Global E-Business and Collaboration: P&G (Chap. 2)

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<table>
<thead>
<tr>
<th>週次 (Week)</th>
<th>日期 (Date)</th>
<th>內容 (Subject/Topics)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2016/09/13</td>
<td>Introduction to Case Study for Information Management Hot Topics</td>
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<tr>
<td>2</td>
<td>2016/09/20</td>
<td>Information Systems in Global Business: UPS (Chap. 1) (pp.53-54)</td>
</tr>
<tr>
<td>3</td>
<td>2016/09/27</td>
<td>Global E-Business and Collaboration: P&amp;G (Chap. 2) (pp.84-85)</td>
</tr>
<tr>
<td>4</td>
<td>2016/10/04</td>
<td>Information Systems, Organization, and Strategy: Starbucks (Chap. 3) (pp.129-130)</td>
</tr>
<tr>
<td>5</td>
<td>2016/10/11</td>
<td>Ethical and Social Issues in Information Systems: Facebook (Chap. 4) (pp.188-190)</td>
</tr>
<tr>
<td>週次 (Week)</td>
<td>日期 (Date)</td>
<td>內容 (Subject/Topics)</td>
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<tr>
<td>6</td>
<td>2016/10/18</td>
<td>IT Infrastructure and Emerging Technologies: Amazon and Cloud Computing (Chap. 5) (pp. 234-236)</td>
</tr>
<tr>
<td>7</td>
<td>2016/10/25</td>
<td>Foundations of Business Intelligence: IBM and Big Data (Chap. 6) (pp.261-262)</td>
</tr>
<tr>
<td>8</td>
<td>2016/11/01</td>
<td>Telecommunications, the Internet, and Wireless Technology: Google, Apple, and Microsoft (Chap. 7) (pp.318-320)</td>
</tr>
<tr>
<td>9</td>
<td>2016/11/08</td>
<td>Midterm Report (期中報告)</td>
</tr>
<tr>
<td>10</td>
<td>2016/11/15</td>
<td>期中考試週</td>
</tr>
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<tr>
<td>11</td>
<td>2016/11/22</td>
<td>Enterprise Applications: Summit and SAP (Chap. 9) (pp.396-398)</td>
</tr>
<tr>
<td>12</td>
<td>2016/11/29</td>
<td>E-commerce: Zagat (Chap. 10) (pp.443-445)</td>
</tr>
<tr>
<td>13</td>
<td>2016/12/06</td>
<td>Enhancing Decision Making: Zynga (Chap. 12) (pp.512-514)</td>
</tr>
<tr>
<td>14</td>
<td>2016/12/13</td>
<td>Building Information Systems: USAA (Chap. 13) (pp.547-548)</td>
</tr>
<tr>
<td>15</td>
<td>2016/12/20</td>
<td>Managing Projects: NYCAPS and CityTime (Chap. 14) (pp.586-588)</td>
</tr>
<tr>
<td>16</td>
<td>2016/12/27</td>
<td>Final Report I (期末報告 I)</td>
</tr>
<tr>
<td>17</td>
<td>2017/01/03</td>
<td>Final Report II (期末報告 II)</td>
</tr>
<tr>
<td>18</td>
<td>2017/01/10</td>
<td>期末考試週</td>
</tr>
</tbody>
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Management Information Systems: Managing the Digital Firm

1. Organization, Management, and the Networked Enterprise

2. Information Technology Infrastructure

3. Key System Applications for the Digital Age

4. Building and Managing Systems

Chap. 2
Global E-Business and Collaboration: P&G
Case Study: P&G (Chap. 2) (pp.84-85)

Piloting Procter & Gamble from Decision Cockpits

1. What management, organization, and technology issues had to be addressed when implementing Business Sufficiency, Business Sphere, and Decision Cockpits?

2. How did these decision-making tools change the way the company ran its business? How effective are they? Why?

3. How are these systems related to P&G’s business strategy?

Overview of Fundamental MIS Concepts

Business Challenges

Management

Organization

Information System

Technology

Business Solutions

## Business Model

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<th>1</th>
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<th>7</th>
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<tbody>
<tr>
<td>Customer Segments</td>
<td>Value Proposition</td>
<td>Channels</td>
<td>Customer Relationships</td>
<td>Revenue Streams</td>
<td>Key Resources</td>
<td>Key Activities</td>
<td>Key Partners</td>
</tr>
</tbody>
</table>

**Key Activities**

- Value Proposition
- Channels
- Customer Relationships
- Customer Segments
- Key Resources
- Key Partners
- Cost Structure
- Revenue Streams

The Order Fulfillment Process

A Payroll TPS

Employee Data

Payroll System

To General Ledger

Employee/Files database

Employee Number
Name
Address
Pay rate
Gross pay
Federal tax
FICA
Medicare
State tax
Net pay
Earnings (YTD)

Payroll data on master file

Online queries

Management reports

To government agencies

Employee paychecks

How Management Information Systems Obtain Their Data from the Organization’s TPS

Voyage-Estimating Decision Support System

Enterprise Application Architecture

Suppliers, Business Partners

Enterprise Systems

Processes

Supply Chain Management Systems

Knowledge Management Systems

Processes

Finance and Accounting

Processes

Customer Relationship Management Systems

Processes

Customers, Distributors

FUNCTIONAL AREAS

Sales and Marketing

Manufacturing and Production

Human Resources

Requirements for Collaboration

Collaboration Capability

- Open culture
- Decentralized structure
- Breadth of collaboration

Collaboration Technology

- Use of collaboration technology for implementation and operations
- Use of collaborative technology for strategic planning

The Time/Space Collaboration Tool Matrix

<table>
<thead>
<tr>
<th>Same place collocated</th>
<th>Different place remote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same time synchronous</td>
<td>Continuous task</td>
</tr>
<tr>
<td>Face to face interactions</td>
<td>team rooms, large public display, shift work groupware, project management, ...</td>
</tr>
<tr>
<td>Remote interactions</td>
<td>Communication + coordination</td>
</tr>
<tr>
<td>video conferencing, instance messaging, charts/MUDs/ virtual words, shared screens, multi-user editors, ...</td>
<td>email, bulletin boards, blogs, asynchronous conferencing, group calendars, workflow, version control, wikis, ...</td>
</tr>
</tbody>
</table>
The Information Systems Function in Business

• Information systems department:
  – Formal organizational unit responsible for information technology services
  – Often headed by chief information officer (CIO)
    • Other senior positions include chief security officer (CSO), chief knowledge officer (CKO), chief privacy officer (CPO)
  – Programmers
  – Systems analysts
  – Information systems managers

The Information Systems Function in Business

• End users
  – Representatives of other departments for whom applications are developed
  – Increasing role in system design, development

• IT Governance:
  – Strategies and policies for using IT in the organization
  – Decision rights
  – Accountability
  – Organization of information systems function
    • Centralized, decentralized, and so on

Definition of Business Model

A business model describes the rationale of how an organization creates, delivers, and captures value.

Definition of Business Strategy

A business strategy is a long term plan of action designed to achieve a particular goal or set of goals or objectives.

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business

• “the activity of providing goods and services involving financial, commercial and industrial aspects.” (WordNet 2.0)
Model

• “a simplified description and representation of a complex entity or process.” (WordNet 2.0)

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Model

• A business model is a conceptual tool containing a set of objects, concepts and their relationships with the objective to express the business logic of a specific firm.

• Therefore we must consider which concepts and relationships allow a simplified description and representation of what value is provided to customers, how this is done and with which financial consequences.

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Model Concept Hierarchy

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Model vs. Business Process Model

• Business Model
  – a view of the firm's logic for creating and commercializing value

• Business process model
  – how a business case is implemented in processes

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Model vs. Strategy

• Business Models
  – a system that shows how the pieces of a business fit together.
  – an abstraction of a firm's strategy

• Strategy
  – includes competition

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Implementing Business Models

Management defines and designs a business concept that responds to market circumstances.

Management works out a financial structure for the business model (e.g. internal funding, venture capital, stock).

The business model is implemented into business structure, business processes and...

Source: (Ostenwalder, Pigneur and Tucci, 2005)
The Business Model's Place in the Firm

Source: (Ostenwalder, Pigneur and Tucci, 2005)
## Nine Business Model Building Blocks

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Business Model Building Block</th>
<th>Description</th>
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<tbody>
<tr>
<td>Product</td>
<td>Value Proposition</td>
<td>Gives an overall view of a company’s bundle of products and services.</td>
</tr>
<tr>
<td>Customer Interface</td>
<td>Target Customer</td>
<td>Describes the segments of customers a company wants to offer value to.</td>
</tr>
<tr>
<td></td>
<td>Distribution Channel</td>
<td>Describes the various means of the company to get in touch with its customers.</td>
</tr>
<tr>
<td></td>
<td>Relationship</td>
<td>Explains the kind of links a company establishes between itself and its different customer segments.</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Value Configuration</td>
<td>Describes the arrangement of activities and resources.</td>
</tr>
<tr>
<td>Management</td>
<td>Core Competency</td>
<td>Outlines the competencies necessary to execute the company’s business model.</td>
</tr>
<tr>
<td></td>
<td>Partner Network</td>
<td>Portrays the network of cooperative agreements with other companies necessary to efficiently offer and commercialize value.</td>
</tr>
<tr>
<td>Financial Aspects</td>
<td>Cost Structure</td>
<td>Sums up the monetary consequences of the means employed in the business model.</td>
</tr>
<tr>
<td></td>
<td>Revenue Model</td>
<td>Describes the way a company makes money through a variety of revenue flows.</td>
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Source: (Ostenwalder, Pigneur and Tucci, 2005)
Planning, Changing and Implementing Business Models

The management analyzes the current business model's adequacy to environmental pressures and designs a new business model.

The new business model becomes a goal to achieve and guides planning, change and implementation.

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Strategy and Information Systems Alignment

Managers are aware of the use of Information Systems to realize goals, exploit opportunities and obtain competitive advantage.

Information Systems support the company’s business model and are targeted on areas that are critical to successful business performance.

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business and IT/IS Alignment

Adapted from [Henderson and Venkatraman 1999]

Source: (Ostenwalder, Pigneur and Tucci, 2005)
## Infrastructure Alignment

![Table and Diagram]

*Source: (Ostenwalder, Pigneur and Tucci, 2005)*
Case Study: Starbucks (Chap. 3) (pp.129-130)

Technology Helps Starbucks Find New Ways to Compete

1. Analyze Starbucks using the competitive forces and value chain models.

2. What is Starbucks’ business strategy? Assess the role played by technology in this business strategy.

3. How much has technology helped Starbucks compete? Explain your answer.

資訊管理專題
(Hot Issues of Information Management)

1. 請同學於資訊管理專題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資訊管理專題個案研究問題書面報告。

4. 上課時間地點：
   週二 3,4 (10:10-12:00) B507
References


– Kenneth C. Laudon & Jane P. Laudon 原著，游張松 主編，陳文生 翻譯 (2014)，資訊管理系統，第13版，滄海