

MANAGEMENT INFORMATION SYSTEM

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Part A

Answer 1

Lazada is an e-commerce company owned by the Alibaba group and established by Rocket Internet in 2012 ([Lazada](#), 2021). Lazada started its international operations in 2014 in different countries like Malaysia, Indonesia, Singapore, Thailand etc. It also helps third-party sellers to run their business through the website of Lazada. However, Lazada has to face challenges due to the entrants of new eCommerce websites like Shopee. Another complaint raised for Lazada is its delivery service (Saylikhanov, 2019). It has to invest in its Warehouse and delivery service to provide the customers with 2-days delivery in Malaysia and other countries. Lazada should focus on the needs and requirements of the customers to develop a long-term and solid customer base. Due to the increasing competition in Malaysia, Lazada has to change its value propositions, infrastructure in logistics to gain a competitive advantage (Yee *et al.*, 2019). Porter's Five forces model is very effective in analysing the competitive environment of a company. So, the Industrial competitiveness of Lazada, Malaysia, can be analysed using Porter's five force model.

Threats of New Entrants

Threats of new entrants refer to how new companies become a threat to the existing companies in a specific marketplace (Bruijl, 2018). The barriers during entry are low; then, the danger will be great. However, the threat of new entrants to Lazada is low. The industry of e-commerce is full of competitors. Day by day, many companies transform their business into e-commerce retailing businesses due to the low cost of creating e-commerce start-up businesses that cause high rates of threats of new entrants (AB, Sharuddin and Rajagderan, 2018). But as Lazada does not produce the products for the customers, it is like a middle man in its inbound logistics that gives products not available in the offline market. However, to reduce the threat of new entrants, Lazada must develop strong brand loyalty by establishing effective customer relationship management (Edeh *et al.*, 2021). It also focuses on investing in the development activities to get more valuable data about the customers purchasing and preferences to introduce new products.

Threats of Substitutes

The availability and the accessibility of substitute products makes a competitive environment for Lazada in Malaysia. The threat of substitutes is high for Lazada as customers nowadays prefer alternative products from other companies to fulfil their requirements (Hofmann and Osterwalder, 2017). Many substitutes in Malaysia, such as eBay, Shopee, Qoo10 and Zalora, cause a significant threat of substitutes for Lazada. Qoo10 has had immense success after its entrants into the Malaysian market because the prices in Qoo10 are lower than Lazada. However, to decrease the threat of substitutes, Lazada should focus on its pricing strategy and switching costs (Ting *et al.*, 2016). The company has to improve the quality of the products to increase the value and establish a strong differentiation strategy for the customers to discourage them from using the outcomes of the substitutes.

Bargaining Power of Suppliers

Supplier's bargaining power can affect the business as they adopt different strategies to create pressure on the organisations (Bruijl, 2018). The high bargaining power of suppliers can lower the potential for growth and profit and enhance the competition in the market. However, the bargaining power of suppliers of Lazada in Malaysia is moderate as Lazada buys its products from the suppliers that deliver high-quality products (Amanah and Harahap, 2020). It gives the company competitive flexibility as it offers the price according to the product's quality. However, the supplier's bargaining power would be low if the products' cost of Lazada were lower than the competitors.

Competitive Rivalry

Various e-commerce platforms rule in the market of Malaysia with their diverse strategies and business models (AB, Sharuddin and Rajagderan, 2018). Lazada has to face intense rivalry in the Malaysian market due to the existence of Shopee, Qoo10. The low switch cost and product

differentiation create a high level of rivalry as the companies target the same audience with the same products (Yee *et al.*, 2019). Companies with almost equal size and price and undifferentiated products reduce the growth potential of Lazada in Malaysia.

Bargaining Power of Buyers

The bargaining power of the buyers or customers influences the organisation to provide high-quality products at a considerable price (Bruijl, 2018). However, the bargaining power of buyers is high for Lazada, which lowers the company's profitability and increases competition in the market of Malaysia. Lazada can reduce the bargaining power of the customers by expanding the product's quality and diversifying them from the competitors (Edeh *et al.*, 2021). However, the scale of economics in their distribution network gives them a competitive advantage in this respect.

Answer 2

After analysing the industrial competitiveness in the Malaysian market, there are several critical factors identified that should be involved in the business strategy of Lazada that will make Lazada a successful e-commerce platform (Yee *et al.*, 2019). They introduce new products, switching costs, product differentiation, customer relationship manager, and strong logistics and Warehouse.

Introduction of New Products

When there is massive competition in the market, it is better to introduce new products that can give a competitive edge over others (Hofmann and Osterwalder, 2017). Lazada in Malaysia has many competitors who provide a wide range of products like Lazada. Even during Covid-19, the grocery products of Lazada were minimal, whereas Shopee offered a wide variety of grocery

items (Ting *et al.*, 2016). So, Lazada should consider drawing the customers' attention by introducing new and high-quality products to maintain customer loyalty.

Switching Cost

Switching costs can be another strategy that Lazada should approach to succeed in the market (AB, Sharuddin and Rajagderan, 2018). The cost refers to the price incurred by the customers when they switch to another brand, product or supplier. The switching cost should be highly concerned with the prices of Lazada's products that will establish customer loyalty to the company. Low switching costs can increase the threat of substitutes, and customers might prefer products with low costs from other companies (Saylikhanov, 2019). However, to improve the switching cost, the company has to work on its customer relationship management.

Product Differentiation

Product differentiation is considered a unique strategy for gaining a competitive advantage as it can make the product unique and different from the competitor's products (Ting *et al.*, 2016). Due to the increased competition of e-commerce platforms in Malaysia, Lazada has to adopt this strategy to provide unique products that other platforms do not offer. A solid differentiation base can discourage customers from switching to other companies and brands (Hofmann and Osterwalder, 2017). If Lazada's products are highly differentiated, it can decrease the rivalry of the competitors in the market. So, the company should consider this factor to be included in their business.

Customer Relationship Management

Companies adopt customer Relationship management to manage the relationship between the customers and the company through effective communication and interactions with them (AB, Sharuddin and Rajagderan, 2018). Lazada should build a strong customer relationship management to identify the customer needs and requirements and introduce products accordingly. According to Saylikhanov (2019), it helps the company make changes in their business process and operations, establish customer loyalty towards the company and enhance the profit by achieving a competitive edge in the market.

Strong logistics and Warehouse

Robust warehousing in a logistic system can bring different benefits to the company (Hofmann and Osterwalder, 2017). Lazada has somehow faced challenges in its logistics that increase the time of delivery of the products. So, the company should focus on their logistics and warehousing system to enhance the delivery value by meeting the customers' demand and thus maintain its 2-day delivery options, which satisfies the customers. The increase in the number of warehouses can keep the flow of the products from the manufacturers to the customers (AB, Sharuddin and Rajagderan, 2018). However, Lazada has rebranded its logistics by integrating two names and made Lazada Logistics Entity.

Answer 3

Lazada Malaysia has its operations in various countries in Southeast Asia. However, due to cultural differences, the business operations of Lazada in Indonesia could get affected. Hofstede has developed a model on cultural differences and suggests ways to manage the differences to do international business (Yi, 2021). The theory analyses four dimensions of the countries to develop an understanding of the cultures to make a seamless operation. As Lazada has its business operation in Indonesia, the four dimension model can analyse how cultural sensitivity can affect their business.

Power Distance Index

Power distance refers to the belief in inequality among society. The low score of a country has to accept that power should be distributed unequally. However, Indonesia has high scores in the Power Distance Index. Indonesia scores 78 that suggests they believe in unequal power distribution between the power holders and non-power holders. The power should be centralised, and the team members are expected to do activity under the managers' governance (Suharnomo and Syahruramdhan, 2018). So, it can be evaluated that because of the high power distance; new entrants will find it challenging to compete in the Indonesian market that affects the business operations of Lazada. The customers in the Indonesian market might avoid switching to another brand due to the high power distance. The higher power distance suggests the customers maintain brand loyalty and prefer brands with large market shares, which might be effective for Lazada. Again, due to the enormous power distance, Indonesian people are very quality conscious, so they prefer brands with unique and high-quality products (Winarko and Manshur, 2018). So, Lazada has to make its products unique, different and high-quality to attract customers in Indonesia.

Individualism

Individualism refers to how the society maintains interdependence with its members (Irawan, 2017). A high power distance suggests a collective community that believes in loyalty, carefulness among each other. Indonesia has a score of 14 that indicates low individualism and defines the collectivism of Indonesian people. The Indonesian people believe in the commitment towards the family and loyalty of the brands that do business in the Indonesian market (Suharnomo and Syahruramdhan, 2018). Having collectivist culture, the Indonesian people prefer conformity, proper group behaviour, and are concerned with promoting the brands. People with collectivistic cultures are concerned with the brand's status, prestige, and image before making a buying decision. So, to spread in the market Indonesia, Lazada has to build an excellent reputation for the brand and its products (Winarko and Manshur, 2018). Being collectivistic, Indonesian people can control their impulses and focus on the negative results

from their behaviour, actions and motivations. So, Lazada has to focus on building excellent customer relationship management to attract customers towards the brand.

Uncertainty Avoidance

The dimension of Uncertainty avoidance deals with the fact that the members of a particular culture might feel threatened and feared by the uncertainty of the situations and develop beliefs on the threat (Beugelsdijk and Welzel, 2018). Indonesia scores 48 that shows a low rate of uncertainty avoidance. They do not prefer establishing internal emotions externally and maintaining harmony in the relationship and workplace. The low score in this dimension suggests they are willing to take risks and their inclination towards innovativeness and managerial spirit (Suharnomo and Syahruramdhan, 2018). Like all other e-commerce platforms, Lazada has been selling almost the same products and has lacked innovation in its business operations and tactics. So, Lazada should adopt innovative ideas to make their products different from the competitors, which will give a competitive advantage in Indonesia and draw the customers' attention (Amanah and Harahap, 2020). However, Lazada should adopt new marketing strategies in its business operations according to the cultures of Indonesia.

Masculinity

The dimension of Masculinity defines the preference of people of a specific culture to lead their life. A high Masculinity score suggests a competitive and success-oriented nature, whereas a low score means caring for others and leading a quality life (Yi, 2021). Indonesia scored 46 that indicates their preference for feminine society. They believe in living a quality life, solidarity, negotiating to mitigate the issues, and focusing on the well-being of others. The Indonesian people prefer maintaining status and reputation (Irawan, 2017). Feminine culture could affect the business operations of Lazada positively. They might not be fully aware of the cultures of Indonesia. Still, the feminine cultural aspect of Indonesian people could help Lazada adjust to the new culture with their appreciation, negotiation (Winarko and Manshur, 2018). The people in

Indonesia might take risks in choosing the new products of Lazada to satisfy the needs to maintain quality of life.

Part B

Answer 1

E-business, also called electronic business or e-commerce, is considered the new process by which companies offer services and commodities over their online platforms. In the realm of global business technology, there has been a tremendous expansion in recent years. Business companies use various advanced technologies to gain a competitive edge in the industry (Moriset, 2018). In the changing norms of competitiveness, developing innovative business offerings and strategies, e-commerce disrupts the current way of operating businesses. Some fundamental change is required for sustainable e-commerce applications. Business leaders need to evaluate the transformative characteristics of the innovations and exploit the profits to shift towards a complete e-commerce operator (Simakov, 2020). Tesco, Malaysia is the company selected to analyse how their essential functions and processes will need to be re-engineered due to this disruptive technology.

Tesco, Malaysia is an eCommerce business company as well as a strong presence of many physical locations across the country that offers food and grocery items to the people. Innovative marketing and disruptive technologies created a variety of hurdles for their business (Al-Suraihi *et al.*, 2020). They have faced many challenges and problems due to the overall changing technologies in the market. To overcome these issues, they could make some improvements to make their business successful and sustainable in the future. Functions and procedural enhancements that Tesco, Malaysia could make are briefly discussed below.

Selling and Distributing Commodities and Services

Tesco, Malaysia, has been one of the leading retail supermarket chains in the country. In the era of disruptive technology, they could focus on selling and distributing their commodities and services to the customer (Rosnizam *et al.*, 2020). The retail industry is influenced by various social elements such as families, society and economic class. It is critical for retail organisations

like Tesco to recognise what goods and items to sell and establish physical stores to address these social needs. They also need to actively seek internet buying and selling possibilities to match social needs. In recent times, online selling has been significantly increased in Malaysia due to the covid-19 pandemic, safety payment process and various other reasons. Tesco's internet website has been frequently down, making it impossible for shoppers to buy products online (Hashim and Lee, 2018). There have been many instances where a customer, losing his complete order, vented his rage and anguish on several social media platforms such as Facebook, Twitter etc. Tesco has to develop some backup solutions that allow customers' shopping to be saved if their webpage crashes. It will help the shoppers not to waste any time reordering. It would also enhance their selling and distributing services.

Customer Handling

Customer handling or satisfaction is an integral part of the retail business. Tesco, Malaysia could make significant changes in this division to meet the customers' demands. Customer engagement is an essential service for any business organisation because it assists the customer with relevant information about the company's operating procedures and clearly states the importance of customers (Musa *et al.*, 2018). For traditional retail e-business companies like Tesco, it is crucial to announce their operation hours precisely. The Tesco staff could take this constructive attitude by providing their customers with a timeframe of reaching out to them and contacting every customer personally to check if anyone requires assistance. The immediate communicative response is considered an essential component of the business. Shoppers use social media to ask particular and informative questions. Tesco, Malaysia, must ensure that they are very well connected with customers through various social media handles (PAUZI, 2017). Tesco could employ quick and genuine customer support representatives who are well-versed with the company's products, promotions, and offerings to increase the company's value and prioritise the customers. Investing time to solve issues of the customer or answering a query would express gratitude towards customers.

Transaction Processing and Technological Advancement

Transaction processing is a crucial element for Tesco, Malaysia's business operations. It helps the company at both functional and operational levels. The transactional process includes receiving and registering transactions for products or operations and placing goods and services requests (Chin and Goh, 2017). Transaction processing systems are constantly connected with the shoppers; in the case of any technical breakdown, it will quickly notify them. For example, if Tesco's transactions process failed, their shoppers would instantly inform the system. The transaction processing system cannot promise complete dependability, but Tesco must ensure that it can detect and correct mistakes. Transactional systems are divided into two styles such as real-time and batch-oriented processing (Bakri, 2020). Real-time systems handle transactions very effectively and accurately, ensuring that data is constantly updated and documentation continuously correct.

On the other hand, batch-oriented systems hold data batches and analyse them at a slightly slower pace. As a result, information in the reports may not always reflect the most updated version (Chin and Goh, 2017). Implementing real-time systems could help Tesco, Malaysia improve their everyday operations in a variety of ways. Real-time systems will assist them in storing and gathering information based on their purchases. Also, relevant information could be used to advertise alternative products to boost sales. In modern civilisation, technology has emerged to significance as the most crucial component of life. Advanced technology serves a vital role (Polas *et al.*, 2019). E-business organisations must stay updated on technological advancement because it is constantly evolving and expanding. Developments in technology have a significant impact on workplace attitudes, processes and techniques. Tesco's business strategies must adapt to the changing digital environment. The cutting-edge technology can help their business run more efficiently. For example, many retail stores like Walmart and Amazon are transitioning to cashier-free operations (Ismail, 2017). Cashierless purchasing enabled by Artificial Intelligence or AI is becoming popular around the world. Using this approach could help Tesco, Malaysia, to grow their business and compete with major retail powerhouses like Walmart and Amazon.

Controlling Production Management

Production management control is an essential part of Tesco, Malaysia business operations. Controlling production management is a managerial role that includes evaluating activities to ensure that they are carried out according to the strategy and addressing any substantial deviations (Brannen, Mughan and Moore, 2020). Production controlling is critical in every management situation since it is the ultimate method for managers to determine whether organisational objectives are being reached or not. Managers would have no means of understanding if their goals and strategies were being met and what measures to undertake next if they do not have proper control. Production controls refer to products' overall quality and resource management (Shamim *et al.*, 2021). Tesco, Malaysia, must assure their customers that all goods are of high quality and that all items are directly sourced from their local area. Resource management is also essential for Tesco. Taking proper control over a variety of resources is critical for Tesco managers, as it could assist them in avoiding any budgetary or financial problems. The management team of Tesco, Malaysia must guarantee that all of their machinery is regularly inspected and replaced if it is damaged. Being a massive global e-commerce corporation, Tesco must allow their employees' flexible choices like working from home to increase their confidence and engagement. To make their business sustainable in the era of disruptive technology, they must have a long-standing strategy of supporting equal opportunity and diversity throughout their global operations.

Cooperating with Business Associates

Collaboration or cooperation with other associate retail manufacturers might produce a gainful situation for Tesco, Malaysia, and the partner company. Retail associations that are executed correctly could bring much more visibility and profit for both companies (Ali *et al.*, 2018). Though forming a successful collaboration arrangement is not often a stroll in the park. Not only does Tesco, but Malaysia must also devote their energy and commitment to finding, assessing, and persuading possible partners. They must also thoroughly construct the provisions of their partners to make sure that both companies understand their roles and duties very clearly. It is

considered a very modern style of approaching business (Zaihan *et al.*, 2020). First of all, the Tesco Company has to identify the potential retail partners suitable for their business model. Secondly, they must determine the ideal manner to approach new collaborators. Lastly, they must consider the type of collaboration and contract. Collaborative initiatives must address both of the company's objectives and missions.

According to the findings of this research, it can be understood that Tesco, Malaysia, has experienced various challenges and problems due to disruptive technology. Innovative advanced technologies heavily impact their overall business. The management group of Tesco, Malaysia, could evaluate these changes mentioned above to re-engineer the business models and operations. They might add some functional and procedural improvements such as exchanging information, recruiting expert employees and a large variety of goods and services on the bucket list for the survival of their business. They could also consider developing innovative techniques to catch up with market trends and their business rivals like Amazon or Walmart. These suggestions make their business sustainable and help them be successful in the upcoming future.

Answer 2

The author, Robert T. Plant, in his publication "Ecommerce Formulation of Strategy" (2000), has identified seven critical drivers of changes in the international environment. He mentioned the changes to demonstrate how this particular company will deal with the economic turbulence during and after the Covid-19 pandemic. These drivers include technological change, branding relevant changes, organisational changes, changes related to the market, political and government-related change, service changes and changes related to external relationships. IX Telecom has been chosen as a technology-based company. The company is an internet service provider in Malaysia. The discussion covers how the changes left an influence on the company during and the post-pandemic era of the Covid-19.

Technological Change

The author stated that the most dynamic change agent is technology change. The only certainty in this area is that change will occur, and pace and scope will continue to expand. He stated that the internet's accessibility would be the primary driver of this change for the conceivable future. Static Websites, which presented vital graphical data, were the first technology wave for the main internet nations (Plant, 2000). Traditionally on landing and network devices, the wave evolved successfully to a significant extent.

Nevertheless, wireless communication for internet gadgets is also the new frontier. The global impact of the COVID-19 epidemic has compelled consumers, organizations, and governments to embrace digital technologies and services. Many companies like IX Telecom are looking forward to the technological expansion of wireless services. It awaits the day when the service provider will deliver their information resources to a roaming mobile customer base, both vertically and horizontally (Shahzad *et al.*, 2020). It can be assumed that the company can turn around through the transition and advancement of technology regarding customer needs. The primary issues, including nanotechnologies, lean manufacturing, the integrated factory, would shape the future success of the company.

Branding Relevant Changes

From the author's perspective, acquiring strong brand recognition is a critical step toward establishing a successful e-commerce footprint. Furthermore, pure e-commerce brand followers with items that offer nothing in the way of uniqueness are finding it increasingly difficult to position their brands (Plant, 2000). The very first advantage is still the key to success for internet service providers like IX Telecom. Even having a solid brand in existing markets does not ensure brand success or strength in new media, particularly during the outbreak of life-threatening pandemic Covid-19. However, in the technology-based environment, the ability to keep a distinct and robust brand is a must. Executives and companies like IX Telecom will have to keep a close eye on their branding and alter their strategies as needed. A company's brand defines part of success, and protecting that brand is crucial (Bhatti *et al.*, 2020). The outbreak of coronavirus

is a critical threat as well as a disaster in every sector of the globe, including the technology-based industry. Economic volatility is the significant outcome of this pandemic. The changes of the brand identified by Plant can lead the chosen internet service provider, IX Telecom, to go forward in the environment of post-pandemic. The brand value would be helpful for the future shape of the company.

Organisational Changes

Organisational changes are one of the seven critical drivers of changes identified by Robert T. Plant in his book. Organizational change refers to steps a firm or business takes to modify a significant aspect of its operations, such as its culture, underlying technology or infrastructure, or internal processes. According to the author, organisations must evolve in order to satisfy the needs that occur as a result of market and technological changes (Plant, 2000). Organisational changes require potential steps such as learning organisation, making database decisions etc. The life-threatening presence of coronavirus has made a massive transformation throughout the world. Quarantine, lockdown, and home isolation result from this life-taking pandemic (Kannappan, 2020). Due to this, the essential potentials of organisational changes could not be possible to implement. As an impact of Covid-19, all sectors worldwide adopted digitised techniques, including the technology-based sectors like IX Telecom. Virtual techniques failed to bring the expected economic outcomes, which could be possible through the changes in the organisations' premises.

Changes Related to Market

According to the author, as markets continue to separate and segment, the twenty-first century could usher in a new industrial species. An agile organisation is the name of the new species. Competitive flexibility across all parts of an organization's internal value chain, as well as an expanded value system with suppliers and consumers, allows agile organisations to compete

(Plant, 2000). The competitive advantage is gained by enhancing information technology's utility to provide flexibility, both from within through a virtual value chain and outwardly through extended inter-organizational ties within a virtual civilization of commerce. The Covid-19 outbreak increases the focus of switching to agile entities through the digitised consequences. Broadband provider firms like IX Telecom can move forward in the post-pandemic climate due to the capacity to become an agile entity (Tran, 2021). The virtualization of the internet economy is gathering steam as the cost of technology falls, allowing for the establishment of an architecture in which the concerned organisations can develop themselves. The critical issues, including globalisation, demographic pattern and income growth, can shape the company's future.

Political and Government-Related Change

The author stated that organizations would need to become increasingly agile as e-commerce evolves. The essential aspects for designing a strategic plan will also be necessary for sustaining the organization's position in the future market space (Plant, 2000). Including the seven key drivers of change that were identified by Plant, modifications related to politics and government essentially impact technology-based organizations like IX Telecom during the coronavirus epidemic. During the covid situations, the strict safety regulations by the government aided the companies of all industries, including the broadband providing sector, to maintain their agility and their existing entity. Internet service providers like IX Telecom will be able to sustain forward through the tightening of regulations emission by the government. Providing accurate, comprehensive, and up-to-date information is essential for governments, especially during times of hardship (Kitukutha, Vasa and Oláh, 2021). Governments began releasing intelligence on their respective websites, smartphone applications, and social media channels during the COVID-19 epidemic, which is a handful for the companies like IX Telecom.

Service changes

The author emphasises the importance of building second-generation technologies that integrate human customer care professionals with numerous mediums and technologies in his work. Service shifts its attention to interacting with consumers on their grounds and using the technology that they choose, which can range from no physical masonry channel to zero physical masonry channel (Plant, 2000). Customers will increasingly use technologies such as live chat, which allows them to communicate with salespeople via their computers via the internet using either voice or text. Customer support employees may take control of the focus and webpage of the consumers, modifying the site remotely as part of the two-way conversation. In addition, distributing new photographs to clients that are only available through the service representative. IX Telecom, for example, will be ready for it and will adapt in the future (Villa and Monzón, 2021). The coronavirus outbreak brings lockdown and isolation throughout the world, which results in abnormal service from all sectors, including internet service. Plant's identified service change may help the company to go forward. High client expectations will shape the company's future.

Changes Related to External Relationships

According to the author, as e-commerce evolves, businesses will need to become more agile. As critical aspects for formulating a strategy will also be essential in maintaining individual possessions in the future market (Plant, 2000). Changes related to external relationships, which Plant highlighted as one of the seven fundamental drivers of change, primarily affected technology-based firms like IX Telecom during the outbreak of the life-threatening Covid-19. In the context of business, external relationships refer to an organization's concern for maintaining a healthy connection with its suppliers and customers, with whom it interacts daily. However, for a company to succeed, it must maintain healthy and fruitful relationships with its stakeholders (POUYE, 2021). But the covid-19 outbreak has brought an obstacle to keeping the industries' external connections, including broadband providers. Which resulted in economic changes in all technology-based organisations like IX Telecom during the Covid-19 situations.

The negative impact of the changes mentioned above can be eradicated through practicing positive thinking in the firm. Communicating with superiors within the firm on a frequent basis also would be effective in this context.

It can be assumed from the preceding discussion that the seven crucial drivers of changes, which Robert T. Plant recognises, hold the potential to deal with the economic states of the chosen broadband service provider firm to go forward during the environment of Covid-19 pandemic. It can be possible as the firm can identify its shortage through the analysis of these key drivers. But it cannot be said perfectly that the changes help the firm in the post-pandemic era as the pandemic has not been eradicated yet. It is an assumption that the changes may be effective for the company to move forward in the future.

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