

# Case Study for Information Management

## 資訊管理個案

### Information Systems, Organization, and Strategy: Soundbuzz (Chap. 3)

1011CSIM4B04

TLMXB4B

Thu 8, 9, 10 (15:10-18:00) B508

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# 課程大綱 (Syllabus)

週次	日期	內容 (Subject/Topics)
1	101/09/13	Introduction to Case Study for Information Management
2	101/09/20	Information Systems in Global Business: 1. UPS, 2. The National Bank of Kuwait (Chap. 1)
3	101/09/27	Global E-Business and Collaboration: NTUC Income (Chap. 2)
4	101/10/04	Information Systems, Organization, and Strategy: Soundbuzz (Chap. 3)
5	101/10/11	IT Infrastructure and Emerging Technologies: Salesforce.com (Chap. 5)
6	101/10/18	Foundations of Business Intelligence: Lego (Chap. 6)

# 課程大綱 (Syllabus)

週次	日期	內容 (Subject/Topics)
7	101/10/25	Telecommunications, the Internet, and Wireless Technology: Google, Apple, and Microsoft (Chap. 7)
8	101/11/01	Securing Information System: 1. Facebook, 2. European Network and Information Security Agency (ENISA) (Chap. 8)
9	101/11/08	Midterm Report (期中報告)
10	101/11/15	期中考試週
11	101/11/22	Enterprise Application: Border States Industries Inc. (BSE) (Chap. 9)
12	101/11/29	E-commerce: 1. Facebook, 2. Amazon vs. Walmart (Chap. 10)

# 課程大綱 (Syllabus)

週次	日期	內容 (Subject/Topics)
13	101/12/06	Knowledge Management: Tata Consulting Services (Chap. 11)
14	101/12/13	Enhancing Decision Making: CompStat (Chap. 12)
15	101/12/20	Building Information Systems: Electronic Medical Records (Chap. 13)
16	101/12/27	Managing Projects: JetBlue and WestJet (Chap. 14)
17	102/01/03	Final Report (期末報告)
18	102/01/10	期末考試週

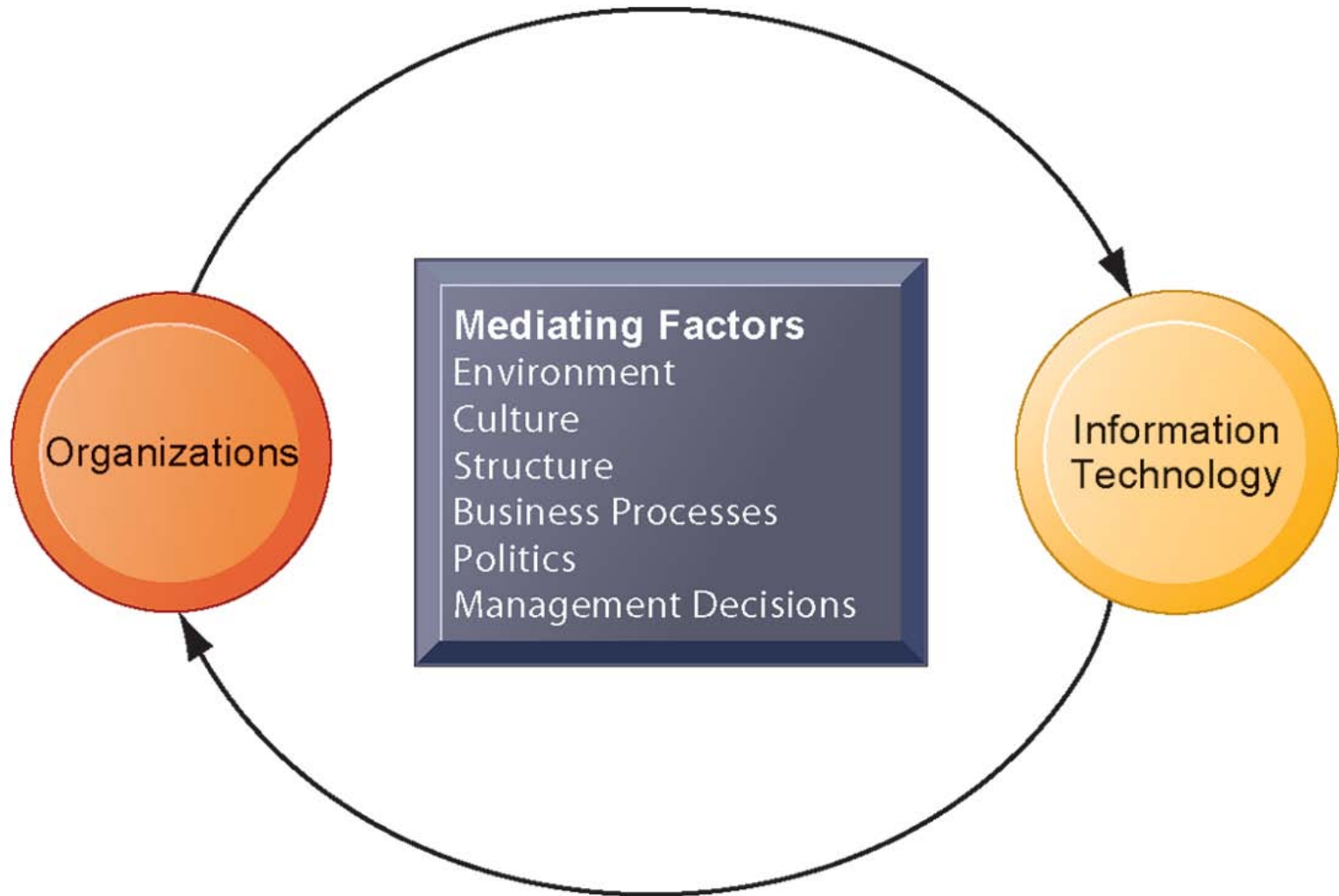
**Chap. 3**  
**Information Systems,**  
**Organization, and Strategy:**  
**Soundbuzz**

# Case Study: Soundbuzz (Chap. 3)

## Soundbuzz's Music Strategy for Asia-Pacific

1. Analyze Soundbuzz and its business strategy using the competitive forces models. What strategies did it develop for dealing with competitive forces?
2. What are the critical elements for an online music service? Using the value chain model, analyze Soundbuzz's business processes.
3. Why did Motorola acquire Soundbuzz? What synergies will be created through this partnership?
4. Explore the Soundbuzz web site ([www.soundbuzz.com](http://www.soundbuzz.com)). Briefly describe its products, technology platform, payment methods and revenue model.
5. Do you think Soundbuzz is successful? What are the things it can do to improve its business model? What can it learn from iTunes?

# THE TWO-WAY RELATIONSHIP BETWEEN ORGANIZATIONS AND INFORMATION TECHNOLOGY

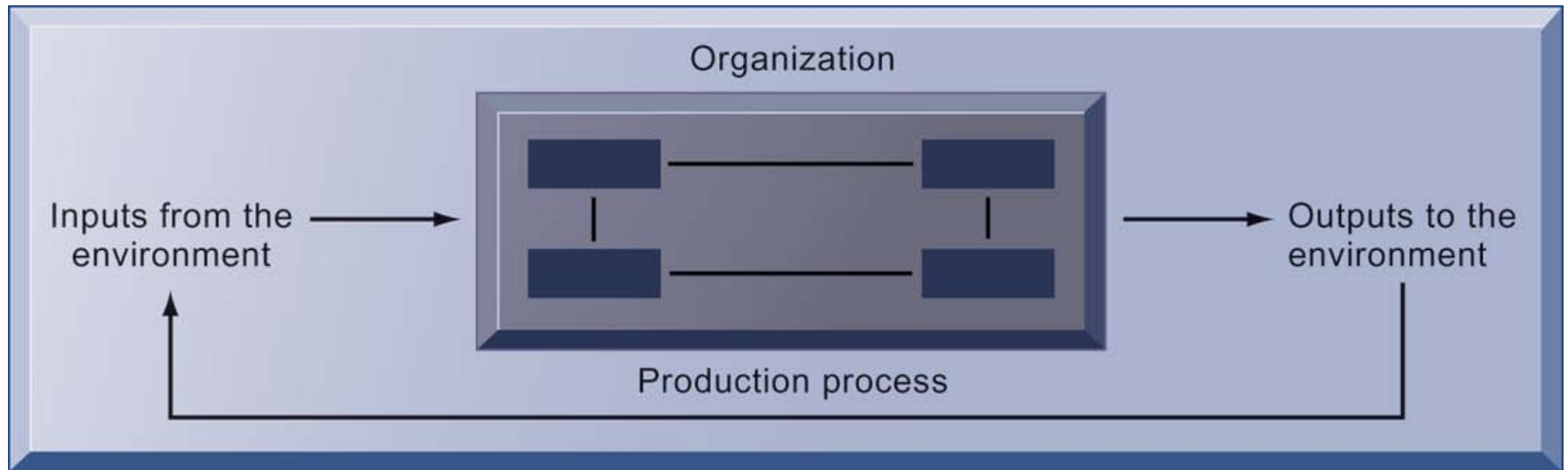


# Definition of Organization

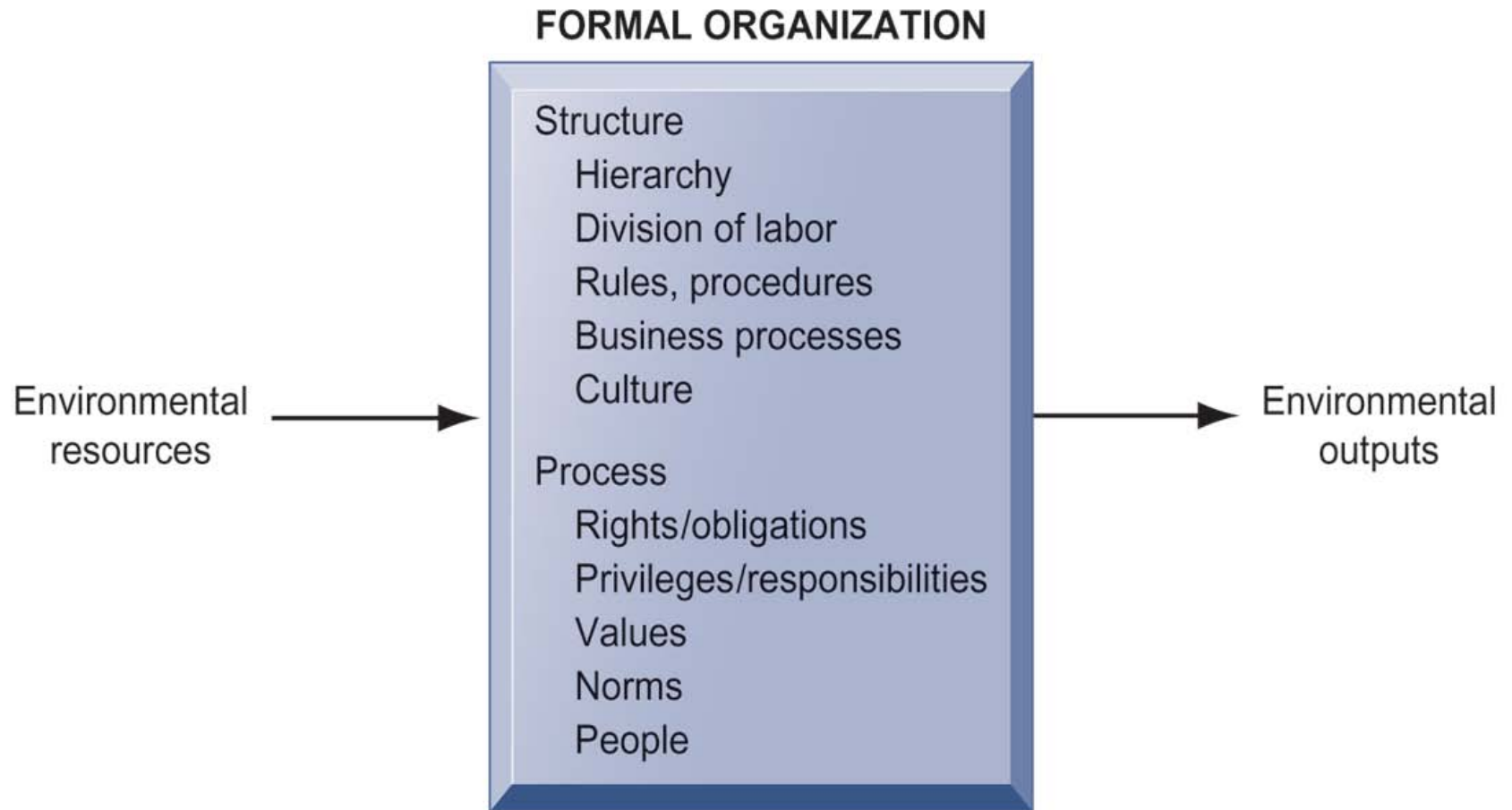
- What is an organization?
  - Technical definition:
    - **Stable, formal social structure** that takes resources from environment and processes them to produce outputs
    - **A formal legal entity** with internal rules and procedures, as well as a social structure
  - Behavioral definition:
    - **A collection of rights, privileges, obligations, and responsibilities** that is delicately balanced over a period of time through conflict and conflict resolution



# THE TECHNICAL MICROECONOMIC DEFINITION OF THE ORGANIZATION

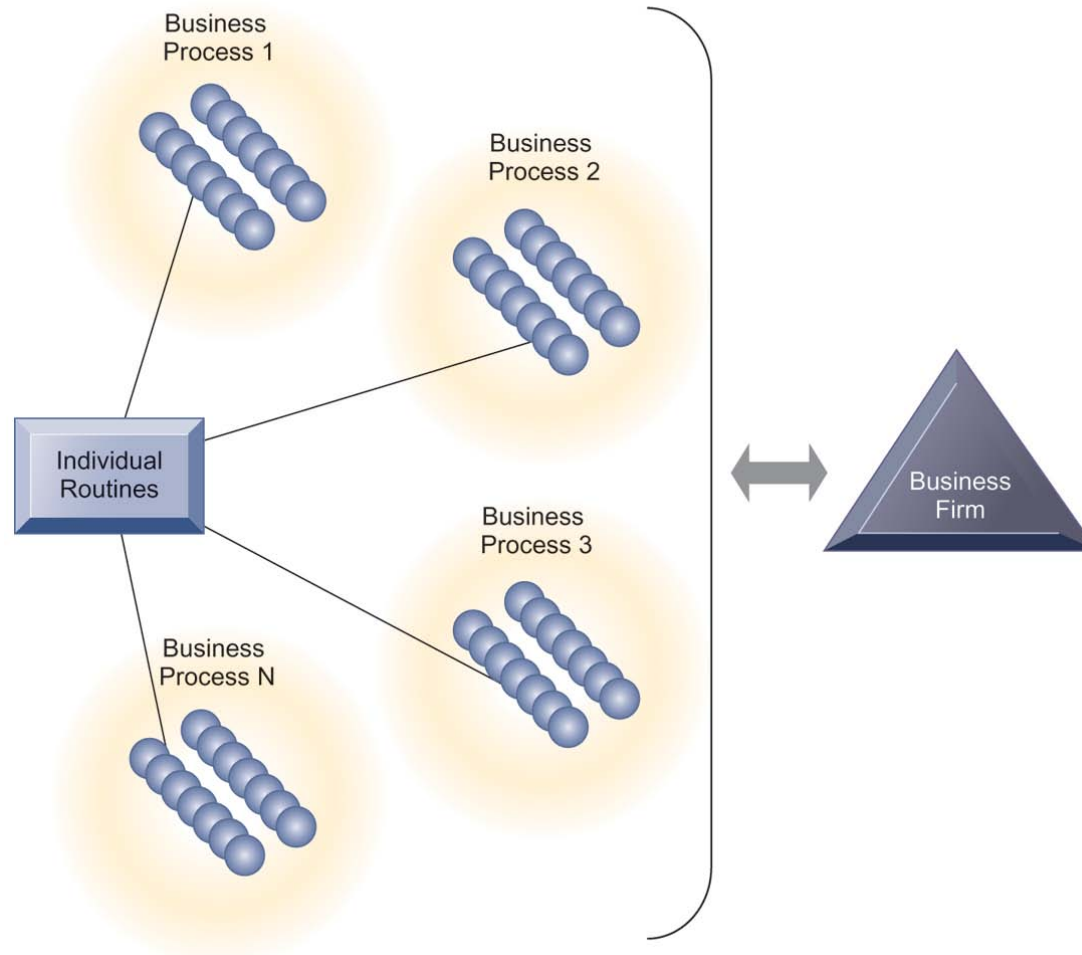


# THE BEHAVIORAL VIEW OF ORGANIZATIONS

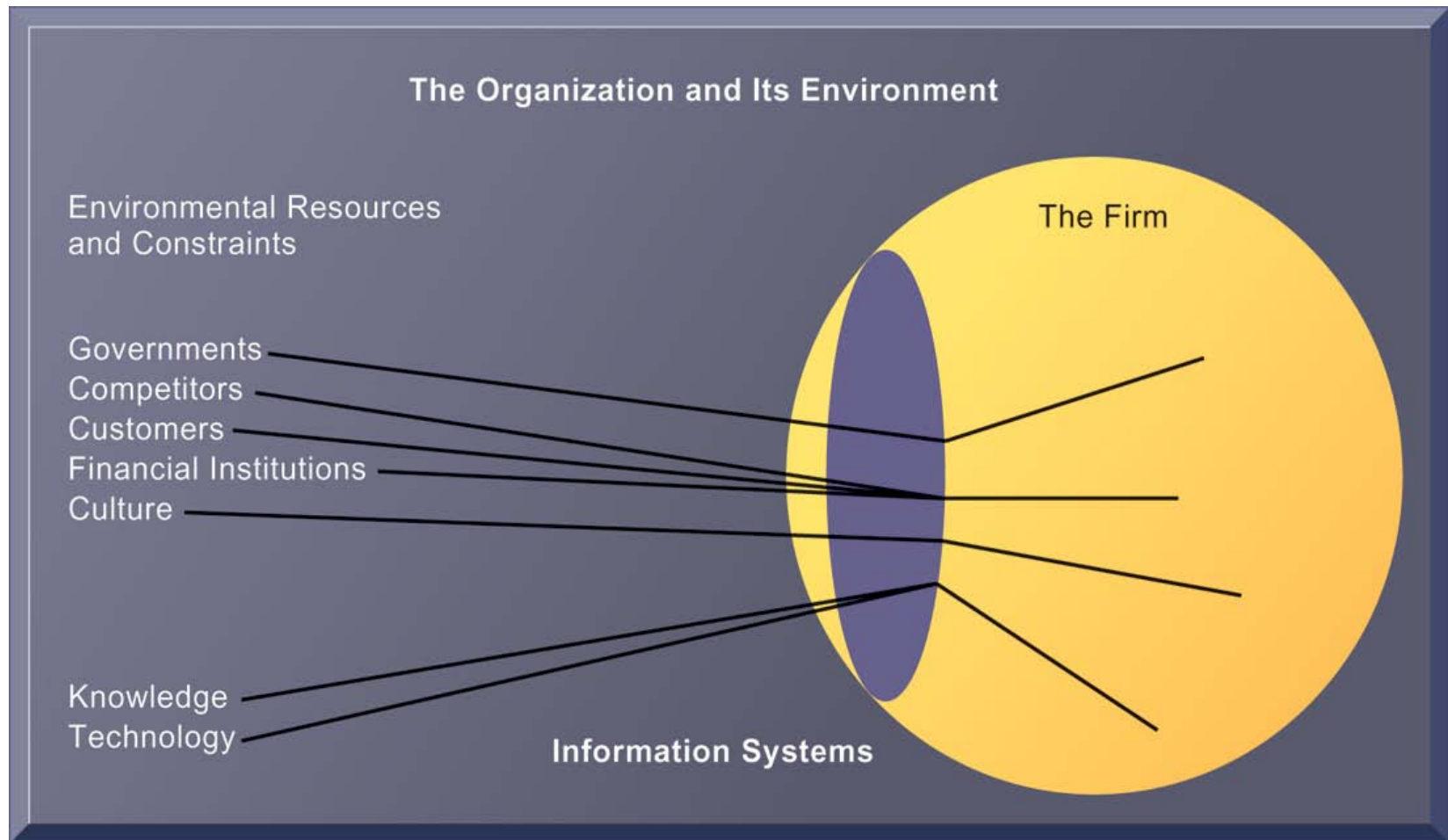


# ROUTINES, BUSINESS PROCESSES, AND FIRMS

Routines, Business Processes, and Firms



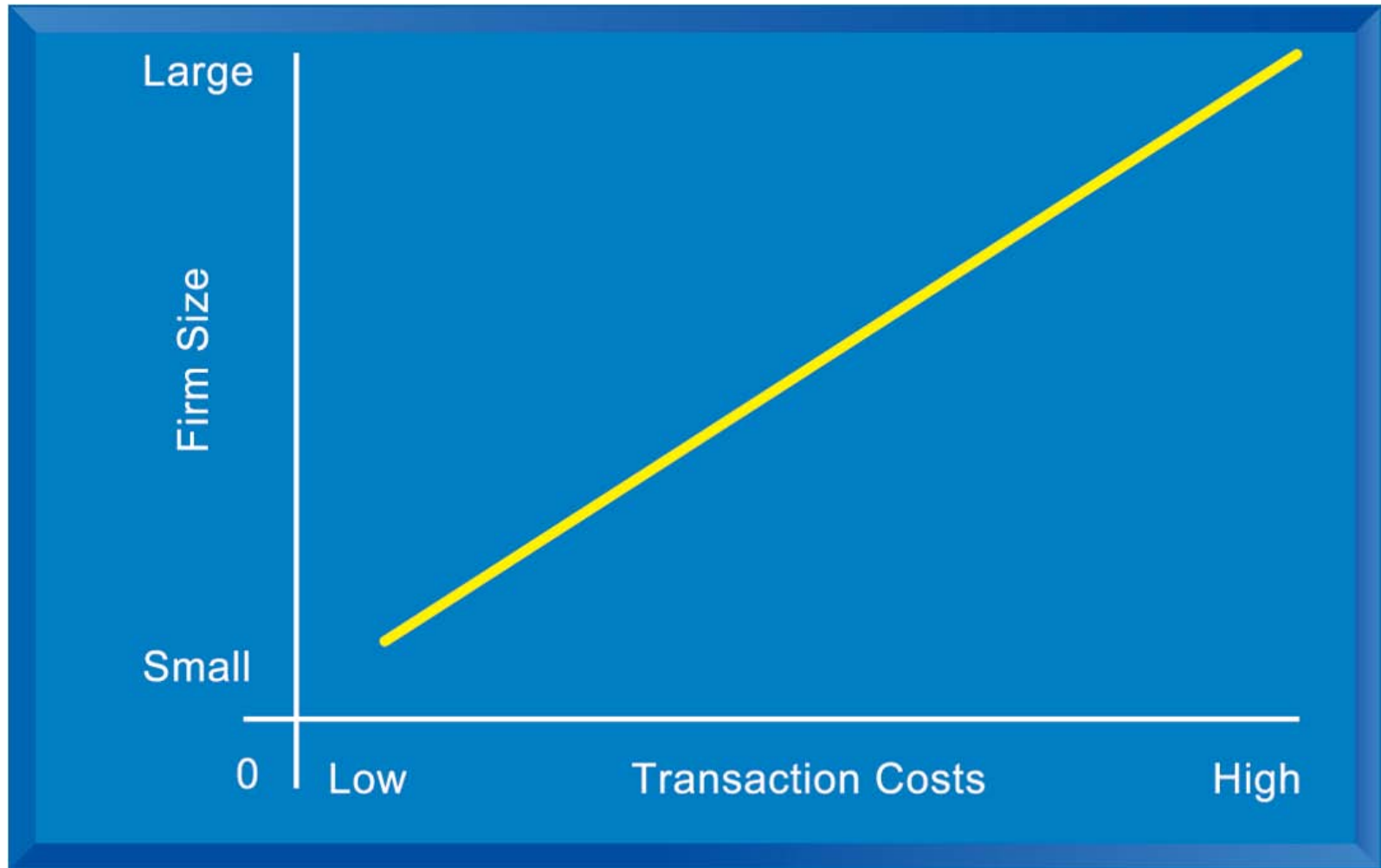
# ENVIRONMENTS AND ORGANIZATIONS HAVE A RECIPROCAL RELATIONSHIP



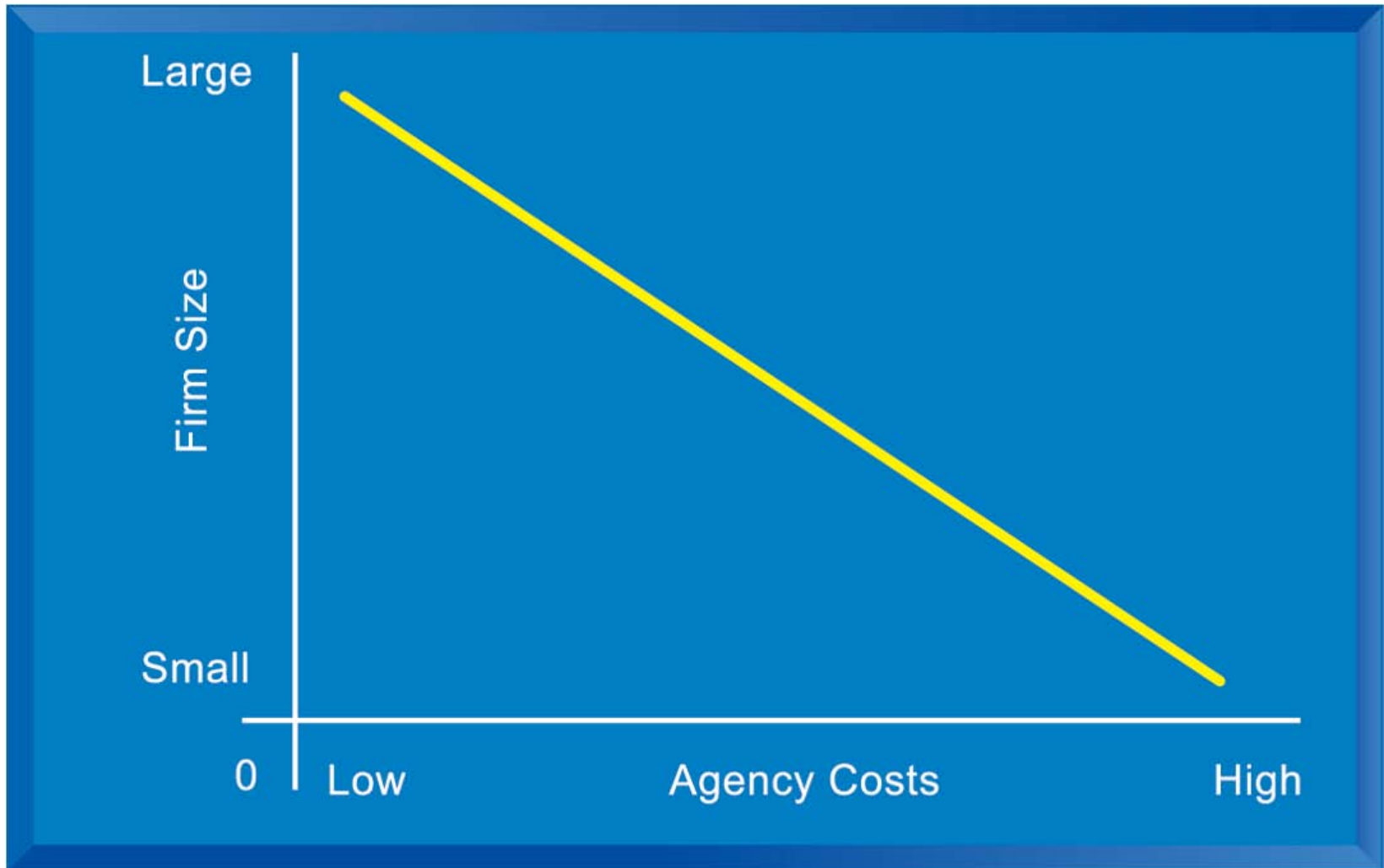
# 5 Basic Kinds of Organizational Structure

- Entrepreneurial:
  - Small start-up business
- Machine bureaucracy:
  - Midsize manufacturing firm
- Divisionalized bureaucracy:
  - Fortune 500 firms
- Professional bureaucracy:
  - Law firms, school systems, hospitals
- Adhocracy:
  - Consulting firms

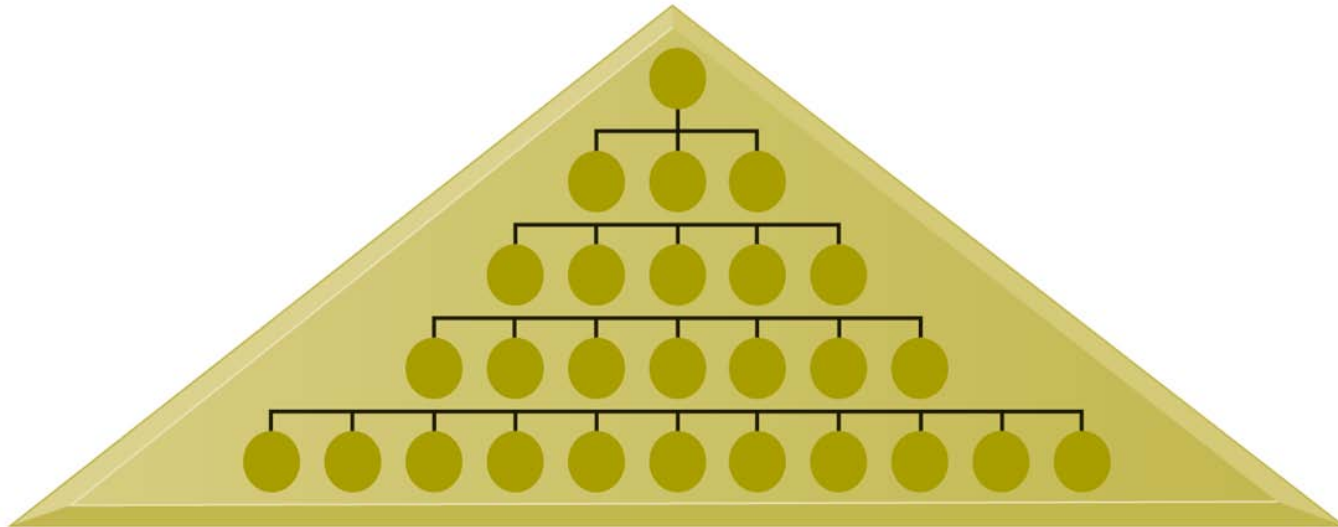
# THE TRANSACTION COST THEORY OF THE IMPACT OF INFORMATION TECHNOLOGY ON THE ORGANIZATION



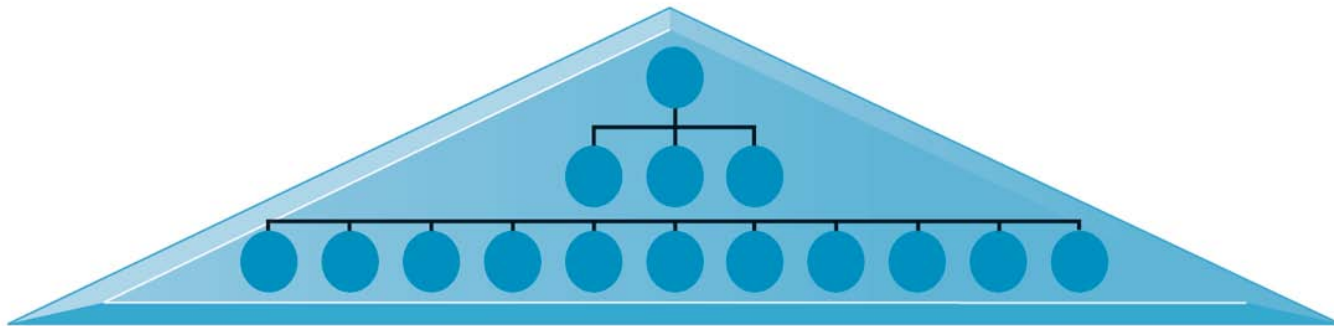
# THE AGENCY THEORY OF THE IMPACT OF INFORMATION TECHNOLOGY ON THE ORGANIZATION



# FLATTENING ORGANIZATIONS



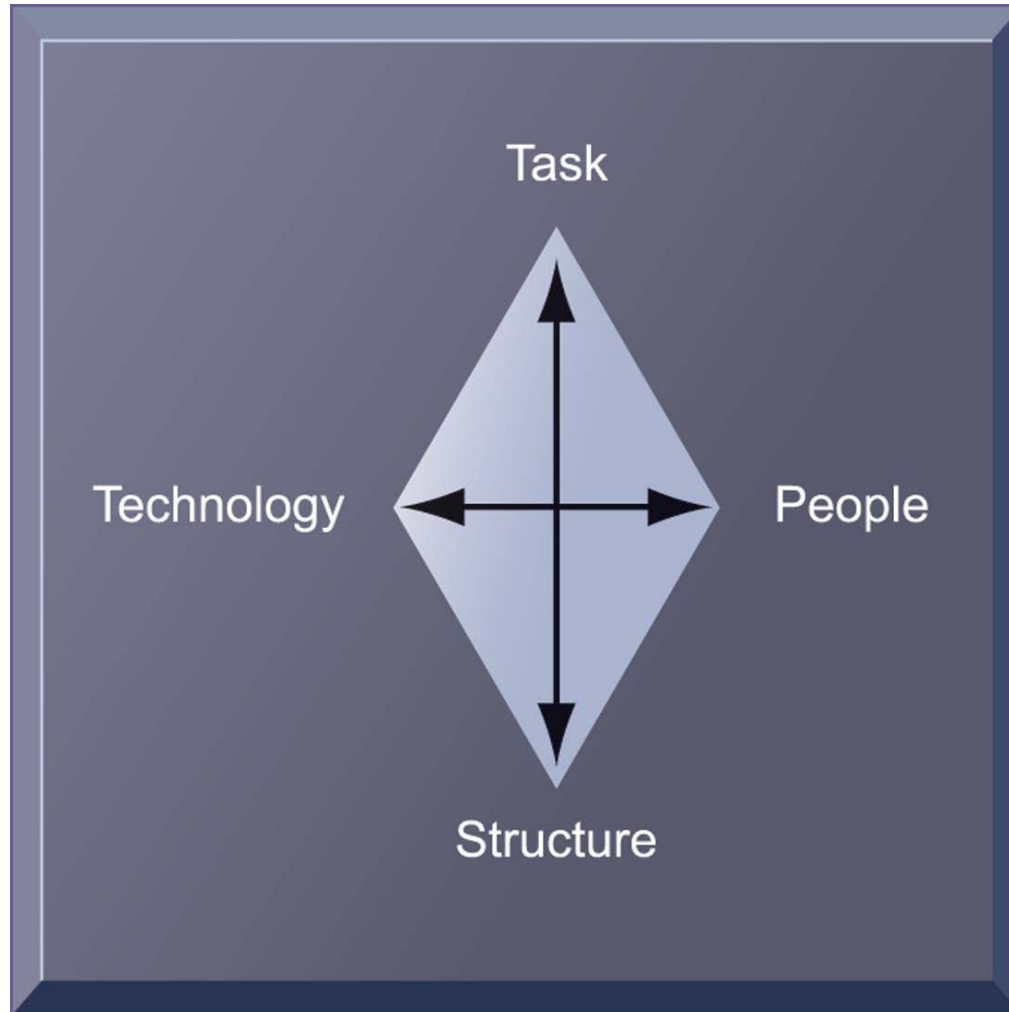
A traditional hierarchical organization with many levels of management



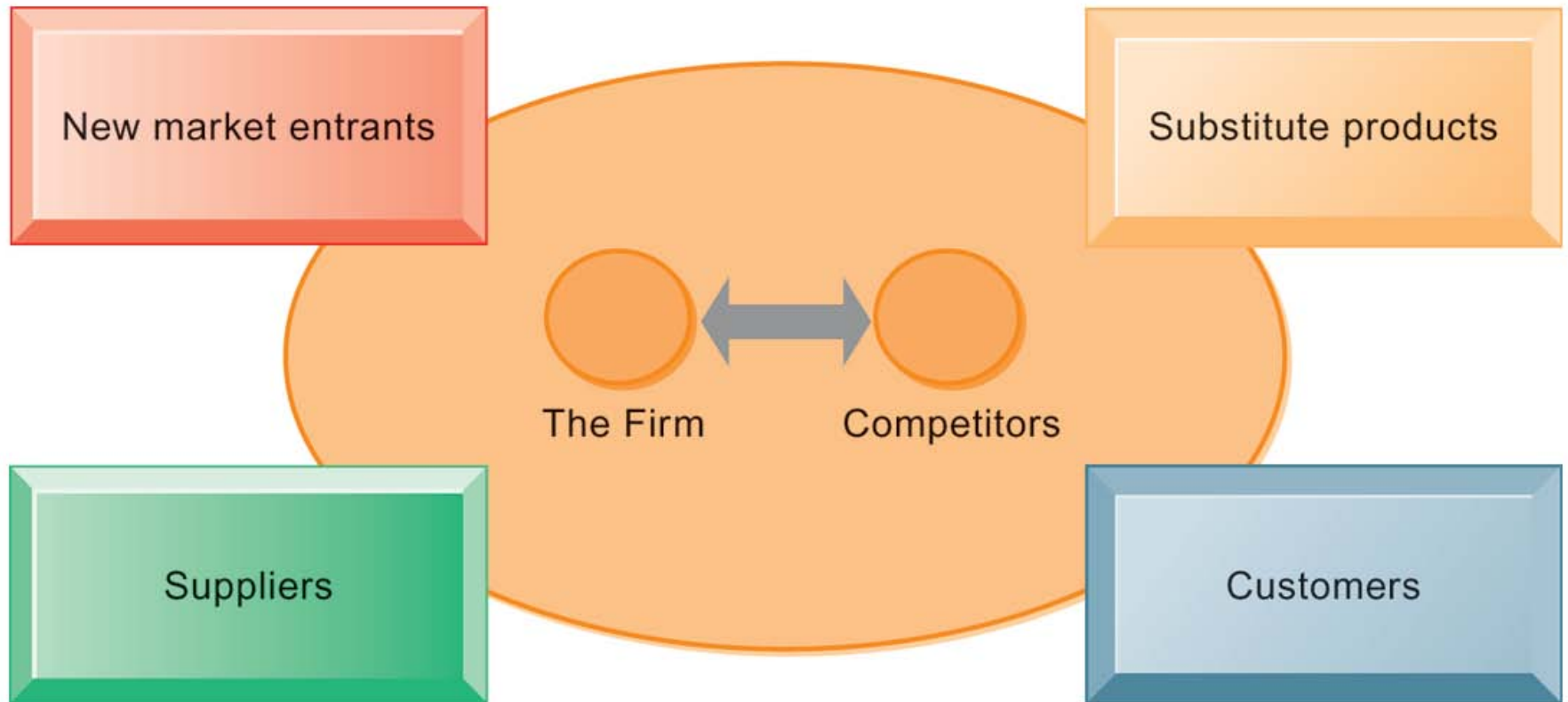
An organization that has been "flattened" by removing layers of management



# ORGANIZATIONAL RESISTANCE AND THE MUTUALLY ADJUSTING RELATIONSHIP BETWEEN TECHNOLOGY AND THE ORGANIZATION



# PORTER'S COMPETITIVE FORCES MODEL



# Information System Strategies for Dealing with Competitive Forces

- Low-cost leadership
- Product differentiation
- Focus on market niche
- Strengthen customer and supplier intimacy

# Information System Strategies for Dealing with Competitive Forces

- **Low-cost leadership**
  - Produce products and services at a lower price than competitors while enhancing quality and level of service
  - Examples: Wal-Mart

# Information System Strategies for Dealing with Competitive Forces

- **Product differentiation**
  - Enable new products or services, greatly change customer convenience and experience
  - Examples: Google, Nike, Apple

# Information System Strategies for Dealing with Competitive Forces

- **Focus on market niche**
  - Use information systems to enable a focused strategy on a single market niche; specialize
  - Example: Hilton Hotels

# Information System Strategies for Dealing with Competitive Forces

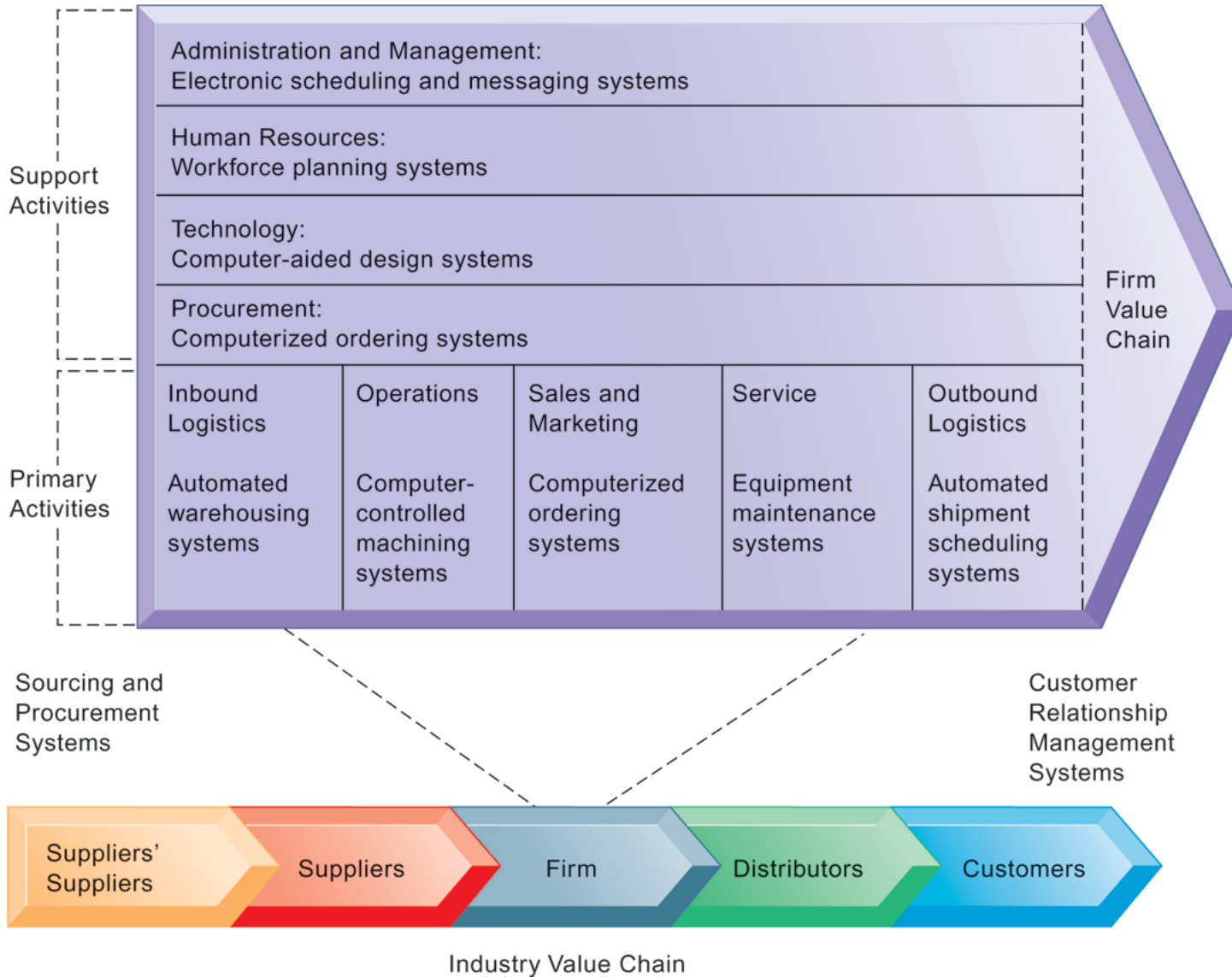
- **Strengthen customer and supplier intimacy**
  - Use information systems to develop strong ties and loyalty with customers and suppliers; increase switching costs
  - Example: Netflix, Amazon

# The Internet's impact on competitive advantage

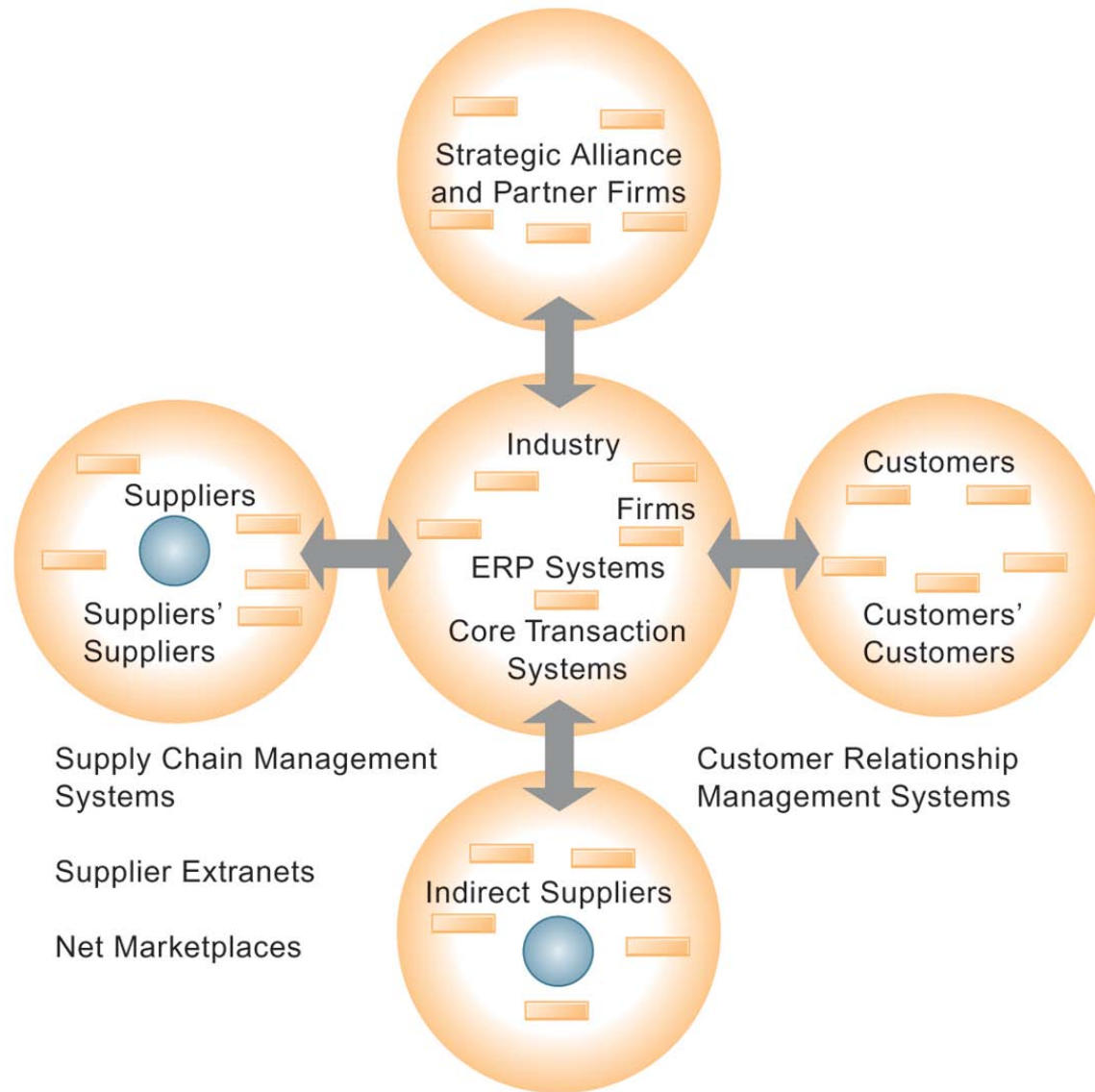
- Transformation, destruction, threat to some industries
  - E.g. travel agency, printed encyclopedia, newspaper
- Competitive forces still at work, but rivalry more intense
- Universal standards allow new rivals, entrants to market
- New opportunities for building brands and loyal customer bases



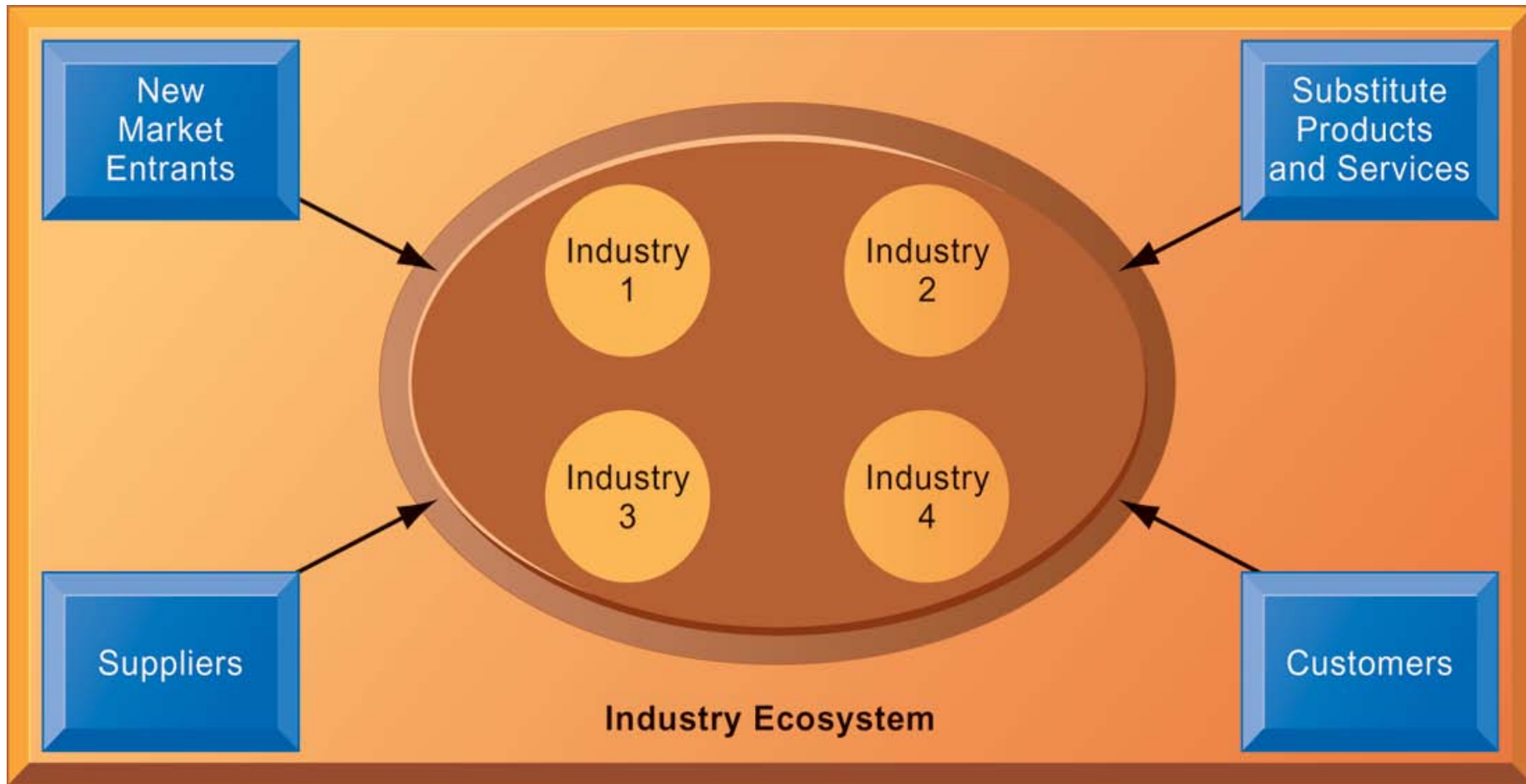
# THE VALUE CHAIN MODEL



# THE VALUE WEB



# AN ECOSYSTEM STRATEGIC MODEL



# Using Information Systems for Competitive Advantage: Management Issues

- Sustaining competitive advantage
  - Because competitors can retaliate and copy strategic systems, competitive advantage is not always sustainable; systems may become tools for survival
- Performing strategic systems analysis
  - What is structure of industry?
  - What are value chains for this firm?
- Managing strategic transitions
  - Adopting strategic systems requires changes in business goals, relationships with customers and suppliers, and business processes

# Case Study: Salesforce.com (Chap. 5)

## Salesforce.Com: Cloud Services Go Mainstream

1. How does Salesforce.com use cloud computing?
2. What are some of the challenges facing Salesforce as it continues its growth? How well will it be able to meet those challenges?
3. What kinds of businesses could benefit from switching to Salesforce and why?
4. What factors would you take into account in deciding whether to use Salesforce.com for your business?
5. Could a company run its entire business using Salesforce.com, Force.com and App Exchange? Explain your answer.

# 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