As the importance of implementing real-life case studies in the classroom has become more evident, shared insight of successful information technology operation has helped to further the understanding of information technology utilization.

This issue of the Journal of Cases on Information Technology (JCIT) explores the ways in which researchers and professionals worldwide have applied modern IT utilization that strengthened or hindered their organizational systems. The various aspects of these cases, including the differing stages of IT adoption, the individuals involved, and the resultant utilization outcomes illuminate the processes involved in information technology related settings. These case studies bring to light the problems and solutions of IT implementation and cover scenarios which vary from government agency knowledge sharing, German hospital CRM systems, ERP implementation, the transport industry, British higher education applications, grocery store retail, non-profit organizations and integrated CRM execution. The real life actualization of these cases aims to aid professors and students alike in the discussion and understanding of these issues, as well as to enlighten IT managers and researchers about the experiences of other IT professionals. The following are summaries of the cases contained in this issue.

Inside This Issue

**CRM Systems in German Hospitals: Illustrations of Issues & Trends** by Mahesh Raisinghani, Texas Woman’s University (USA), E-Lin Tan, Jose Antonio Untama, Heidi Weiershaus, Thomas Levermann & Natalie Verdeflor (Purdue University, USA and the German Int. School of Management and Administration, Germany) describes the German public hospital system as it faced governmental and regulatory pressures to implement efficiency and effectiveness metrics by the year 2005, and is exemplified by the classification of the Diagnosis Related Groups (DRG) system. This case study explains customer relationship management technology and the challenges of data sharing and data security in hospitals. The benefits accruing to the hospitals are identified, along with strategies to intensify focus on efficiency and customer satisfaction in a very competitive market.

**Development of an Information Kiosk for a Large Transport Company: Lessons Learned** by Pieter Blignaut (University of the Free State, South Africa) and Iann Cruywagen (Interstate Bus Lines (Pty.) Ltd., South Africa) follows an information kiosk system that was developed for a large public transport company to provide African commuters of limited educational background with up-to-date information on schedules and ticket prices in a graphically attractive way. The challenges regarding liaisons with passengers are highlighted and the use of a touch screen kiosk to supplement current liaison media is justified.

**Challenges of Complex Information Technology Projects: The MAC Initiative** by Teta Stamati, Panagiotis Kanellis and Drakoulis Martakos (University of Athens, Greece) provides a detailed account of the ill-fated Management and Administrative Computing (MAC) that was intended to
centrally procure an integrated applications suite for a number of British higher education institutions. Illustrated in this case are the levels of complexity that unpredictable change brings to an information technology project which seeks to realize the impossible dream of becoming ‘organizationally generic,’ as well as highlighting the destabilizing effects it may have on the network of the project’s stakeholders.

*New Forms of Collaboration & Information Sharing in Grocery Retailing: The PCSO Pilot at Veropoulos* by Katerina Pramatari and Georgios I. Doukidis (Athens University of Economics and Business, Greece) is a case study that describes pilot implementation, utilizing Internet technology in order to enable collaboration and daily sharing of POS data between grocery retail stores and suppliers with the objective to streamline the store replenishment process. Explained in this case are the significant business results as well as the pitfalls and technical challenges of such an implementation.

*Information Systems for a Volunteer Center: System Design for Not-For-Profit Organizations with Limited Resources* by Suresh Chalasani, Dirk Baldwin and Jayavel Souderpandian (University of Wisconsin - Parkside, USA) focuses on the development of information systems for the Volunteer Center of Racine (VCR). It targets the analysis and design phase of the project using the Unified Modeling Language (UML) methodology. This case also details project management, team dynamics, projects risks and solution-alternatives.

*MACROS: Case Study of Knowledge Sharing System Development within New York State Government Agencies* by Jing Zhang, Joseph Sarkis (Clark University, USA) and Theresa A. Pardo (University at Albany, SUNY, USA) reports on the development of a knowledge sharing system that fosters knowledge sharing across levels and divisions in a New York State government agency. It describes in detail the project management tools and models used in various stages to aid in the analysis and development of this project.

*Infosys Technologies Limited: Unleashing CIMBA* by Debabroto Chatterjee and Rick Watson (The University of Georgia, USA) provides insights into the factors that triggered the need for developing an integrated CRM solution and how one company went about developing and launching this system. It also brings to light the various challenges associated with the implementation of a CRM system.

*Change Management of People & Technology in an ERP Implementation* by Helen M. Edwards and Lynne P. Humphries (University of Sunderland, UK) is a case study based on PowerIT, an engineering company comprised of roughly 200 staff members adopted an enterprise resource planning (ERP) system. Over time, the performance of the system was under scrutiny and the resultant investigation identified problems with the acquisition and implementation process. This case highlights the difficulties encountered in tailoring the enterprise resource planning system to the existing business practices.

The diverse nature of these cases provides students and practitioners of IT with a bevy of examples on the success or failure of IT implementation. It is our goal that cases included in this issue of JCIT will be instrumental to IT researchers, professionals, policy makers, students, and teachers in their own studies or situations derived from IT implementation. As always, your feedback and comments are greatly appreciated.

*Mehdi Khosrow-Pour, D.B.A.  
Editor-in-Chief  
Journal of Cases on Information Technology*