

Case Study for Information Management

資訊管理個案

Achieving Operational Excellence and Customer Intimacy - Enterprise Application: Border States Industries Inc. (BSE) (Chap. 9)

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Mon 8, 9, 10 (15:10-18:00) B602

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課程大綱 (Syllabus)

週次	日期	內容 (Subject/Topics)
1	101/09/10	Introduction to Case Study for Information Management
2	101/09/17	Information Systems in Global Business: 1. UPS, 2. The National Bank of Kuwait (Chap. 1)
3	101/09/24	Global E-Business and Collaboration: NTUC Income (Chap. 2)
4	101/10/01	Information Systems, Organization, and Strategy: Soundbuzz (Chap. 3)
5	101/10/08	IT Infrastructure and Emerging Technologies: Salesforce.com (Chap. 5)
6	101/10/15	Foundations of Business Intelligence: Lego (Chap. 6)

課程大綱 (Syllabus)

週次	日期	內容 (Subject/Topics)
7	101/10/22	Telecommunications, the Internet, and Wireless Technology: Google, Apple, and Microsoft (Chap. 7)
8	101/10/29	Securing Information System: 1. Facebook, 2. European Network and Information Security Agency (ENISA) (Chap. 8)
9	101/11/05	Midterm Report (期中報告)
10	101/11/12	期中考試週
11	101/11/19	Enterprise Application: Border States Industries Inc. (BSE) (Chap. 9)
12	101/11/26	E-commerce: 1. Facebook, 2. Amazon vs. Walmart (Chap. 10)

課程大綱 (Syllabus)

週次	日期	內容 (Subject/Topics)
13	101/12/03	Knowledge Management: Tata Consulting Services (Chap. 11)
14	101/12/10	Enhancing Decision Making: CompStat (Chap. 12)
15	101/12/17	Building Information Systems: Electronic Medical Records (Chap. 13)
16	101/12/24	Managing Projects: JetBlue and WestJet (Chap. 14)
17	101/12/31	Final Report (期末報告)
18	102/01/07	期末考試週

Chap. 9
Achieving
Operational Excellence
and
Customer Intimacy –
Enterprise Application:
Border States Industries Inc.
(BSE)

Case Study:

Border States Industries (BSE) Fuels Rapid Growth with ERP (Chap. 9)

1. What problems was Border States Industries encountering as it expanded? What management, organization, and technology factors were responsible for these problems?
2. How easy was it to develop a solution using SAP ERP software? Explain your answer.
3. List and describe the benefits from the SAP software.
4. How much did the new system solution transform the business? Explain your answer.
5. How successful was this solution for BSE? Identify and describe the metrics used to measure the success of the solution.
6. If you had been in charge of SAP's ERP implementations, what would you have done differently?

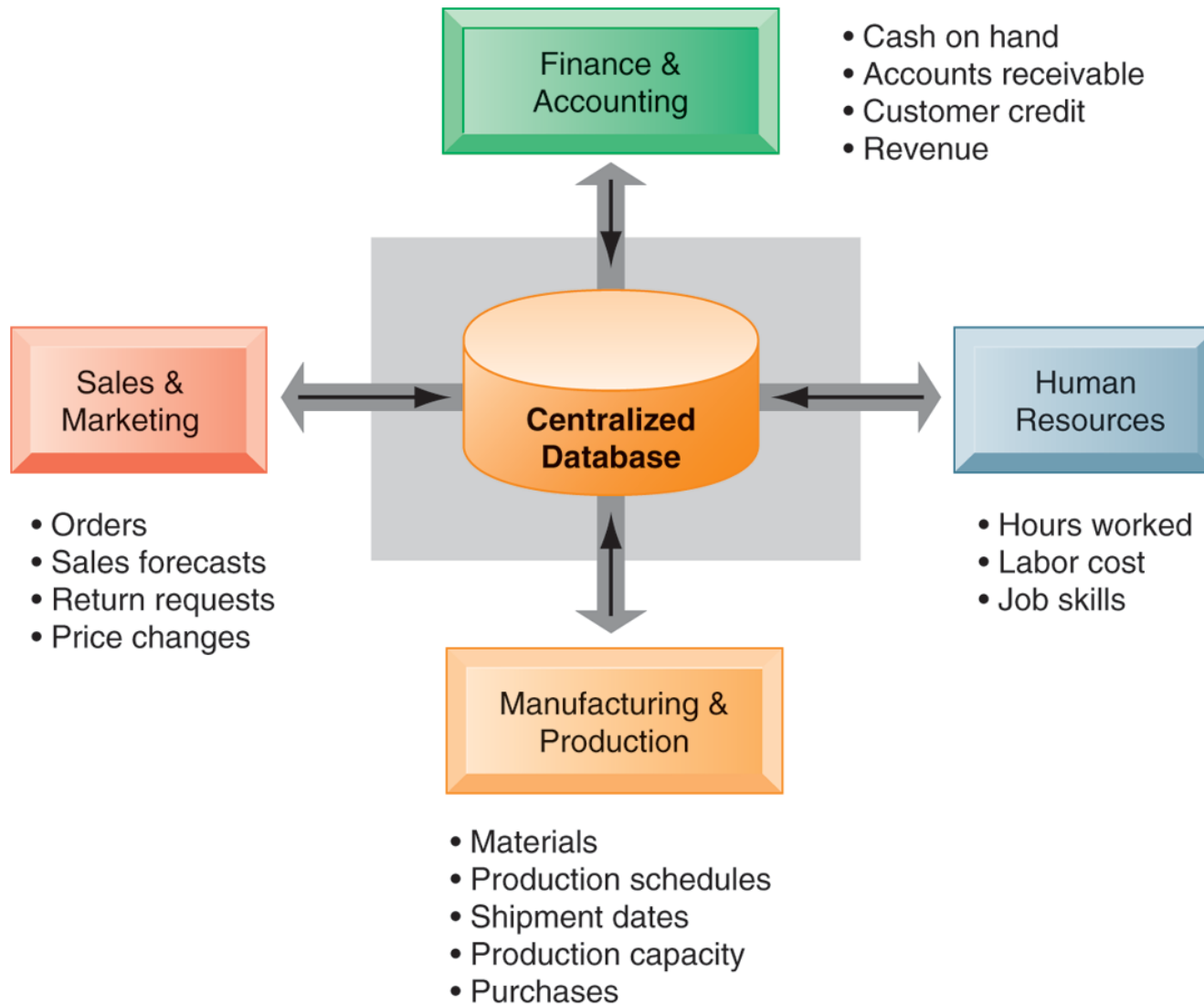
Enterprise Systems

- Also called “enterprise resource planning (ERP) systems”
- Suite of integrated software modules and a common central database
- Collects data from many divisions of firm for use in nearly all of firm’s internal business activities
- Information entered in one process is immediately available for other processes

Enterprise Software

- **Built around thousands of predefined **business processes** that reflect **best practices****
 - Finance/accounting: General ledger, accounts payable, etc.
 - Human resources: Personnel administration, payroll, etc.
 - Manufacturing/production: Purchasing, shipping, etc.
 - Sales/marketing: Order processing, billing, sales planning, etc.
- **To implement, firms:**
 - Select functions of system they wish to use
 - Map business processes to software processes
 - Use software's configuration tables for customizing

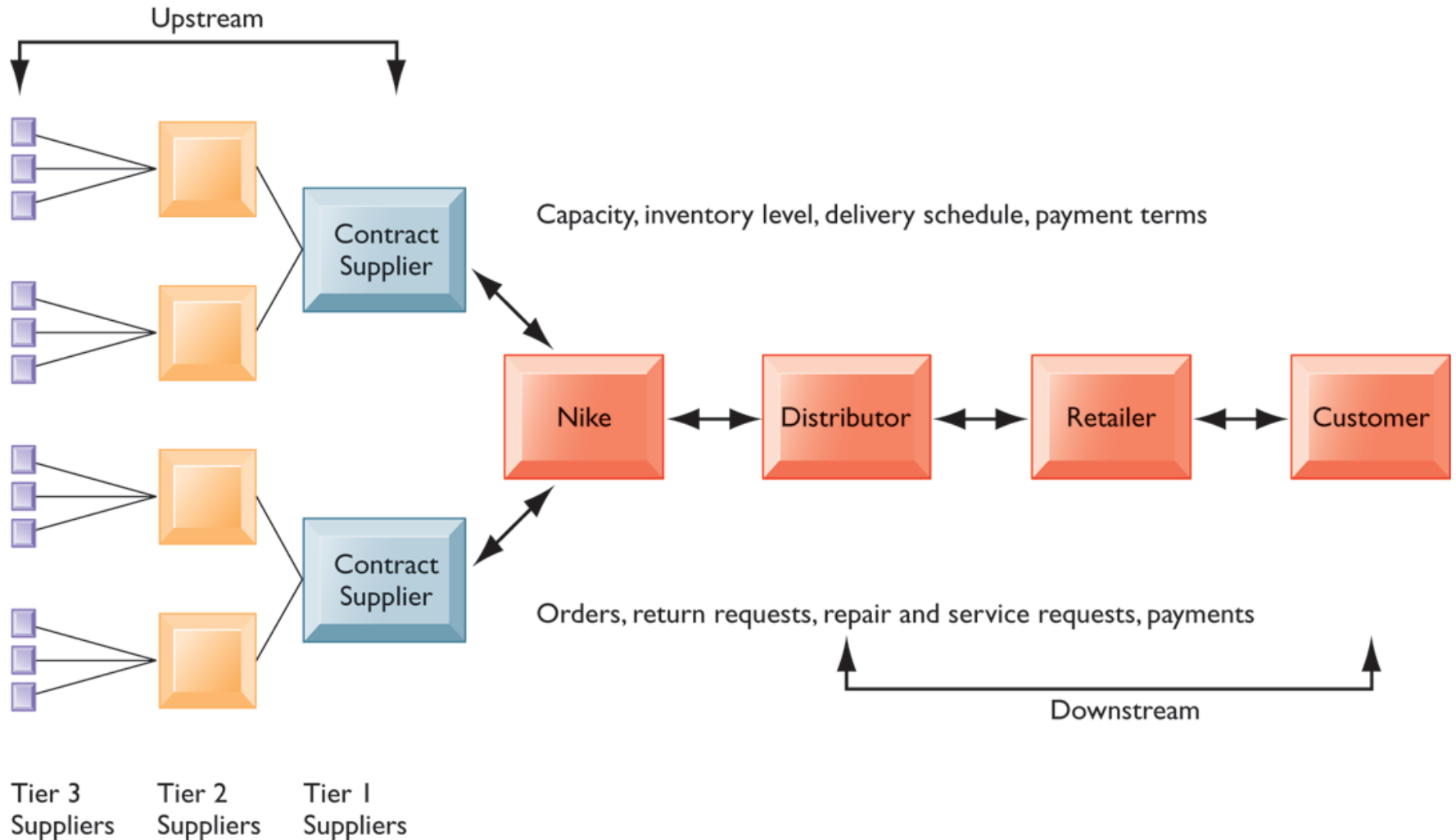
HOW ENTERPRISE SYSTEMS WORK



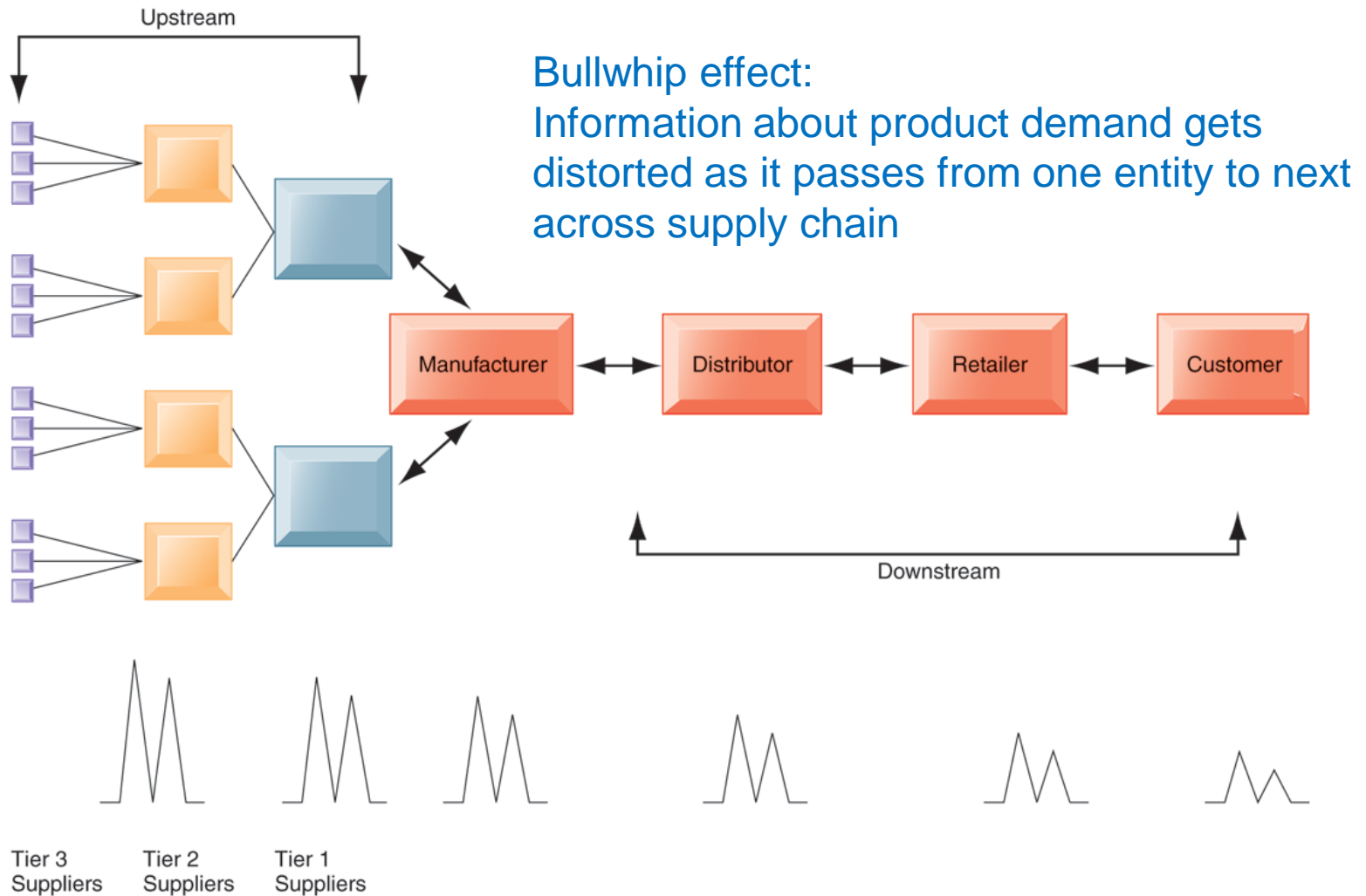
Business value of enterprise systems

- Increase operational efficiency
- Provide firm wide information to support decision making
- Enable rapid responses to customer requests for information or products
- Include analytical tools to evaluate overall organizational performance

Supply Chain Management Systems: NIKE'S SUPPLY CHAIN



Supply Chain Management Systems: THE BULLWHIP EFFECT

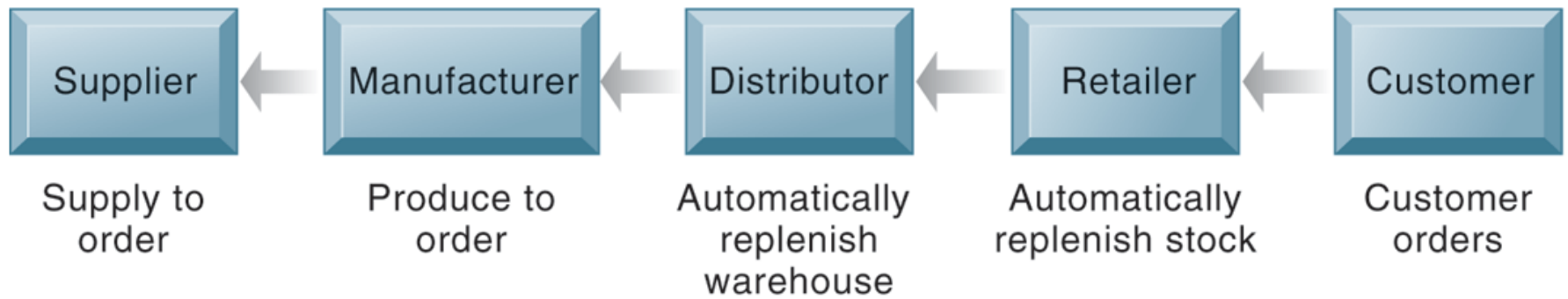


Supply Chain Management Systems: THE BULLWHIP EFFECT

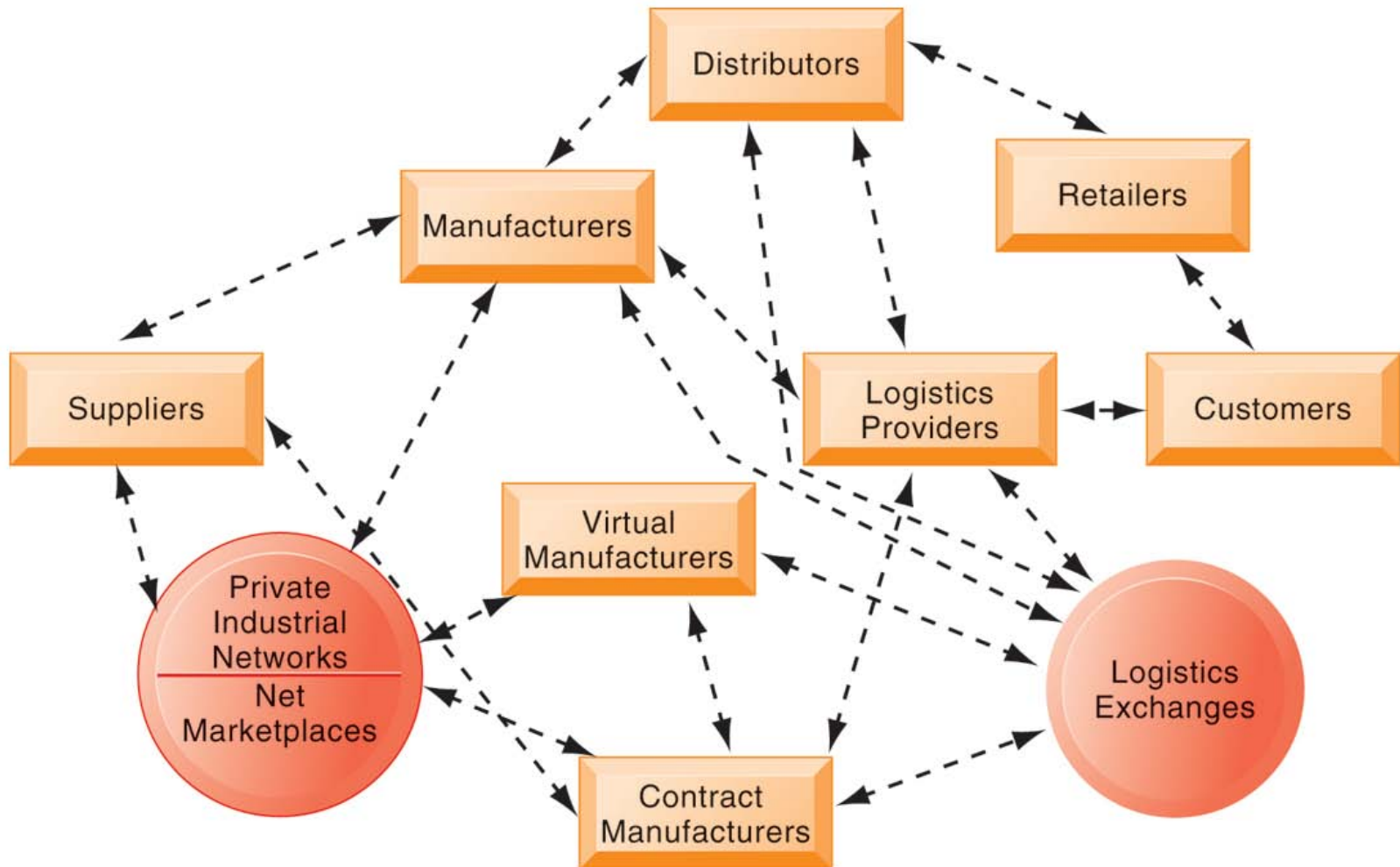
Push-Based Model



Pull-Based Model



THE FUTURE INTERNET-DRIVEN SUPPLY CHAIN

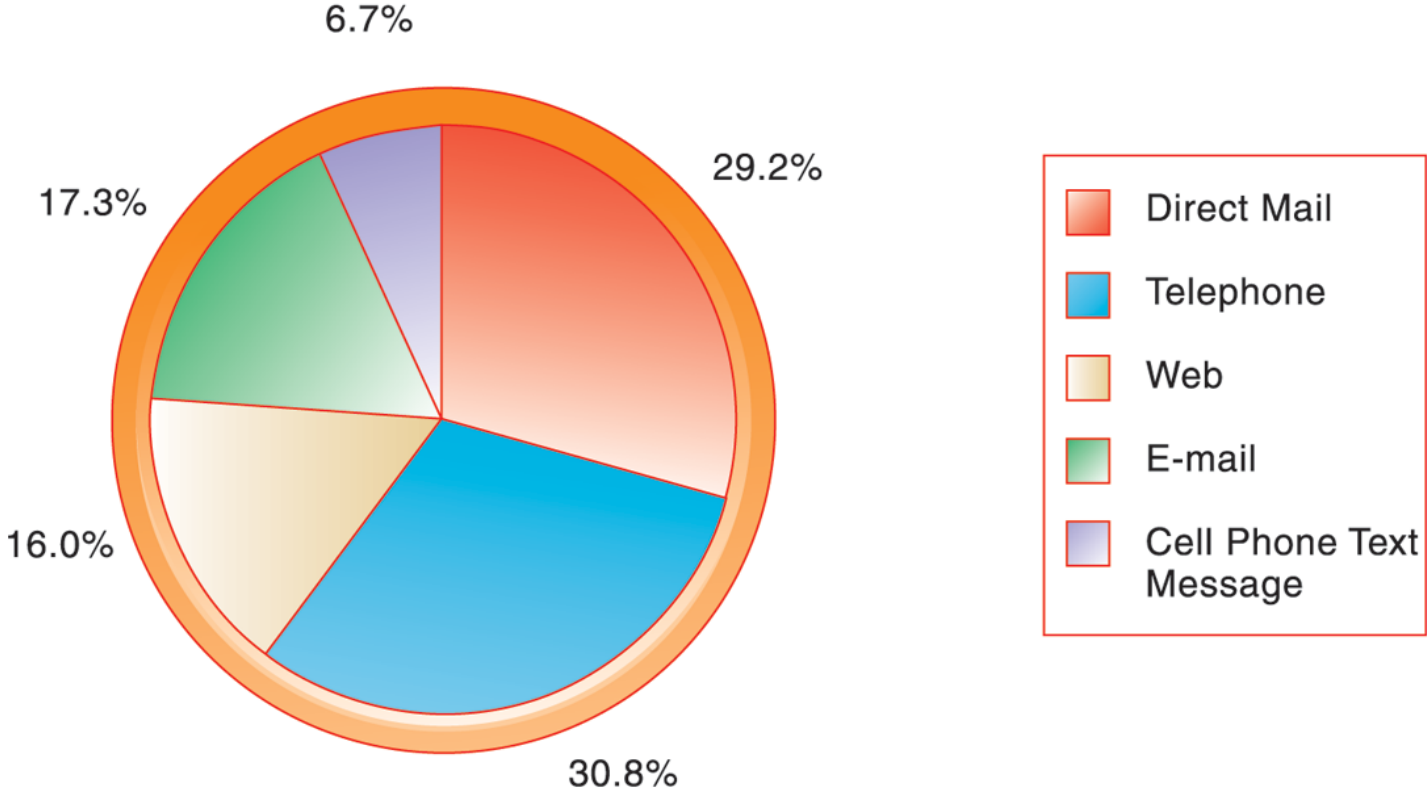


CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

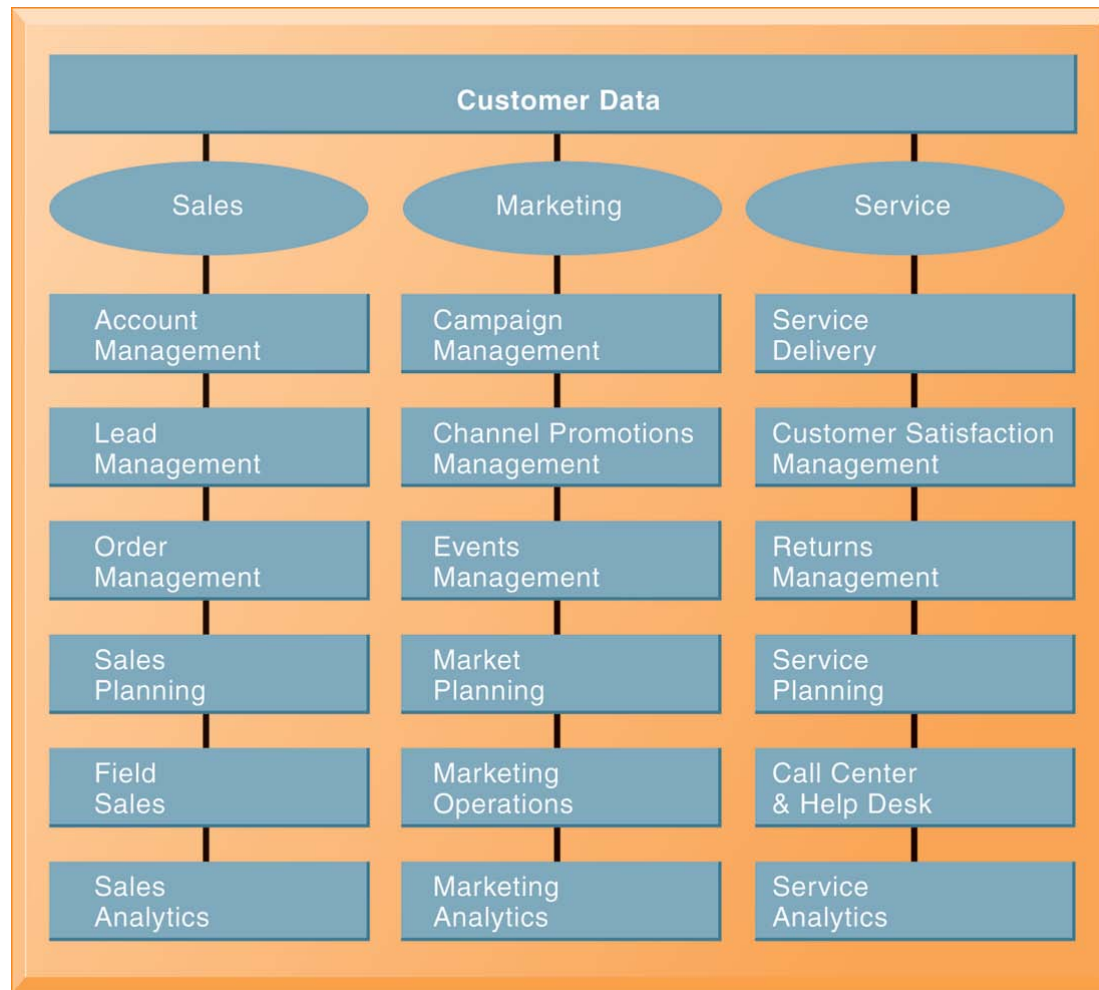


HOW CRM SYSTEMS SUPPORT MARKETING

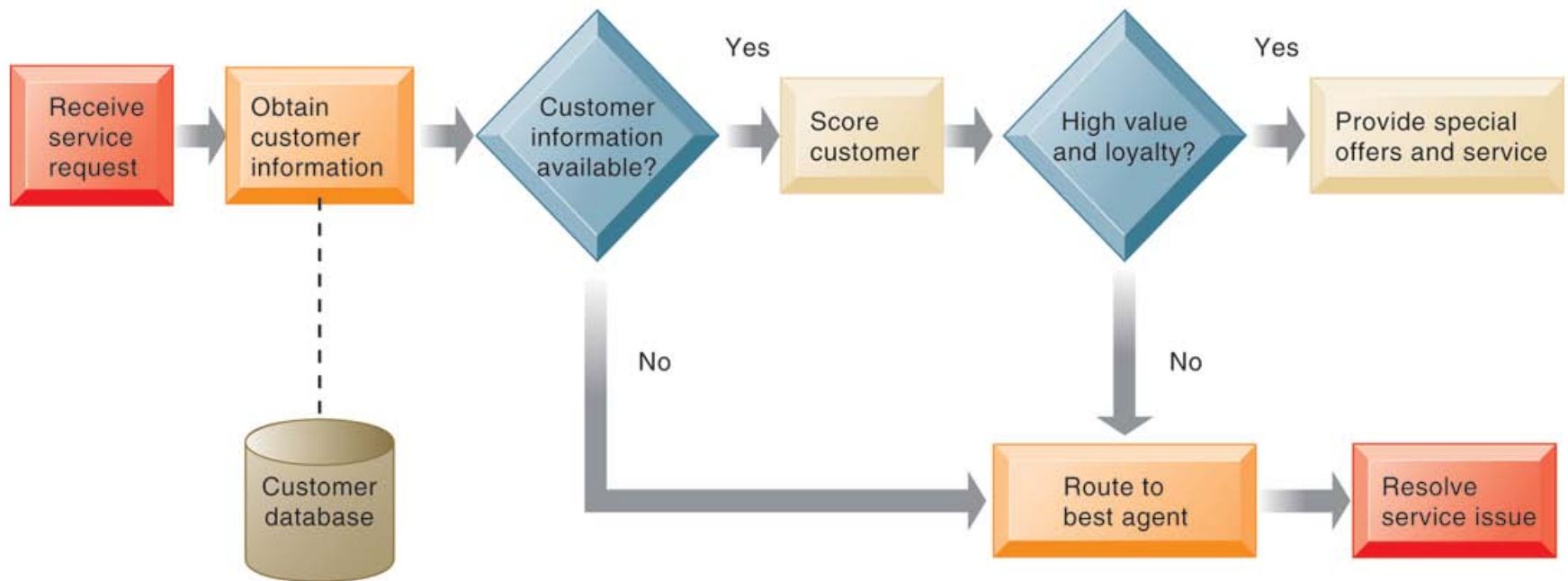
Responses by Channel for January 2011 Promotional Campaign



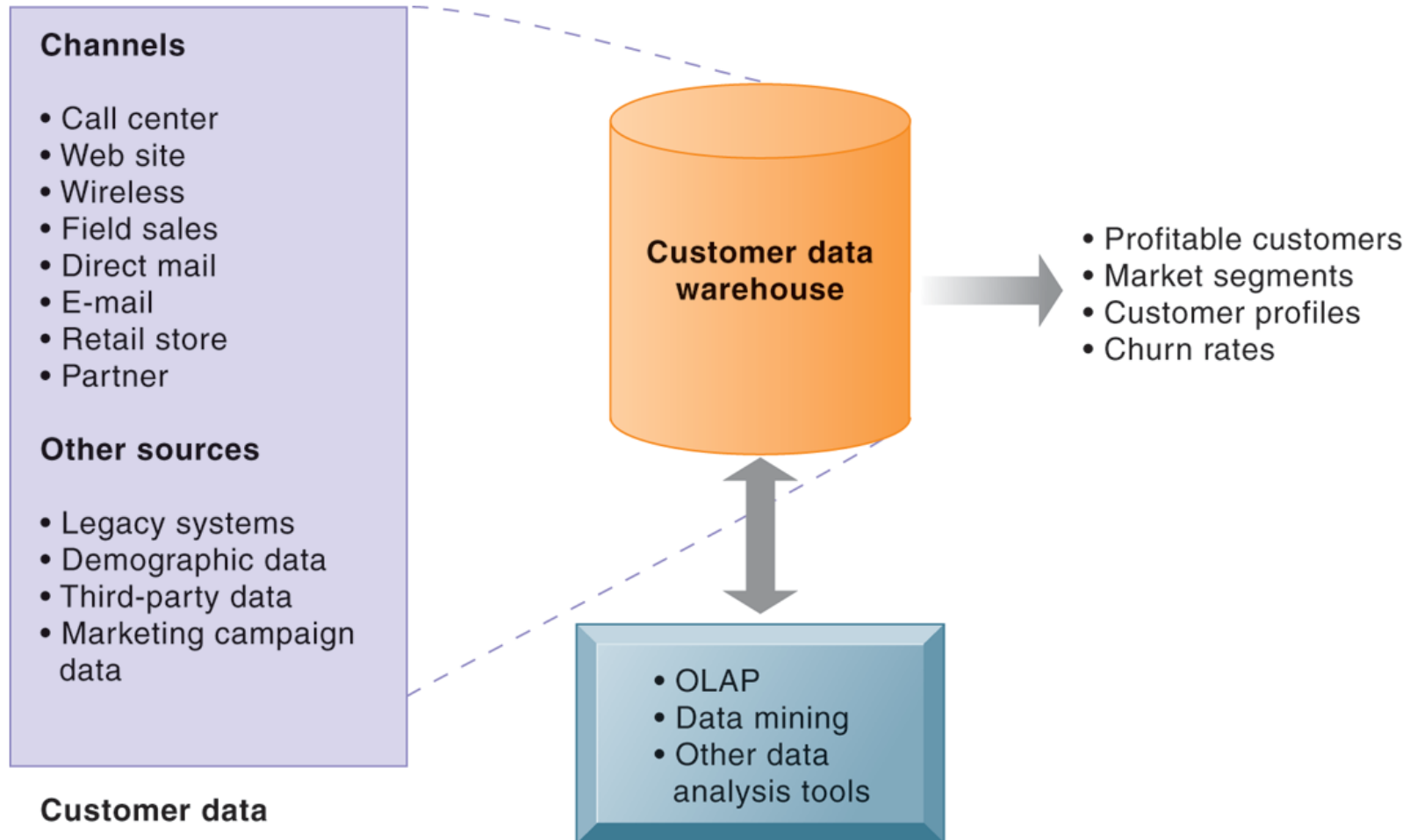
CRM SOFTWARE CAPABILITIES



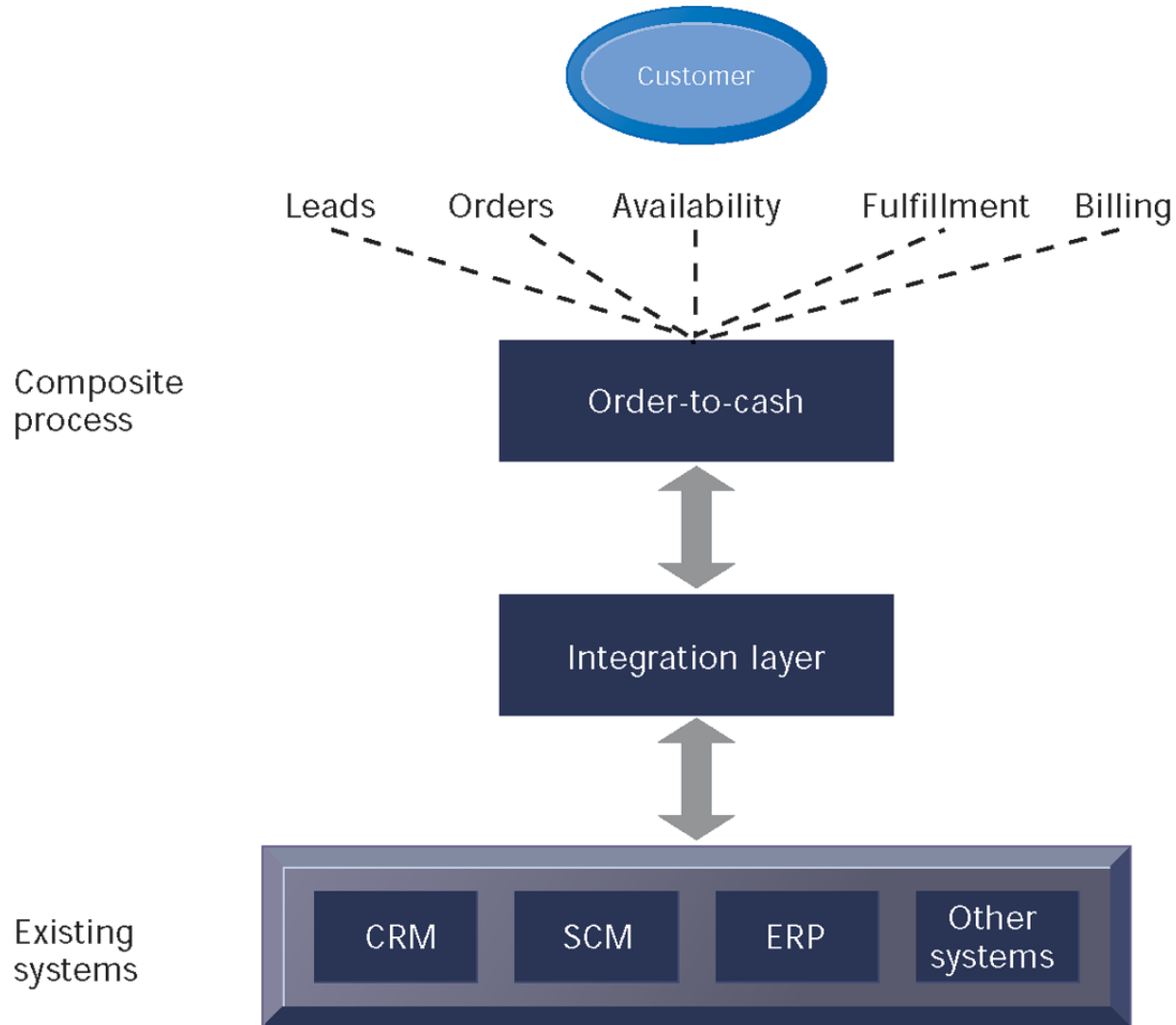
CUSTOMER LOYALTY MANAGEMENT PROCESS MAP



ANALYTICAL CRM DATA WAREHOUSE



ORDER-TO-CASH SERVICE



資訊管理個案

(Case Study for Information Management)

1. 請同學於資訊管理個案討論前
應詳細研讀個案，並思考個案研究問題。
2. 請同學於上課前複習相關資訊管理相關
理論，以作為個案分析及擬定管理對策的
依據。
3. 請同學於上課前
先繳交個案研究問題書面報告。

References

- Kenneth C. Laudon & Jane P. Laudon (2012),
Management Information Systems: Managing the
Digital Firm, Twelfth Edition, Pearson.
- 周宣光 譯 (2011) ,
資訊管理系統－管理數位化公司 ,
第12版 , 東華書局