Understanding the deployment of Competitive Intelligence through moments of translation

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Organisations employ different strategic tools such as Competitive Intelligence (CI) to enable and support their goals and objectives, periodically. Unfortunately, the tools do not seem to resolve the challenges that they were deployed for. This could be attributed to the fact that there is too much focus on the tools, and less attention on the social interaction which occurs in the process. The CI is deployed by many organisations primarily to collect and analyse relevant data for decision making, and competitive advantage. However, CI products are deployed in various ways, and in different contexts. CI products differ in many ways such as in terms of compatibility and functionalities that they offer. These are some of the factors that are driven and shaped by non-technical interplay. How organisations deploy CI products has been a challenge, and it is difficult to understand. Some organisations did acquire CI products; unfortunately, they could not make use of it as intended. This is attributed to compatibility challenges which they encountered during the implementation of the product. This is the primary motivation for this article. A qualitative case study research was conducted in order to examine how CI products are deployed in organisations. Analysis of the data was done, using the Moments of Translation from the perspective of actor network theory to understand how the interaction and interplay amongst actors, shapes and deployment of CI in the organisation that deploys it.

Key words: Competitive intelligence, organisations, information, communication, translation.

INTRODUCTION

Some organisations make use of Competitive Intelligence (CI) products in their in businesses as a decision making tool. According to Bernhardt (1993), CI assists organisations with significant contributions to the strategic management process in their organizations. CI is argued and belief to assists organisations to improve the business performance and change management. According to Gatsoris et al. (2005), organisations are starting to view CI as a key ingredient in their business environment as a useful tool business decisions regarding organisational strategy. CI makes possible to access the competitive industry that organisations find themselves. According to Johns and Van Doren (2009:552), “there seems to be greater recent need for CI because organisations are constantly changing their services and marketing messages to stay successful”. Ignatov (2004) argued that CI is rapidly becoming one of the most significant components of the modern business infrastructure, perhaps equal in importance even to the financial area or securities markets. According to Hesford (2008:17), “CI involves the systematic collection and analysis of information about competitors”. This information may also be used to plan and improve marketing, strategies and pricing.

Logically, it is important that managers understand their competitors’ strategies and their reasons for employing them. Hannula and Pirttimaki (2003) argued that a
"competitive edge is gained through the ability to anticipate information, turn it into knowledge, craft it into intelligence relevant to the business environment, and actually use the knowledge gained from it". It is important to identify information gaps in one’s knowledge of a competitor and to receive new information promptly in order to make informed decisions. According to Pirttimaki (2007:154), competitive intelligence has benefited organisations and the organisations have given it the following terms “improved quality of information,” “improved threat and opportunity identification,” and “improved awareness”.

Due to the aim of the study, which was to examine the deployment of CI in organizations, so as to reduce complexities and improve implementation success rate, research approaches and methods were carefully selected.

RESEARCH APPROACH

The study employed different methods, approaches and techniques. These included a qualitative research method, a case study approach and semi-structured interview techniques for the data collection. In Stake (2010:29), qualitative research is considered subjective and personal. It contributes towards an improved and disciplined scientific field. Qualitative research methods were used to determine the ‘why’ certain actions taken and they impacted the deployment of Competitive Intelligence in organisations. According to Babbie (2007:378), qualitative method is the non-numerical examination and interpretation of observations, for the purpose of discovering underlying meanings and patterns of relationships.

Case study approach is described by Babbie (2005:306) as the in-depth examination of a single instance of some social phenomenon, such as a village, a family, or a juvenile gang. The information that was obtained from the Case Study was represented in a qualitative and interpretive manner. From Blumberg’s et al. (2008) argument, the main advantage of case studies is that it permits the combination of different sources of evidence such as Interviews and documentation.

Data collection technique allows for gathering of data that may range from a simple observation at one location to a survey at another location (Cooper and Schindler, 2006). The semi-structured interview technique was used in the data collection. According to Blumberg et al. (2008:378), “interviews are the most widely used source of collecting information”. The main purpose for conducting interviews is to find out “various aspects” that the researchers are unable to observe themselves (Stake, 2010).

Capital Investments, a financial institution in South Africa, was used as the case study. The company offers a complete range of banking and wealth management products and services. Over the years the organization has grown from strength to strength. The organisation has about 7000 employees, 300 of them are in the IT department.

The moments of translation of actor network theory (ANT) as a lens guided the analysis of the data. ANT focuses on each of the nodes that hold a network together and on how they came about and what keeps them together. Translation focuses on the activities on the micro connections among heterogeneous things that are holding together to form what sometimes appears to be an immutable pattern or an object with properties (Fenwick and Edwards, 2010).

The moments of translation consists of problematisation, interessemement, enrolment and mobilisation: Problematisation is the stage where the focal actor defines the agenda, a new initiative is introduced (Iyamu and Tatnall, 2009). Interessemement is the process of identification and negotiation to get individuals and groups to be interested in the new initiative that was problematized by the focal actor. At the Enrolment stage, actors take their interest to the next level by enrolling through participation in the initiative. The Mobilisation involves persuasion, encouragement luring of actors to buy-in into the new initiative. The activities are carried out by different spokespersons on behalf of the focal actor.

DATA ANALYSIS: ANT VIEW

The data was analysed using the lens of the moment of translation, from the perspective of actor network theory.

Actor

At the Capital Investments company, the deployment of Competitive Intelligence (CI) products was carried out by both internal and external (vendors) actors which were human and non-human. The internal actors were from the business and the Information Technology (IT) departments. The involvement of the IT department was dependent on the project that they were working on.

In this organisation, the business department decides on the CI products that should be deployed with little or no consultation with the IT department. Even though consultation with IT department was minimal, some of the internal stakeholders which were involved in the deployment of CI products were from the IT department. They included software developers, software testers, business analysts, systems analysts and IT architects. The other group of internal stakeholders, the User Acceptance Testers (UAT), the business managers and the business committee members were employees from the business division.

Technology vendors (external actors) also had roles in the deployment of CI products. The vendors had varying reasons for their involvement in the deployment of the CI products in the organisation but, ultimately, the common purpose for all vendors was for financial gain.

In the organisation, many projects that ran concurrently and as a result, different CI products were used in different projects. The CI products, as well as the technology that was used in the organisation, were from three different vendors. The different technologies that were used in the organisation were selected in accordance to project requirements, and some were selected without a full understanding of what the architectural fit and processes entailed, and whether they will fit into the organisation or not. According to one of the interviewees, the IT department was never consulted by the business for them to gain an understanding of how the product(s) would integrate with the organisation’s architecture.

The processes and activities of the actors in the deployment of CI in the organisation were carried out within networks which were formed by individuals, groups and the organisation itself.

Network

The organisation was divided into several divisions which were made up of departments, of which the two main were IT and business. The IT department was further divided into various units, based on projects and individual specialisations. Each of the project teams had their responsibilities as mandated by the organisation. The business department was divided into units which consisted of teams that were responsible for different aspects of the
organisational processes and activities.

The organisation was structured into committees and a board. The committees and the board had various responsibilities which were different from each other. There was a business committee that was responsible for the selection of technology products. This was done on behalf of the entire organisation. There was the architectural board which was responsible for systems and technologies’ assessment and evaluation. There were also teams of Analysts, Designers, Testers, and User Acceptance Testers (UAT) as well as the Support and Maintenance team.

The CI products which were deployed in the organisation followed negotiation processes. The negotiations were based on many factors and interests. As presented in the next section, the moments of translation from actor network theory was used to examine the process of negotiation in the deployment of CI products in the organisation.

Moments of translation: Problematisation

In the organisation, technologies’ initiatives were decided upon by the business departmental managers. The IT department was rarely consulted when decisions relating to technologies including CI products were made.

The decisions for the selection of the CI products were often based on business requirements although they do not take their environment into account when making such selections. Due to the lack of consultation with the IT department on decisions relating to the deployment of CI products, it was always difficult to ascertain whether the products they wish to acquire could enable the realisation of the business needs. Also, it was considered whether the CI product fits the architecture of the organisation. Another fundamental factor was, whether the organisation has the skills to develop, support and maintain the CI products.

There was no formalised process through which technologies including CI products could be selected. One of the interviewees explained as follows: The IT department was never consulted by the business for them to gain an understanding of how the product(s) would integrate with the organisations architecture. What the business always says is “adapt your architecture processes to fit into our CI product”.

Often, the business department makes direct contact with the technology vendors for possible acquisition and deployment of technology in the organisation. For example, vendors approach the business with their CI products and technologies. The vendors took advantage of the direct link between them and the Business department, and avoid contact with the IT department. It was convenient for them as they didn’t have to answer questions on technology and architectural fitness of their products within the context of the organisation. This was something that the business department did not consider and did not understand.

One of the serious challenges the organisation faced in the selection and deployment of CI was its lack of understanding of its own requirements. The business committee selected products without having a full understanding of their own needs. They made decisions based on presentations by the vendors and not on whether the proposed solutions and products can enable and support their business objectives and goals. An interviewee frustratingly expressed himself as follows: when the business selects products, their decision is purely based on the PowerPoint presentation.

Cost was an essential criterion to consider when selecting CI products. However, the lack of a holistic understanding of their actual requirements caused the organisation to omit some parts of the cost implications. They focused on the acquisition and licensing costs of CI products. Costs relating to human aspects (support and maintenance) were often, either ignored or taken for granted.

The employees were connected to each other through their roles, responsibilities and skill-sets as they carried out tasks in the deployment of CI products in the organisation. The connections amongst staff were based on both organisational and personal interests. The connections were enacted through organisational structure, informal interaction, as well as provisional arrangements. Individuals formed groups (network of friends and formal colleagues) which were based on working relationships. For example, those who were Microsoft skilled and pro-Microsoft products formed their own informal network, through which they connected, interacted and shared information with one another.

One interviewee passionately explained as follows: I am a Microsoft fan. Microsoft is technically innovative; they are always researching new concepts and ideas. The support they give to their clients is great and it is easy to use. I connect well with other Microsoft users and we have so much to talk about.

In the organisation, initiatives and requirements for CI products are decided upon by the business unit and then handed over to the IT department once the decision has been made. The decisions therefore, made by the business unit do not always include some of the IT stakeholders who will be involved in the deployment of the CI products.

Moments of translation: Interessement

There were internal as well as external stakeholders in the organisation. The internal stakeholders that were involved in the deployment of CI products were from the business and IT departments which were both technical and non-technical employees. The business department had a committee that consisted of CI products users, such as the User Acceptance Testers (UAT) team, the senior managers and executive members. The IT department committee team consisted of the architecture committee, software developers, analysts, software testers as well as the support and maintenance team. The individuals and groups (committees) had various interests in the deployment of CI products in the organisation. Some of the interests were shaped by the roles and tasks that the employees had to perform in the deployment of CI.

The external stakeholders (technology vendors) were also interested in the deployment of the CI products within the organisation. The vendors intended to ensure that the products that were installed in the organisation were supported and maintained, and that they met user requirements. This seems to be their primary interest, as it manifests from financial benefits.

The stakeholders that were involved in the deployment of the CI products had varied interests. The interests were either technical or non-technical. The technical interests were driven by capabilities and technological preferences. The non-technical interests were manifestation of individuals’ and groups’ understanding of processes which CI products were intended to enable and support. Fortunately or unfortunately, the business department made decisions relating to the selection of CI products. This created issues as some of the products acquired did not fit into the organisation’s architecture. One of the interviewees tried to explain a scenario: the original architectural design required Crystal that has now been bought over by SAP, but because of licensing issues and the installation issues we opted for Microsoft.

The stakeholders’ interest in the deployment of the CI products in the organisation was primarily based on financial benefits. Some of the vendors provided the organisation with solutions that only they as vendors will be able to support and maintain. This was mainly to protect their interest, thereby ensuring that they were always involved with the organisation.

The non-technical interest was engineered by both internal and external stakeholders. The internal non-technical stakeholders included the business managers and executives as well as the users of the CI products. Their interest was more towards how the CI products were able to assist employees in carrying out their roles.
and responsibilities. Some of the non-technical internal stakeholders made the decision to acquire the CI products in the organisation.

The deployment of CI products in the organisation was aimed at enabling the organisation to reach its goals and strategic objectives. This was a very important objective. However, due to the lack of consultation between the business and IT departments, some of the IT team members decided to select their own CI products that would suit their needs. According to one of the interviewees, we specifically selected Microsoft products when we were doing my portion of the project. This was because we knew Microsoft products well; we know the power; and the capabilities of the database engine.

As revealed above, there were many stakeholders in the deployment of CI products. However, not all the stakeholders actually partake in the election and deployment of CI products in the organisation. The next section examines which actors participated, how and why they (actors) did in the selection and deployment of CI products in the organisation.

Moments of translation: Enrolment

The participation of stakeholders in the deployment of CI products in the organisation is influenced and shaped by different factors, which includes roles and responsibilities. As with interests, there are technical and non-technical stakeholders in the deployment of CI products. As revealed through interessement, the stakeholders were both internal employees and external people or organisations.

Some of the IT team members that were tasked with delivering projects (deployment of CI products) were not comfortable with the decisions that the business unit made to select certain types of technologies (CI products). One of the interviewees explained as follows: I have no idea why business made that decision. A lot of the time you get the vendors approaching business and not IT. What the business then does is that once they have acquired the product they then approached IT saying this is what we have bought what do you think instead of saying this is what we want to buy what do you think?

As part of the internal technical stakeholders, the architectural committee were responsible and participated in the architectural design and fit of all technologies in the organisation. Other IT personnel and business managers were mandated to consult with the architecture committee on anticipated changes on CI products. One of the interviewees explained as follows: we have an architecture board that we engage with when we request for changes to product.

Vendors were the external technical stakeholders who also participated in the deployment of CI products in the organisation. The vendors ensured that the technology that the organisation is interested in was in working order. They also ensured that the solution and technology that they provided to the organisation delivers on the business objectives and requirements. According to one of the interviewees, technically, I do not know about the deployment of IBM products. This primarily because they do everything on their own and the employees were kept in the dark in the process.

There were preferences to vendors’ participation in the deployment of CI products. Microsoft provides good, reliable technology that was easy to use and the support they provided was much better than that of others (competitors), according to many of the employees. Whenever any of the internal technical stakeholders encountered challenges, they were assisted by Microsoft either telephonically or on site. According to one of the employees, we have got a support contract with them. If they cannot help you over the phone they will come to the organisation and offer us support in-house.

Some of the technical employees were frustrated with the roles of the business as they dictate to them the choice of technology which they have to make use of in various projects. As a result, it becomes challenging for both the managers and employees to mobilise each other in the deployment of CI products in the organisation.

Moments of translation: Mobilisation

The spokespersons who mobilise other actors into participating, thus ensuring that they deliver on the business requirements, were often internal technical stakeholders. They know that they have projects to deliver and they ensure that they deliver despite the challenges encountered. They took it upon themselves to decide on the technology as well as products that enable them to deliver on the business requirements.

The internal technical stakeholders pull together (unionised) and mobilise each other as a team to deliver on their projects. As imbibed into the employees by the focal actor, they seem to have a common understanding and drive to achieving certain objectives. According to one of the interviewees, we brainstorm in order to find a solution. We bounced ideas off each other. It is very much teamwork, you can overcome anything with team work and communication.

The decision made by the business department did not seem to be working for the IT department personnel. As a result of the IT department’s discontent, CI products acquisition processes were updated. This had to be done to ensure that the decisions to acquire new CI products within the organisation included the IT department. According to one of the interviewees, in the meantime the organisation has put processes in place to ensure that there is communication between business and IT. This process was driven a senior manager.

The internal technical stakeholders took it upon themselves to become mobilised and ensure delivery on the business requirements. They ensure that they have the correct CI products that aid them in achieving their goals. They also ensure that they have suitable environments.

RESULTS FROM THE ANALYSIS

Some findings from the above analysis are considered to be important factors in the deployment of CI products in the organisation. These factors are Communication, Collaboration, Business Development (Business Case), as well as Processes. Figure 1 is used to depict these findings and they are discussed below.

Communication

As revealed in the analysis, the business department was the sole decision maker on matters relating to the selection of CI products in the organisation. But IT department was eventually required to deploy and support the technology. Only after purchasing the technology and signing contracts with the vendors (product owners) does the business unit come to the IT department
to inform them of their decision. This action suggests an autocratic approach. The communication with the IT department indicates that the business department does not require IT’s opinion. Primarily, they wanted to ensure the technology works, and deliver their objectives. The users interpreted these actions differently. Some felt that IT was not regarded highly and was not considered to be very important to the organisation’s wellbeing. As such, they did not feel that IT has any value within the organisation. This caused reluctance and uncertainty within the IT environment.

There was no communication between the stakeholders that were involved in the deployment of CI products, yet this was vital for the successful deployment of CI products. There was no structure in place that dictates how the communication should be carried out, and which actor should be involved in the acquisition of CI products.

**Collaboration**

The stakeholders that are to be involved in the deployment of CI products in Capital Investments work in silos. However, there needs to be collaboration and consultation between all stakeholders. The roles and responsibilities were not clearly defined in the organisation and as a result each department did whatever they believe was right for the deployment of CI products. The collaboration of business people and information technologists was important for effective and transparent business processes.

**Business development (Business case)**

The development of business cases was very important in the organisation. It was important for the organisation to understand why they do business and what it is that they want to achieve. This does not seem to be clear in the organisation, Capital Investments. The business department themselves do not seem to be clear on their objectives and what it is that they want to accomplish. This is particularly true when it comes to the technology they select for the deployment of CI products within their environment.

It was also important for the business department to involve the IT unit when they acquire CI products that will be used in the organisation. This was aimed to benefit the organisation. Unfortunately, many of the employees did not understand it. The IT departments’ involvement was to assist the business to understand how technology will help them to meet their business requirements.

The unwillingness of the two departments to collaborate and communicate was detrimental to the organisation as the business department decides on technologies that do not fit into the architecture of the organisation. These uninformed choices resulted in the organisation having to modify their process in order for them to accommodate the technology.

The lack of collaboration was costly to the organisation as they choose technologies that do not fit the business and technology requirements. These results in the organisation purchasing tools that were not used.
They based their technological choices on sales "jingos" through Microsoft PowerPoint presentations by the vendors and not on what it was that they required. They do not take the skills within the organisations into account, thus ensuring they have the skills to support the technology. This has an impact on the services of CI products. The business department of the organisation does not even take their own users into account to see whether they have the relevant skills to work with the technology and whether the technology selected would make it possible for them to fulfill their roles. As a result, users' efficiency from the perspective of CI products service delivery is a challenge.

By not taking their own business requirements into account, they were unable to determine whether the technology they choose will aid them in achieving their business goals and objectives. This means that they select technologies that do not fit their architecture and processes and this impacts their business and IT processes.

The business department's lack of understanding of their business requirements and the poor technological fit of the CI products they acquire has meant that some of the technology they bought remains unused. This has also meant that the IT department has had to work twice as hard to ensure that they deliver on the business requirements.

Processes

Having a clearly defined and outlined process is critical in any business. Having effective consistent processes in place is more advantageous to an organization as it helps generate less waste; it helps create better value for an organization's customers and stakeholders. Having transparency in an organization enables them to perform more efficiently. Keeping abreast of the latest trends technologically will be beneficial to the organisation. It is beneficial for an organisation to be in touch with the latest technical trends as well as the business processes that are being adopted world-wide as well as by the organisations competitors.

There are no processes or procedures that have been defined for the procurement of technology within the organisation. This has resulted in the business unit being the sole decision makers as far the technology used for the deployment of CI products in the organisation is concerned. This has not worked well for the organisation as some of the decisions they make with regards to technology, have resulted in changes to the IT processes as well as other business processes.

These undefined processes have meant that some of the technologies that the business has acquired do not get used during the deployment of CI products. This has also resulted in additional technologies having to be acquired in order for the IT department to be able to deliver on the business requirements. As a result of this, architectural changes need to be made.

INTERPRETATION AND DISCUSSION

The factors that influenced the deployment of CI products were identified based on the analysis and findings (Communication, Collaboration, Processes and Business (Case) Development). As shown in Figure 2, this section presents discussion and interpretation of the findings. This means that a deeper sense making of the items that were found to be critical from the analysis.

Shared resources

In Capital Investments each of the departments that are involved in the deployment of CI products works in a silo. The sharing of resources would assist the organisation to work a lot more efficiently and effectively. The sharing of resources would enable them to be able to share ideas and also assist with the clarification of some information that is not clear. It would be beneficial for the business and the IT departments to come together before procurement of CI products for them to understand the business requirements. This discussion would aid both departments in identifying what their role will be in the deployment of CI products. This would also assist them in the identification of the resources that would play a role in the deployment of CI products, be it technical or non-technical resources. This would aid the planning of each of the departments.

The requirements that the organisation has for the deployment of CI products should indicate which resources will be shared and how the sharing will be done and handled. The developments of the CI products that will be bought also need to be understood so that the shared resources can be allocated accordingly. During the implementation of the CI products in the organisation, the shared resources need to be allocated carefully to ensure successful deployment of CI products in the organisations.

By working in silos, the business and IT departments do not know what the other department is doing and what they should expect from each other. When the business department started engaging with vendors that would be responsible for the deployment of CI products they did not consult the IT department for their input and advice. They only contacted the IT department after having acquired the CI products and signing contracts. There were no defined channels to be followed by each of the departments that were to be involved in the deployment of CI products. Each of the departments shared what they thought was relevant and kept other information to themselves.

It is critical for the business department to contact the
IT department as the IT resources were going to be involved in the deployment of CI products. The business unit also ought to have involved the IT resources when they engaged with the vendors.

**Governance**

It is important in any organisation for all its employees to know what the rules of engagement are that govern the organisation. The organisation should have clearly defined standards that are communicated to the employees. There should be consistency in the application of the standards within the organisation and between the divisions and departments. There should be a structure in place that informs the manner in which things should be done in the organisation, the processes and procedures that should be followed for the deployment of CI products.

By not adhering to the processes and procedures that govern the organisation, each department will follow their own process for the acquisition of CI products and this could prove to be costly for the organisation. The CI products that are introduced in the environment could potentially not fit into the architecture of the organisation and they could also struggle finding resources with the appropriate skills.

When the requirements for the CI products that are to be deployed in an organisation have been clearly defined then the governance rules that will be used to govern the products will have to be developed. The governance rules that govern the development of the CI products that will be deployed in the organisation have to be defined for each of the products. The implementation governance rules for the deployment of CI products need to be defined and understood.

**Significance**

It is important to understand why the organisation decided to deploy CI products in the organisation. Understanding the business requirements is critical for the justification of the business initiative. The employees of the organisation should understand the business requirements in order for them to see the value and the importance of deploying CI products in the organisation. The significance of the requirements needs to be clear to all the people that will be involved directly or indirectly with the deployment of the CI products in the organisation. This will ensure that their implementation is carried out more effectively. The significance of requirements determines and shapes decisions. ANT was also used to examine and understand how and why certain decisions were made, the effect of stakeholders' power and source of power during the deployment of CI products in the organisation used in the study. Without ANT, it would have been difficult or impossible to establish these theoretical facts which were based on empirical evidence. This is primarily because the socio-technical factors involved in the deployment of CI products are more complex than we thought or are meant to believe.

**Business re-engineering**

Having clearly defined goals and objectives is very important in any organisation. This will assist the organisation with the analysis and design of workflows as well as the processes that they need to follow in the organisation. This will also help the employees understand and clearly identify the tasks that they need to perform in order for them to realise the business goals.
and objectives. It is important that it is clear what the business and strategic goals of the business are for the deployment of CI products.

If the employees as well as the vendors do not understand what the business goals are they will not be able to deliver solutions that will enable the organisation to achieve its goals. Understanding could be engineered by social interaction, which is formed from relationship. ANT assisted us in establishing and understanding the relationships that existed between actors, which were both human and non-human and the networks within which they operated in the deployment of CI products in the organisation used in this study.

The requirements that will drive the business re-engineering have to be defined as these will influence the development of the business re-engineering. The business re-engineering will shape the implementation.

Conclusion

The article emphasises on the importance of understanding the organisation’s business requirements in the process of selecting and deployment of a CI product. More importantly, it examined the social interaction which took place during the deployment of CI in the Capital Investment Company.

The study explored the factors which are involved in the selection and deployment of CI products in organisations. Some of the findings from the study revealed that the non-technical factors such as network of friends are critical for the deployment of CI, as they enables and constrain activities. Also revealed is how the interplay amongst the actors shapes collaboration, processes and communication in the activities of the CI deployment. As unveil by the analysis, the non-technical factors make the deployment of CI products complicated, duly because of the varying interests of the involving actors.

The empirical evidences from the interactions that occurred between the technical and non-technical departments is of vital importance to both IT and business managers in organisations. It is a learning curve for the managers including other employee to understand the implications and manifestations of the socio-technical factors which are connected in the deployment of CI products. Otherwise, the same challenges will continue to be encountered.

The introduction of the moments of translation in the study would be of interest to academic and professionals. It brings a fresh perspective to the deployment of CI products in organisations. It contributes to students’ understanding of how to apply ANT in the analysis of qualitative data. More valuable is how moments of translation was used to theoretically understand the roles and importance of negotiation during the deployment of CI products in the organisations. Through ANT we were able to empirically understand the factors that influence the actors’ in the selection as well the deployment of CI products in the organisation.

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