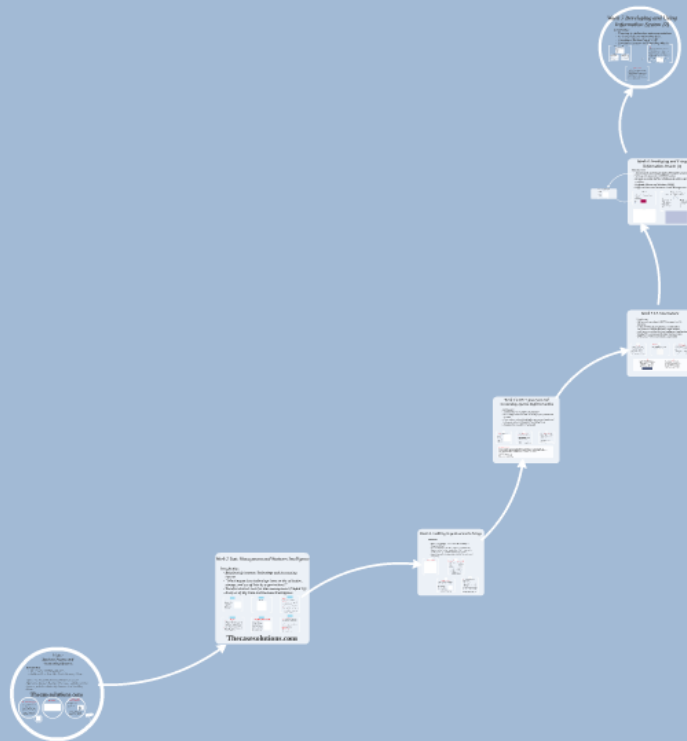


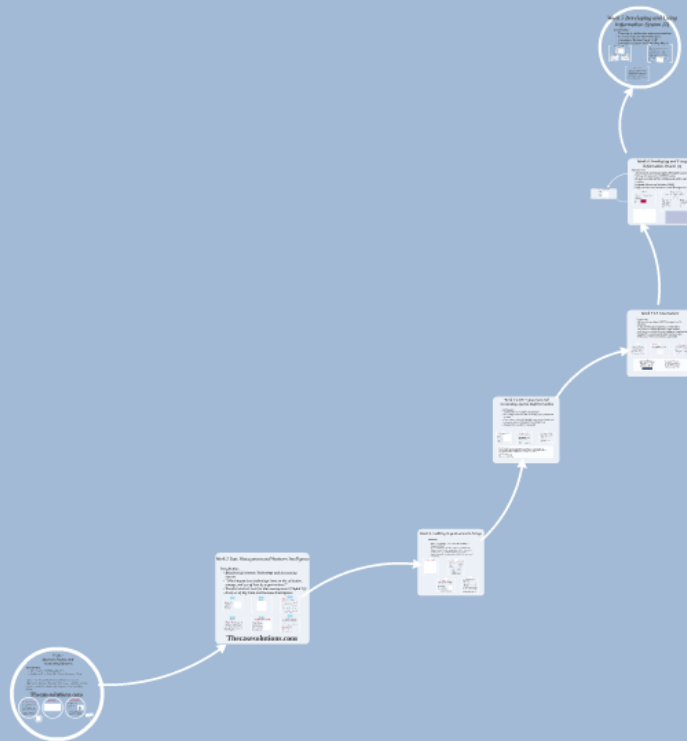
Tools and Tactics for Transformation: Three "Whats" and Three "Hows"

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Week 1

Business Process and Accounting Systems

Introduction

- The Course "Building Blocks".
- Build and Talk Tools like Prezi, Metamap, Puma

After class, we gained new knowledge about the differences between Business Processes and Accounting Systems, and the relationship between both building blocks.

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Business Process and Accounting System

BP: required the Implementation of AIS to be effective and efficient.

AS: keep track of BP activities: assures the efficient and effective collection, storage, and deliver or use of data for each BP cycle. Makes sure controls are in place to accurately record and process data.

The correct use of the Information transferred from BP into AIS (clarity and time of the information) will enhance management and financial decisions.



Building Blocks



Relationship between Business Process and Accounting System

Revenue Cycle: Sales order processing.
Acquisition Cycle: Purchase Order placing.
Conversion Cycle: Resources are converted to cash.

All this information processed through Business process is recorded into the accounting system.



For example: Client decides to place the ad in the magazine, the sales order is sent to the executive, order processing Department generates a quote called M3000, and place purchase order which is sent to the magazine. Ad sent, and invoice is received. Invoice is processed in M300 and SAP collect the data about the invoice and SAP saves and store the data in the kind drivers as in the cloud. Financial statements are produced by the system (SAP) when needed. These are by management for decision making.

SUMMIT

Week 2 Data Management and Business Intelligence

Introduction:

- **Relationship between Technology and Accounting System**
- **"What impact does technology have on the collection, storage, and use of data by organizations?"**
- **Trendy technical tools for data management (Digital IQ)**
- **Analysis of Big Data and Business Intelligence**

WHAT WE LEARNED

Accounting System uses different technologies to collect, store and use the data from Business Processes

Collect: Operational Database
Store: Data warehouse (long-term retention)
Operational Database
Use: Analytic

Technology Includes: Applications, Infrastructure and Services

WHAT WE LEARNED

Digital IQ

WHAT WE LEARNED

Digital IQ

Digital IQ is a measure of how well companies understand the value of technology, and how well it fits the fabric of their organization.

Technology Competence

- **Model by:** The firm's ability to provide useful solutions to employees and customers, and "talk" readily to the core processes of the organization.
- **Social Media:** How well a company leverages social networks to inform all aspects of its operations.
- **Cloud computing:** The extent to which a firm uses cloud computing to make its business more flexible, adaptive, and competitive.
- **Business Intelligence:** How broadly executives think about the types of data sources — both internal and external — used to identify early warning signs and new opportunities, make critical decisions, set strategies, and measure progress.

Process Competence

- **Strategic Planning:** The extent to which only setting a corporate strategy that is well communicated across the enterprise, but ensuring that IT is front and center.
- **Model culture:** A critical and relational signifier for executives to set a usability and financial incentives, and establish the team required to execute the corporate strategy.
- **Business Execution:** The ability to not only deliver products and projects on time, on budget, and within scope, but to ensure that the end user is

WHAT WE LEARNED

Big Data

Big Data: Evolution of big data impacts the collection, storage and use of the data by firms. Big data is revolutionizing the management world because it enables managers to make better decisions based on customer instead of intuition. The whole world is paying attention to the volume, velocity and variety of data.

- A large volume of data is created every day and the number is doubling approximately every 2 years. Data storage systems must record the volume of data to reach more than the data stored for the Internet of things.
- The amount of data for most applications has doubled approximately in the same length than the computers since the generation of big data is usually on real time.
- Variety of sources of information increases the need for the collection of computers. This is the result of all big data taken from all web social media like Facebook, Twitter and the huge amount of information from all smartphones.

Analytics:

- Analytics are part of BI structure.
- Now technologies are collecting more data each day, however, it should be a priority for organizations to look for better ways to obtain value from their data in order to compete in the marketplace.
- Operate without quality can be a recipe for failure.
- It is extremely important not only to obtain the data, but also analyze and store data and use it effectively.
- To meet this analytical capabilities, every firm should recognize that the importance of having an integrated business strategy that aligns on IT goals.

WHAT WE LEARNED

Architecture of Business Intelligence

- **Data Management:** Define how the high data is acquired and managed
- **Transformation Tools and Processes:** Describe how the data is extracted, cleaned, transformed, and loaded to populate database
- **Repositories:** Organize data and metadata and store it for use
- **Analytical Tools and Applications:** used for analysis
- **Presentation Tools and Applications:** Address how information workers and non-IT analysts will access, display, visualize, and manipulate data
- **Operational Process:** Determine how important administrative activities, such as security, error handling, availability, archiving, and privacy

WHAT WE LEARNED

Case Study for Sysco

Case Facts: Sysco would like to acquire Business Intelligence Software and implement it throughout the enterprise based on its data warehouse and ERP. It was suggested to address two questions related with customer intelligence first, then develop it in other areas.

- What additional products could we be selling to each of our customers?
- Which of our current customers are we most likely to lose? For the implementation: Plan to be successful. System along with the company on change of the project trained employee on how to use the new BI Software applications.

Course Anchor Ideas: IT Governance, BAI

Build, Acquire and Implement:

- Project Management *
- Requirement Analysis *
- Solution Identification *
- Organizational Change Enablement

When too much IT knowledge is a dangerous thing?

No, Technical snafus are not the reasons for failures. IT implementation is the reason

Every implementation can fall into certain specific pitfalls

Five Pitfalls

- Inertia
- Resistance
- Misspecification
- Misuse
- Nonuse



Strategic Choice

- Level of project leadership
- Management Style
- Project Scope
- Project Timing
- Organizational Preparation

Universal Checklist

- Implementation as a business change effort
- Necessary resource
- Goals, scope and expectation are clear
- Track the progress
- Test the new system
- Secure top management



Harley Davidson Case Study

Introduction: This case demonstrates the effective use of supply chain strategy with a range of problem facing the company and the lucrative results obtain from the effective supply chain management strategy. In terms of course idea, this case presents the Build, Acquire and Implement process of SCM for Harley Davidson company.

In addition, professor mentioned the difference between BAI and APO.

The APO domain concerns the identification of how IT can best contribute to the achievement of the business objectives. However, The BAI domain makes IT strategy concrete by identifying the requirements for IT and managing the IT investment program and projects within that program.



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ERP: It is an attempt to integrate all departments and functions across a company onto a single computer system that can serve different departments particular needs.

- Integrate financial information
- Integrate customer order Information
- Standardize & speed manufacturing processes
- Reduce inventory
- Standardized HR information.

CRM: A strategy employed by management. Learn more about the customer's needs and behaviors. Essential to develop stronger relationships with them.

- Link and Integrate operational and analytical system.
- Improve Customer Service.

SCM: Combines art and science to improve how companies find raw components for its product/service and deliver it to customers. Requires data sharing and integration. Extremely fractured due to the dozens of tasks needed to complete the five components of SCM, most of which have separate softwares. (Plan, Source, Make, Deliver, Return) SCM is reliant on the information stored in ERP, and sometimes, CRM packages.

Cloud Computing: The dynamic provisioning of IT capabilities (hardware, software, or services) from third parties over a network. Three basic types of cloud computing: Infrastructure as a Service, Platform as a Service and Software as a Service.



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BAI: Project Management

- **Plan:** Create a Strategic plan used to create and implement the project
- **Scope:** Project Scope and Product Scope. Project Scope is more work-oriented, (the hows,) while Product Scope is more oriented toward functional requirements. (the whats.)
- **Cost:** Costs associated with the project, and set a budget to keep.
- **Time:** Time Frame. Set a beginning and end date.
- **Risks:** Risk associated with the project. Look for the indicated technologies to avoid these.





Clothes R' Us case

The group decided to explain the case relating this with the 4 components of BAI to demonstrate the importance of these in the implementation of information system.

For example:

Requirement Analysis: *In this component they explained how the company wanted to focus on the performance goals of:*

Free up store managers to work the store instead of the store office

Automate cash management to include credit/debit at the store level

Project Management: *Group 3 discussed tremendous decrease in profits recognized by Clothes R' Us in the early 2000s, and this was the reason why CEO decided to implement a Point-of-Sale (POS) system to improve store performance. The planing, timing and budgeting of the project were detailed explained by the group.*

Change Management: *They covered the different roles and responsibilities, as well as the strategic adopted by Clothes R' Us to maintain strict control of the entire program like stage gate reviews.*

Implementation: *Project Implementation Phases were established by the CIO and the EMT team:*

- *Plan*
- *Product definition and architecture*
- *Requirements*
- *Design*
- *Code*
- *Test*
- *Initial deployment*

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