt with in the last chapter. Constraints and conclusions will form part of the following chapter. The results tabulated show the current situation and are a reflection of the respondents' judgement of the situation at Transwerk. The next chapter concludes this study.
CHAPTER 6

RECOMMENDATIONS, CONSTRAINTS AND CONCLUSIONS

6.1 INTRODUCTION
This chapter will make recommendations, constrains and conclude the study. The purpose of this study was to analyse the ICT initiatives that could be implemented at Transwerk. This was done by defining the main problem:

What Information and Communication Technology (ICT) initiatives does Transwerk need to implement to ensure significant value from their information and communication technology investments?

In an attempt to solve and address this problem the study developed the following sub-problems:

- What are the information and communication technology initiatives according to literature?

  The information and communication technology as per literature review were covered in Chapter 2.

- What information and communication technology initiatives have been adopted at Transwerk by the information and communication technology department?

  This sub-problem was discussed in Chapter 3 and in Chapter 5.

- What is the framework for each initiative and its impact on Transwerk?

  This was discussed in Chapter 2 and Chapter 5 under each initiative and its impact to the organisation.
6.2 RECOMMENDATIONS

Mapp(2004:37) states that the size of a company, the way it is organised and the complexity of its business will dictate what kind of governance structure it needs. Transwerk management need to understand the nature of their business at different branches in order to come up with an ICT Governance Structure that will make them benefit in a long run.

The results of this study have been tabled and areas that need attention have been identified. The questions used in this study were of a closed-ended nature which did not allow them to discuss further their opinion and some of them chose not to take sides and preferred to be undecided or to say the did not know. It was also noted that some employees seem not to have understood the questions because questions which were closely related but asked differently had different answers.

The results in Chapter Table 63 and Graph 63 show that the majority of respondents were in agreement to all the initiatives. The results show that Initiative 1 had 60% and this might show that aligning ICT strategies with the organisation’s vision, objectives and strategies might be successful but with barriers. Initiative 2 had 58% of respondents who were in agreement and this shows that there are fewer respondents who understand the business processes at Transwerk and that needs management’s involvement to make sure that employees understand their businesses processes.

There are some huddles in mapping ICT infrastructure and applications to support business needs at Transwerk because the results show mixed feelings among the respondents. This initiative shows that 53% of respondents are in agreement in most statements tabulated. Management needs to make sure that the ICT users understand the role of ICT in doing their jobs. Initiative 4 had an average of 62% of respondents who were in
agreement to most statements for this initiative. The results show that this initiative can be achieved but needs attention from management to recruit business oriented and people centred ICT employees.

Initiative 5 had the highest percentage on average of respondents who were in agreement to most of the statements. The results might be affected because of the ratio between non-ICT respondents and ICT respondents but never the less some of the ICT respondents were in disagreement to some statements, even though they were expected to support those statements. This showed objectivity in their responses. Initiative 6 and 7 had fewer percentages on average of respondents who were in agreement. Initiative 6 had 54%, and it is advisable that the ICT department involve all business units during their ICT budget process. The respondents are not satisfied by the costs of ICT investments compared to the benefits they get, hence there is need to try and make ICT add value to the organisation that will be evidenced by the users.

Initiative 7 had the lowest percentage on average of the respondents. The major issues of concern by the respondents were the lack of meetings with the ICT users. The ICT department needs to have a mechanism in place where they communicate their ICT plans to the users in other business units. There is also need for the ICT department to have a consensus agreement in their operations.

It would be advisable for Transwerk management to make use of the research and development department if available to make sure that their employees understand the role of research in their organisation. It appears the respondents are not used to answering questionnaires.
Recommendations, Constraints And Conclusions

It is recommended that Transwerk management carry an internal survey of the number of their employees who read their electronic documents posted on their intranet. This is because of the 200 anticipated respondents only 42 managers responded to the questionnaire of this study and it was done electronically which might suggest that they do not even have time to read those electronic policies and guidelines for their organisation.

It is also recommended that there is need for further follow up to this study because some of the responses show lack of cohesion among the ICT management who were the respondents of the questionnaire for this study. It is recommended that the framework and guidelines of the ICT Governance covered in Chapter 2 be followed and committees be formed at branch level where all business units are involved.

6.3 CONSTRAINTS AND ASSUMPTIONS

The study was carried within a short period of time because it forms part of the researcher’s studies. This limited the flexibility of the study because it was advisable to make a follow up to the responses analysed.

The researcher had made assumptions that questionnaires administered electronically will be favourable that hard copy questionnaires because most of public documents are electronically administered at Transwerk. The researcher also assumed that the terms asked in the questionnaire were common terms among non-ICT and ICT management.

6.4 CONCLUSIONS

In order for Transwerk to implement information and communication technology initiatives that ensure significant value and benefit from their ICT investments, top management should be involved in developing an IT
Recommendations, Constraints And Conclusions

governance structure that involves all the business unit management. There is also need for involvement of all ICT branch managers in the Transwerk’s corporate IT Governance structure and make them be part of the decision making process.

The top management should encourage business unit managers to communicate strategic directions of their units to the employees. The only way an organisation can meet its business objectives is to define the organisational and departmental strategies and clarify how information and communication technology will assist them to succeed. It is also necessary to make all the employees understand their business processes and how they can be improved by technology.
REFERENCES


References


*The Cambridge Advanced Learner's dictionary*
http://dictionary.cambridge.org/ (Last Visited 15 November 2006)

*Transwerk Website. Transwerk National Businesses*
Http://www.transwerk.co.za/bu/components_rse.htm (Last visited 15 November 2006)
APPENDIX A [Copy of an Electronic Questionnaire]

I am an MBA student at the Nelson Mandela Metropolitan University’s Business School in Port Elizabeth and would like to carry a research on mapping technology to your business using the seven initiatives to creating and understanding professional Information and Communication Technology departments. This questionnaire is designed to gather information on how Information and Communication Technology (ICT) is perceived in your organisation. This questionnaire is treated with confidentiality and is intended to improve the competitiveness of your company. You are kindly requested to be as honest as you can, because your organisation might be interested in the results hence they must be based on true and correct facts. The questionnaire will allow you to take few minutes to complete. E-mail to: robson.chiambiro@nmmu.ac.za if you have any questions.

Select the boxes below where applicable for administrative purposes.

<table>
<thead>
<tr>
<th>Gender:</th>
<th>Male □</th>
<th>Female □</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you occupy a decision making position:</td>
<td>Yes □</td>
<td>No □</td>
</tr>
</tbody>
</table>

1. **Aligning ICT strategies with your organisation’s vision, objectives and strategies.** In order to understand the alignment of ICT strategies of your company, answer the following statements below by choosing your best option.

   1.1 Your company does not expect ICT’s strategy to be explicitly linked to company wide business strategies and initiatives.

   1.2 Your company’s top executives expect the employees within business units to optimise ICT initiatives based on their expected benefits.

   1.3 Business units should be accountable for realising the financial or operational benefits that are proposed as part of the justification for ICT projects.

   1.4 Your company’s leadership expect ICT department to regularly measure and report on the project’s performance.

   1.5 Your company’s executives expect ICT department to promote awareness of emerging technologies and to advise business managers of such technology alternatives.

   1.6 The overall company vision and objectives are clearly communicated to all the employees

   1.7 The ICT department’s vision and objectives are understood by all the employees in different business
2. In order to **understand your organisation’s business processes and how you optimise ICT’s role**, answer the following statements below by choosing your best option.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>2.1 Your organisation’s business processes are documented and shared among your employees.</td>
<td>(select)</td>
</tr>
<tr>
<td>2.2 You understand your organisation’s business cycle process and the segments that are time-consuming.</td>
<td>(select)</td>
</tr>
<tr>
<td>2.3 You understand the segments of the business cycle processes that are simplified by ICT.</td>
<td>(select)</td>
</tr>
<tr>
<td>2.4 The existing ICT architecture supports the business processes currently in place.</td>
<td>(select)</td>
</tr>
<tr>
<td>2.5 People who work in ICT at your company have process-management skills.</td>
<td>(select)</td>
</tr>
</tbody>
</table>

3. **Mapping ICT infrastructure and applications to support business needs** is crucial in each organisation. In order to have a clear understanding of your company’s infrastructure and applications kindly answer the following statements below by choosing your best option.

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>3.1 The company is getting maximum use of its current hardware and software.</td>
<td>(select)</td>
</tr>
<tr>
<td>3.2 The current ICT architecture and applications can scale to support future needs.</td>
<td>(select)</td>
</tr>
<tr>
<td>3.3 There are functionality or reliability gaps in the current software.</td>
<td>(select)</td>
</tr>
<tr>
<td>3.4 You understand the rationale used when deciding whether to buy technology off the shelf or build it in house.</td>
<td>(select)</td>
</tr>
<tr>
<td>3.5 The people in your organisation have easy access to the information they need to do their jobs effectively.</td>
<td>(select)</td>
</tr>
<tr>
<td>3.6 The applications available in your organisation now fulfil business requirements.</td>
<td>(select)</td>
</tr>
<tr>
<td>3.7 It involves many applications and systems and takes a lot of time to generate reports for your business unit.</td>
<td>(select)</td>
</tr>
<tr>
<td>3.8 It is difficult to make changes to the current reporting system.</td>
<td>(select)</td>
</tr>
</tbody>
</table>

4. **Recruiting, developing and retaining the right teams** are issues of concern for most managers and top executives, answer the following statements below by choosing your best option.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>4.1 The ICT department’s structure aligns with the markets, customers, systems and processes.</td>
<td>(select)</td>
</tr>
</tbody>
</table>
### Appendices

<p>| | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>4.2</td>
<td>The ICT employees demonstrate ICT core competencies.</td>
<td>(select)</td>
</tr>
<tr>
<td>4.3</td>
<td>The ICT Manager has the sole responsibility for the strategic direction of the department.</td>
<td>(select)</td>
</tr>
<tr>
<td>4.4</td>
<td>ICT employees understand your business and the problems you are trying to solve.</td>
<td>(select)</td>
</tr>
<tr>
<td>4.5</td>
<td>ICT employees demonstrate business acumen.</td>
<td>(select)</td>
</tr>
<tr>
<td>4.6</td>
<td>ICT employees communicate effectively with colleagues in other parts of the organisation and with customers.</td>
<td>(select)</td>
</tr>
<tr>
<td>4.7</td>
<td>Mentoring is necessary in your ICT department.</td>
<td>(select)</td>
</tr>
<tr>
<td>4.8</td>
<td>The success of your ICT plans and strategies may well hinge on how your ICT employees relate to co-workers across the company.</td>
<td>(select)</td>
</tr>
</tbody>
</table>

5. **Use relationship management to provide solutions through leadership, consulting and communication.** Answer the following questions by choosing your best option.

<p>| | | |</p>
<table>
<thead>
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</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Does your ICT department communicate what services and expertise it can provide?</td>
<td>(select)</td>
</tr>
<tr>
<td>5.2</td>
<td>Are there people in ICT department responsible for interacting with technology users, whose job is to understand users’ needs and the business problems they are trying to solve?</td>
<td>(select)</td>
</tr>
<tr>
<td>5.3</td>
<td>When they have a technology question, problem or idea, do people in other business units of your organisation know who the go-to person is in ICT?</td>
<td>(select)</td>
</tr>
<tr>
<td>5.4</td>
<td>Is there a system in place if an existing business process and its supporting applications require changes or improvements to communicate to the ICT department?</td>
<td>(select)</td>
</tr>
<tr>
<td>5.5</td>
<td>How often are you involved in evaluating the new technology in your business unit?</td>
<td>(select)</td>
</tr>
</tbody>
</table>

6. a) **Manage costs across the organisation.** Answer the following questions by choosing the options provided.

<p>| | | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>6a.1</td>
<td>Is your ICT department responding quickly enough to meet users’ demands to position your company to take advantage of new markets?</td>
<td>(select)</td>
</tr>
<tr>
<td>6a.2</td>
<td>Are your co-workers who use ICT to do their jobs involved in the ICT budget process?</td>
<td>(select)</td>
</tr>
</tbody>
</table>
### Appendices

<table>
<thead>
<tr>
<th>6a.3 Are the costs of providing support and services rising with no identifiable increase in value or user satisfaction?</th>
</tr>
</thead>
</table>

<table>
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<tr>
<th>6a.4 Does your ICT department outsource services, applications, hardware or software?</th>
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</thead>
</table>

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<tr>
<th>6b. Show how far you agree or disagree with the following statements below by choosing your best option.</th>
</tr>
</thead>
</table>

| 6b.1 ICT services are a commodity |
| 6b.2 ICT services are a utility |
| 6b.3 ICT department should always know the competitive advantages delivered by ICT to an organisation. |
| 6b.4 ICT department employees should understand what technology users want and what it will cost to make them happy. |
| 6b.5 ICT department outsource to enhance the quality of service |
| 6b.6 ICT department outsource to lower costs |
| 6b.7 ICT department outsource to address staffing issues |
| 6b.8 ICT department outsource to try to focus on core competencies |

<table>
<thead>
<tr>
<th>7.a) <strong>Measure the success of your ICT strategies.</strong> Answer the following questions by choosing the options provided.</th>
</tr>
</thead>
</table>

| 7a.1 How good are the services that ICT provides? |
| 7a.2 Is ICT offering all the services users expect and need? |
| 7a.3 How responsive is the ICT department to users’ requests, problems and concerns? |
| 7a.4 Do users get support from ICT when they need it? |
| 7a.5 Is the ICT department sufficiently flexible so it adapt to unforeseen conditions? |
| 7a.6 Is technology improving the ability of users to do their jobs? |
| 7a.7 Are the costs of ICT services reasonable? |
7 b). Answer the following statements below by choosing your best option.

| 7b.1 | There is an ICT quality feedback mechanism using the hotline and a web page for users to offer comments, suggestions and concerns. | (select) |
| 7b.2 | ICT department implement a process to ensure guaranteed follow-up to users on any complaints or feedback. | (select) |
| 7b.3 | The ICT department conduct quarterly communication meetings to give users the opportunity to ask questions and receive updates on ICT programs and initiatives. | (select) |
| 7b.4 | The ICT distribute a monthly newsletter throughout the company with information about ICT plans and accomplishments | (select) |
| 7b.5 | The ICT department established a single point of contact for all ICT issues | (select) |
| 7b.6 | There is improved responsiveness to users’ requests through reduced turnaround time and increased sensitivity to business needs. | (select) |
| 7b.7 | The ICT department meet or exceed service level agreements | (select) |
| 7b.8 | The ICT publishes all project road map and plans on the internal ICT web site, which available to all users. | (select) |
| 7b.9 | There is building consensus between users and the ICT department through better project prioritisation and justification methodology. | (select) |
| 7b.10 | There is communication to users about project deliverables, schedules, changes and the impact of changes. | (select) |

8. To assist the researcher to understand how distributed or centralised management can affect the ICT operations indicate your regional office and department by placing a tick in the box applicable to you.

<table>
<thead>
<tr>
<th>Branches</th>
<th>Pretoria</th>
<th>Germiston</th>
<th>Johannesburg</th>
<th>Bloemfontein</th>
<th>Port Elizabeth</th>
<th>Cape Town</th>
<th>Durban</th>
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<tbody>
<tr>
<td>Departments</td>
<td>ICT</td>
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Submit  Reset
APPENDIX B [Sample Questionnaire Response]

Gender: Male
DecisionMaker: Yes
Q1_1:     Disagree
Q1_2:     Agree
Q1_3:     Strongly Agree
Q1_4:     Agree
Q1_5:     Disagree
Q1_6:     Agree
Q1_7:     Strongly Disagree
Q2_1:     Agree
Q2_2:     Agree
Q2_3:     Agree
Q2_4:     Agree
Q2_5:     Strongly Disagree
Q3_1:     Disagree
Q3_2:     Agree
Q3_3:     Agree
Q3_4:     Disagree
Q3_5:     Disagree
Q3_6:     Disagree
Q3_7:     Agree
Q3_8:     Strongly Disagree
Q4_1:     Agree
Q4_2:     Agree
Q4_3:     Disagree
Q4_4:     Agree
Q4_5:     Agree
Q4_6:     Agree
Q4_7:     Undecided
Q4_8:     Strongly Agree
Q5_1:     Sometimes
Q5_2:     Always
Q5_3:     Always
Q5_4:     Sometimes
Q5_5:     Not at all
Q6a_1:    Sometimes
Q6a_2:    Not at all
Q6a_3:    Do not know
Q6a_4:    Sometimes
Q6b_1:    Agree
Q6b_2:    Agree
Q6b_3:    Agree
Q6b_4:    Disagree
Q6b_5:    Agree
Q6b_6:    Disagree
Q6b_7:    Disagree
Q6b_8:    Disagree
Q7a_1:    Always
Q7a_2:    Sometimes
Q7a_3:    Do not know
Appendices

Q7a_4: Always
Q7a_5: Do not know
Q7a_6: Sometimes
Q7a_7: Always
Q7b_1: Agree
Q6b_9: Disagree
Q6b_10: Strongly Disagree
Q6b_11: Disagree
Q6b_12: Agree
Q6b_13: Agree
Q6b_14: Agree
Q6b_15: Disagree
Q6b_16: Agree
Q6b_17: Agree
PTAIct:  
GerIct:  
JhbIct:  
BloemIct: 
PEIct:  Selected
CTict:  
DrbIct:  
PTAOther:  
GerOther:  
JhbOther:  
BloemOther:  
CTOther:  
DrbOther:  
Bl:  Submit