

LLSMF2903 – Digital Business Systems

The Court Tennis Club

Final Report

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Abstract

To whom it may concern,

This report documents the comprehensive digital transformation journey undertaken by a team of IT digital transformation consultants within the framework of a Digital Business Systems course at UCLouvain. This project aimed to design and implement an integrated business information system to facilitate the digital transformation of “The Court Tennis Club”, a small, student-founded enterprise focused on making tennis accessible to all.

The report begins with an introduction, setting the context and the imperatives of digital transformation in the modern business landscape. It emphasizes the importance of adopting a well-rounded, integrated information system to streamline operations and enhance the overall customer experience.

Subsequently, the company, “The Court Tennis Club”, is presented. This section highlights the club's core mission, values, and operational model, providing the necessary background for the digital transformation project.

The organization and planification of the team and work are discussed in detail, outlining the roles, responsibilities, and strategies employed by us to ensure a successful implementation of the proposed solution.

The heart of the report delves into the envisioned Odoo implementation, elucidating how this flexible business management software was customized to meet the specific needs of “The Court Tennis Club”. It outlines the modules, features, and capabilities of Odoo that were harnessed to create a cohesive digital infrastructure.

Furthermore, the report explores the incorporation of Zapier as a tool for automation within the Odoo ecosystem. This automation serves as a critical component in optimizing internal processes and enhancing the efficiency of the business.

The report then addresses the positioning of the proposal within the context of digital business systems. It underscores how the integrated Odoo solution aligns with contemporary digital business trends, empowers the company to compete effectively, and sets the stage for future growth.

In conclusion, the report offers insights into the transformative potential of integrated business information systems and the positive impact they can have on small enterprises like “The Court Tennis Club”. It underscores the significance of adaptability and innovation in the realm of digital business systems.

Our team wishes you a compelling lecture.

Introduction

In the pages that follow, we present an in-depth analysis of our project, which centres around the digital transformation of “The Court Tennis Club”. This transformation involves the implementation of the robust Enterprise Resource Planning (ERP) system, Odoo. Our report not only delves into the particulars of this integration but also provides a comprehensive view of our team's structure, methodology, and the strategic positioning of our work.

Our choice of “The Court Tennis Club” as the focal point for this project stems from both personal and practical considerations. As a team of six students who share a deep passion for tennis, this endeavour resonates with us on a profound level. We see it not only as an academic exercise but as an opportunity to leverage our love for the sport to create a valuable solution for an existing business.

Furthermore, we've chosen “The Court Tennis Club” as the canvas for our digital transformation because it represents an operational reality. This established startup is already engaged in serving the tennis community and is a thriving venture.

Our geographic choice of Louvain-la-Neuve for this project also holds significance. Each member of our team resides in Louvain-la-Neuve during the week, making it a logical location for implementation. This enhances the practicality of our solution, which is designed to be accessible and user-friendly, especially for students.

Affordability and innovation were at the forefront of our project selection. We are mindful of the financial constraints that students often face, and we aim to create a solution that is both cost-effective and forward-looking.

In an increasingly digital world, deciding to digitalize “The Court Tennis Club” is not just a matter of convenience but it's a strategic imperative. The modern business landscape demands efficiency, accessibility, and scalability. With a digital transformation, “The Court Tennis Club” can make its operations more efficient, enhance customer experiences, and future-proof its operations. This document outlines how our project aligns with these goals and how it positions the club for success in a rapidly evolving business environment.

This report is not just a documentation of our accomplishments; it's a blueprint for the future. It outlines how “The Court Tennis Club” can transition into a more efficient, digitally empowered, and accessible hub for tennis enthusiasts. We invite you to join us on this journey as we explore the complexity of this transformation.

Description of the enterprise

“The Court Tennis Club” was born out of a shared love for tennis and a desire to eliminate barriers that often hinder people from picking up a racket and stepping onto the court. As students, they understand the challenges of balancing budgets, schedules, and passions. The company believes that everyone should have the opportunity to experience the thrill of tennis, regardless of their background or financial means.

It is a fully equipped tennis club, located in Louvain-la-Neuve, that owns its clubhouse with a restaurant, 6 tennis courts, and its own sports shop.

Their mission is to make tennis affordable for everyone in terms of prices and schedules.

At “The Court Tennis Club”, they stand for:

- **Affordable Prices:** They understand the importance of affordability, and their pricing reflects their commitment to making tennis accessible to all.
- **Quality Products:** They source and offer top-notch tennis equipment, ensuring that you can perform at your best on the court.
- **Accessible Courts:** Their rental facilities are well-maintained and conveniently located, making it easy for you to find a court and enjoy your game.
- **Passion-Driven:** Every member of their team shares a genuine passion for tennis, and they’re excited to share our enthusiasm and expertise with you.
- **Community Focus:** They believe that tennis is not just a sport; it's a community. They’re dedicated to building a welcoming and supportive tennis family that encourages players of all skill levels to grow and connect.

Compared to other tennis clubs, their club aims to offer night sessions at affordable prices with a high-quality service while offering entertainment events next to its principal activity.

They offer 3 different tennis courses going from beginner- to competition level with skilled coaches. During the year, they also organize tournaments and different kinds of events such as networking, corporate events... Players also can become members of the club by subscribing to one of their 3 different offers: ATP1000, ATP500, and ATP250.

To continue, their staff is composed of 3 tennis coaches available during the training sessions, 1 physical trainer who works part-time at the club, 2 chefs, 3 Human Resources members, 1 accountant, 1 marketing manager, 5 students who work according to their availability and the number of hours written in their contracts and 1 gardener.

Whether you're a casual player or a dedicated tennis enthusiast, “The Court Tennis Club” welcomes you to join their journey towards affordable, enjoyable tennis. Together, we'll serve up memories and rallies that will last a lifetime.

Organization and planification of the team and work

When it comes to our team organization, we made a deliberate choice to not choose one leader for the whole group. Instead, some people among us took naturally the lead. They are those who take the responsibility of setting the deadlines and ensuring that everything is clear and understood by everyone.

To ensure an optimal collaboration within the team, we used the MBTI study, helping us knowing the work preferences of each consultant. As we know that diverse profiles have different ways of collaborating, we established a system that centres around a reachable to-do list and structured meetings with clear agendas. Therefore, everyone knows exactly what to do and when to do it. However, we have also tried to retain flexibility in our organization.

S3	
03/10	Draft Progression - Internal Deadline
05/10	Draft Report - Delivery
S4	
10/10	Potential feedback on the Draft and tasks assignment
S5	
17/10	Review of Odoo Implementation
S6	
24/10	Brainstorming over final slides and video presentation
28/10	Finalisation of the slides
S7	
31/10	Recording of the video and writing of the Final Report
03/11	Video presentation and slides - Delivery
S8	
12/11	Final Report - Submission

01. Figure: Project planning

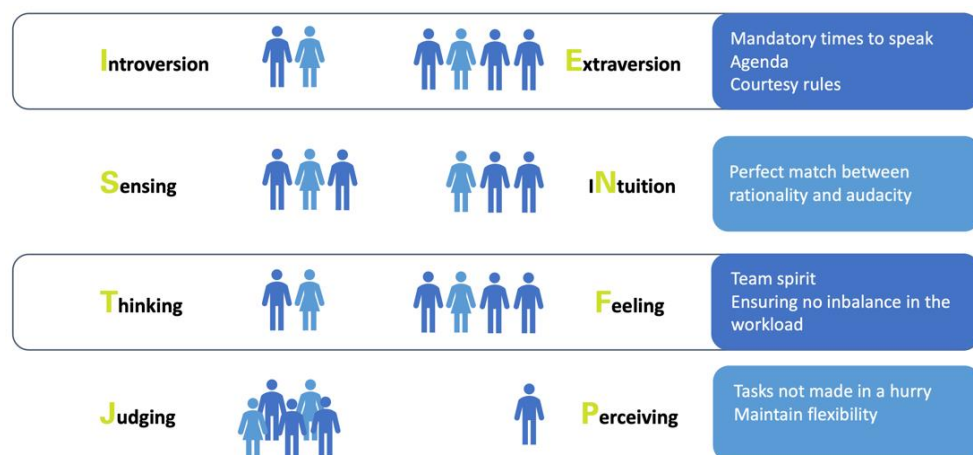
Throughout the week, everyone works independently according to the established task repartition. Every Tuesday morning, we reserve a room in the LSM building to gather and conduct our meetings. Those gatherings are very helpful because they provide an opportunity for team members to showcase their contributions and share their insights and ideas about the project. In turn, the other team members offer their constructive feedback on the work done. Feedback is very important so that every group member can give their review of the work and the improvements needed.

Before each meeting, we meticulously outline an agenda specifying the objectives to be achieved. With this method, we exactly know what to do so we are the most efficient possible. This group work is not the only one we have during this part of the semester, so this method helps us to manage all the work we must do for each course. Furthermore, this allowed the more introverted members of the groupe to have the time to prepare the meeting calmly so that they could give their ideas without pressure.

As previously mentioned, we work with a well-defined task repartition among the group members as well as for the division of the Odoo implementation for the writing of this final

report. Concerning the Odoo implementation, we have structured our efforts into pairs or individual work. We recognized that developing the website demanded effort and creativity, two people got involved: Edouard and Claire. With Elise's help, they also did the *SMS marketing* and *email marketing*. Meanwhile, Nicolas and Taha took charge of the *sales* and *inventory* parts. Alexandre supported Nicolas and Taha in their endeavors and he also implemented *invoicing*, *accountancy*, and *calendar*. Lastly, Elise oversaw *employee relations*, *planning* and *recruitment*. After reflection, we have decided to delete the recruitment app because we found it inappropriate for our customer "The Court Tennis Club". Once each team member had implemented their respective part, we conducted a comprehensive review and validation of all implementations in a collective meeting.

For the writing part of this final report, we divided the work among ourselves, either working individually or in collaboration with a fellow team member.



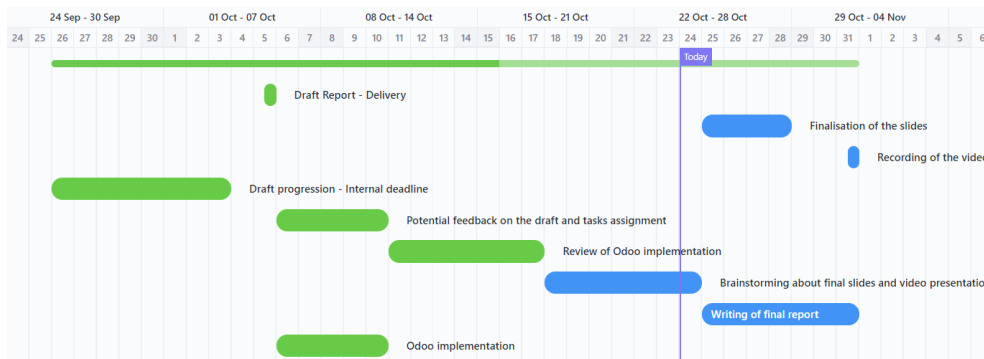
02. Figure: MBTI profiles of the group, and group rules for working together in the best possible way

In addition to our task repartition and effective communication methods, we also embraced the principles of the Agile Scrum method that we have learned during the lectures. The Agile Scrum method is a flexible and collaborative approach to project management that uses short work cycles called sprints to deliver valuable results. This method is helpful for teamwork, adaptability, and efficiency.

For the Scrum method, we need team members with complementary skills and that's what we have. Indeed, some of us feel more comfortable with the Odoo implementation, others with designing the website and others with the team organization (leader). To ensure that the work is completed on time, we followed a sprint-based planning. During our weekly meetings we established deadlines based on a clear task repartition and one or two weeks later we held feedback sessions to evaluate the work that had been done. For instance, we set a one-week sprint for the Odoo implementation and the development of "The Court Tennis Club's" website, with each team member working on their part during the week. Subsequently, we conducted a debrief on the Odoo implementation and the website. This approach allowed us to maintain a comprehensive overview of our work and avoid becoming overwhelmed by the tasks at hand. The fact that we work on our own or in pairs means that we can move forward more quickly without having to wait for weekly meetings to make progress on the project.

Gantt Chart

To enhance our efficiency, we decided to implement a Gantt Chart where we have put all the crucial deadlines, including those set by the teaching team and our internal deadlines. This visual representation of the project helps guide us on what task needs to be completed and when. As already mentioned before, we have other group works for other courses of our master's program so the Gantt chart is a tool that we find very useful for getting an idea of the amount of work to be done and having the work in a big picture. Depending on our progress and the efficiency of the group members, the basic Gantt Chart is likely to change.



03. Figure: Gantt Chart of The Court's digital transformation with Odoo as ERP

Positioning of our proposal

"The Court Tennis Club's" mission is to make tennis accessible to all, especially students. Located on the Louvain-la-Neuve campus, the club enables students to play tennis for extended hours and at democratic prices.

Our main customer target is, as mentioned above, students, but we also have other offers for other types of people (seniors, very good players, etc.).

We have several competitors on the Louvain-la-Neuve site, such as Club "Le Parc", as well as tennis courts available to students who have paid a "sport" membership fee in addition to their studies. However, we have several competitive advantages, such as our affordable prices for students, as well as our numerous events organized at the club, which help to ensure good cohesion among members.

We're also an ethical club. In addition to giving as many people as possible access to tennis, we also have a restaurant, whose products are organic and come from our eco-responsible Belgian supplier: Big Foot Family. As mentioned above, we also have a store selling sporting goods, and try to ensure that the products we sell are co-responsible and recyclable.

As for our marketing strategy, we've launched several actions on social networks to publicize our events and raise awareness of the club. However, our biggest source of new customers remains recommendations on our website, positive comments, and word of mouth. We attach the greatest importance to this.

Our persona

To define our target audience, we thought it best to create a persona, an imaginary character who represents our target.

“Marie, a B.Sc. 2 student in economics from Brussels, lives in Louvain-la-Neuve during the week. Marie loves sports, including tennis, both for physical exercise and the social aspect. As she only has a student job once a week, she doesn't have a lot of money to spend on sports fees.”



Business Model Canvas

We have created a business model template to give you a good idea of “The Court Tennis Club's” business model. This model also allows us to see the competitive advantages of a company, how they work, the customers affected, etc.

Key Partners - Equipment suppliers: Babolat, Asics - Food supplier: Big Food Family - BPost - PayPal - Odoo - Furniture :Maison du Monde: - FRBT/KBTB	Key Activities - Customer service (shop, rental) - Deliveries - Marketing - Event	Value Propositions - Affordable prices for students - Extended open hours (8am-11pm) - Possibility of returning items - Cancelling reservations	Customer relationships - Automated shop and reservations - Email and SMS sending for confirmation of reservations and events - Online help - Loyalty of the club's members thanks to events	Customer segments - Students looking for affordable prices while high-quality services - Young workers - Adults - People looking for tennis-related events - People interested in networking
	Key Resources - Physical: Tennis club, restaurant, and shop - Online: Website with an online shop - Human resources: 17 employees		Channels Website Emails: Invoices and newsletters SMS: Reservation confirmation Social networks: Facebook, Instagram, TikTok	
Cost Structure - Variable costs: Electricity, food deliveries, heat, salaries, cost related to events - Fixed costs: Gardening, reimbursement of the tennis club, Odoo system			Revenues Stream - Shop in partnership with our equipment suppliers - Ethic restaurant with local products - Rental of tennis courses and courts	

Legend: *Feasibility*, *Desirability*, *Viability*

SWOT method

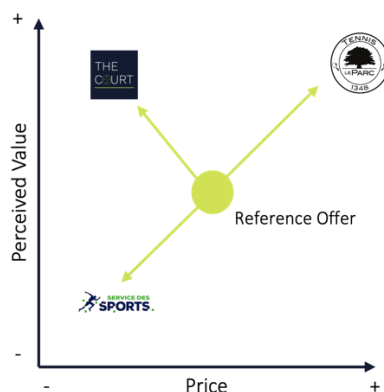
We used the SWOT method to identify “The Court Tennis Club's” strengths, weaknesses, threats, and opportunities. This makes it possible to anticipate potential future events and to prepare a strategy.

Strengths Affordable prices. Extended opening hours (8 am – 11 pm). Many events are organized at “The Court Tennis Club”. Ideally located for the students. The presence of a physical trainer in addition to the coaches. A restaurant and a tennis shop. Eco-responsible and sustainable catering partners.	Weaknesses Low prices for students, so it's hard to make much profit quickly. Located in Louvain-la-Neuve, our main target is students. However, students stay on campus for an average of 5 years, which makes it difficult to build up customer loyalty.
Opportunities The Australian Open tennis tournament returns in January, a tournament that is sure to promote our sport.	Threats Increasing of the number of paddle players (80% between 2022 and 2023).* Falling of the number of tennis players (12% between 2012 and 2021).*

*According to the Website “Gestion Sport”

Bowman Clock

We created a bowman clock to see where the court stands among its competitors, and to analyze the strategies adopted by competitors.



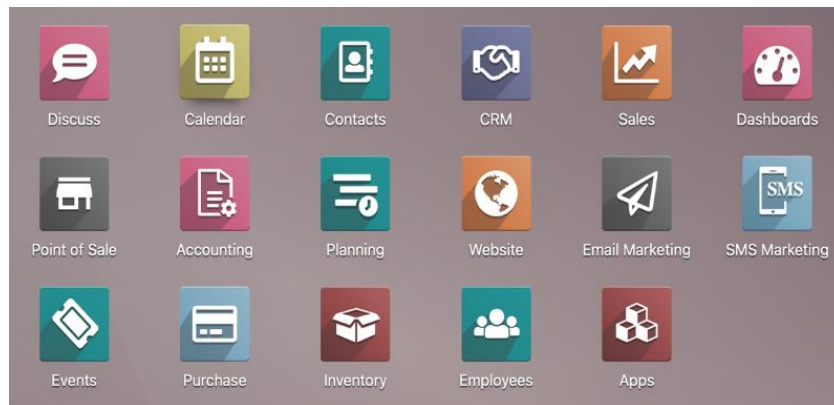
04. Figure: Bowman Clock

With the Bowman Clock, we can analyze the different market positions of the tennis clubs in Louvain-la-Neuve. The Club has a high perceived value thanks to its high-quality services and infrastructure and low prices which puts it in a hybrid strategy. UCL Sports adopts an epuration strategy and Tennis Club du Parc a sophistication strategy.

We can therefore see that we are strategically well positioned about our closer competitors on the Louvain-la-Neuve campus. Indeed, compared to UCL Sports, we offer roughly the same price range for students but are perceived in a more positive light. Compared with Le Parc, we are perceived in much the same way, but at a lower price. That's still a big advantage for us, except that some people think that high quality only goes hand in hand with high prices.

Odoo implementation

After brainstorming, we have decided to implement our project into the Odoo system and use different Odoo apps structured into four segments: Project Management, External Core Business, Marketing and Finance.



05. Figure: Odoo modules used for the Odoo implementation

Project Management

Project Management is made up of five different applications. It includes **Calendar**, **Planning**, **Contacts**, **Employees** and **Customer Relationship Management (CRM)**.

Calendar: It is one of the most important in our business. The calendar app allows us to satisfy the demands of clients and more than that; keep an exemplary organization between employees, clients, and the club. Each court rental or tennis lesson will be present in the app. That will allow us to have no confusion in the court program. The calendar is linked to the website to respond to client demands.

Planning: To keep the connection between employees, clients, and “The Court Tennis Club”; we used the planning app to coordinate employee’s shifts and the request made by the customer on the website.

Contacts: This section contains our customer database, our providers, and our staff team. With a customer retention system, we register our contacts in our database when they make a purchase in the shop or when they rent a court. This application will help us to build loyalty among our contacts and make it easier to contact them about offers or new products in the shop via our Newsletters.

Employees: This section lists our staff team segmented into different departments. “The Court Tennis Club” is composed of 17 employees: 4 tennis coaches, 3 waiters, 2 chefs, 2 sellers, 1 accountant, 1 marketer, 1 gardener, and 3 human resources consultants. It will help us to organize efficiently our team and consequently our way of working together.

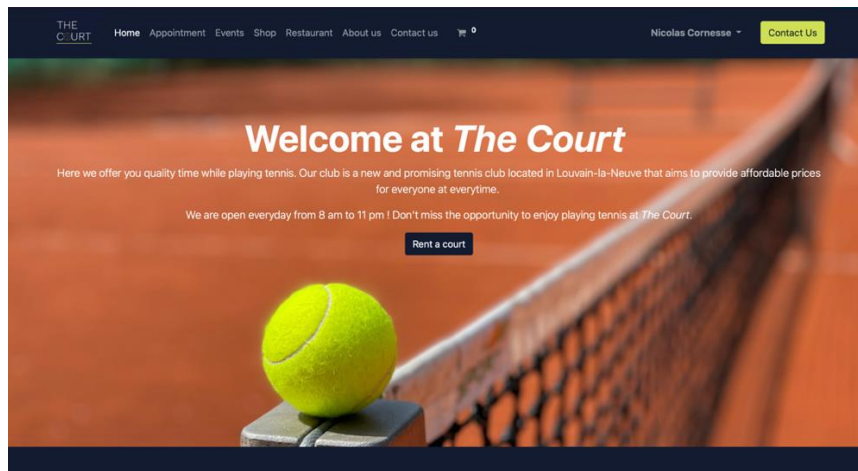
Another important tool is **Customer Relationship Management**. The CRM tool will enable us to keep a more precise record of contacts who have purchased from the club. Thanks to this module, we have been able to introduce a Zapier to optimize and automate actions between what is purchased and what remains in the club's stocks.

External Core business

The core business segment includes three apps: **Website**, **Inventory** and **Events**.

Starting with our principal tool, the website.

Website is one of the most essential marketing tools today, as it helps to increase the visibility of a business such as a tennis club. We use it to provide access to the club's information, as well as to its shop, to book a game or a tennis lesson, to check court availability, the restaurant menu, and so on. It brings together and links the various other tools we use to keep “The Court Tennis Club” running smoothly.



06. Figure: The Court's website welcome page

Inventory: This application is also one of the most important in the Odoo implementation. It's directly linked with the other applications and gives us a look into the stock variation. This allows us to order products that are available in “The Court Tennis Club's” shop, receive invoices and therefore increase our stock when necessary.

As we continue to expand and evolve, we are confident that Odoo Inventory will play a pivotal role in our inventory management strategy, helping us to achieve greater efficiency and accuracy in our supply chain management. This interface allowed us to efficiently manage our stock levels, track product movements, and optimize our warehouse operations. With Odoo Inventory, we will gain real-time visibility into our inventory, which has enabled us to reduce carrying costs, prevent stockouts, and enhance our overall supply chain efficiency. The ability to integrate Odoo Inventory with other Odoo applications has further simplified our business operations, making it an indispensable tool for our growing company's success.

Events: Thanks to this app we can program the events of the club. We have linked it to the website so that our web page visitors can follow the various events organized by the club.

Marketing

The marketing part of a business is one of the keys to a successful project. Marketing increases the visibility of the project. As in the case of a tennis club, easy direct access to club information can attract and increase customer loyalty.

This is why we decided to use **Email Marketing** and **SMS Marketing** applications in our Odoo implementation.

The first marketing tool for keeping our customers up to date is **Email Marketing**. By sending regular emails to our customer base and setting up a newsletter, this tool enables us to keep in constant contact with our customers. It aims to increase the loyalty of “The Court Tennis Club's” members and to provide them with a wide range of information relating to the club's activities.

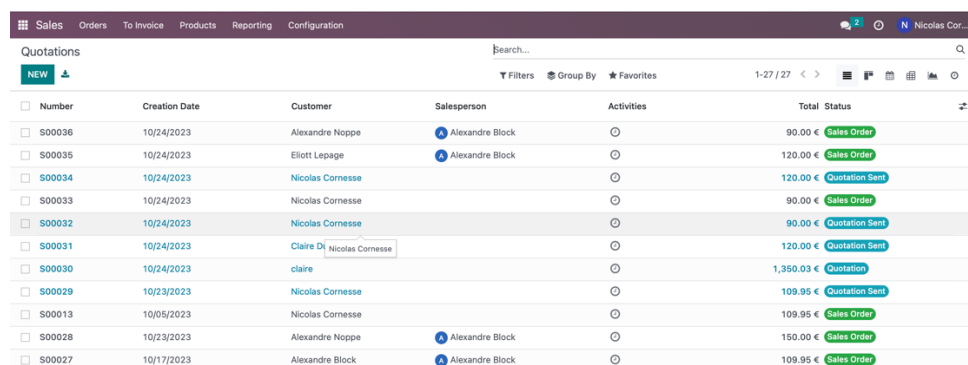
A second equally important app that we found relevant for strengthening the organization between customers and the club is **SMS Marketing**. This function sends a message to remind customers of their events. It also acts as a newsletter, sending out information about the club's activities and helping to build customer loyalty.

However, if the budget was available, we would have liked to develop an additional function with Odoo to remind customers of their reservations. Unfortunately, this is not possible with the basic functionality of the module because the SMS must have a predetermined date for sending.

Finance

For the Finance segment, we decided to implement four Odoo modules: **Sales**, **Accounting**, **Point of Sales**, and **Purchase**. These different applications will contribute to the Club's sound financial management.

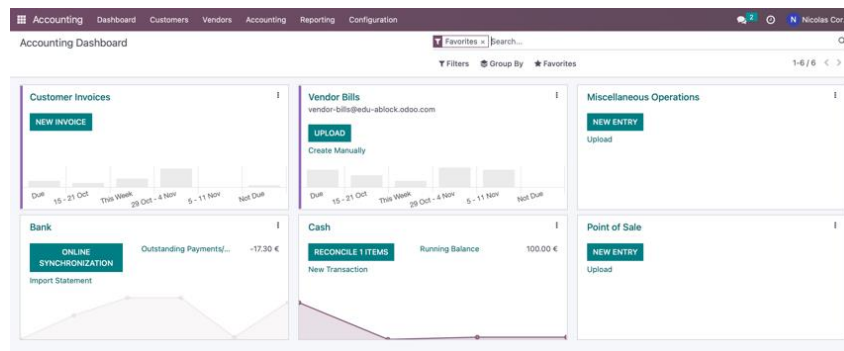
Sales and **Accounting** modules will keep a record of all the Club's financial income and expenditures. They are linked to the inventory and purchase modules to manage the follow-up from the moment a product is added to the shopping basket, through to order confirmation and payment. Together, they manage all the orders placed on the site by the customer.



Number	Creation Date	Customer	Salesperson	Activities	Total	Status
S00036	10/24/2023	Alexandre Noppe	Alexandre Block		90.00 €	Sales Order
S00035	10/24/2023	Eliott Lepage	Alexandre Block		120.00 €	Sales Order
S00034	10/24/2023	Nicolas Cornesse			120.00 €	Quotation Sent
S00033	10/24/2023	Nicolas Cornesse			90.00 €	Sales Order
S00032	10/24/2023	Nicolas Cornesse			90.00 €	Quotation Sent
S00031	10/24/2023	Claire Di Nicolas Cornesse			120.00 €	Quotation Sent
S00030	10/24/2023	claire			1,350.03 €	Quotation
S00029	10/23/2023	Nicolas Cornesse			109.95 €	Quotation Sent
S00013	10/05/2023	Nicolas Cornesse			109.95 €	Sales Order
S00028	10/23/2023	Alexandre Noppe	Alexandre Block		150.00 €	Sales Order
S00027	10/17/2023	Alexandre Block	Alexandre Block		109.95 €	Sales Order

07. Figure: Odoo Sales module with the Quotations point of view

More specifically, the **Accounting** tool covers the company's general accounting. It easily details the accounting and will enable the employees responsible for this department to avoid errors by being automated. It will encode the placing of the product in the shopping basket right up to the confirmation of the order by the customer or the tips given by the customer in the restaurant part of the club. It will also be able to send the order invoice at the customer's request.

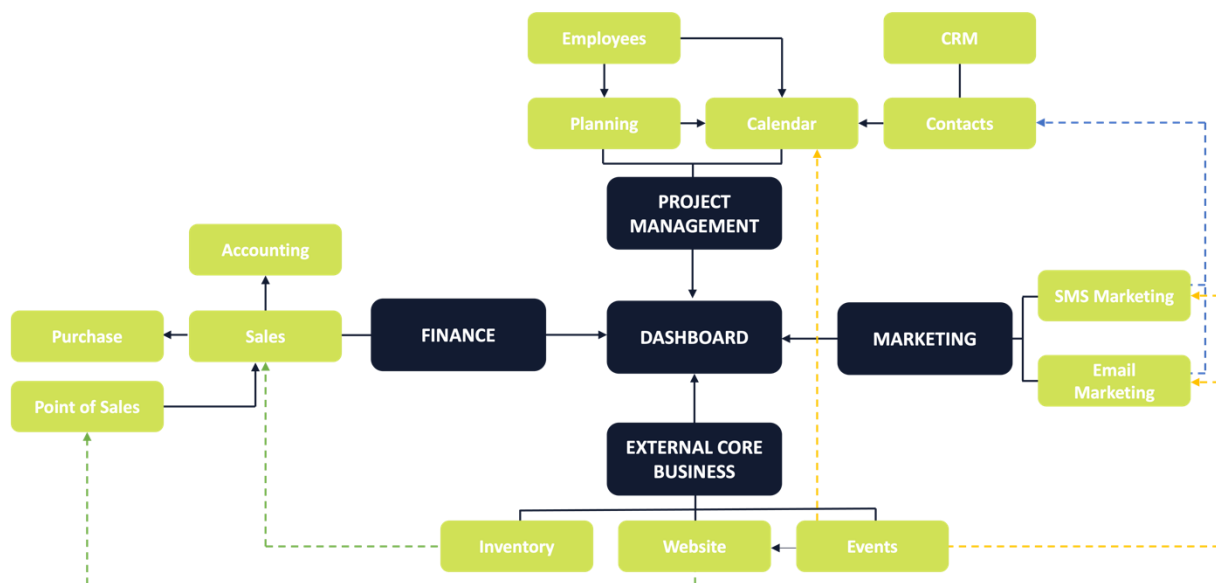


08. Figure: Odoo Accounting module - Dashboard

The accounting module will also make it possible to track the different status and origin of payments: whether they are in the process of being paid, paid, or cancelled, or whether they come from the point of sale.

All these operations are classified and listed in the system to ensure that the accounts are as complete and accurate as possible.

Finally, it brings together information from the various financial modules (sales, point of sales and purchase).



09. Figure: "The Court Tennis Club's" ecosystem for Odoo implementation

Advantages and limitations of Odoo

We have highlighted 4 advantages and 3 limitations of using Odoo.

Advantages

1. The first advantage that flows naturally is that Odoo is a **cost-effective website**. It means that we can use it completely free of charge.
2. Afterwards, one of the key benefits is that Odoo is **modular and scalable**. In other words, it means that the number of modules and apps is a personal decision. Whatever the size of a business, the user can choose the apps and modules used.

3. The third advantage is **customization**. Odoo is highly customizable, allowing companies to tailor the software to their specific needs. (customer loyalty, profit growth, recruitment, etc.)
4. **Reporting and analytics** are also an advantage identified. The software offers robust and reliable reporting and analytics tools to help businesses make timely data-driven decisions.

Limitations

1. **Performance Issues**. Sometimes, when someone has an interaction with Odoo, it is not yet visible to the others, due to the slowness of the system.
2. **Upgrades and Maintenance**. It can be difficult for a company to keep Odoo up to date and, as a result, end up with false information that can lead to poor decision-making.
3. **Vendor Lock-in**. Registering a supplier in Odoo could create a dependency on that supplier for the sake of simplicity or forgetting to look at competitors.

However, we have decided to place a point between the advantages and the limitations because, depending on your knowledge and the way you use Odoo, this point can very quickly change from an advantage to a limitation and vice versa. Depending on the user's knowledge of the interface and the number of modules used, it's not uncommon to get lost in the application and, even worse, to make irreparable mistakes.

Access to our Odoo prototype (edu-ablock) for "The Court Tennis Club" is possible as you have to sign in on <https://www.odoo.com> with the following credentials:

1. Username: alexandre.block@student.uclouvain.be
2. Password: 53M8Z-6p!y5ZR\$.

Theoretical point of view

Implementation plan

When we wanted to implement "The Court Tennis Club's" various business processes on Odoo, we realized that we were adopting a vanilla approach. Indeed, we didn't modify an Odoo application by improving or creating it. The majority of Odoo applications matched well with the business processes. We're talking about the majority here because we only had access to the free version of Odoo. We assumed that thanks to the paid version, we could satisfy all the needs of "The Court Tennis Club". Thanks to the paid version we would therefore be in a totally vanilla approach, which corresponds 100% to the company.

A vanilla approach can reduce costs compared to a chocolate approach. A disadvantage of the vanilla approach may be, in the case of Odoo, having to modify the business processes in the company directly and having to do things differently, because the applications don't always allow you to do what was originally planned. We assume that if we had access to the paid version of Odoo, we would be able to implement everything, without modifying anything beforehand due to the efficient and clear structure imagined for the digital transformation of "The Court Tennis Club".

Silo's structure

To make sure our tailor-made Odoo fitted with “The Court Tennis Club” day-to-day functioning, we used its horizontal silo structure, as well as its vertical structure, to create a cross-functional system that was as accurate as possible, responding as closely as possible to the company's requirements, considering its strategy and the departments already in operation.

The vertical silo structure distinguished the different business functions. This enabled us to see which applications to use on Odoo and to identify the company's main activities. We crossed the business processes to automate and facilitate the digital transformation as much as possible for the members and employees of “The Court Tennis Club”.

As we said earlier, we also used the horizontal silo structure to distinguish between long-term strategy, things done in the medium term, and operational. It was very important for us to take this into account, for example, to respect “The Court Tennis Club's” mission (in line with the long-term vision), in the Odoo implementation and to allow effective cross-functional uses.

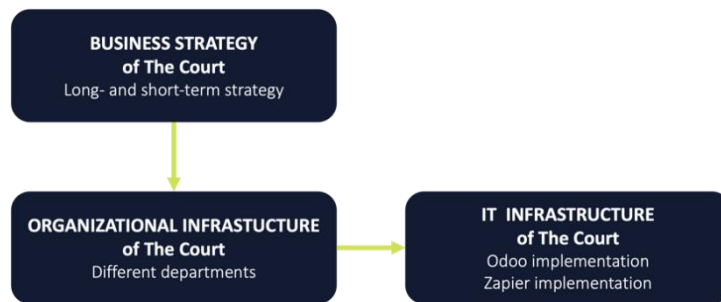


10. Figure: “The Court Tennis Club’s” functional silos before the Odoo implementation

The final delivered IT system is based on a cross-functional way of working, we are not working in silos anymore. Indeed, the different business functions can now work efficiently thanks to their direct linking in the IT system, allowing gains of time, money, and synergies between them. For instance, data from Sales is instantly shared with Finance and Accounting permitting co-working between the units with the same database across the whole infrastructure. This also makes the structure more flexible than it previously was.

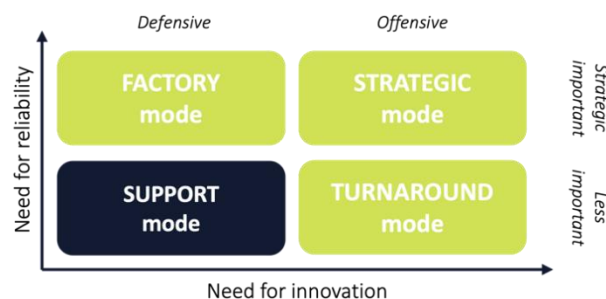
Business-IT Alignment & Strategic Impact Grid

We have carried out a **strategy execution**. We started with a business strategy for “The Court Tennis Club”, which was explained in the first part of this report. This strategy led to the organization of “The Court Tennis Club’s” infrastructure. Based on these 2 first parts, we created our IT infrastructure using Odoo. It's a classic vision of management where we the consultants (here considered as managers for “The Court Tennis Club’s” digital transformation) only have the role of implementing the system.



11. Figure: Strategic Alignment Model – Strategy execution

Our IT is in the form of a **support mode**. Our IT system doesn't need any special innovation, it's not at all a source of competitive advantage for us. “The Court Tennis Club's” IT system needs classic reliability to keep the sports club running smoothly, but it doesn't have to be 100% reliable - errors and lapses are acceptable. “The Court Tennis Club” has standardized IT systems and those are mostly a cost for business operations.



12. Figure: Strategic Impact Grid

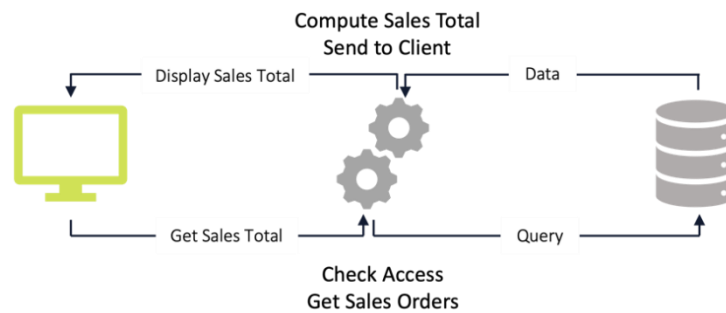
Enterprise System Architecture

It is important to know how “The Court Tennis Club” will work with its ERP provider and to define how the integrated system architecture works. Odoo follows a three-tier architecture which means that there are three different layers:

1. The first layer is called the **Application Tier**, which allows us to present data and interact directly with the user.
2. The second layer is called the **Servers Tier**, which is responsible for every interaction with the data layer and is run by the Odoo servers.
3. The third layer is the **Data Tier** and at the same time the lowest-level layer, it ensures data storage and persistence.

From a daily use point of view, it means that each time the end-user connects himself on his device to the Presentation layer (thanks to the Odoo application), he will automatically connect to the servers which check the access to the database and the various implemented modules.

That kind of architecture provides various benefits like scalability and lower costs of maintenance and support as the servers are owned by one single provider managing access to several companies. It's also important to note that this kind of architecture can be quite expensive and hard to understand if you are not used to it.

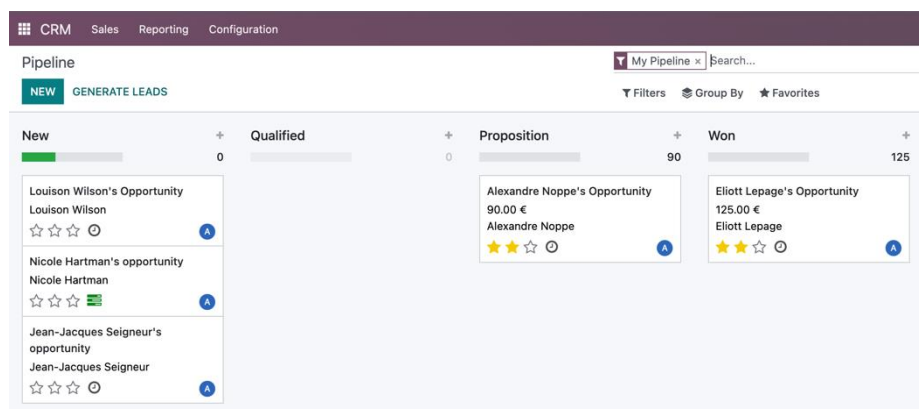


13. Figure: Three-Tier Architecture based on a Sales Total query

Zapier Implementation

Zapier is an IT solution that allows the integration of data from one web application to another and that also automates workflows.

In that case, we used it to create and update a cloud-based Excel containing every data available from each customer of “The Court Tennis Club”. With the tracking of our website, we can automate the creation of leads in our CRM system and fluidize the workflow. Each website visitor will be tracked down by his IP address and that same IP address will give us some important data such as the Name, Surname, Mail Address, and Address (Street and location) of each visitor.



14. Figure: Pipeline in the CRM module of “The Court Tennis Club’s” Odoo

Those data will be directly summarized in one new lead allocated in the “New” column of our CRM pipeline. For each new lead, Zapier will automatically add the new information to an Excel Sheet.

That Excel Sheet will on purpose be used to launch our marketing mailing campaigns and to have a summarized easy-access tool to find data about our current and potential customers and be used for business computation, such as expected attendance to the next event, potential growth of club’s members, etc.

Name	Contact Name	Phone	Mobile	Street Address	Zip	City	Mail
Alexandre Noppe's Opportunity	Alexandre Noppe	+32 496 53 44 36		Rue du Paradis, 43	1340	Ottignies	blockalex01@gmail.com
Jean-Jacques Seigneur's opportunity	Jean-Jacques Seigneur	+32 478 51 82 75		Rue de la Raquette, 15	1540	Ballot	jean.jacques@seigneur.be
Louison Wilson's Opportunity	Louison Wilson	+32 476 89 09		Avenue du Tennis, 40	1639	Austral	lwilson@wilson.be
Nicole Hartman's opportunity	Nicole Hartman	+32 486 57 69		Boulevard de Roland, 13	8904	Nadala	nicole.hart@gmail.com

15. Figure: Excel Sheet of synchronized data of customers and their information coming from Odoo

Peer reviews feedback

After receiving the results of the peer reviews, we decided to take the different feedback into account to improve our final report as well. By explaining our project in a 15-minute video, we were also able to see if our explanations were clear enough for someone external to it. In certain cases, those explanations could be better formulated to ensure that the whole scope of the project was well understood. Thanks to that constructive feedback, we have rewritten some parts of our final report and added complementary information.

Recommendations

We have some recommendations for “The Court Tennis Club” for the future to ensure that the business runs as smoothly as possible.

- Ensure that all staff who have not had direct access to our **Odoo demonstration**, as well as new recruits, know how to use the ERP. “The Court Tennis Club” could ask the seniors to train the juniors or create an explanatory video.
- Use Odoo's functionalities to produce **reports and analyses** (on sales, forecasts, etc.). It's very easy to use and a real bonus. This is what we call "performance management".
- Make sure you **back up** Odoo data on other platforms (cloud or put it on a hard drive). Odoo is reliable, but never 100%. You therefore need to think about backing up data in the event of an Odoo crash or attack, as the consequences of losing data can be enormous (in terms of money and for the company's reputation).
- After gathering **feedback** from direct users, but also from customers (who interact with the website), do not hesitate to make changes to the system that has been set up directly, or to call on our team again. Odoo offers a huge range of functions, so modules can be added, if necessary (for example for a new special service at “The Court Tennis Club”), and others removed if the club finds that they are not of great use.
- The consultancy team also recommends that you **make your teams aware** of the risks of **cyber-attacks** and fishing in particular. It has been proven that humans are the number one source of cyber-attacks in recent years.

Conclusion

In the culmination of this project, our team has executed a comprehensive digital renovation of “The Court Tennis Club”. Through the integration of the Odoo ERP system, we have not only enhanced the club's operational efficiency but also positioned it for a more accessible, competitive, and sustainable future.

Our endeavour was not merely an academic exercise but also our dedication to making this sport more accessible. We've shown that digital transformation is not just reserved for large corporations but can be a powerful catalyst for growth and innovation in small, community-driven businesses.

We decided to work with Odoo and implemented 14 modules divided into 4 business process segments. First, for project management, we implemented employees, contacts, CRM, planning, and calendars. For the second one, external core business, we chose events, websites, and inventory. For the third one, marketing, we implemented SMS- and email marketing. And finally for the last one, finance, we chose sales, purchase, point of sales and accounting.

As we reflect on the journey, it's clear that the successful implementation of Odoo and the integration of automation tools like Zapier have the potential to revolutionize the way “The Court Tennis Club” operates. The synergy between technology and our team has created a digitally empowered refuge for tennis enthusiasts.

The positioning of our work within the broader context of digital business systems underscores the importance of adaptability and innovation in the modern business landscape. Our project showcases that even small startups can embrace the digital age, catering to the needs of the digital-savvy customer and creating a sustainable path forward.

As “The Court Tennis Club” continues its journey, we are confident that the digital transformation will serve as a foundation for future success. This report serves not only as documentation of our efforts but as a roadmap for the club's digital evolution. We look forward to observing the continued growth and prosperity of the club and the wider impact of digitalization within the tennis community.

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