Case Study for Information Management
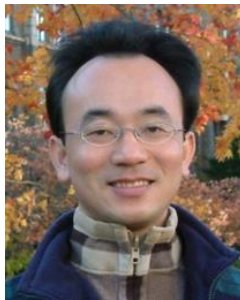# 資訊管理個案

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

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課程大綱 (Syllabus)

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

1 103/09/16 Introduction to Case Study for Information Management

2 103/09/23 Information Systems in Global Business: UPS (Chap. 1)

3 103/09/30 Global E-Business and Collaboration: NTUC Income (Chap. 2)

4 103/10/07 Information Systems, Organization, and Strategy: iPad and Apple (Chap. 3)

5 103/10/14 IT Infrastructure and Emerging Technologies: Salesforce.com (Chap. 5)

6 103/10/21 Foundations of Business Intelligence: Lego (Chap. 6)

課程大綱 (Syllabus)

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

7 103/10/28 Telecommunications, the Internet, and Wireless Technology: Google, Apple, and Microsoft (Chap. 7)

8 103/11/04 Securing Information System: Facebook (Chap. 8)

9 103/11/11 Midterm Report (期中報告)

10 103/11/18 期中考試週

11 103/11/25 Enterprise Application: Border States Industries Inc. (BSE) (Chap. 9)

12 103/12/02 E-commerce: Amazon vs. Walmart (Chap. 10)

課程大綱 (Syllabus)

週次　日期　　內容（Subject/Topics）

13 103/12/09 Knowledge Management: Tata Consulting Services (Chap. 11)

14 103/12/16 Enhancing Decision Making: CompStat (Chap. 12)

15 103/12/23 Building Information Systems: Electronic Medical Records (Chap. 13)

16 103/12/30 Managing Projects: JetBlue and WestJet (Chap. 14)

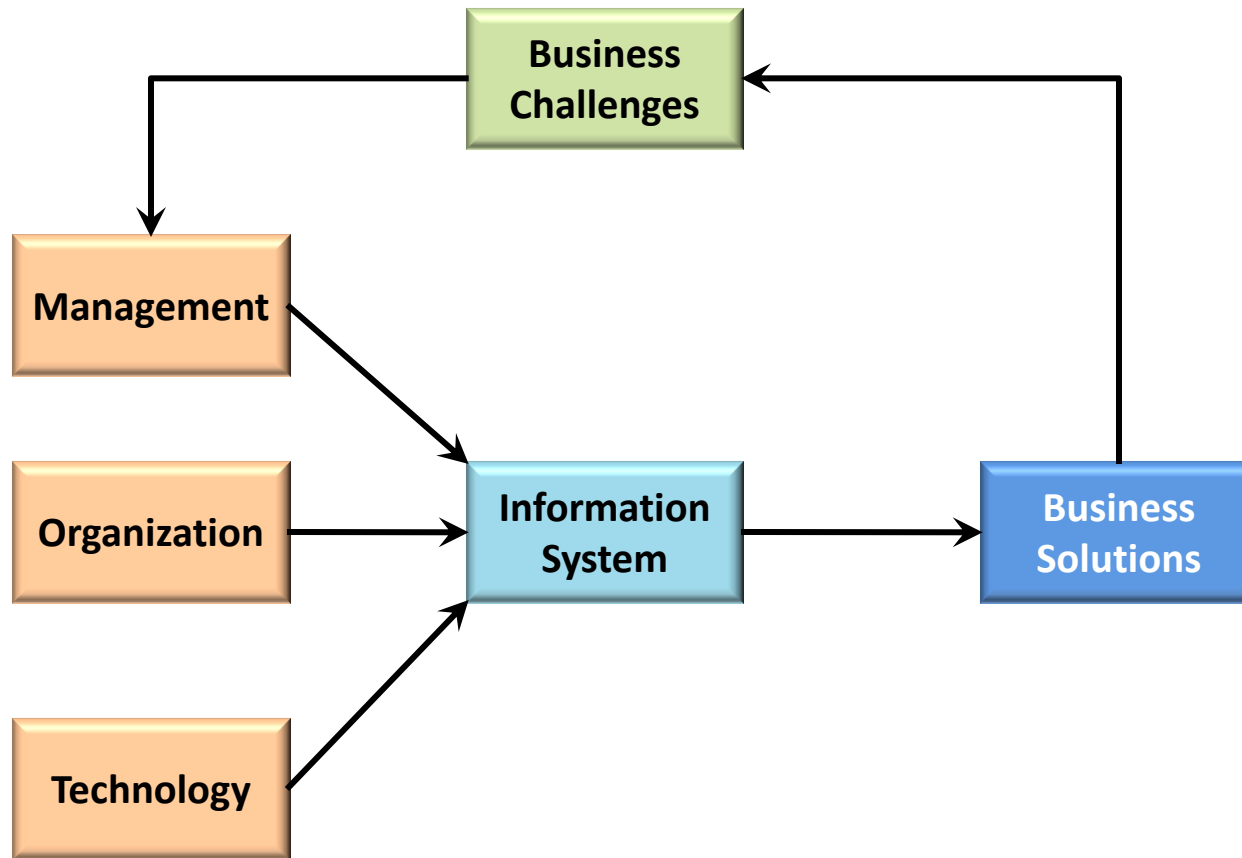17 104/01/06 Final Report (期末報告)

18 104/01/13 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
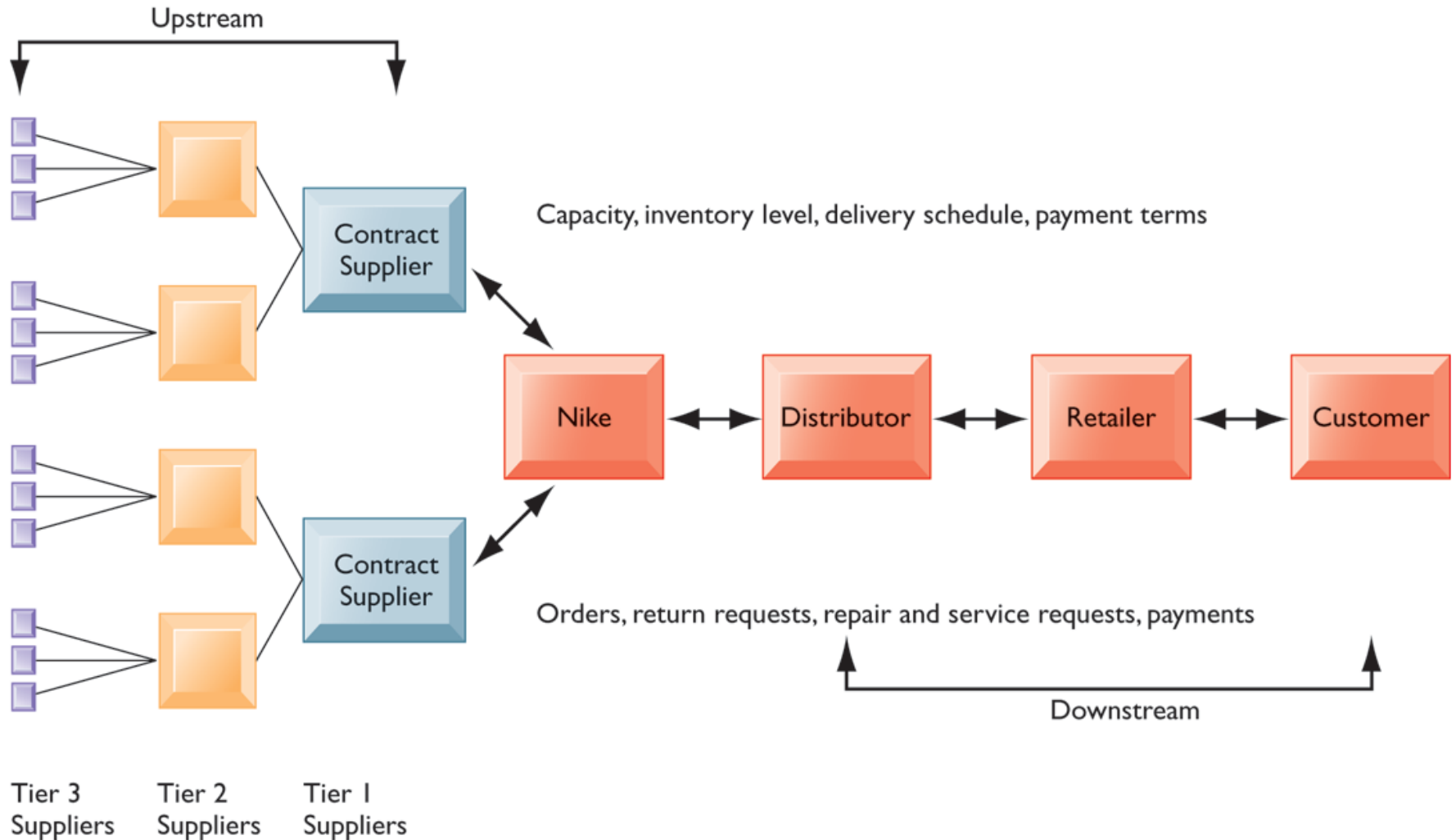   - Use software's configuration tables for customizing
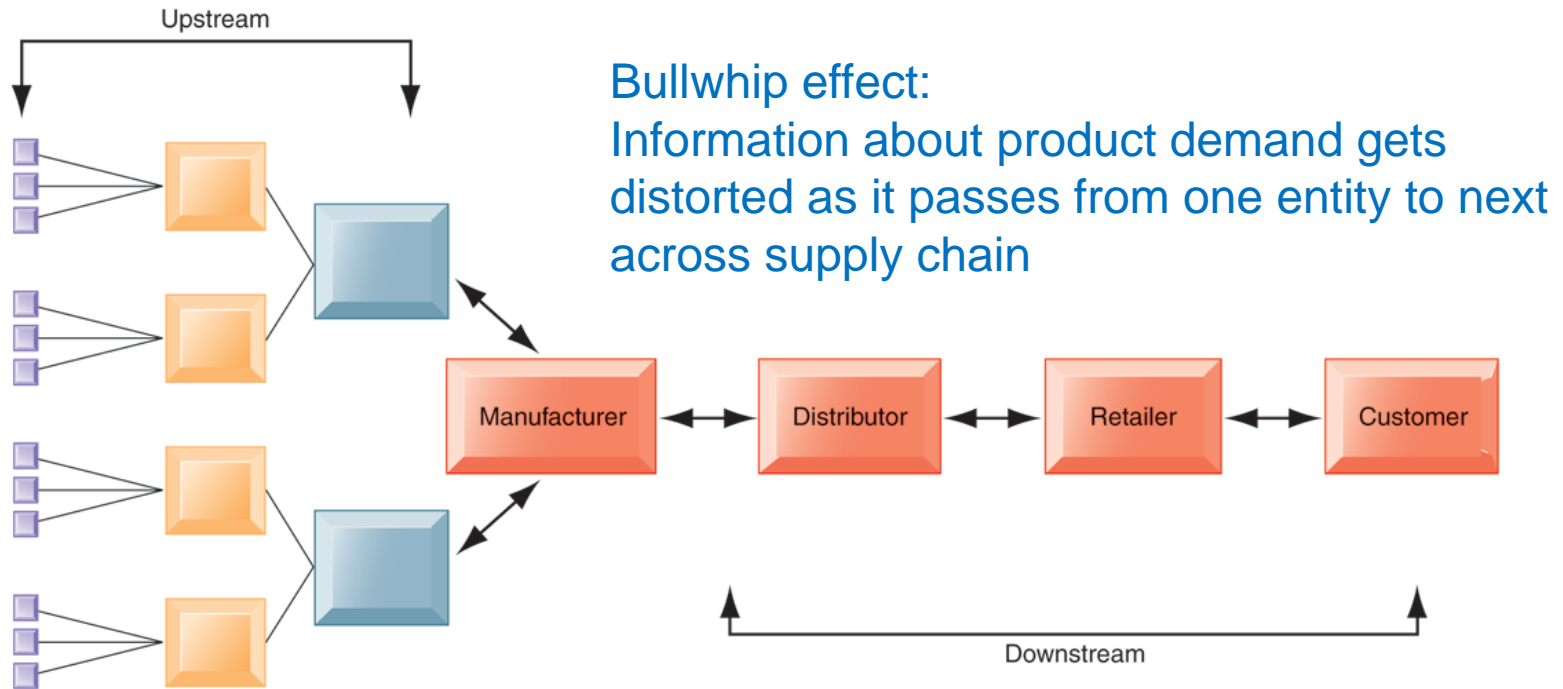
HOW ENTERPRISE SYSTEMS WORK
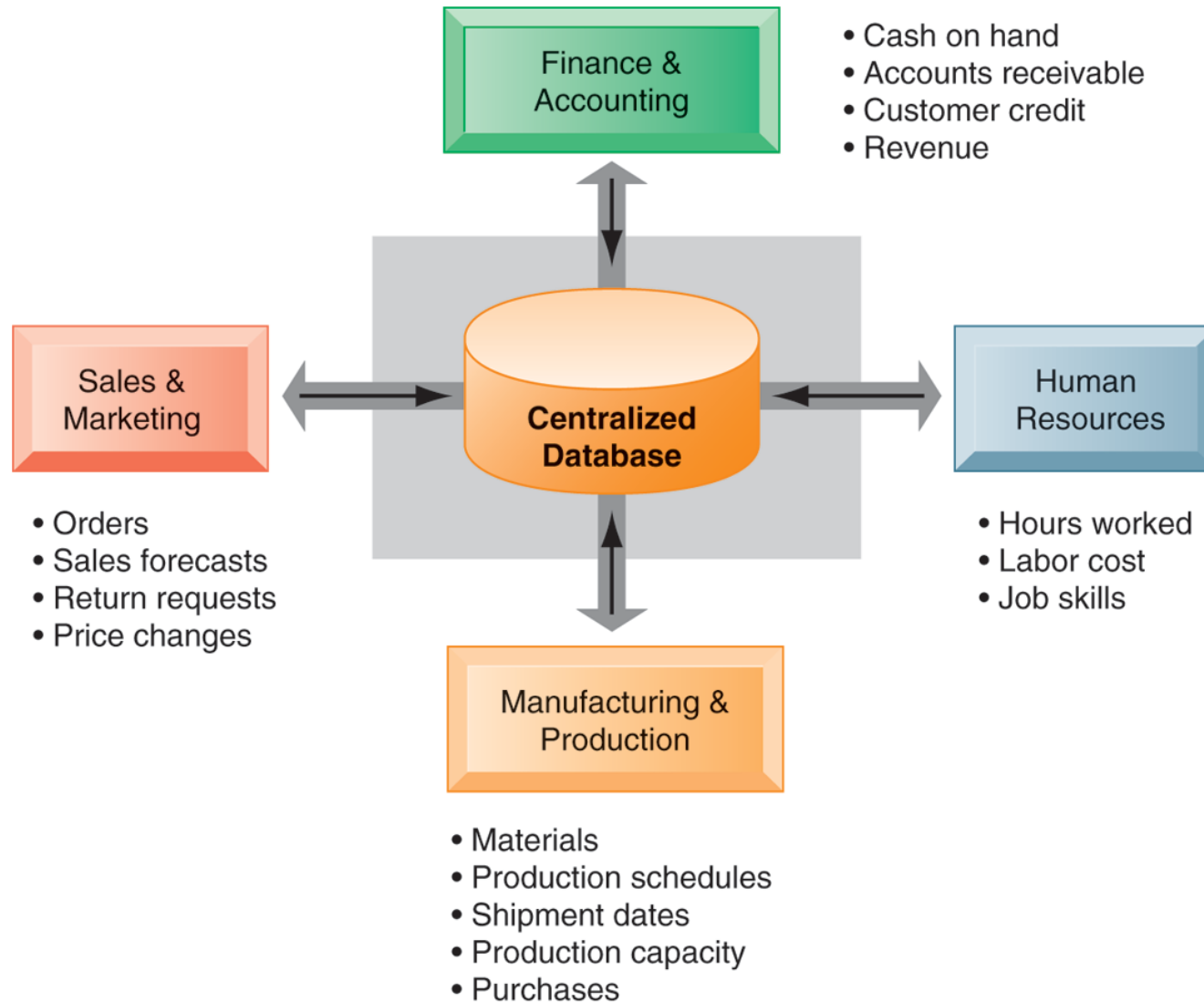
Business value of enterprise systems

- 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

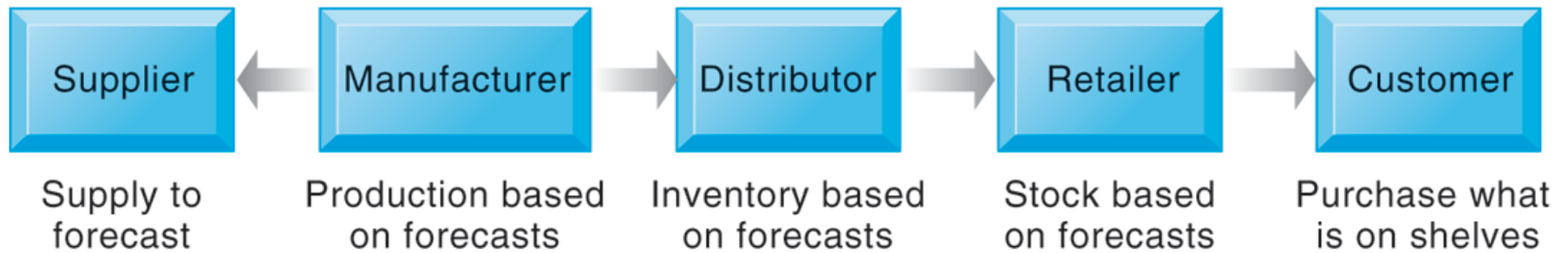# Supply Chain Management Systems: NIKE'S SUPPLY CHAIN
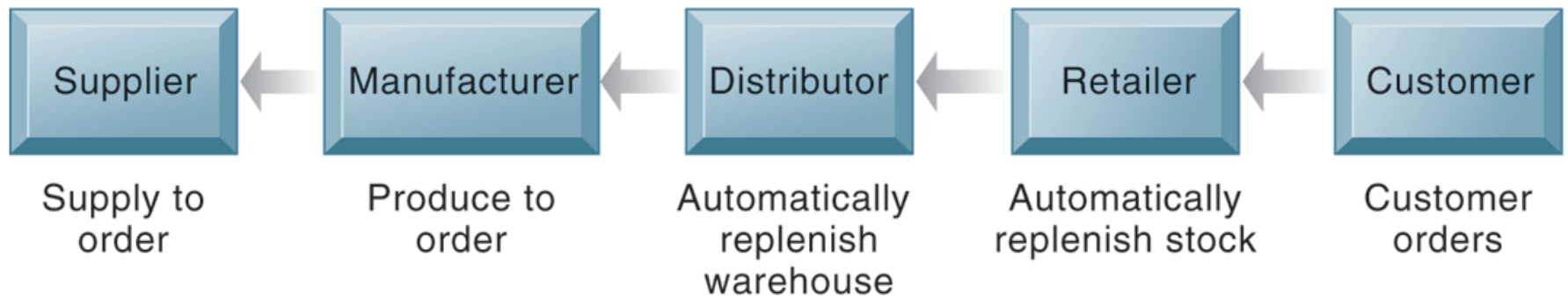
Supply Chain Management Systems: THE BULLWHIP EFFECT

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

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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

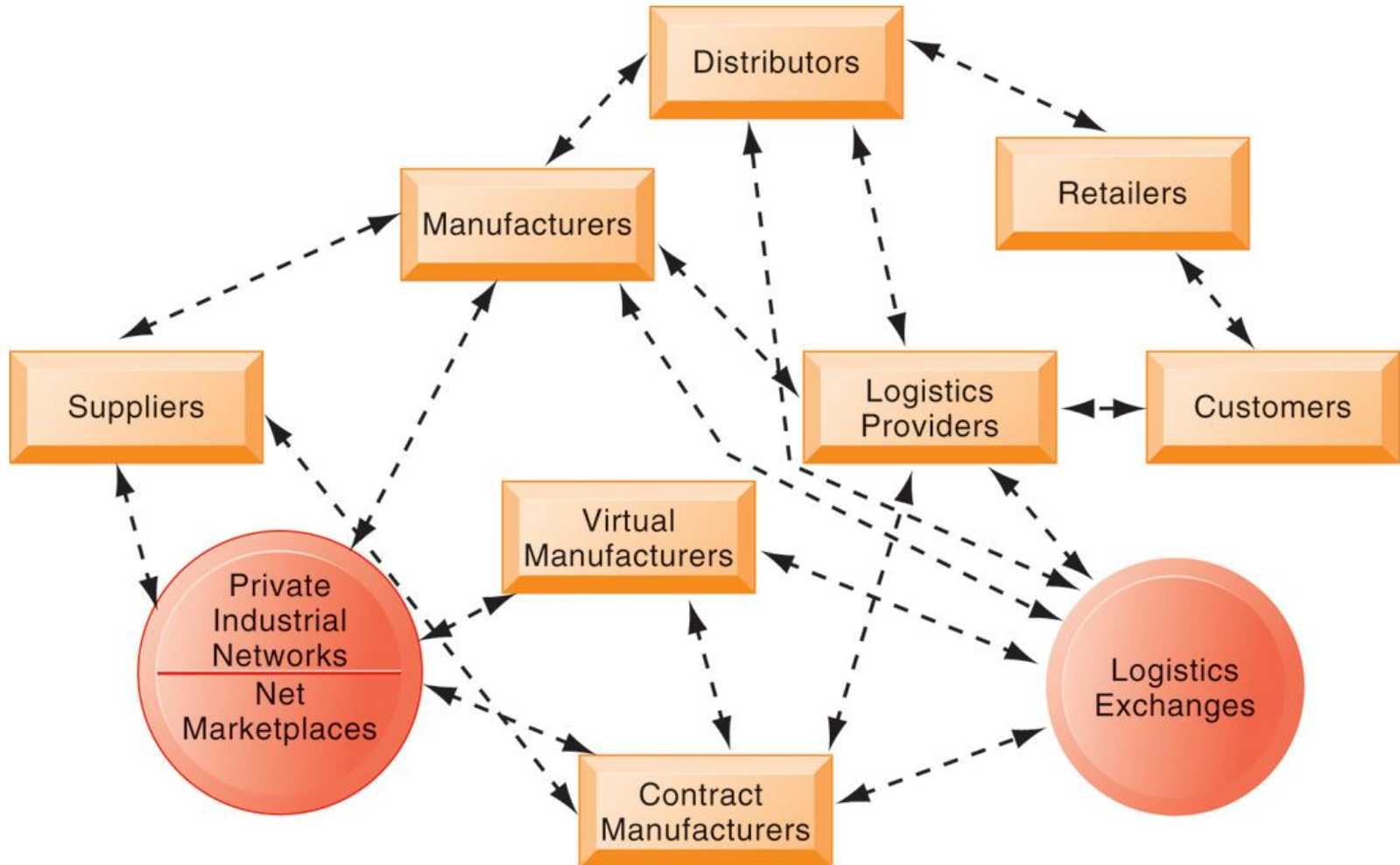| Supplier	←	Manufacturer	←	Distributor	←	Retailer	←	Customer
Supply to order		Produce to order		Automatically replenish warehouse		Automatically replenish stock		Customer orders

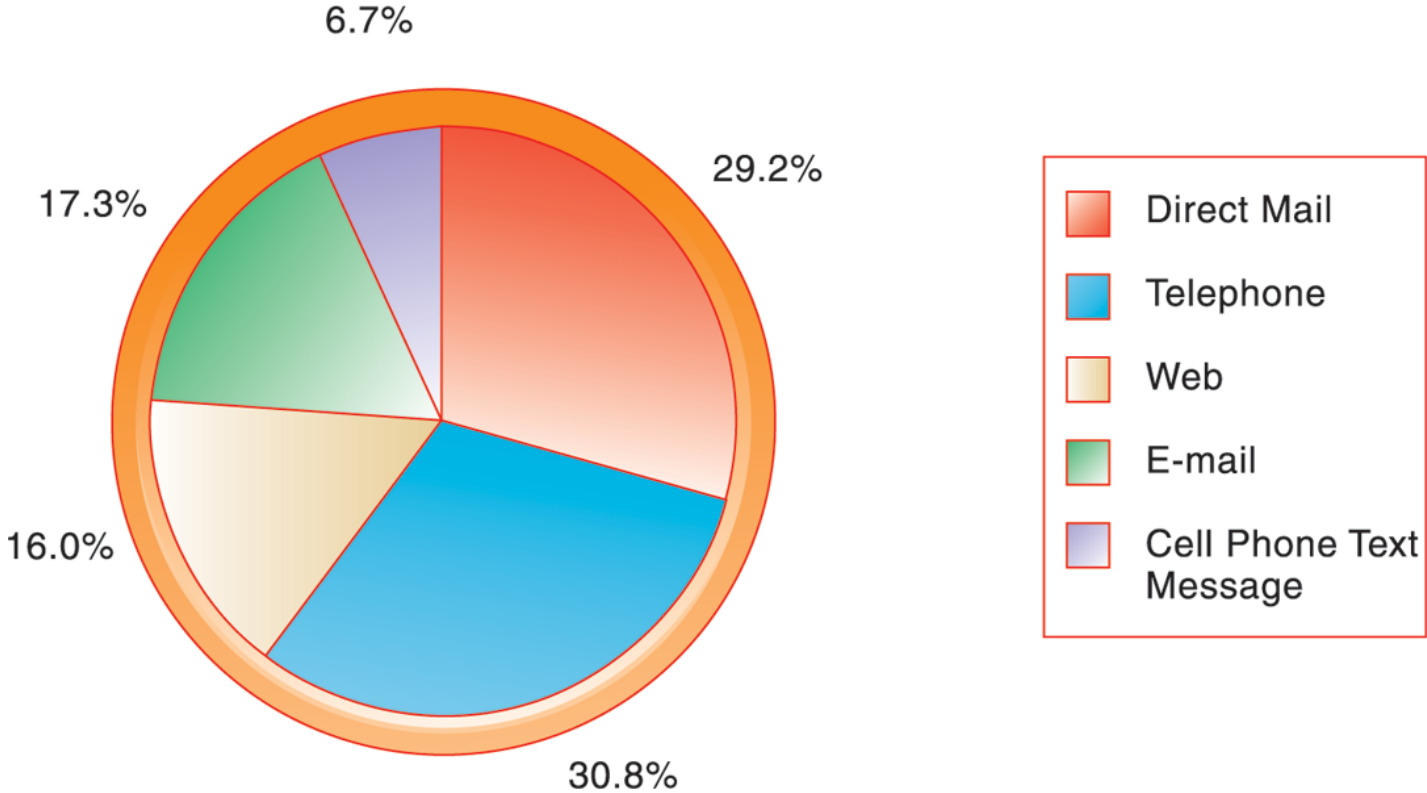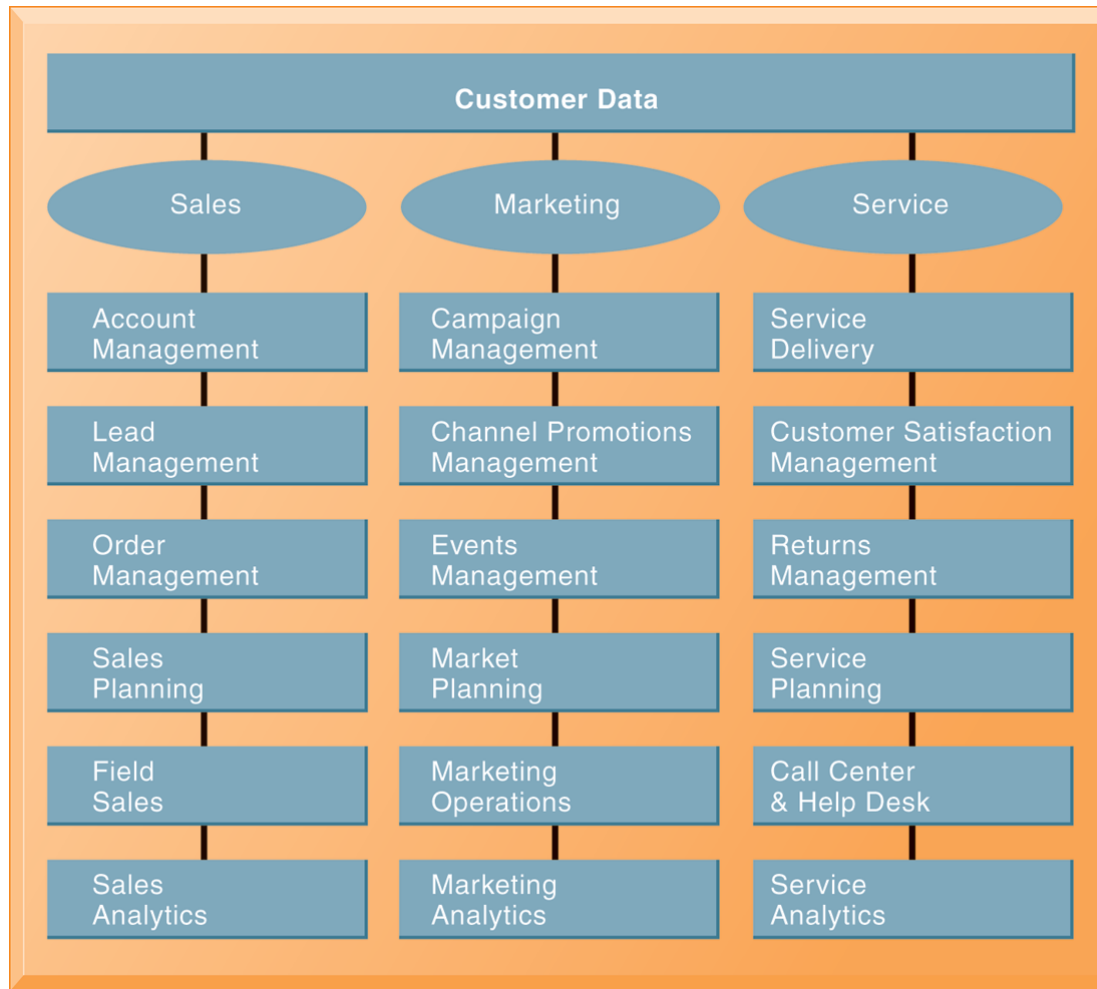# THE FUTURE INTERNET-DRIVEN SUPPLY CHAIN

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

HOW CRM SYSTEMS SUPPORT MARKETING

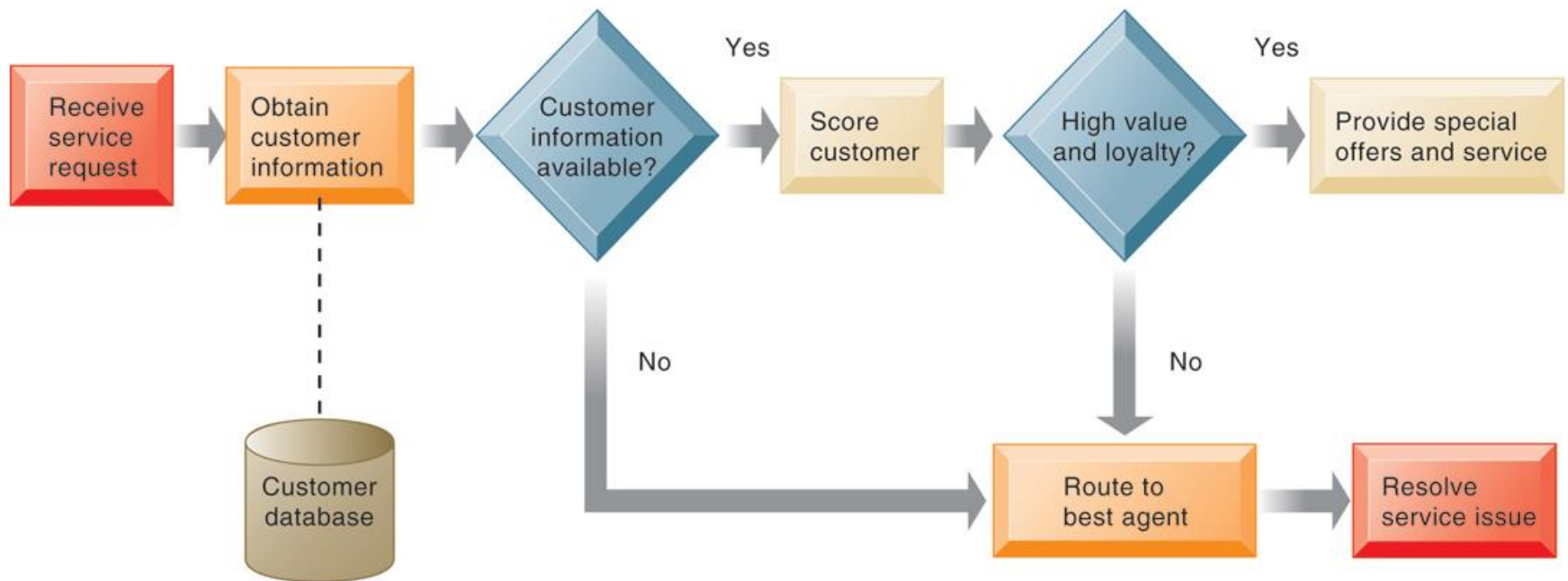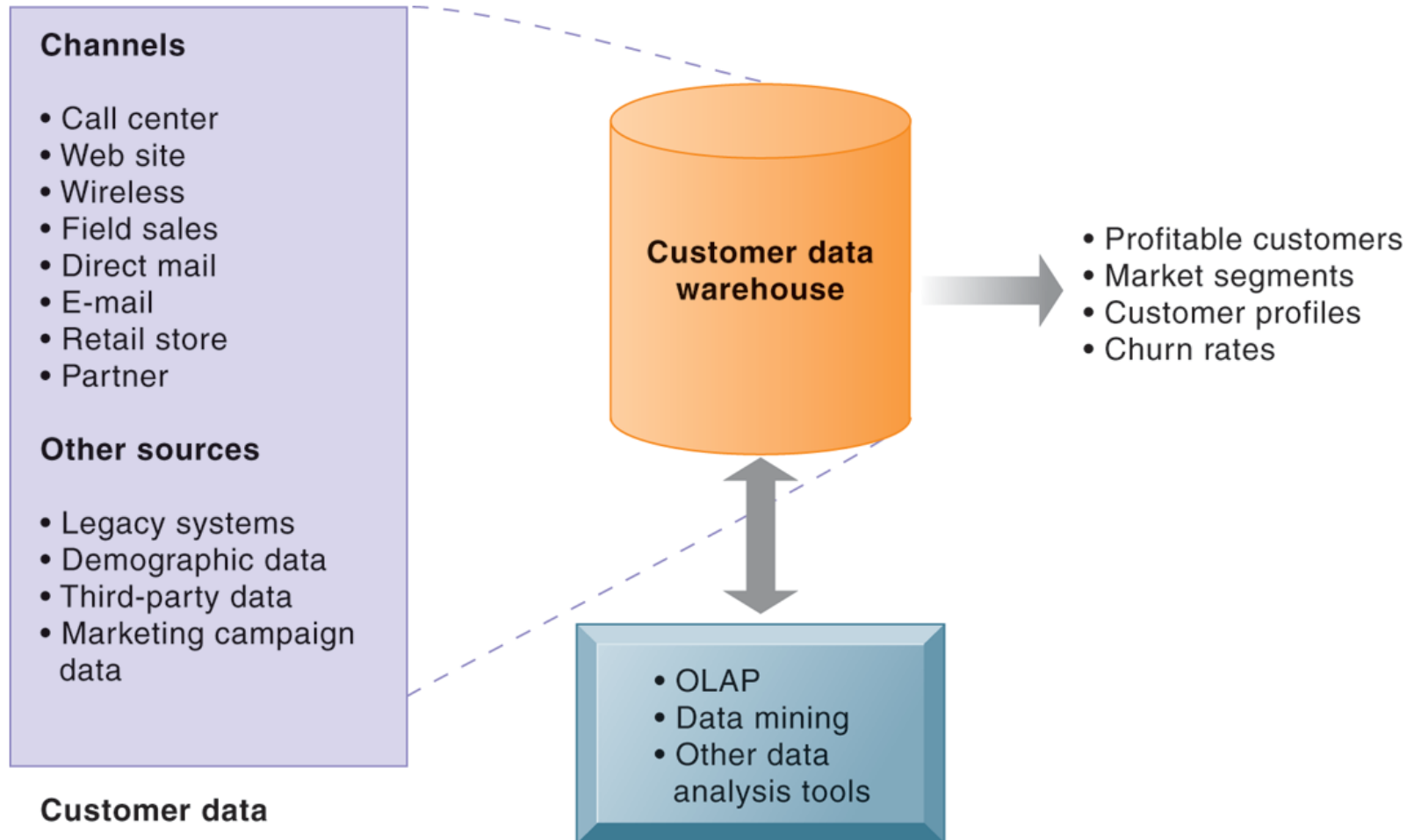Responses by Channel for January 2011
Promotional Campaign

6.7%
17.3%
29.2%
16.0%
30.8%

Direct Mail
Telephone
Web
E-mail
Cell Phone Text Message

CRM SOFTWARE CAPABILITIES

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
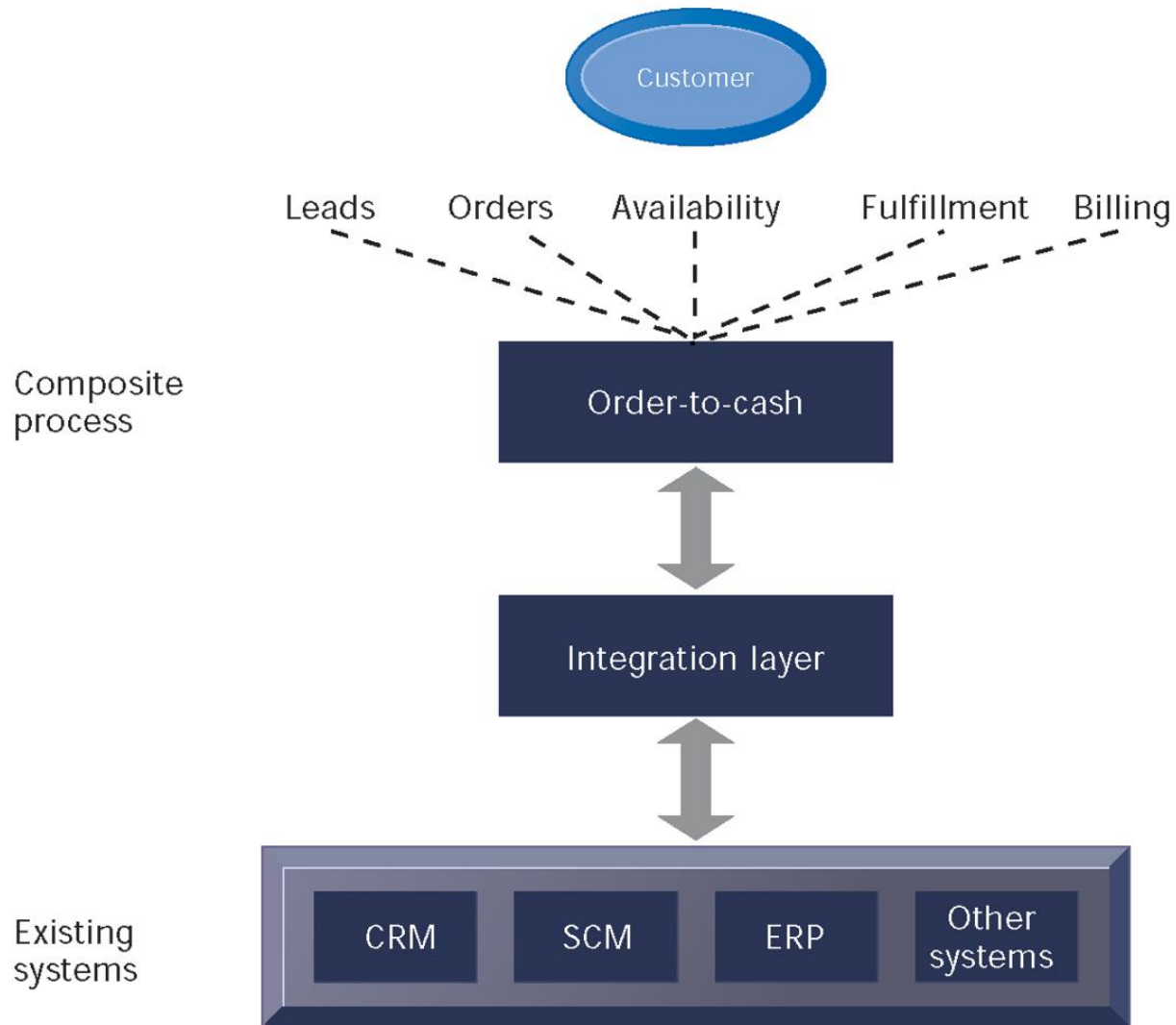
Amazon vs. Walmart:

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?

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