

IST 301 focuses on the structures and functions of organizations. In particular, we gained the ability to analytically observe an organization to identify, assess, and alleviate organizational and informational problems. To do this, we acquired the ability to describe organizational structure, determine the function of the various parts of an organization, document organizational hierarchy with regards to information flow, flows of power, lines of control, and decision making, and predict how an organization will change in response to its design, use, and implementation of information technology.

The following is my group's semester-long analytic report for this class.

Table of Contents

Introduction	
Problem statement.....	2
Plan of work.....	3
Organizational Structure Analysis	
Sub-problem statement.....	4
Justification of use of analytic technique and goal.....	4
Analysis.....	4
Conclusions	6
Stakeholder Analysis	
Sub-problem statement.....	8
Justification of use of analytic technique and goal.....	8
Analysis.....	8
Conclusions	11
Organizational Culture Analysis	
Sub-problem statement.....	12
Justification of use of analytic technique and goal.....	12
Analysis.....	13
Conclusions	14
Organizational Process Analysis	
Sub-problem statement.....	16
Justification of use of analytic technique and goal.....	16
Analysis.....	16
Conclusions	18
Information Needs Analysis	
Sub-problem statement.....	19
Justification of use of analytic technique and goal.....	19
Analysis.....	19
Conclusions	20
Organizational Information Processing Analysis	
Sub-problem statement.....	22
Justification of use of analytic technique and goal.....	22
Analysis.....	23
Conclusions.....	25
Conclusions	
Organizational Structure Analysis.....	26
Stakeholder Analysis.....	26
Organizational Culture Analysis.....	26
Organizational Process Analysis.....	27
Information Needs Analysis.....	27
Organizational Information Process Analysis.....	28
Overall Recommendations.....	28

1. Introduction

1.1 Problem statement

Pets America is in the process of implementing a new organization-wide information system known as the Pet Placement System (PPS) to efficiently match pet lovers with animals in need of a home.

The organization currently encompasses four hundred and eighteen centers nationwide, each with its own pet shelter and retail outlet. Pets America is headquartered in an office building located in Ashville, North Carolina.

Pets America currently has multiple divisions including:

- The Retail Operations division
- The Shelter Operations division
- The Information Systems division
- The Fund Raising division

The Retail Operations division manages the pet supplies aspect of the organization. They work in cooperation with the Shelter Operations division providing customers with expertise and opportunities to buy supplies for their pets upon adoption. They also provide a membership with which a customer can purchase pet supplies at a discounted rate.

The Shelter Operations division focuses on matching animal adopters with the most suitable pet(s). The Shelter Operations division employs well-trained, educated workers who have a true love for the animals. These workers' primary job is to use their discretion to find adequate homes for these animals and to build a continual relationship between these animal adopters and with Pets America.

The Information Systems division initiated this project which aims to make use of the customer data gathered in the membership application for the Retail Operations division to enable the Shelter Operations division to better match potential animal adopters with the particular characteristics of the animals currently in stock. In this way, this new system will better enable Pets America to more effectively meet its organizational goals. Combining these resources with an information system may produce richer information that can be used more efficiently by the separate divisions of the organization.

This report will provide you with input from six different organizational analytic techniques to enable Pets America to implement this new information system correctly: organizational structure analysis, stakeholder analysis, organizational culture analysis, organizational process analysis, information needs analysis, and organizational information processing analysis.

The first analysis focuses on organizational structure. Organizational structure is important because it provides input to other analytic techniques. In addition, it enables Pets America to take an in depth look into the division of labor between the three divisions, how decisions are made within the organization, how members of the organization coordinate activities and collaborate,

how processes and activities are integrated, and the hierarchical model of the organization as a whole. It also takes a look into the information structure within the organization and how informal social networks may influence processes.

A stakeholder analysis establishes the roles of each member of the project and discusses the key needs and expectations of each member involved. Its goal is to clarify who the stakeholders are, align expectations and impact on the project, outline project requirements, and plan the project strategy. It takes into account the importance and influence of each stakeholder determining whose interests may be critical to the project's success.

An organizational culture analysis evaluates the artifacts, values, and basic assumptions that guide decision making. Organizational culture runs deep within an organization, providing a basis by which decisions are made.

An organizational process analysis is useful to accurately define organizational processes and to determine how resource constraints and coordination within the organization affect these processes. By breaking processes down into their component activities, we can closely look at how these activities affect each other and how organizational goals are achieved. With this information, we hope to align the design of the new system with these goals.

An information needs analysis provides an in-depth look at which members in the organization require which different types of information to make decisions. Based on certain characteristics, managers at different levels use the information available to them to better meet the goals of the organization.

An organizational information processing analysis clears uncertainty and chaos within the organization. The goal of this analysis is to provide greater equivocality of the information use by the organization. It reduces uncertainty by reducing any unneeded information being processed by the organization.

Our goal in providing these analyses is to give Pets America a thorough understanding of how the nature of their organization will impact the implementation of the Pet Placement System information system. By taking into account these analyses, we hope to prevent a failed implementation of this system which could prove a costly mistake to the company.

1.2 Plan of work

Jeff will begin the report with the organizational structure analysis. This analysis will provide valuable information to be used in other analyses included in this report. For example, an organizational structure analysis provides reasoning for the conclusions drawn in the information needs analysis, also to be completed by Jeff. This is also the case for stakeholder analysis to be completed by George, where members of this project higher up in the corporate structure may have a greater influence in the success of the project. In addition, George will also focus on the organizational process analysis. Ryan will be responsible for the organizational culture analysis and the organizational information processing analysis.

2 Organizational Structure Analysis

2.1 Sub-problem statement

An information system such as the Pet Placement System (PPS) may impact or be affected by the organizational structure. It is important to perform such an analysis to prepare for an implementation of such a major project. The organizational structure must be able to support the information system or else it will fail. The structural analysis will reveal problems that may be addressed before introducing the system into the company.

Some problems that may occur if a system is poorly integrated include:

- Employees may ignore the system
- There may be low morale among employees
- Disappointing results of system use

2.2 Justification of use of analytic technique & goal

A structural analysis is defined as the formal system of working relationships within an organization, showing the reporting relationships between different functions and positions of the management and staff. While doing a structural analysis, a structural chart of the pre-implementation of the new IT system is taken. This chart is created using the information taken from the report your company prepared.

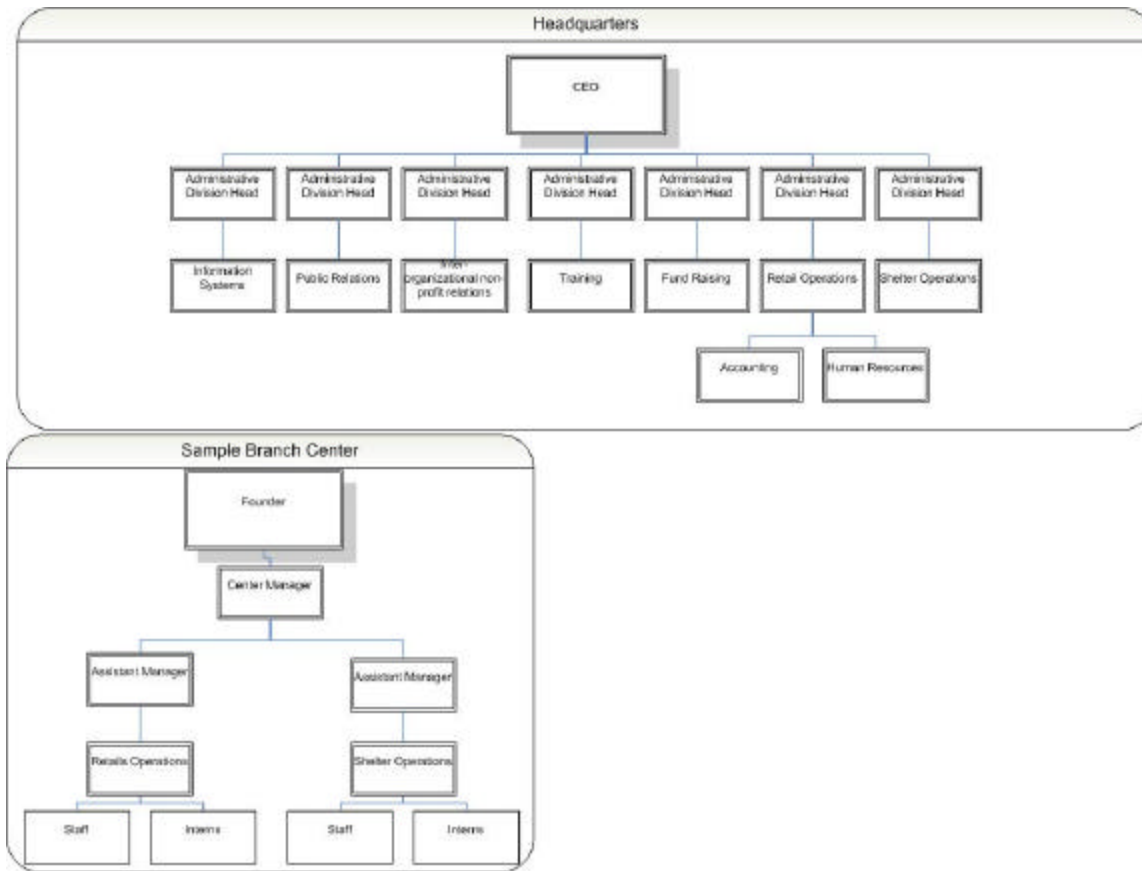
Our firm does our structural analysis with the assumption that the information given is complete and more important, accurate. A comprehensive structural analysis requires not only research documents, but an 'in-house' appraisal that encompasses such variables as the informal structure.

After the chart is created, it is then compared to the information system that is going to be implemented. After analyzing both the structure and the information system, any changes that may need to happen are conceived and thought out. Next, after analyzing the needs of the organizations information system with the structure, changes may be made to better suit the company for a successful implementation. After the changes and/or manipulations are done, they are justified, and a new organizational structure is proposed.

2.3 Analysis

First, a thorough reading of the report supplied is performed. Any information on the structure of Pets America from both the formal portions and the informal portions is extracted. After this information is extracted, the notes are extensively analyzed to create a chart of the organization.

Below is the chart that our firm has identified as the current organizational structure before the implementation of the information system:



*Note that this chart was created from information supplied to us by your organization. A more thorough analysis may be required to have more conclusive results.

One of the goals, as read in the report, is for the Pet Placement system to decentralize the already present information system. While analyzing the current organizational structure along with the hardware and network architecture, we find that the structure must be changed in certain areas. Our proposition, after this analytic technique, we conclude that these areas include the information systems and training divisions.

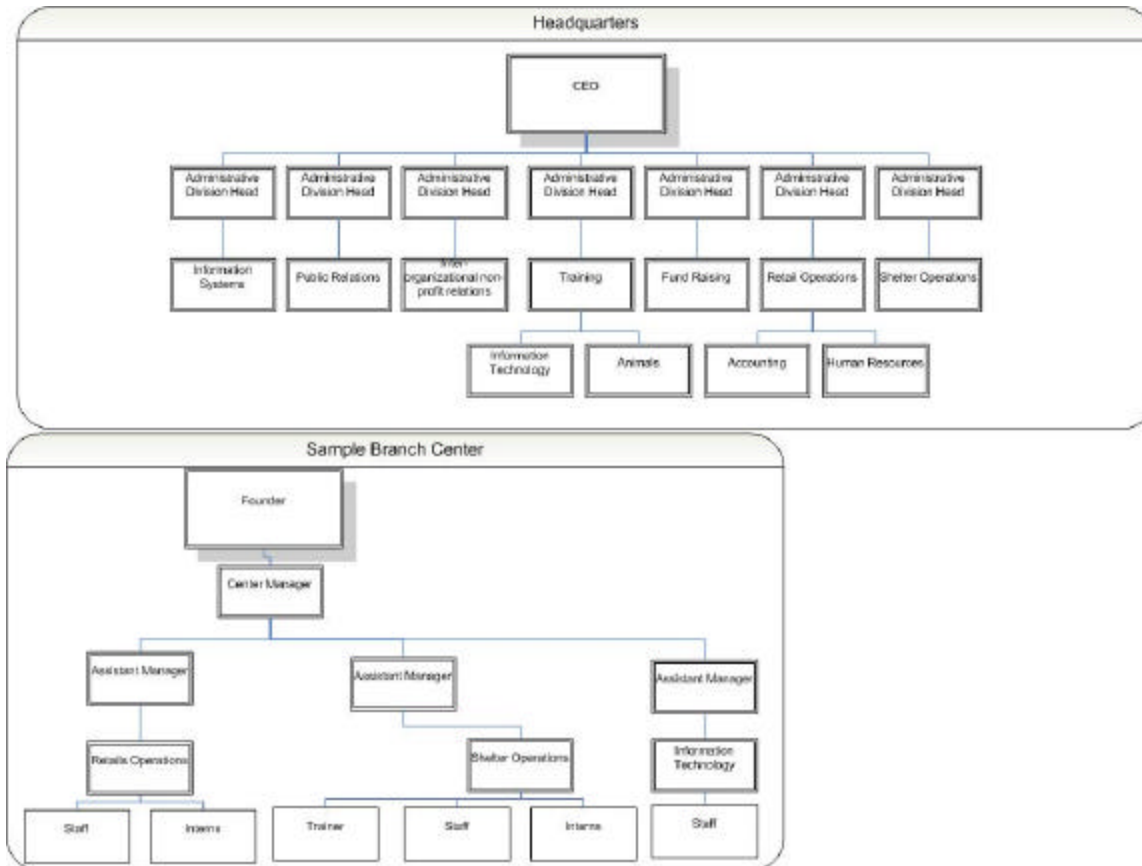
Since the PPS is going to require individually administered information from each branch business, each branch should have its own information systems instead of relying on a centralized system. With an information system that is more local to each branch, changes with information can be quick and may reduce human error. Human error may be reduced because workers close to the operation can pick up their own errors and less transferring of information is done.

Having information systems divisions at each branch causes some repercussions throughout the company as a whole that need to be addressed. For instance, since the company is venturing towards the PPS making matching decisions between customers and pets, the local workers need less training in matching. With this change, it would be beneficial for workers to receive more training in the Pet Placement System software.

Not only should some of the training go towards using the PPS, it may be beneficial to decentralize the current training scheme and have training taken care of at each branch. This idea is not to take away all of the central training, but to lessen the load to a more location-centric scenario.

2.4 Conclusions

Below is the proposed organizational structure to better suite the implementation of the PPS.



As you can see, each branch will have its own Information Systems division and Training division. These divisions will work underneath their headquarters counterpart, but will have a more active role in their own operations. It is important to keep the Information Systems and Training divisions oversee operations from headquarters.

The information systems may be in control of the structure of the system and delegate the responsibility of each branch to their own division. Also, training should stay intact in the headquarters but may not have such a large role as it does now. Cutting down the meetings between workers and central training may be desirable.

In conclusion, I feel the changes made to the organizational structure are conducive for the implementation of the Pet Placement System (PPS). Changing the structure of the headquarters

Bleam, Kroner, Lloyd

and of each branch business may bring more success to the project and the integration of such a system may be more seamless.

3 Stakeholder Analysis

3.1 Sub-problem statement

Pets America has recently decided that it will implement a new information system within its organization known as the Pet Placement System. This system is intended to more easily connect pet adopters with available pets in Pets America shelters by using technology including a system of e-mail alerts and Web sites listing current animal availability.

An idea of the heads of the Information Systems division, the Pet Placement System will make use of customer data gathered in the membership application for the Retail Operations division to enable the Shelter Operations division to match pets and adopters. The implementation of the system will require the cooperation of both the Retail Operations division and the Shelter Operations division and may affect every employee within the Pets America organization.

It is important to begin considering the many different viewpoints of those involved in this project from very early on in this project's life cycle.

3.2 Justification of use of analytic technique and goal

When undertaking any project, it is important to discuss the needs, expectations, and goals of the project as seen through the eyes of everyone involved who may be affected by the execution or results of the project. In the case of Pets America, the implications of introducing a new organization-wide information system are great. This system will affect in some way virtually every employee of the company. To plan for and provide an effective and useful information system for everyone involved, here we take an in depth look at the impact of the system on all stakeholders. By taking into account everyone's perspective, we hope to mitigate the chances of a failed implementation of the Pet Placement System.

3.3 Analysis

To begin, let us clearly identify all project stakeholders. To be classified as a stakeholder, the person or group being examined must have some interest or level of influence that can impact the project. Stakeholders can include both persons who are internal and external to an organization, including everyone from the staff to customers.

The Pet Placement System was initially conceived by the heads of the Information Systems division, Jon Manzini and Kim Bell. Because they feel it is time to take advantage of technology to benefit their organization and the fact that they will be responsible for the implementation of the system, they are an integral stakeholder in this project.

The system will rely on information entered by individual employees from the Retail Operations division, another key stakeholder. In addition to supporting the purposes of the Retail Operations division, this information will be used to enable employees of the Shelter Operations division, the third key stakeholder. These employees are located at all 418 Pets America centers across the country, so the impact of the system on the employees should not be underestimated.

Individual Pets America center managers also stand to benefit or suffer from the implementation of such a system. Their day to day operations will be affected by this system in some way. For this reason, they are another stakeholder in this project.

The IT heads also feel that the information gathered on customers would be helpful to the Fund Raising division, another stakeholder.

The CEO of Pets America, Nancy Harmonovich, will also want to ensure that the implementation of the system benefits Pets America in ways that enable the company to meet its goals and support the continued operations and growth of her organization. She is another significant stakeholder.

Finally, the customers themselves should be regarded as a stakeholder. These pet adopters are the ones who stand to benefit from this new system the most. Taking into account how they would use such a system would surely benefit its design. Customers who go a step further and become members can benefit from sponsored community events and discounted pet supplies.

Next, let us identify the stakeholders' interests, impact level, and relative priority. Doing this allows the project to be seen through the perspective of the stakeholder. In doing this, we can gain insight into the wide range of project expectations, potential benefits of the successful completion of the project, conflicts in interest, and contradictory interests in all those involved.

We have identified eight categories of stakeholders which will be affected by this project: the IS division heads, retail staff, shelter staff, center managers, the Fund Raising division, the Pets America CEO, the customers, and members. The following table lists the key interests of the stakeholders, the impacts on the project, and the estimated priority of these interests in the Pet Placement System. There are a number of areas in which the system may either benefit or may not meet the needs or interests of those stakeholders involved.

If the system supports the needs of the stakeholders of highest priority, it runs a grater chance of fulfilling the needs of the interests of lower priority stakeholders with greater importance or interests and those that are more in-line with those of the organizations goals as a whole. For example, if the shelter staff is given access to the Pet Placement System data and secures a new Pets America member on the basis of finding that person a perfect match for a pet, that new member is likely participate in community pet events, purchase pet supplies from Pets America, and make donations to the Pets America organization. These actions are aligned with those as important as the CEO's and as low priority as the Fund Raising division.

Stakeholder	Interests	Estimated Project Impact	Estimated Priority
Center managers	Enable employees to best match pets and adopters Shorten length of time pets are retained in shelter Maximize profits and minimize inventories	High + Med ? Med ?	7

CEO	Align system with organizational goals Maximize funding for organization Allow all divisions to have access to system data Ensure system enables employees to benefit org Envision additional ways to use system	High + Med + Med + High + Med ?	4
Customers	Find a perfect match animal to adopt Purchase pet supplies	High + Low +	6
Members	Find a perfect match animal to adopt Obtain discounted pet supplies Participate in PA-sponsored pet-events System won't meet needs or desires	High + Med + Low + High -	5
Fund Raising	Secure funding for organization Inappropriate use to target donors may lose cust.	Med + Med -	8
IS heads	Successfully meet needs of all involved with IS Implement system Integrate system with already existing systems Ensure sys design is aligned with org goals Envision add'l ways to share info btw divisions	High + High + Med ? Med + Med +	3
Retail staff	Enter and retrieve membership data Won't use system if doesn't meet needs	High + High -	2
Shelter staff	Match animals and pet adopters Won't use the system if unusable	High + High -	1

Determining each stakeholder's level of influence and level of importance in a project is crucial to the outcome of the project. Influence indicates the relative power over and within a project. With strong influence comes control over key decisions regarding the project as well as the ability to make things happen. Those with strong influence often include those members with seniority in the organization's structure or those with expert knowledge on the scope and impact of the project. Level of importance indicates the degree to which the project will not be considered successful if needs, expectations, and issues are not addressed. The users of the information system being implemented for Pets America will be considered of high importance. It is also important to take into account assumptions and risks when determining influence and importance. Risks present themselves when there are conflicting needs or expectations with a project. Here we consider influence and importance of the same eight stakeholders.

Stakeholder	Estimated Project Influence	Estimated Project Importance	Assumptions and risks
Center managers	Med (4)	Med (7)	System should be designed so that it will benefit management
CEO	High (10)	High (9)	Provides support and funding for project System should support need of org as determined by
Customers	Low (1)	High (8)	If customers are not satisfied, system can be considered a failure
Members	Low (2)	High (9)	If members are not satisfied, system will be a failure
Fund Raising	Med (6)	Med (7)	System should support needs of FR

IS heads	High (10)	High (9)	Provides implementation and support for PPS System is designed by Integral role in PPS implementation
Retail staff	Low (3)	High (8)	If the system does not meet the needs of the retail staff or if staff does not use system, it will be a failure
Shelter staff	Low (3)	High (10)	If the system does not enable them to help the customer or if staff does not use system, it will be a failure

Finally, after thoroughly taking the time to understanding the stakeholders involved, we need to assess their participation level and information needs. Here we focus on which stakeholders will participate in which stages of lifecycle the project.

The Information Systems division heads having come up with the idea for this project have been involved since its beginnings. Although it is not stated, we assume the CEO has been involved since the beginning as well and has given her support to the project. While still in the planning stages, the project team should get input from the retail staff, shelter staff, and Fund Raising division to ensure that the system meets their needs. They should also get customer input as this project will not be considered a success unless it benefits the customer. Center managers should also be consulted as to how this project can benefit or hinder their operations.

As the project implementation is being executed, the project team will want to include retail/shelter staff and customers/members involved in frequent testing of the system to ensure that it meets their needs. During this time, the CEO and IS heads will continue to ensure the success of the project through their support and guidance.

As the project closes, it will be primarily used by the retail and shelter staff as well as the customers and members. The CEO and Fund Raising division will then make use of the information provided by the system in their own individual ways but will not likely interact with the system in the same ways that the staff and customers do.

3.4 Conclusions

Investigating how each stakeholder will effect and be affected by this project, Pets America will have a greater chance of ensuring the successful completion of the Pet Placement System project.

The most important aspect of this stakeholder analysis is to indicate that although the division heads and CEO have a lot of influence in this project, it is vital to take into account the viewpoints and expectations of the users (the staff, customers, and members) who will be using and interacting with the system on a frequent basis.

By ensuring that the system meets the needs of the people who will use it on a frequent basis, the whole organization will benefit as the goals of the retail and shelter staffs at this level are aligned with the overall goals of the organization. In addition, the customers and Pets America members who use the system will be satisfied if the system if their needs are sufficiently met as well.

4 Organizational Culture Analysis

4.1 Sub-problem statement

Performing an analysis of organizational culture can be very effective in determining the reason in which processes are done in an organization along with the rationale for decision making. Doing an organizational culture analysis allows for analyzers to determine the norms of problem solving and how the business operates based on what kind of culture has been created within the organization.

Culture in the work place is defined as the basic assumptions and beliefs that are shared by members in the organization. Culture can come into effect when the shared experiences within the organizations become a shared view. Culture becomes internalized and governs how things get accomplished within the group or organization.

The reason why organizational culture is analyzed is due to the fact that the basic assumptions have worked well enough in the past that they are considered a valid way of operating. Based on these assumptions that are perceived to be valid this is how new employees or members are taught how to perceive the problems based on the culture that has already been created within the organization.

Our group decided to perform an organizational culture analysis on Pets America because we felt it will give us better insight into the way in which the separate centers function. If each center has a different organizational culture it might be taking away from the general good of the organization. By performing this analysis it will re-align the goals of the individual and the goals of the organization and allow for the new pet placement system to be effective. If a cultural analysis wasn't performed for this new system the system wouldn't be fully aware of the "theories-in-use" and how the decision making process is based on.

4.2 Justification of use of analytic technique and goal

The goal of the analysis is to determine the culture and how it differs from center to center and to see if each centers culture lines up with the overall mission of the organization as a whole. By completing this goal our group will be able to determine how leaders are looked and the influence they have within the organization. By determining the certain aspects of the culture we can then concluded how the culture is of value to the organization. By completing the analysis the organizations and individual goals can once again become congruent. The last goal of the analysis will be to provide certain weaknesses within the organization and stimulate innovation where the new pet placement system can improve on the already existing culture to create a better more efficient culture.

An organizational culture analysis entails looking at the artifacts, values and basic assumptions which guide the actions and effects the decision making process within an organization. To perform a cultural analysis I would first look at examining the artifacts of the organization as this tends to give a basic idea of the culture of the organization. Values are then looked at and can be formulated based on the certain artifacts that were observed. The final step is to look at the basic

assumptions within the organization. This combines the values and artifacts to provide the basic assumptions on which the organization operates on.

I have concluded a couple basic assumptions based on this project. I believe the value of the organization is to provide customers with the most knowledgeable and friendly employees and the best information that is available in allowing the customers to select a pet. Another basic assumption I have is that another value of the organization is that the organization in accordance with the animal shelter also tries to provide a friendly and clean retail center for customers to feel at home at as well. I believe the organizational culture is aimed in providing these services for the customers of Pets America. This analysis is also based strictly on information from the reading and interviews as providing a true organizational culture analysis requires lots of observation and many more interviews.

4.3 Analysis

Organizational culture can usually be determined by examining three different aspects of the organization. The three basic processes to be looked at in determining the organizational culture are:

- Artifacts and creations
- Values
- Basic Assumptions

Artifacts and creations are the most visible level of the culture within an organization. Artifacts deal with the physical and social environment. Artifacts deal with technology, art and visible and audible behavior programs within the organization.

Values usually reflect someone's original values and their sense of what "ought" to be and this is distinct from what actually is. Values tend to remain conscious and are explicitly articulated because they serve the normative or more function of guiding members of the group in how to deal with certain key situations.

Basic assumptions are hard to determine and usually can only be learned through observation for a long period of time. Basic assumptions are what the organization operates on. The concept has worked and been taken for granted so many times that it has very little if any variation within the organization. Basic assumptions can also be called "theories-in-use". They are the implicit assumptions that actually guide the behavior or individuals within the organization. Basic assumptions tend to be non-confrontable and non-debatable.

I'm going under the assumption that the interviews associated with this project are generalizing Pets America as a whole and how the whole organization works. There will be of course different variations between separate centers but when talking about the different artifacts, values and basic assumptions I will be referring to Pets America as a whole.

Based on the artifacts that are apparent in Pets America it shows how they work to main value or the organization. The artifacts that are apparent are the retail buildings, the space that the animals have which promotes a strong caring for the animals and also creates a warm and friendly

environment in which to view the pets. Also promoted are cleanliness standards that are received from Pets America's headquarters. Another artifact is social events put on for members of Pets America. This promotes a sense of belonging to the organization for customers and they feel they have a better sense of this and will offer repeat business to Pets America.

Another aspect of artifacts which is leadership tends to be somewhat defined but tends to be loose in some centers. As a center develops there is a founder that runs the start up phase, once this phase is finished the founder must then hire individual assistant managers to run the retail and shelter operations. Leadership positions can only be attained by knowledge. The managers must have significant years of experience or a college degree dealing with animals. Another artifact was monthly meetings to make aware of recent developments within the organization. If there was no new news this time was dedicated for in-service training, new animal handling techniques, new policies, and new product lines. Also the shelter and retail sides were recommended to have a monthly meeting as well.

A special type of artifacts offered at Pets America is an internship program. This allows for people who are very interested in the organization to volunteer their time to gain the necessary experience to be able to work and have plenty of knowledge that is needed in order to work for Pets America.

Policies prohibited all employees from updating MID information as only managers were allowed to input information into the database. With the new pet placement system the MID will be updated more frequently in order to keep better records within the shelter operations to determine more up to date and specific information on the members. To show how leadership sometimes seemed equivalent, at the center with the best rates for updating information within the system the manager gave all employees equal access and equal power to all the process in which that center was running. We believe that with the new pet placement system this will be essential in keeping records up to date as possible.

Values at Pets America seem to lean towards loving and respecting animals and the people who will take care of them. They value how they match the correct pet with the best owner available for the pet. They try to hire people with the same values as those currently working in Pets America. This value is demonstrated by the internship opportunity and how the managers have significant knowledge with wholesalers or pet supply stores in order to get a job at Pets America. Another value Pets America has is that all of its employees are very knowledgeable of the animals, customers, and products that are being offered. This is also demonstrated by the monthly meetings that are led by managers and which is a direct result from the Pets America headquarters. These values are good but currently eliminate the use of the current system in place. Shelter operations believe they remember the members better by providing them with individual service instead of storing them into a database.

4.4 Conclusions

By combining the artifacts and values we can then conclude the basic assumptions of the Pets America. By looking at the value of how Pets America hires people with the same values towards animals and their organization promotes and basic assumption of homogeneity. At Pets

America they like people which will show the same appreciation for animals and support the advancement of the organization in order to keep the organization strong and have similar people who will work well together. By combining the artifact of cleanliness and knowledgeable workers promotes the basic assumption that the leaders feel that if a center is clean and receives the proper instruction and attention by the employees it will result in a better experience for the customer and will cause repeat business.

There are of course a couple problems with any type of culture. For Pets America I believe that the artifact of leadership needs to be more clearly defined. To work for the overall value of the organization I believe leadership needs to be the same for all the centers so there is direct representation of the ideas of those who are in charge. This will also provide someone for all employees to go to for any problems which might occur.

All of the artifacts, values and basic assumptions add up to create an organizational culture that tends to be very friendly, productive and promotes great opportunities for those people that are motivated to work for an organization like Pets America. I believe this type of organizational culture allows for successful business policies and an environment that is good for customers, employees, and animals. The culture of Pets America is directly in accordance with the prepared mission statement and all of the artifacts, values and basic assumptions tend to focus on this specific value of Pets America.

5 Organizational Process Analysis

5.1 Sub-problem statement

Pets America as an organization has many already existing processes and methodologies for successfully meeting its organizational goals. With the implementation of the new Pet Placement System, it is important to look at each of the processes to gain insight into how each may be affected by the implementation of this new information system. It may also provide insight into how to align a new information system to best support the organization's processes and goals.

5.2 Justification of use of analytic technique and goal

In performing an organizational process analysis, we hope to gain insight into the activities performed by your employees and their roles. With this information, you can more effectively determine how the activities taking place in your organization can be better aligned to meet your organizational goals. It will also give insight into how to appropriately design and utilize the Pet Placement System. By thinking carefully about these processes, then determining how to use the new information system to support and improve these processes, Pets America has a greater possibility of achieving performance improvement as a result of the successful implementation of the Pet Placement System.

5.3 Analysis

Many methodologies exist for completing an organizational process analysis. The most popular conceptualizations of processes include processes as a means to achieve goals and processes as series of activities. Each puts focus on combining and dividing activities into more meaningful units. When analyzing groups of processes, you should also pay attention to the constraints and interdependencies of each process and also how processes that rely on the performance of multiple individuals are conducted.

The interpretation of the documentation included with this packet of information indicates that Pets America is a very goal-oriented organization. There are no indications that strict rules exist for the employees to follow in their day to day interaction with the customers. For these reasons, in this report we will define processes as means to achieve goals.

The most important aspect of this analysis to keep in mind that the system you are implementing should support the processes used in your organization to achieve your goals.

We have identified 5 major processes of Pets America which may be affected by the implementation of the Pet Placement System: finding homes for abandoned pets, funding the organization through selling discounted pet supplies and Pets America merchandise, fostering a sense of community among its pet-loving members by sponsoring social gatherings and activities, funding the organization through philanthropy, and sharing common data throughout the entire organization with the intent of improving performance.

The first of these processes, finding homes for abandoned pets, is one of the core business practices of Pets America. It is also the goal of core interest to the Pet Placement System project. According to Walter Marshall, Assistant Director of the Shelter Operations Division, the process of matching a pet with a pet adopter is a very subjective one. He feels that automating this process may prove problematic with novice adopters who may not fully understand the implications of adopting a new animal. When an adopter comes in, Pets America shelter operations staff assess the personality and temperament of both the animal and the potential adopter to try and make a match. The staff also educates the adopter as to which animals or breed of animal would be most suitable for the potential adopter. If a good match is made, the customer is more likely to become a long term client and become involved with community events and philanthropy. Achieving a positive result with this process influences the success of other processes as well. At least one center manager, Bill Henderson, feels that the system threatens the expertise of the well-trained staff and that it should be used as a supplementary system. The process of placing a pet may also include following through with any requests made from a potential adopter. The Pet Placement System should be designed to accommodate the needs of both the customers and the Shelter Operations staff with regards to this process.

Secondly, Pets America sells pet supplies to its members at a discounted rate. To become a member, a customer is required to enter certain data into the currently existing Member Information Database. Both members who purchase products frequently and those who are first time shoppers take advantage of the expert advice available to them through the retail staff. It is speculated that membership data can be used by the Pet Placement System to enable current members to more easily locate pets that are up for adoption if they are currently looking for them. The Pet Placement System should be designed to facilitate this customer need as well as share data between the Shelter and Retail Operations divisions.

Members are also eligible to participate in sponsored community events which are sponsored by the Retail Operations staff and used to build a sense of community among pet-lovers. If the Pet Placement System successfully matches an animal and an adopter, they are more likely to attend these community events, especially if the user is introduced to these events by the center's staff. Members who feel that Pets America is a worthwhile organization based on their experience with pet adoption and community events may also be more likely to contribute donations back to the organization.

Philanthropy is a major concern to both the Fund Raising division and to the CEO who views philanthropy as a significant way to supplement revenue into the organization to accommodate growth and protect against market fluctuations. It also enables Pets America to sell products to its members at significantly reduced prices. The Pet Placement System should be designed to accommodate these needs of the organization as a whole. Sharing data from this information system with the Fund Raising division may result in increased funding through donations.

Finally, a process whose goals currently do not currently remain wholly fulfilled is sharing data. Sharing of data not only includes sharing data between the Retail, Sales, and Fund Raising divisions, but it also includes sharing of data between different Pets America centers on current animal inventories and the sharing of access to data among employees.

The sharing of data among the divisions can have many beneficial results. Shelter operations can probe the data for best match pet adopters. Retail operations can use the data to publicize events to members or organize events based on specific animal adoption information. Fund Raising can use the data to solicit donations from members who have had good experiences with Pets America in the past.

The sharing of data between Pets America centers that can be made possible with the Pet Placement System can have beneficial effects as well. One pet adopter and Pets America member interviewed adopted a cat from a Pets America center other than the one she regularly patronized. Currently, interaction between the centers is limited to word of mouth and telephone calls. With the Pet Placement System, each center will have access to the current animal inventories of nearby centers, facilitating the placement of pets and putting potential adopters in touch with pets that may be more suitable for themselves.

Lastly, sharing of access to data among all Pets America employees may have positive effects as well. Bill Henderson, center manager for one of the most successful Pets America centers gives all of his employees access to the current Member Information Database to update membership data records. Mr. Henderson also promotes the sharing of data among all current systems and all current locations stating that avoiding re-work is a big time saver. If the Pet Placement System can be integrated with all currently existing systems and be used to share and update information in the ways above, the system would help Pets America better achieve its goals.

5.4 Conclusions

If designed appropriately, the Pet Placement System can support many of the core processes which define the Pets America organization including placing animals, selling pet products, and supporting the processes by which Pets America secures funding.

One of the processes that stands to benefit the most is that of information sharing among the divisions of the Pets America organization. The organization can greatly benefit from the information sharing that the Pets Placement System promises to deliver.

Because Pets America focuses more on goals and less on specific rules and policies with regards to organizational processes, you must be careful when implementing this system to not impose any procedural restrictions on your extremely knowledgeable staff. It may be best to implement this system so that is used as a supplementary system to enhance your current processes. Educating your staff on how the use of this system will benefit the organization as a whole. As the staff become accustomed to the system and see how it can benefit them, they will likely use it more and more.

Here we focus mainly on the core business processes of Pets America. It is also wise to take into perspective the role of other stakeholders in the design of this system. For example, take into account how customers and their interaction with the system fit into Pets America's process of placing animals in good homes. Also, look at how administrative processes not covered here such as revenue prediction and inventory forecasts can benefit from the implementation of this system.

6 Information Needs Analysis

6.1 Sub-problem statement

An information system such as the Pet Placement System (PPS) can impact the flow of information for Pets America. During the design and implementation process of this project, an information needs analysis may utilize the information system on many levels.

If an information needs analysis is not performed, the system may not deliver its desired results, including:

- The right people may not get the information they need
- Information may not be rich and sometimes useless
- The functionality of the information system may not be fully exploited.

6.2 Justification of use of analytic technique & goal

The information needs analysis is important when implementing a new information system. With information going to the right people, quality decisions from different managerial levels may support a successful operation.

With the information needs analysis we can pinpoint:

- What information is important
- What people need certain information
- What decisions can be made from operational, tactical, and strategic managerial levels

An information needs analysis was done in the following fashion. The packet was thoroughly read and notes were taken on what information the organization needs to be successful. Then the Pet Placement System was analyzed and what information needs such a system would be able to produce was hypothesized. This information was then applied to the organizational structure analysis that was taken previously in another session. All of the information in the packet is assumed to be accurate. Although this is a very powerful analysis, more information and in-depth research may be required of Pets America to make more accurate analyses.

6.3 Analysis

After reading the report given to our firm, we can target what information is important from the implementation of the PPS. This analysis will be done from low level management and local (in a branch only scenario), and go out to a higher level management and more global nature (high level management for the company as a whole). In each instance, characteristics of data including its range, time span, level of detail, where it comes from, and the structure will be analyzed.

Firstly, we can look at how the PPS affects the shelter operations of Pets America from an operational standpoint. The information they would require would be low level. They would only require information on their own operations and a little information of neighboring

branches. The time span would be very limited as any other information doesn't affect them as workers during their daily operations. The only time they would require information that is broader than the present time and close past would be when they would look up history on a returning customer. It would also be wise for them to have information on their status and how long they have been a member. All of the information they would need would be internal except for very little external information from other branches that are close by.

Managers at local centers may require targeted information on the workers' performance at their shelter. This information would be specific in nature and include such topics as how many pet placements they were accountable for. Managers require information local to their own store and stores in the general area. Information irrelevant to them would be anything that affects the organization as a whole or information pertaining to stores out of their zone. Their information time span would require annual reports on their progress at their branch. The time span would generally encompass information pertaining to their individual branch and its individual lifetime. This will narrow the scope of their information and omits data that isn't important to their operations.

Tactical management would include offices and departments at the headquarters. The information they would need would be targeted towards a more macro scale than the previously analyzed because they would encompass many branches. Tactical management will assume more responsibility over decision making also, which requires rich information. The data range would consist of the performance of all of the branches. The time span of information would generally be, at most, around annual reports lasting approximately 5 years. Information that encompasses more of a time span would generally be for the strategic management. The information they get would be mostly internal but few external sources are prevalent. Using the performance of competing companies as information to make tactical decisions may be done at this level.

Strategic management would include the administrative members at headquarters. Their data range elapses not only the lifetime of individual branches, but the lifetime of the company as a whole. With the PPS, they can make decisions that affect new businesses being analyzed to be opened. The level of detail would be broad since they do not necessarily need to know the daily operations of an individual branch. Strategic management would use a lot of external data to analyze the status of rival organizations such as other shelters. The information they require would be unstructured in nature because they would manipulate the data from the PPS.

After each tier has been analyzed, targeted information needs can be applied to different workers and different scenarios. In the conclusions section, instances of information needs can be projected.

6.4 Conclusions

Using an information system such as the Pet Placement System can utilize information that is not only rich but accurate. With the information needs addressed, Pets America can collect rich information and, equally important, enable the right people to get prevalent information.

Workers may be able to more efficiently find animals from other locations for customers that want a specific animal. For example, if a customer wants an animal and they are willing to drive a distance to get it (as a scenario like this was mentioned in the readings), instead of a worker spending time phoning other locations and asking, they or the customer may look online. This will improve time and efficiency for both the customer and the business.

Below are a few sample queries that operational employees may want during their day to day operations:

- What is the status of a particular member
- How many pets does an individual own
- What is the history of this person when it comes to getting animals

All of these queries are targeted and is very low-level information. As described above, they do not need information that goes past their scope.

Below are a few sample queries decision-makers such as tactical management and strategic management may want to analyze from the Pet Placement System after information needs are addressed:

- How many of an individual animal did a specified location find a home for
- How many total animals did a specified location find homes for
- If a new store is being opened, what is the performance of neighboring stores

The first query targets very exact information. Decision-makers can take this data and maybe address pet supplies (on the retail side) to target a popular pet in an area. For example, in the packet my firm was given, reptiles were very popular in an area. If decision-makers from headquarters can see this data, they may make more of an investment in reptile toys or supplies for that store. Also, the Training department can use this information to have target training sessions for a certain popular animal for a store.

The second query is very good information for decision-makers, especially management and also the Fund Raising department. For instance, if a store isn't performing well, this information can be accumulated overtime to see if the market is bad at that certain time or if the store just doesn't perform well. The fund raising department can use this information to target the market with such things as brochures.

The third and final query would be very good information for decision-makers to have. With information collected about the demand for animals in neighboring towns or cities, Pets America can determine if an area is suitable to invest in another location.

In conclusion, all aspects of information and who needs them at what levels was discussed. With this analysis in mind, the implementation of the Pet Placement System may accurately distribute information in an efficient manner. As stated before, a more thorough analysis may be required to make more conclusive decisions pertaining to information needs. The information supplied by Pets America is considered accurate in this analysis.

7 Organizational Information Processing Analysis

7.1 Sub-problem statement

Organizations are sometimes classified as it pertains to their structure and functions within the organization. Organizations can also be looked at on how they process information. Information is a very valuable tool when the information is rich with valuable data and there isn't a high uncertainty level with the information that becomes processed.

Information is defined as facts that are coherent and patterned compared to patterned facts which is referred to as data. Information is processed when there are actions to collect, modify, and distribute the information. Organizational information processing reduces uncertainty by creating interpretable patterns within an organization on how data flows through the organization. This in turn creates a higher equivocality with the information.

Information processing helps the organization make sense of information. Processing the data takes away the different types of uncertainty and chaos associated with too much information.

7.2 Justification of use of analytic technique and goal

It is important to perform an analysis on the information processing because too much information flowing within an organization can become too great and the information becomes useless to managers and others who need to interpret the data for valuable results. Without performing this analysis the Pet Placement System will not know how the information is processed and where there is uncertainty and the system wouldn't be able to improve any aspect of the information processing system already in place at Pets America when implementing the pet placement system. This analysis will also provide a way for each division to be able to share the information and use it successfully.

The goal of performing an analysis for information processing is because it allows for efficiencies in the messaging system to be discovered. It defines the communication flows throughout the organization which determines the message routing for any particular message. An analysis also allows for discretion in information processing. It also will eliminate redundancies in the information so this will allow for the richest information to be received where it is needed the most. Also when implementing an information system it will clearly be able to define the match between information requirements and the system that is going to be implemented.

Information can be classified into different characteristics. The characteristics are data range, time span, level of detail, internal vs. external and structured and unstructured data.

Data range is the amount of data that information is extracted from. This is in terms of the number or units supplying the data. Time span deals with how long a period of time the data covers. Level of detail is the degree to which the information generated is specific. Internal data is collected from within the organization.

Also the information collected for membership starts off as external data as the information is coming directly from the customers. It then turns into internal data as the information is then placed on the centralized server so the centers and headquarters can arrange events and contact these customers. Structured data is data that are numbers and facts that can be conveniently stored and retrieved in an orderly manner for operations and decision making. This type of data is the numbers recorded for profits and accounting in Pets America. Unstructured data deals with data that is never uniform.

7.3 Analysis

There are three models which deal with how organizations process information. These three models are:

- Huber Model
- Galbraith Model
- Daft and Lengel Model

The Huber model deals with efficiency and discretion. This model argues that efficiency of organizational information processing is directly affected by message routing and message summarizing. Discretion deals with message modification and message delay. Message routing within Pets America is pretty simple. The centers place most of the information on a centralized server where headquarters is able to view the information. The centers act as separate entities and route the messages directly to the main headquarters. Message summarizing within Pets America deals with when the headquarters receives the information they summarize the information into reports which can easily be viewed and interrupted as this is rich information. When using discretion message modification is an important aspect. The example for Pets America is some centers allow for all employees to update information in the membership database, this could allow for the distorting of information if the employee is unsure how to use the system or deliberately tries to ruin the information. Message delay deals with the timing of delivering the message. If information is incomplete or incorrect the information can be retained until further information is collected or corrected. In Pets America the membership someone might give some information and not know a certain piece of the membership question and need to come back. The message will not be sent until all the information is collected.

The Galbraith model deals with how the organization changes based on an increased demand brought about by increased uncertainty. Galbraith suggests to adjust the bureaucracy to combat this problem. He suggests altering the bureaucracy by additional rules, adjusting the hierarchy, plans and have a narrower span of control. This will attempt to alter the hierarchical network in which the information flows through. For this design in Pets America this is demonstrated in the structure of how the headquarters is set up. Each division is provided a floor. This allows for a smaller span of control because it is limited to that floor. This promotes open exchange of information between the whole floor. When uncertainty becomes too great an organization can reduce information processing needs or increase information processing capacity. His main suggestion for reducing information processing needs through environmental strategy is to reduce interdependence. Pets America achieves this as I mentioned earlier by departmentalizing each floor. This self-containment reduces information processing needs as all the information

needed is already on the floor. Galbraith also suggests lateral relations and vertical information systems. These two things are a part of increasing the information processing capacity. Lateral relations are supplemented by vertical information systems. For Pets America the vertical integration deals with the lower centers adding information to the centralized information database which allows for the headquarters to view this information.

The Daft and Lengel model relates organizational information processing to organizational structure. The requirements for information processing are shaped by technology, interdepartmental relationships, and the environment. By combining these three factors it will create uncertainty and equivocality. Uncertainty is created when there is too great of an information flow through the organization. Equivocality deals with the richness of the information which is usually qualitative information or face to face meetings are examples. Pets America already has a high equivocality as they have monthly meetings as suggested by the headquarters. This allows for information from the other departments such as retail and the shelter department to be able to share information about each's sector. The uncertainty is relatively low within Pets America. Since each department is centralized and the centers operate independently and then share the information with the main headquarters, it decreases the independence on other departments. There are a few dependencies Pets America has, is headquarters needs information from the center to make decisions for inventory and financial keeping. With the new pets placement system another dependence will be how other divisions will need information to better their department. For example the shelter operations will provide the fund raising department information such as the amount of pets sold for the fund raising to use this figure to supplement its work getting donations.

Daft and Lengel Model

Uncertainty		
Equivocality	Low	High
High	Requires system that processes moderate amounts of information, decision support system	Requires system that processes large amounts of qualitative information, communication and group decision support system
Low	Requires system that processes moderate amounts of quantitative information, operational and control systems	Requires system that processes large amounts of quantitative information, interorganizational and decision support systems

According to the Daft and Lengel model and my observations that the information has a high equivocality and the uncertainty of the information is low Pets American can have a type of system that processes moderate amount of information, and creates a decision support system. This analysis is accurate, Pets America processes information about financial records, inventory, membership information and electronic records of its own activity. This information is then stored centrally and is a moderate amount of information that needs to be kept with this. Also the decision making support system is accurate as well. This is true because based on the results of the information collected the headquarters makes decisions on forecasting with inventory,

financial situations and so forth. The information generated from one division in the new pet placement system will be able to be shared from division to division. Since the information will be high in equivocality the other divisions will be able to look at the information and make quick decisions and see how the new information will be effective in how each division processes the information.

7.4 Conclusions

By combining the three different type of analysis I have concluded that Pets America has a very effective way of information processing already in place. They are departmentalized, high equivocality, low uncertainty, have a good bureaucracy in place to deal with the information processing and also good message routing, summarizing, low information distortion and can control message delay as well. Information can flow down the hierarchical structure correctly to where it needs to go as the centers have meetings based on information that is given by the headquarters it self. Based on these findings the pet placement system shouldn't look to try and improve on too much instead worry about adding some new requirements for Pets America.

The system already in place for information processing within the organization is effective as it stands. By having this current information system it becomes a very valuable resource to the organization in determining how to implement the new Pet Placement System.

8 Conclusions

8.1 Organizational Structure Analysis

The organizational structure analysis was beneficial to perform before the implementation of the Pet Placement System. Because this analysis was done, changes to the structure were made to make the structure more conducive to such an information system. With the information found from this analysis and the proposed changes implemented, there may be less of a chance that the PPS will fail.

The changes were not major in magnitude which helps the execution of the new structure. Having training and information decentralized will meet the goals of Pets America and increase the functionality of the Pet Placement System. The goals of the analysis were met and positive changes were then able to surface from its findings.

8.2 Stakeholder Analysis

By taking into account the perspectives of everyone involved in this project and everyone who be effected by its execution and implementation, Pets America will mitigate the risks of pouring money into an IT project which otherwise may eventually fail.

Here we identified eight categories of stakeholders which will be affected by this project: the IS division heads, retail staff, shelter staff, center managers, the Fund Raising division, the Pets America CEO, the customers, and members.

Pets America should design the Pet Placement System to adequately support the needs and expectations of each of these stakeholders. When the needs and expectations of all those involved are met, the system has a lesser chance of failing.

8.3 Organizational Culture Analysis

In determining the organizational culture it is important to look at the artifacts, values and basic assumptions which go along with the organization. This provides employees and new employees an idea of how the organization operates and what kind of ideas decisions are based upon. Decisions are made based upon the culture because culture is when the processes have been repeated enough that they are valued as true. Culture can also be thought of as “theories-in-use” which means the same thing.

The culture of Pets America works toward their mission statement trying to give customers a warm, friendly, clean place to be able to shop for pets. They do this by having cleanliness standards, knowledgeable workers and hire people with like values to promote this mission statement. These things are the visible things within Pets America and are also the artifacts. The values that Pets America entails are respecting the animals and trying to get the best match between customer and pet, hire employees with the same values, and the workers are very knowledgeable. The basic assumptions can then be concluded by looking at the artifacts and

values. These include that providing knowledgeable workers, cleanliness standards and friendliness will promote a good customer relationship and will make repeat business.

Based on the cultural analysis of Pets America we have concluded that implanting the Pet Placement System will be beneficial for Pets America because it will be an added benefit for customers and help promote business within Pets America.

8.4 Organizational Process Analysis

When implementing any new information system, it is important to analyze the current processes that sustain the organization and analyze how the implementation of the system will affect and support these processes.

Here we examined how this system can be used to support five core processes of the Pets America Organization: finding homes for abandoned pets, funding the organization through selling discounted pet supplies and Pets America merchandise, fostering a sense of community among its pet-loving members by sponsoring social gatherings and activities, funding the organization through philanthropy, and sharing common data throughout the entire organization with the intent of improving performance.

Implementing a new information system with functionality that is aligned with the processes and goals of the company will benefit Pets America as a whole. It is important to factor in issues of organizational culture, information processing, and information needs when considering these processes as well. With such a goal-oriented and well-educated staff, a new information system should not infringe on the seemingly autonomous nature of this staff. A well designed system will support the core processes of the organization and enable it to meet its goals. As employees see the benefits of the system, its use will gain momentum.

8.5 Information Needs Analysis

Without addressing the information needs of the company, the likelihood of an unsuccessful implementation of the Pet Placement System would be higher. An information needs analysis gave us insight on not only what the capabilities of the system should be, but what information was required by different tiers of the hierarchical structure of Pets America.

Because of this analysis, our firm was able to come up with some recommendations based on each category of worker for Pets America. Following each idea of the analysis, workers may get the information they need to get work done efficiently. In turn, this will increase the likelihood of success for not only the information system, but for Pets America as a whole.

The current practices of Pets America will be empowered by the PPS to make more decisions based less on human-error prone practices. At first, the PPS may not address all of the information needs of one or more area of Pets America workers, but that uncertainty will be addressed. Another information needs analysis may be required after the implementation of the Pet Placement System is implemented.

8.6 Organizational Information Process Analysis

By doing an organizational information process analysis this will clear up uncertainty which is when too much information is flowing through the organization. Performing this analysis will also provide the organization with a way to generate better equivocality which is when information is rich with data.

Pets America already has a good information process in place. There is interdependence within the organization which allows for each division and center to work independently. This lowers uncertainty within Pets America, and the information produced is rich with equivocality because each independent unit or division knows exactly what each bit of information deals with.

To determine what information processing was taking place within Pets America, we used the Huber, Galbraith, and Daft and Lengel models to make these determinations. Each one of these models contributed information to the analysis on how the information processing worked within Pets America. The Huber model deals with efficiency and discretion, the Galbraith model deals with organization changes based on an increased demand brought about by increased uncertainty, and Daft and Lengel's model relates organizational structure to information processing.

By doing this analysis it is evident that Pets America already has little uncertainty and already provides its employees with rich information. We recommend that the pet placement system for Pets America be an extension of the current system. The improvement may produce some uncertainty at first but in the end the new system will provide greater equivocality and will lower uncertainty to an even lower level than with the current system.

8.7 Overall Recommendations

Implementing any information system is a daunting task, especially in organizations as expansive and diverse in nature as Pets America. But even though centers are geographically distant and may vary in age and design, several commonalities exist among all the Pets America centers and staff.

It is clear that the staff has a love for animals and a strong desire to match pets that are up for adoption with loving, caring homes. The staff also plays a strong role in developing relationships with the pet-loving communities around their centers, offering their advice and planning events to promote the well-being of animals and community spirit among members.

By taking into account these analyses, Pets America will be able to effectively design the Pet Placement System not only to meet the desires of its members and customers but also meet the needs and goals of its staff and of the organization as a whole.