Case Study for Information Management
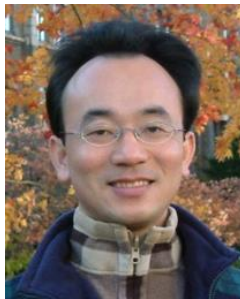# 資訊管理個案

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

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2014-12-04

課程大綱 (Syllabus)

週次 (Week)　日期 (Date)　內容 (Subject/Topics)

1　103/09/18　Introduction to Case Study for Information Management

2　103/09/25　Information Systems in Global Business: UPS (Chap. 1)

3　103/10/02　Global E-Business and Collaboration: NTUC Income
　　　　　　　(Chap. 2)

4　103/10/09　Information Systems, Organization, and Strategy:
　　　　　　　iPad and Apple (Chap. 3)

5　103/10/17　IT Infrastructure and Emerging Technologies:
　　　　　　　Salesforce.com (Chap. 5)

6　103/10/24　Foundations of Business Intelligence: Lego   (Chap. 6)

課程大綱 (Syllabus)

週次 (Week)　　日期 (Date)　　內容 (Subject/Topics)

7　103/10/31　Telecommunications, the Internet, and Wireless Technology: Google, Apple, and Microsoft (Chap. 7)

8　103/11/06　Case Study: IT Profession in Silicon Valley [Invited Speaker: Jessica Tien]

9　103/11/13　Securing Information System: Facebook (Chap. 8)

10 103/11/20　期中考試週

11 103/11/27　Midterm Report (期中報告)

12 103/12/04　Enterprise Application: Border States Industries Inc. (BSE) (Chap. 9)

課程大綱 (Syllabus)

週次　　日期　　　內容（Subject/Topics）

13 103/12/11 E-commerce: Amazon vs. Walmart (Chap. 10)

14 103/12/18 Knowledge Management: Tata Consulting Services (Chap. 11)

15 103/12/25 Enhancing Decision Making: CompStat (Chap. 12)

16 104/01/01 開國紀念日(放假一天) (New Year's Day)(Day off)
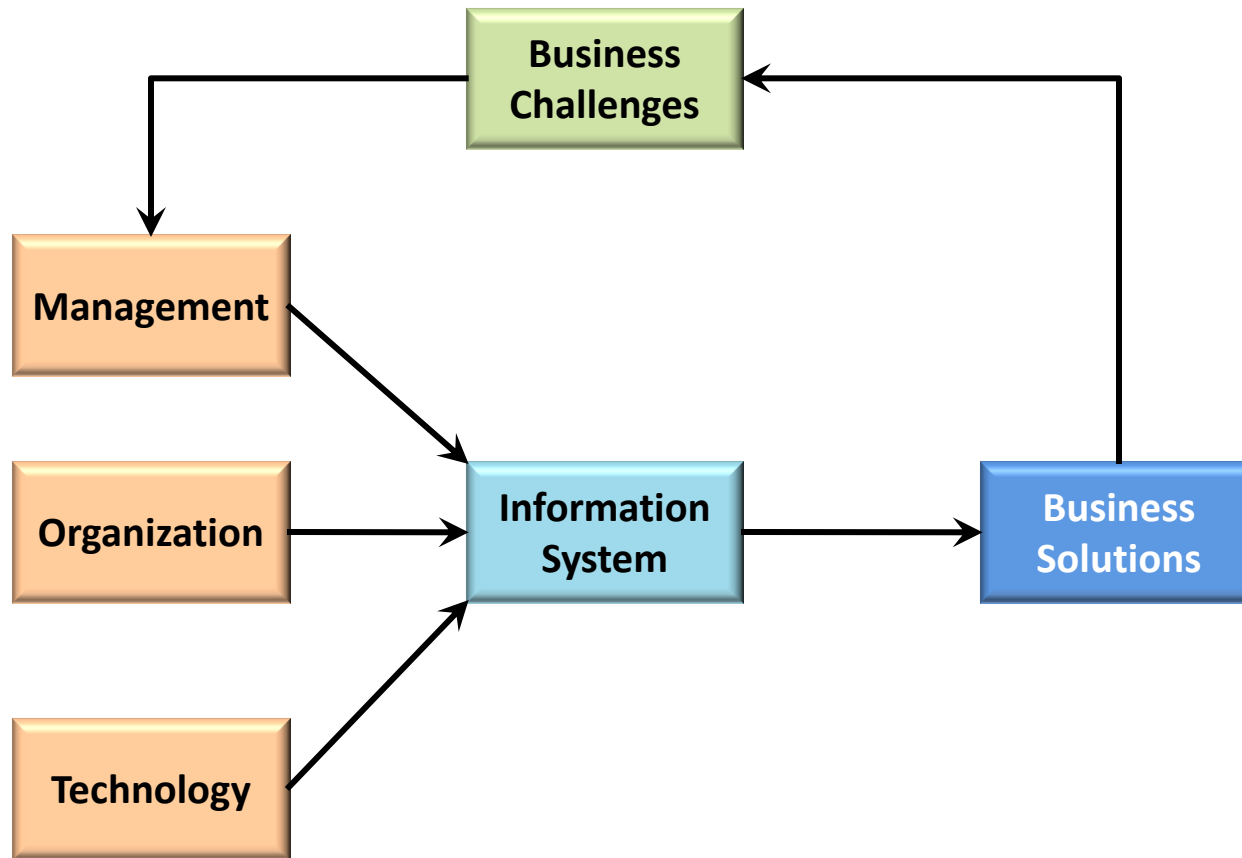
17 104/01/08 Final Report (期末報告)

18 104/01/15 期末考試週

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

Case Study: BSE (Chap. 9) (pp.392-394)
Border States Industries (BSE) Fuels Rapid Growth with ERP

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?

Overview of Fundamental MIS Concepts

Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.
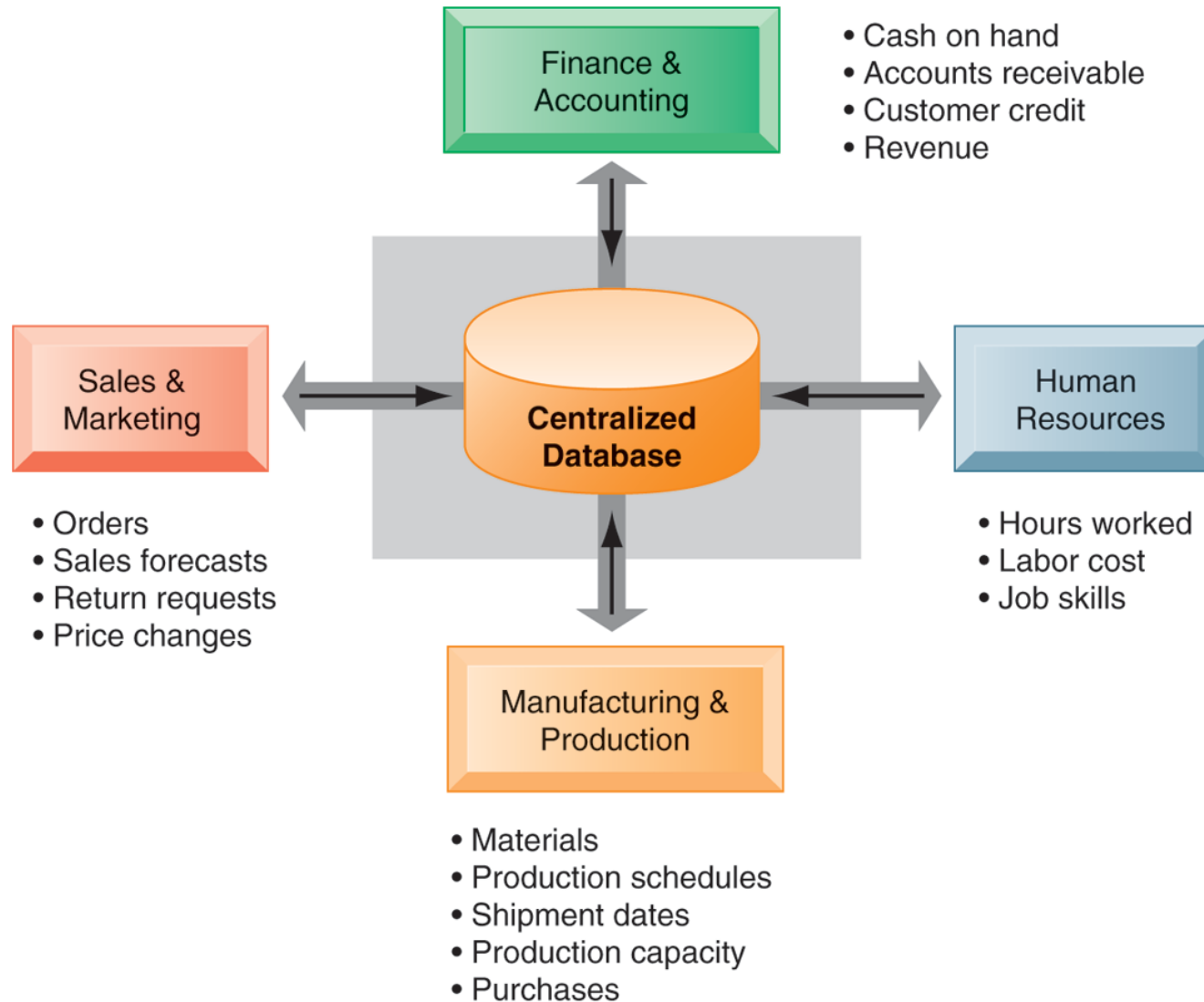
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Enterprise Systems

- 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
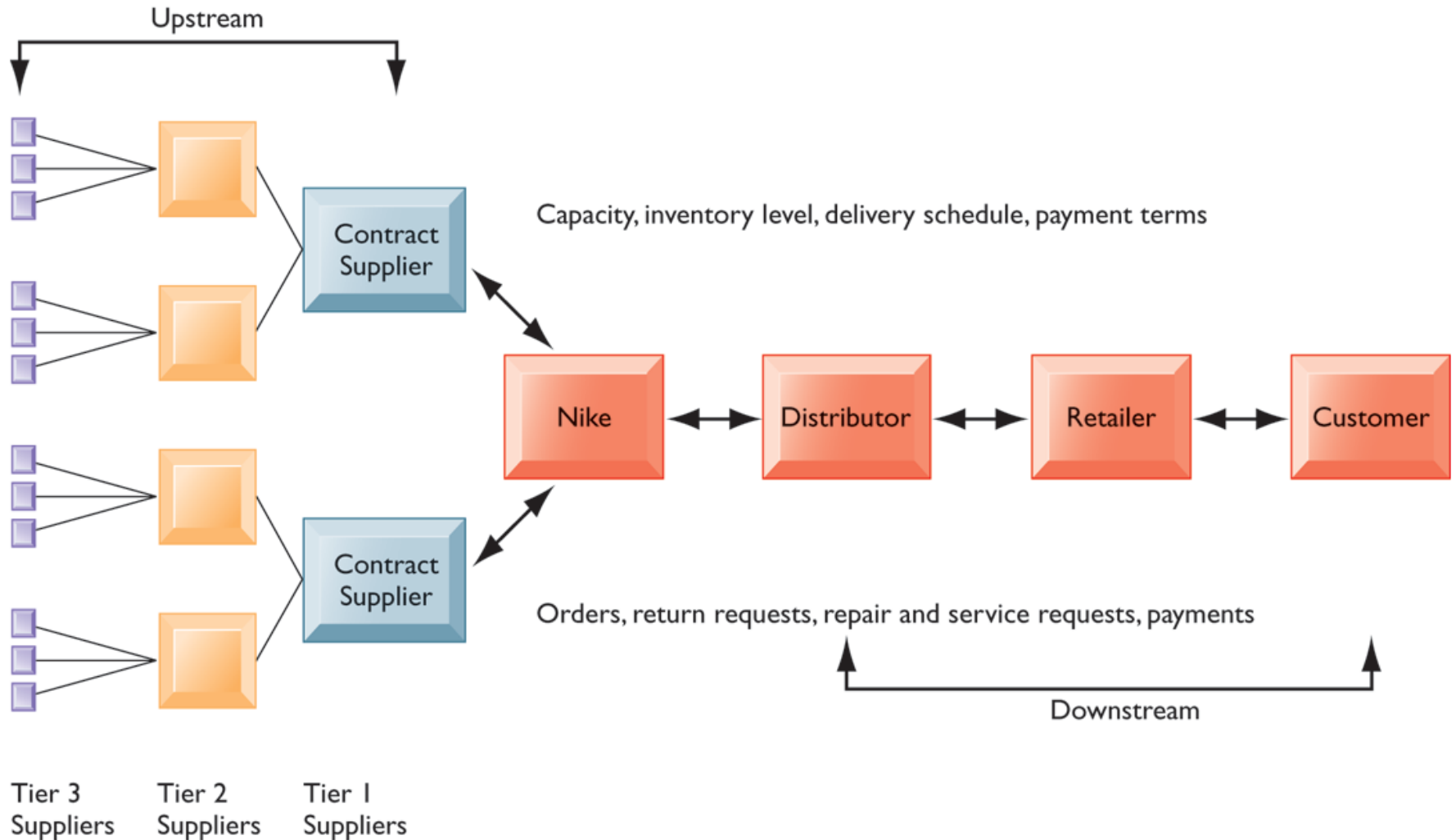   - Use software's configuration tables for customizing

HOW ENTERPRISE SYSTEMS WORK

Finance & Accounting
- Cash on hand
- Accounts receivable
- Customer credit
- Revenue

Sales & Marketing
- Orders
- Sales forecasts
- Return requests
- Price changes

Centralized Database

Human Resources
- Hours worked
- Labor cost
- Job skills

Manufacturing & Production
- Materials
- Production schedules
- Shipment dates
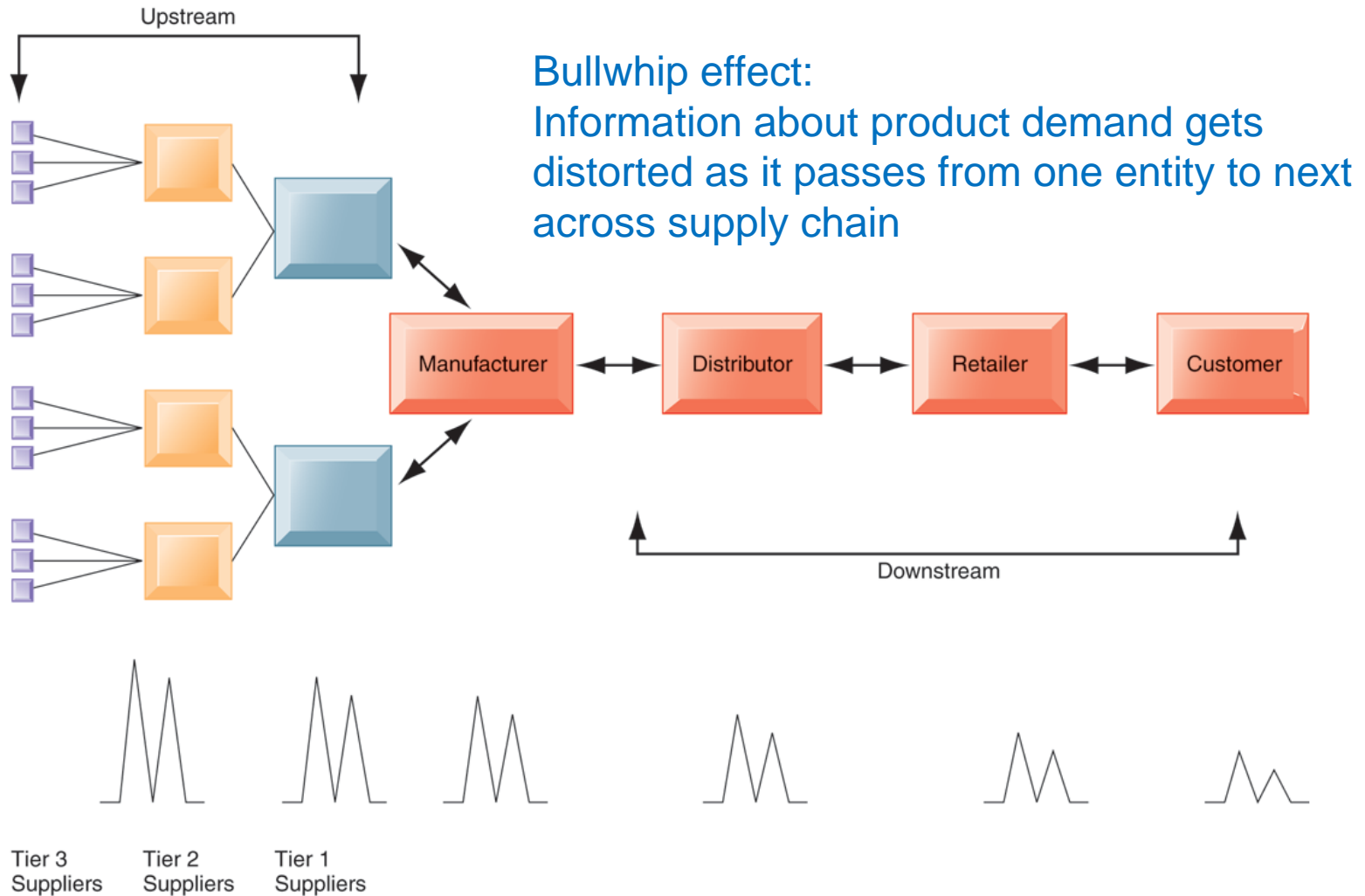- Production capacity
- Purchases

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

Upstream

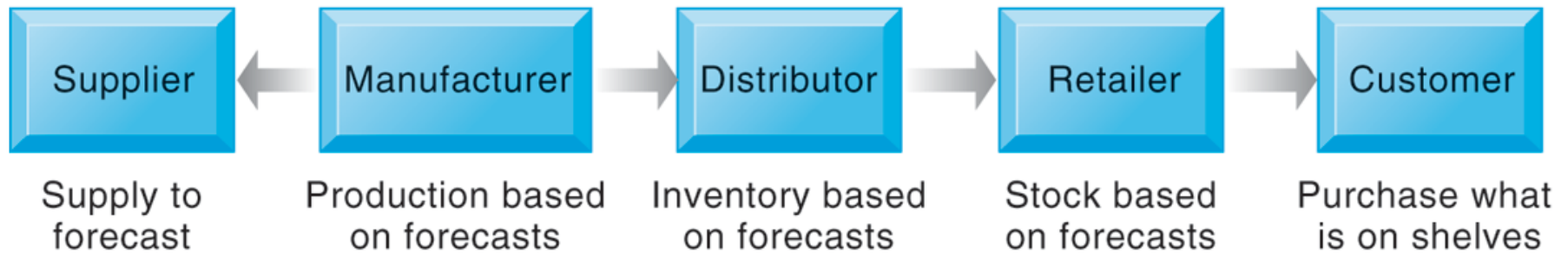Capacity, inventory level, delivery schedule, payment terms

Orders, return requests, repair and service requests, payments

Downstream

Contract Supplier

Nike — Distributor — Retailer — Customer

Tier 3 Suppliers   Tier 2 Suppliers   Tier 1 Suppliers

Supply Chain Management Systems: THE BULLWHIP EFFECT

Bullwhip effect:
Information about product demand gets distorted as it passes from one entity to next across supply chain

Supply Chain Management Systems:
THE BULLWHIP EFFECT

Push-Based Model

Supplier	Manufacturer	Distributor	Retailer	Customer
Supply to forecast	Production based on forecasts	Inventory based on forecasts	Stock based on forecasts	Purchase what is on shelves

Pull-Based Model

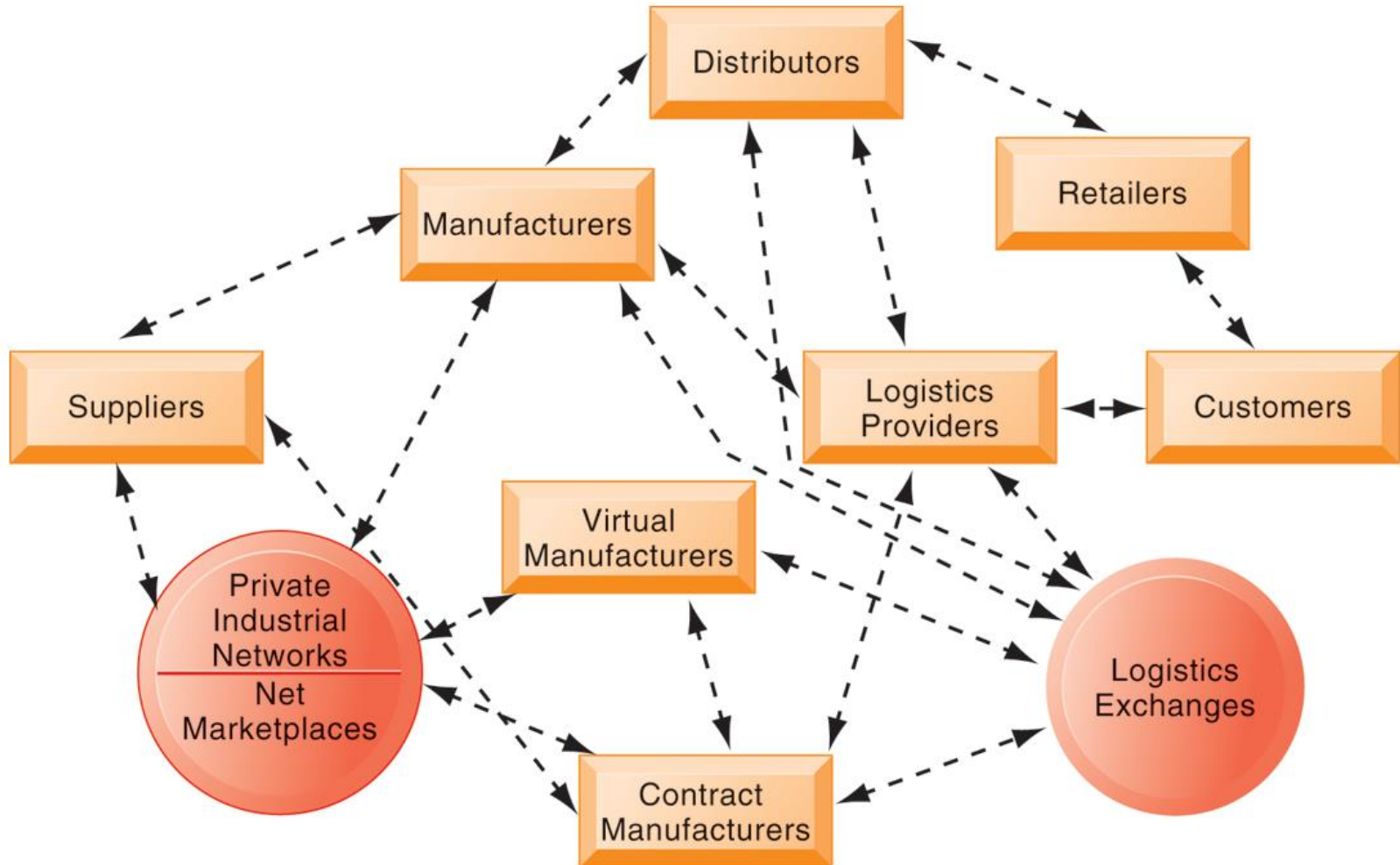| Supplier	Manufacturer	Distributor	Retailer	Customer
Supply to order	Produce to order	Automatically replenish warehouse	Automatically replenish stock	Customer orders
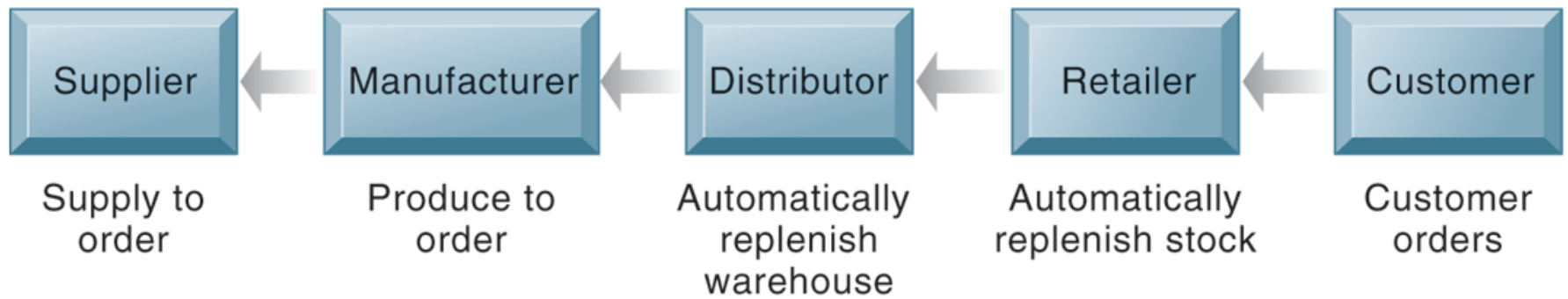
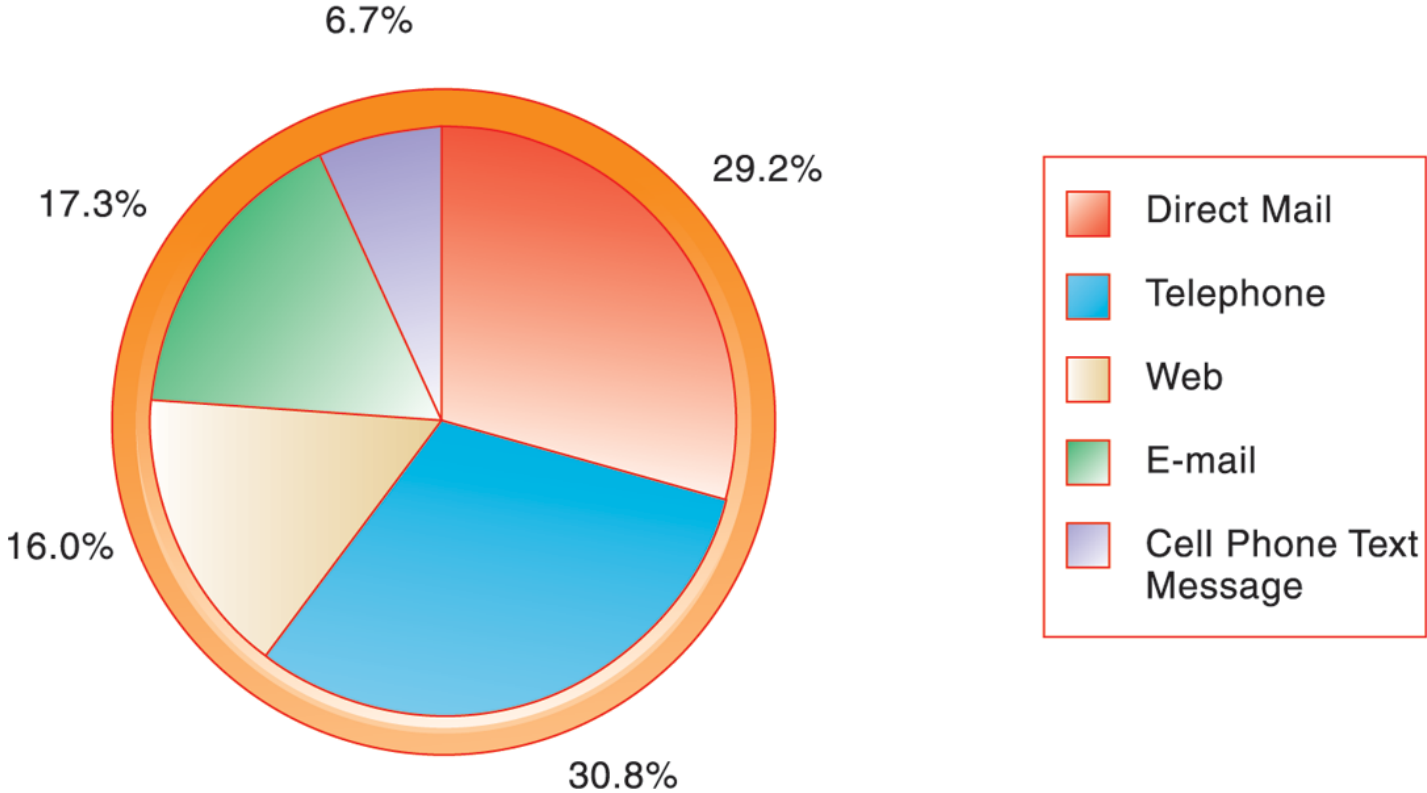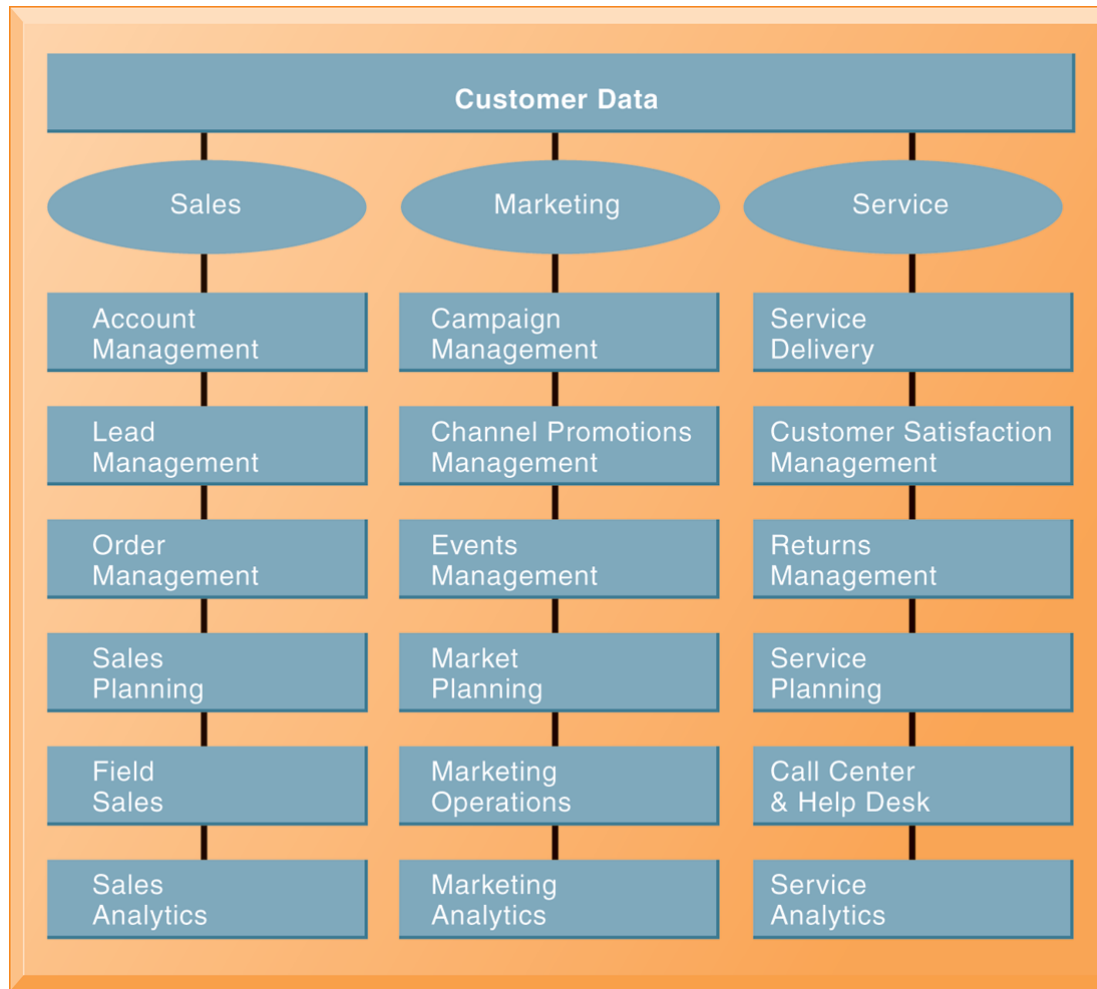# THE FUTURE INTERNET-DRIVEN SUPPLY CHAIN

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

HOW CRM SYSTEMS SUPPORT MARKETING

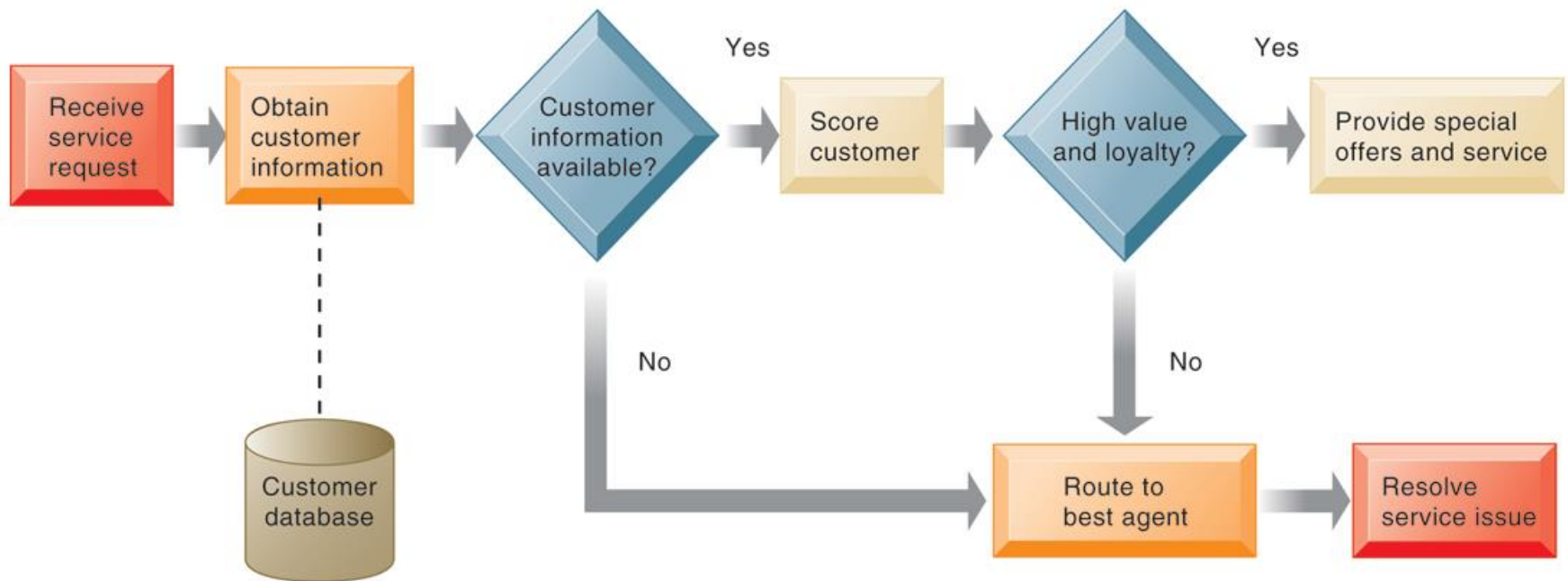Responses by Channel for January 2011
Promotional Campaign

- Direct Mail — 29.2%
- Telephone — 30.8%
- Web — 16.0%
- E-mail — 17.3%
- Cell Phone Text Message — 6.7%

CRM SOFTWARE CAPABILITIES

Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

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CUSTOMER LOYALTY MANAGEMENT PROCESS MAP

ANALYTICAL CRM
DATA WAREHOUSE

Channels

- Call center
- Web site
- Wireless
- Field sales
- Direct mail
- E-mail
- Retail store
- Partner

Other sources

- Legacy systems
- Demographic data
- Third-party data
- Marketing campaign data

Customer data

Customer data warehouse

- Profitable customers
- Market segments
- Customer profiles
- Churn rates

- OLAP
- Data mining
- Other data analysis tools
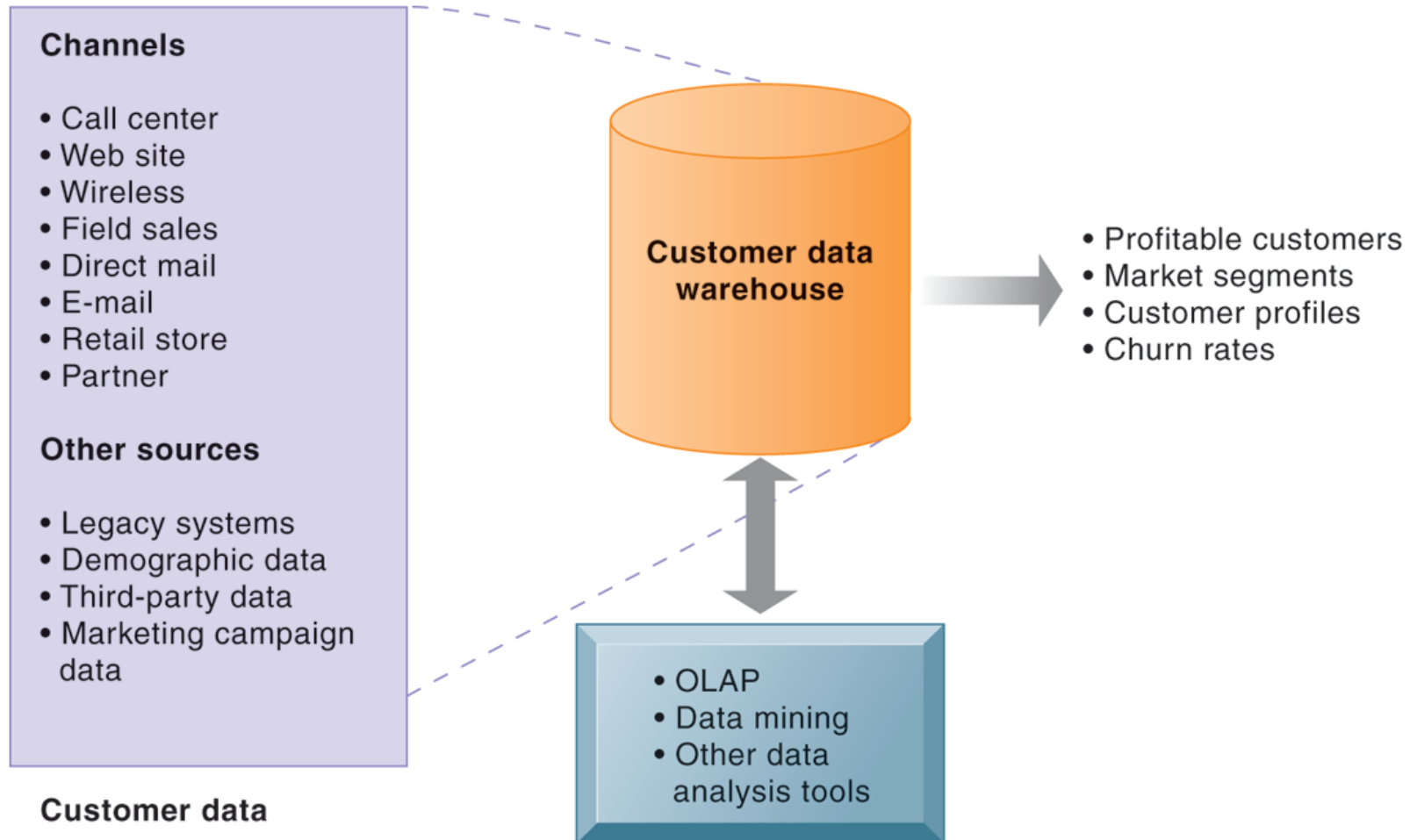
ORDER-TO-CASH SERVICE
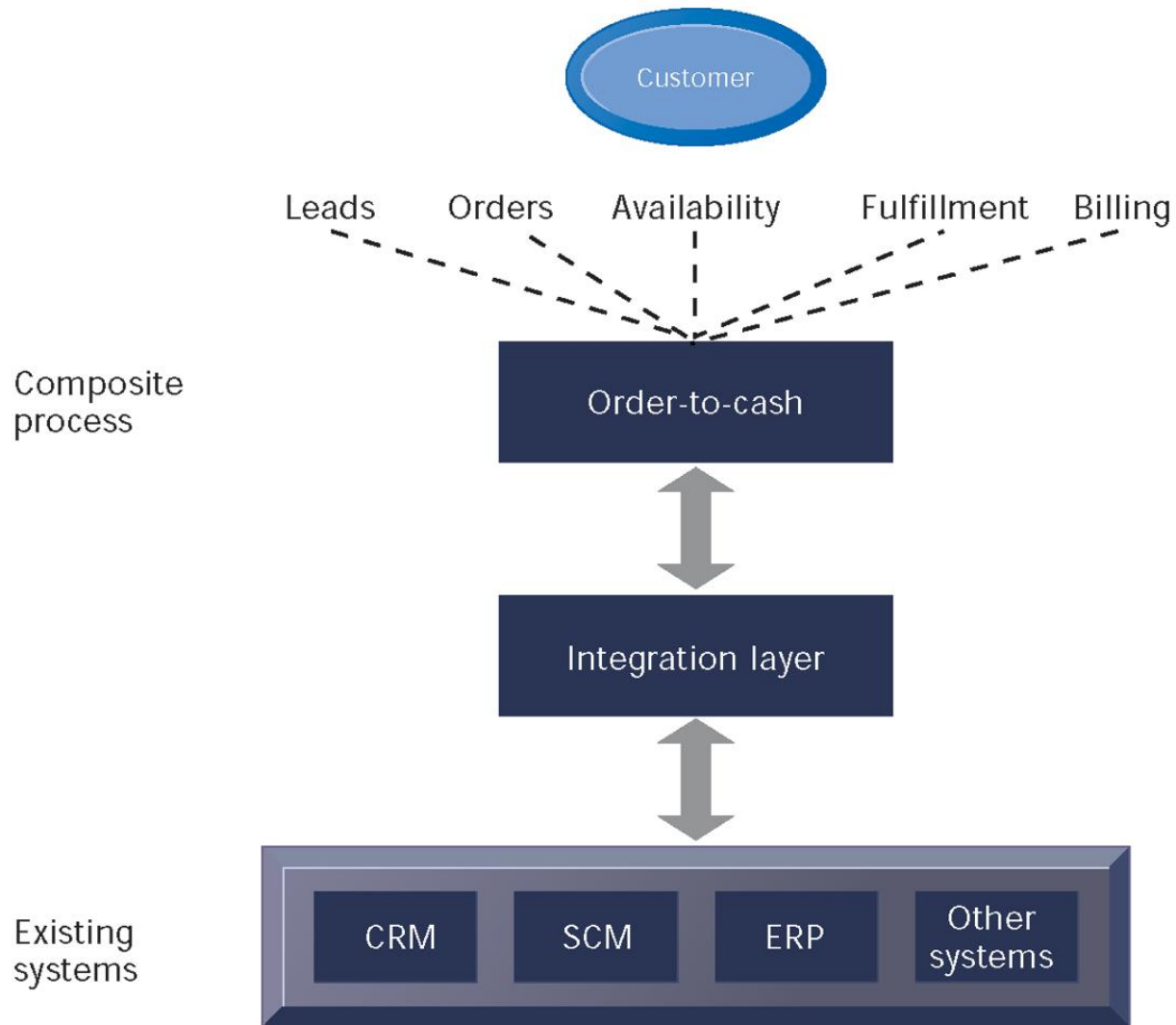
Amazon vs. Walmart:

Which Giant Will Dominate E-commerce? (Chap. 10) (pp. 436-438)

1. What concepts in the chapter are illustrated in this case?

2. Analyze Amazon and Walmart.com using the value chain and competitive forces models.

3. What are the management, organization, and technology factors that have contributed to the success of both Wal-Mart and Amazon?

4. Compare Wal-Mart's and Amazon's e-commerce business models. Which is stronger? Explain your answer.

5. Where would you prefer to make your Internet purchases? Amazon or Walmart.com? Why?

Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

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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