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After examining Zara’s business case, provide recommendations to improve the way IT can be used to better support operational effectiveness. Zara hasa Dos( Disk Operating System, Microsoft’s) enabled operating system and online database system in action, with the modern and fast paced technological changes taking place in present day, the need is being felt to upgrade the network to a fresher version of online repository. However this move is a daring one and would involve taking risk since the entire system would need to be upgraded onto new setup. Although it has its own accounting background in place, yet it is no way near the requirements of a larger brand like Zara. A limited staff is in place that looks into the application development for the local chains. P. D. As were in practice since 1995 in order to overcome the need of faxing and paper work, however with time those P. D. As have been replaced by other advanced digital devices such as P. O. S. Yet the short coming comes to forth in the form that these digital devices were not synchronous with the head office.   
The company lacks in the information technology front since it does not have a dedicated information office wing, or specialized I. T resources allocation. The company lacks properly investigated and worked out policy to determine the feasibility of I. T and I. S infrastructure at the same time little thought is being given to it.   
La Coruna has a considerably established I. T enabled infrastructure. Distribution centers are in place which collaborate with the information system   
The ground situation and final verdict:   
The decision of upgrade is a risky one, yet an unavoidable one, what can be best done is to introduce the change and advancements in the Information technology domain in an incremental way without altering the major elements fortnight. The change would invoke change in other domains as well, but the timing is ripe and they should make a move before their stakeholders embrace any technology which is not in function in the home (Mcafee et. al).   
Essay Question 2   
Identify and briefly explain the most important organization and culture related challenges facing Harley’s senior management in the deployment and utilization of Information Technology (IT) in support of business strategies.   
Harley Davidson has an integrated I. T enabled system. The decision making and policy making power is vested in the C. I. O. Over period of time, need has been felt to expand the realm of power and authority amongst number of members so as to make the process more transparent, vibrant and effective in terms of I. T system sharing and support. With ever expanding customers’ bench and rapid technological advances, it is required to stay a breast with the Information system standards implementation within the organization.   
Need is being stressed for revitalizing the domain of Information Technology Circle (I. T. C). Supply Management Strategy is believed to have its short comings and dependencies, therefore need is being felt to introduce Supplier Information Link which would introduce more flexible methods and introduce advanced technological means of operations towards better customer services. S. M. E has left more than can be desired and does not live up to the demands of the organizational outputs.   
Challenges faced are in form of complete isolation and independence of the sites from one another, thereby leaving no or little uniformity and synchronous actions amongst the different units. This needs to be gulfed in times ahead in order to overcome the challenges faced. This can be done so through centralized I. T support system for business strategies. Other challenges that may be faced are in form of other departments and domains functioning, their inter relationship and their subjectivity and dependency on Information system support. The purchase processes overhauling is another challenge faced by the incumbent organization (Austin et. al).   
References:   
Austin, Robert D., Deborah Sole and Mark J. Cotteleer. " Harley Davidson Motor Company: Enterprise Software Selection." Educational. 2003.   
Mcafee, Andrew, Vincent Dessain and Anders Sjoman. " Zara : IT for Fast Fashion." Educational. 2007.