Cases on Strategic Information Systems

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   Debabroto Chatterjee, The University of Georgia, USA
   Rick Watson, The University of Georgia, USA

Infosys Technologies Ltd., one of the world’s most profitable IT services company, implemented a customer relationship management (CRM) system called CIMBA (Customer Information Management By All). This customer-focused system was conceived and designed to improve communication and collaboration between the company and its customers. By seamlessly integrating the front-end sales system with the back-end delivery system, CIMBA was expected to further enhance the company’s IT solutions delivery capability. This case provides insights into the factors that triggered the need for developing such an integrated CRM solution and how the company went about developing and launching this system. It also brings to light the various challenges associated with the implementation of this IS solution.

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This case will focus on Keane’s approach to Project Management and how they provide this service to their clients. This includes not only how Keane is hired for Project Management but how they train their clients on how they too can implement the Keane philosophy of Productivity Management. The goal of this case is to provide the student with an example of business-technology strategy in action and allow them to explore future paths that Keane may take based on how they use technology today and in the decade to come.
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Christoph Schneider, Washington State University, USA
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This case study examines an often overlooked context of information system failures, that of pre-implementation failure. It focuses on an Information Systems Development (ISD) project at a large public university that failed even before implementation could get under way. Specifically, it describes the vendor selection process of a proposed computerized maintenance management system.

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Laurie Schatzberg, University of New Mexico, USA

Celerity Enterprises competes in the semiconductor manufacturing industry. At the start of the case, business conditions are favorable for them to launch a new production facility to manufacture flash memory. The new facility must achieve exceptionally ambitious productivity and cost goals. A facility-level strategic planning process reveals opportunities to substitute information for other more-expensive resources. By the end of the case, just a few months later, worldwide economic conditions change radically and the future of the new facility is in jeopardy. The case describes the participants, the planning process and findings. It provides a rich setting to discuss aligning information and business planning, realities of the volatile industry, outsourcing for IS planning leadership, and using a combination of top-down and bottom-up planning.

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This case gives a detailed description of the adoption of an e-business initiative by Miracle Industries Limited (MIL), a fast-moving consumer goods (FMCG) organization in India. The initiative involved linking up with key distributors so as to get important sales-related data on a real-time basis. The case describes how the decision to adopt the project was taken after a comprehensive analysis involving a detailed cost-benefits study, and an examination of the roles of various stakeholders — the distributors and the Territory Sales Officers.
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Andrew Schiff, University of Baltimore, USA
Tigineh Mersha, University of Baltimore, USA

This case describes an alternative to developing expensive systems, which is to acquire general-purpose software that has been developed for a wide range of organizations, and to adapt it for the agency in which it will be installed.

Chapter VII
The Rise and Fall of CyberGold.com

John E. Peltier, Georgia State University, USA
Michael J. Gallivan, Georgia State University, USA

The life cycle of CyberGold, a start-up dot-com firm that rose to prominence in the world of online currency and micro-payments, is presented in this case. The inception of the firm is described, as well as the talent base of its senior executives, and its innovative and patented business model, known as “Attention Brokerage.” The case focuses on a specific decision problem faced by CyberGold’s team of senior managers early in its life cycle: how to modify the company’s business model and communication with its members in order to encourage repeat visits to its site and to provide a clearer understanding of where CyberGold credits may be spent by members.

Chapter VIII
The Planned and Materialized Implementation of an Information System

Pekka Reijonen, University of Turku/Laboris, Finland
Jukka Heikkilä, Helsinki School of Economics, Finland

The object of this case study is a marketing and sales information system in two local offices of a regional telephone company. This study illustrates the difficulties in simultaneously aligning an organization and implementing a new information system. This case emphasizes the importance of the organizational implementation and adaptation process which ought to begin after the implementation of the technical system.

Chapter IX
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Charles T. Caine, Oakland University, USA
Thomas W. Lauer, Oakland University, USA
Eileen Peacock, Oakland University, USA

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the design and development of the Lotus Notes™ workflow management system. The design description includes process maps for the as-is and the new system. In addition, descriptions of the testing phase, the pilot, and the roll-out are included. The case concludes with a discussion of project success factors and planned future enhancements.

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Annie Guénette, École des Hautes Études Commerciales, Canada
Nadine LeBlanc, École des Hautes Études Commerciales, Canada
Henri Barki, École des Hautes Études Commerciales, Canada

The implementation of the payroll and human resources modules of an integrated software product in a large manufacturing organization is described in this case. Some of the problems encountered include conflicts between the accounting and human resources departments, technical difficulties in building interfaces to existing systems, inadequate staffing of the project team, the IT director who left during the project, and a poorly functioning steering committee.

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Sorel Reisman, California State University, Fullerton

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Mahesh S. Raisinghani, Texas Woman’s University, USA

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Karen A. Wager, Medical University of South Carolina, USA
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James A. Rodger, Indiana University of Pennsylvania, USA
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The case describes the implementation process of an ERP (Enterprise Resource Planning) system at Alimentos Peru, one of the largest foods manufacturing companies in Peru. The case explains the criteria used to evaluate and select the system, as well as the main issues and problems that arose during the implementation process. More specifically, the case focuses upon a set of implementation factors, such as top management support, user participation, and project management.

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