

### Open Source Innovation at Mozilla Corporation

#### Abstract

The case examines the open source innovation process at Mozilla Corporation (Mozilla), the company that introduced the second most popular internet browser - Firefox. The case begins explaining the way Mozilla came into existence. Later, it discusses the manner in which the company managed its various projects that had active contribution of developer community, both in strategic decision making and project execution. The case also discusses in detail, the marketing efforts of Mozilla to promote the open source software products. The case concludes by providing a glimpse into the future prospects of the company and the competition it faces

#### Issues

Understand the open source innovation process at a software company.

Identify the kind of leadership required to manage open source projects.

Recognize the nuances of marketing open source software products.

#### Reference Numbers

ICMR ..... ITSY 064  
 ECCH ..... 910-003-1  
 Organization(s) ..... Mozilla Corporation  
 Countries ..... US  
 Industry ..... IT - Software  
 Pub/Rev Date ..... 2010  
 Case Length ..... 19 Pages  
 TN Length ..... 3 Pages

### Solution Exchange: Knowledge Management Initiative at UNDP

#### Abstract

The case examines Solution Exchange (SE), the knowledge management (KM) initiative of United Nations Development Program (UNDP). UNDP's SE initiative was first launched in India in 2005. SE in India comprised of 12 Communities of Practice (CoP) - education, AIDS, climate change, decentralization, disaster management, food & nutrition security, gender, maternal & child health, and Information & Communication Technologies (ICT) for development, microfinance, water, work & employment. Through these CoPs, members could interact through a virtual forum, discuss issues and share problems. SE was successful in encouraging knowledge sharing by bringing together frontline workers, the experts and also the policy makers. As of October 2009, apart from India, SE was also implemented in Bhutan, Thailand, Indonesia and Russia. The

case details the implementation of SE initiative in India and analyzes its benefits. It ends with a discussion on the challenges faced by UNDP to scale-up the SE initiative.

#### Issues

Analyze the KM initiatives of UNDP.

Study the rationale for implementing the SE initiative.

Understand the use of various information and communication technologies (ICTs) in implementing the SE initiative.

Examine the benefits of implementing the SE initiative.

Discuss the challenges faced by UNDP to scale-up the SE initiative in other developing countries.

#### Reference Numbers

ICMR ..... ITSY 063  
 ECCH ..... 910-001-1  
 Organization(s) ..... UNDP  
 Countries ..... India / Indonesia  
 Industry ..... Social Development/NGO  
 Pub/Rev Date ..... 2009  
 Case Length ..... 21 Pages  
 TN Length ..... 3 Pages

### Knowledge Management Initiatives at IBM

#### Abstract

The case examines the knowledge management (KM) practices at IBM. The company's KM initiatives date back to the early 1990s, when the company was reorganized under Louis Gerstner (Gerstner). Before that, the company was running as silos due to which information sharing was limited. Then, Gerstner included information sharing as one of the parameters in performance appraisal system to determine compensation. IBM's initial efforts in managing knowledge focused on providing information about co-workers and work to enable reuse of the same. This effort started with asset reuse program, which was formalized as Intellectual Capital Management program. The next stage in the evolution of KM at IBM was Communities of Practice, which were self organized communities, through which employees with similar job functions and interests came together. IBM used several tools like K Portal, ICM AssetWeb, On Demand Workplace, Blue Pages, Collaboration Forums, to capture, share and manage knowledge. The case concludes by examining the challenges IBM faced in its KM journey.

#### Issues

Understand the importance of knowledge management in enhancing the competence of an organization.

Study the tools and techniques used by IBM to capture and disseminate knowledge.

Examine the role played by the top management to develop a knowledge management framework in an organization.

Evaluate the ways in which reuse of knowledge can be encouraged in an organization.

#### Reference Numbers

ICMR ..... ITSY 062  
 ECCH ..... 909-018-1  
 Organization(s) ..... IBM  
 Countries ..... United States of America  
 Industry ..... Information Technology and Related Services  
 Pub/Rev Date ..... 2009  
 Case Length ..... 20 Pages  
 TN Length ..... 3 Pages

### District of Columbia: Harnessing the Power of Information and Communication Technology to Enable Good Governance

#### Abstract

This case is about the technology strategies and initiatives undertaken by the government of District of Columbia (DC) to enable good governance. As e-governance provides greater efficiency, accuracy, and reliability in services, the DC government planned to incorporate technology in every aspect of its operations. The aim of the district's government was to democratize data and provide an open, participatory government wherein citizens could access government data and hold the government accountable for its operations. Established in 1999, the Office of the Chief Technology Officer (OCTO) was responsible for assessing new and emerging technologies to determine their potential application to district programs and services. In 2007, Adrian M. Fenty (Fenty) became the Mayor of DC. Fenty's aim was to redesign the DC municipal administration by making it more receptive to citizen's needs. He wanted to simplify government services that usually involve complex procedures and multiple agencies. In May 2007, Fenty appointed Vivek Kundra (Kundra) as the Chief Technology Officer (CTO) of DC. Kundra's responsibility was to decide on the technology investments and how these investments could be leveraged to benefit the citizens. The case discusses the various IT initiatives implemented under the leadership of Kundra in government agencies, police department, district school system, libraries and health department. The case discusses the role played by Kundra in laying the foundation for digital democracy and creating a "Digital Public Square", where citizens were able to 'Discover, Participate and Connect' with the government. The case also discusses the

criticism faced by the government from some bureaucrats who resisted change as they were not happy with the idea of making government data public. The case concludes with a brief description of the technological investments planned by the DC government in the future and the further challenges faced by it.

### Issues

Understand the importance of an e-governance system and how information and communication technology can be used to enable good governance.

Examine the strategic role of Chief Technology Officer and the various issues and challenges faced by him/her.

Analyze the technological initiatives taken by the government of District of Columbia and their results.

Understand the issues and challenges faced by the government in democratizing data and incorporating technology in its operations.

Understand how innovation can be fostered in public sector/governmental organizations and the various challenges in doing so.

### Reference Numbers

*ICMR* ..... *ITSY 061*  
*ECCH* ..... 909-016-1  
*Organization(s)* ..... *District of Columbia Countries* ..... *United States of America Industry* ..... *Public Sector / Information Technology and Related Services*  
*Pub/Rev Date* ..... 2009  
*Case Length* ..... 22 Pages  
*TN Length* ..... 6 Pages

## Cirque du Soleil's Information Technology Initiatives

### Abstract

The case describes the information technology initiatives of Canada based circus entertainment company Cirque du Soleil (Cirque). Cirque organized shows that were a combination of circus, theater and opera. Its shows were both touring and permanent. Cirque started in a small way in the early 1980s and at that time it did not need much support in the terms of IT, as its operations grew, several units like casting, costume designing, logistics, merchandizing, HR, finance, ticketing came into existence. These units were operating on different operating systems with 200 applications. Beginning 2000, Cirque began streamlining its IT applications, beginning from standardizing the servers and work stations, using fiber optic cables, use of VoIP etc. Cirque went on to add SAP for some of the modules. To further centralize the operations, Cirque implemented IBM's WebSphere Business Integration Server

express Plus software in four phases. The case discusses in detail the IT systems in Cirque, new systems that were implemented and the subsequent benefits Cirque derived from the new IT systems

### Issues

Understand the use and requirement of IT in entertainment industry.

Evaluate the importance of IT for a company like Cirque

Examine some of the unique and complex practices in Cirque

### Reference Numbers

*ICMR* ..... *ITSY 060*  
*ECCH* ..... 908-010-1  
*Organization(s)* ..... *Cirque Du Soleil Countries* ..... *Canada Industry* ..... *Media, Entertainment, and Gaming*  
*Pub/Rev Date* ..... 2008  
*Case Length* ..... 10 Pages  
*TN Length* ..... 3 Pages

## ERP Implementation Failure at Hershey Foods Corporation

### Abstract

The case examines in detail the reasons behind the failure of ERP implementation at the US based Hershey Foods Corporation. In late 1996, Hershey began modernizing hardware and software systems in the company. The company was running on legacy systems, and with the impending Y2K problems, it chose to replace those systems and shift to client/server environment. As per the original plan, it was to switch over to the new ERP system by April 1999. It chose three software vendors - SAP, Manugistics, and Siebel for implementing different software modules. The project was running as per schedule till January 1999, and when it came to the last leg of implementation, the company faltered and could switch over to the new system only in July 1999. Hard pressed for time, Hershey went in for Big Bang ERP implementation which led to several problems pertaining to order fulfillment, processing and shipping. The retailers who ordered for Hershey's products could not get them on time, even though the company had ample supplies stocked at its warehouses. Hershey's revenues dropped by 12% during the third quarter of 1999 compared to the third quarter of 1998. The case explains in detail, the events leading to the failure of ERP implementation and examines the reasons behind it.

### Issues

Understand the process of ERP implementation in a large organization.

Study the circumstances that led to ERP implementation failure at Hershey.

Evaluate the role played by top management in ERP implementation.

Examine the factors that lead to success or failure of ERP projects.

### Reference Numbers

*ICMR* ..... *ITSY 059*  
*ECCH* ..... 908-001-1  
*Organization(s)* ..... *The Hershey Company Countries* ..... *United States of America Industry* ..... *Food and Beverage*  
*Pub/Rev Date* ..... 2008  
*Case Length* ..... 13 Pages  
*TN Length* ..... 3 Pages

## McKinsey's Knowledge Management Practices

### Abstract

The case describes the knowledge management practices at McKinsey & Company (McKinsey). Managing knowledge effectively is of prime importance especially for consultancies like McKinsey which depended heavily on knowledge for their existence and growth.

The expertise McKinsey gained over the years was put into optimal use through knowledge management. Knowledge was spread in the firm through training sessions, seminars, workshops, sharing of the findings of the projects. The other KM efforts that McKinsey undertook included development of centers of competence, practice information system, practice development network and knowledge resource directory.

The case examines how McKinsey promoted a culture of knowledge sharing within the firm.

### Issues

Evaluate the ways in which knowledge can be shared and disseminated in the organization.

Study the importance of culture in implementing KM successfully.

Examine the role played by the top management in promoting KM within a company.

### Reference Numbers

*ICMR* ..... *ITSY 058*  
*ECCH* ..... 907-025-1  
*Organization(s)* ..... *McKinsey & Company Countries* ..... *United States of America Industry* ..... *Consulting Services*  
*Pub/Rev Date* ..... 2007  
*Case Length* ..... 19 Pages  
*TN Length* ..... 3 Pages

### Managing Information Resources: Ensuring Data Security

#### Abstract

This case is about a new threat to data security in organizations called pod slurping. Pod slurping refers to the stealing of data from the organizations' network with portable data storage devices like ipods, digital cameras, pen drives and smart phones. Addressing this threat posed tough challenges to organizations as it is the employees of the organization who could be stealing the data. While data security experts were grappling with measures to discourage data theft by employees using such portable devices, the organizations were on the horns of a dilemma. Banning popular gadgets such as iPods could alienate the employees, and in many cases it was practically impossible to put a blanket ban on portable storage devices as they were not only ubiquitous but also very useful. Experts felt that organizations had to be balanced in their efforts in addressing this problem as too much monitoring or high-handedness on the organization's part might hurt the morale of the employees, breed disloyalty, and lower productivity. Moreover, this threat was expected to intensify in the future as these portable devices were getting more sophisticated and acquiring wireless capabilities.

#### Issues

Understand the threats posed to data security in organizations by advanced technology (in this case, the portable data storage devices like MP3 players)

Understand the control measures to be put in place to protect the data in the organization

Understand the dilemma faced by the IT and Human Resources Departments of the organization in dealing with such sensitive issues

#### Reference Numbers

ICMR .....	ITSY 057
ECCH .....	908-022-1
Organization(s) .....	Not Applicable
Countries .....	General
Industry .....	Information Technology and Related Services
Pub/Rev Date .....	2007
Case Length .....	13 Pages
TN Length .....	3 Pages

### The Fall of PartyGaming

#### Abstract

The case describes the business model and the marketing strategies of UK based PartyGaming, an online gambling company.

It examines the impact of the 'Unlawful Internet Gambling Enforcement Act' (UIGEA) on PartyGaming and on the other players in the US online gambling industry. It provides a brief note on UIGEA and its viability in the long-term. The case ends with a debate on the future prospects of PartyGaming.

#### Issues

Gain insights into the online gambling industry in the US

Understand the business model and marketing strategies of an online gambling company

Study the impact of industry regulations on Internet businesses

Analyze the need to constantly review the online business model in the light of changing regulations in a particular industry

#### Reference Numbers

ICMR .....	ITSY 056
ECCH .....	907-015-1
Organization(s) .....	PartyGaming
Countries .....	United Kingdom
Industry .....	Internet and e-Commerce
Pub/Rev Date .....	2007
Case Length .....	15 Pages
TN Length .....	3 Pages

### Infosys' Knowledge Management Initiatives

#### Abstract

The case presents the knowledge management (KM) practices of Infosys Technologies, one of the leading software companies based in India. Infosys was inducted into the Global Most Admired Knowledge Enterprises (MAKE) Hall of Fame in the year 2005 due to its innovative KM initiatives. Since its inception, Infosys gave importance to learning in the organization. Its efforts to assimilate and distribute knowledge within the company began with the establishment of Education and Research Department in the year 1991. The department began gathering content and knowledge that was available within the organization and the scope of the department grew with the launch of intranet. A full fledged KM program began in 1999 with the launch of Kshop. Through Kshop, knowledge generated in each project across the global operations of Infosys was captured. The case also highlights the benefits reaped by Infosys using KM in its day to day operations.

#### Issues

Study the implementation of KM initiatives in a large IT organization.

Examine the importance of organizational culture in successful implementation of KM initiatives.

Evaluate different service and industry practices in software industry.

Understand the role played by top management in the KM efforts of a company.

Appreciate the need for developing intellectual capital for an organization.

#### Reference Numbers

ICMR .....	ITSY 055
ECCH .....	
Organization(s) .....	Infosys
Countries .....	India
Industry .....	Information Technology and Related Services
Pub/Rev Date .....	2006
Case Length .....	15 Pages
TN Length .....	3 Pages

### Grameen Bank's Village Phone Initiative: Connecting Rural Bangladesh to the World

#### Abstract

The case discusses the Village phone project from Grameen Phone which changed the lives of millions of poor in Bangladesh by providing them mobile communication facilities. Grameen Phone, in association with Grameen Bank and Grameen Telecom had established a unique business proposition for the rural consumers in Bangladesh. Grameen Telecom explored the villages where mobile services could be provided and in association with the local branch of Grameen Bank, encouraged and educated credit worthy members to become village phone operators (VPOs).

The VPOs were given unsecured loans from Grameen Bank to purchase and operate mobile phones. Grameen Telecom bought a cellular phone subscription on the behalf of the members and provided connection, required hardware and the training about the use of mobile phone. The VPOs collected revenues from the users, who used the phone for making and receiving calls. The VPOs repaid the loan from the income they obtained through the phone. The case gives a detailed overview on the Village Phone project and examines the benefits reaped by the project's stakeholders.

#### Issues

Understand the operations of the Grameen Phone project.

Evaluate the support required for the use of technology in development projects in rural areas.

Examine the benefits of information and communications technologies (ICTs) for rural masses.

Analyze the viability of private sector investment in projects like Grameen Phone in under-developed countries.

**Reference Numbers**

ICMR .....	ITSY 054
ECCH .....	906-044-1
Organization(s) .....	Bangladesh Grameen Bank
Countries .....	Bangladesh
Industry .....	Telecom and Broadband
Pub/Rev Date .....	2006
Case Length .....	14 Pages
TN Length .....	3 Pages

### Knowledge Management Initiatives at TCS

**Abstract**

The case examines the knowledge management (KM) practices at TCS. Managing knowledge is of prime importance in the present information age, especially for companies like TCS which depend heavily on knowledge for their existence and growth. The expertise TCS has gained over the years was put to optimal use through its KM initiatives. TCS was renowned for its 'Web of Participation' structure which combined industry practices with service practices. The KM initiatives of TCS were appreciated by Most Admired Knowledge Enterprises (MAKE) survey, which placed the company among Asia's most admired knowledge enterprises.

**Issues**

KM implementation at TCS; Organizational Learning at TCS; Culture of TCS promoting KM.

**Reference Numbers**

ICMR .....	ITSY 053
ECCH .....	906-004-1
Organization(s) .....	Tata Consultancy Services
Countries .....	India
Industry .....	Information Technology
Pub/Rev Date .....	2005
Case Length .....	19 Pages
TN Length .....	N/A

### e-Learning Initiatives at Motorola

**Abstract**

The case gives an account of how e-learning was integrated in to the corporate learning strategy of the US-based Motorola, one of the leading providers of telecom products & services in the world. It describes the Self-Directed Learning (SDL) approach adopted by Motorola and explains the rationale behind pursuing this approach. Motorola's use of technology in learning is discussed in detail which subsequently evolved in to a

full-fledged e-learning initiative. The case describes the e-learning initiative and the challenges faced by Motorola in getting employees to take courses through e-learning. The steps taken by Motorola to motivate employees for e-learning are also discussed. The case finally explains m-learning and the benefits Motorola expects to reap from m learning.

**Issues**

Understand the advantages of the Self-Directed Learning approach at Motorola

Analyze the impact of technology on the training and development efforts of a company  
Develop a conceptual understanding of e-learning and the advantages of learning through this approach. Examine the drawbacks of e-learning.

**Reference Numbers**

ICMR .....	ITSY 052
ECCH .....	906-015-1
Organization(s) .....	Motorola
Countries .....	US
Industry .....	Telecom
Pub/Rev Date .....	2005
Case Length .....	13 Pages
TN Length .....	5 Pages

### Information Technology Outsourcing at BBC

**Abstract**

The case gives a detailed account of the sale of BBC Technology Limited, the technology division of British Broadcasting Corporation (BBC) to Siemens Business Services (SBS) and the Information Technology (IT) outsourcing contract between BBC and SBS. The case puts forth the reasons that prompted the broadcasting giant to sell its technology division and the benefits that could accrue to it as a result of the sell-off. It focuses on the obstacles that BBC faced in outsourcing and also gives the details of the contract. The case also describes the selection process adopted by BBC to choose its technology provider.

**Issues**

Understand the rationale behind broadcasters outsourcing their technology requirements

Study and analyze the problems that the company could face while outsourcing

Understand the selection procedure that companies adopt to choose the technology service providers

Study the role of Chief Technology Officer in an organization in devising and implementing IT outsourcing contracts

Critically examine the strategic impact of outsourcing IT requirements in the organization.

**Reference Numbers**

ICMR .....	ITSY 051
ECCH .....	906-003-1
Organization(s) .....	BBC
Countries .....	UK
Industry .....	Media/Broadcasting
Pub/Rev Date .....	2005
Case Length .....	13 Pages
TN Length .....	N/A

### CRM Implementation Failure at Cigna Corporation

**Abstract**

The case gives a detailed account of the Information Technology (IT) and Customer Relationship Management (CRM) initiatives implemented by the HealthCare division of Cigna Corporation, the third largest health care services provider in the US. The case details the circumstances that led the Chief Information Officer of Cigna's HealthCare division, Andrea Anania, to take up IT systems migration projects and how the hasty and poor CRM systems implementation affected the organization's business operations and customer service. The case then focuses on the steps taken by Cigna to solve the problems and achieve effective migration to new systems.

**Issues**

Understand the rationale behind companies going for IT overhaul and CRM initiatives

Study and analyze the problems faced during migration to a new system

Examine the reasons for failure of such projects

Analyze the role of Chief Information Officers in such implementations

Critically examine the strategic impact of IT and CRM failures.

**Reference Numbers**

ICMR .....	ITSY 050
ECCH .....	906-014-1
Organization(s) .....	Cigna Corporation
Countries .....	US
Industry .....	Health Care Insurance
Pub/Rev Date .....	2005
Case Length .....	14 Pages
TN Length .....	N/A

### GM's e-Business Strategy

**Abstract**

The case gives a detailed account of e-business strategy of General Motors (GM), the world's largest automobile manufacturer. It further explores the need for and rationale

behind GM adopting e-business in its operations. The case examines the e-business initiatives of GM introduced in its supply chain and demand chain and analyses their impact. Finally, it discusses the drawbacks of GM's e-business strategy and debates on its future prospects. The case attempts to highlight the impact of e-business on the operations of an old economy automobile manufacturer.

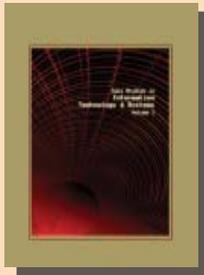
#### Issues

e-Business strategy implementation across an organization's value chain

Rationale and benefits associated with e-commerce initiatives in automobile company  
Channel conflict arising from e-business initiatives.

#### Reference Numbers

ICMR .....	ITSY 049
ECCH .....	905-037-1
Organization(s) .....	GM
Countries .....	US
Industry .....	Automobiles
Pub/Rev Date .....	2005
Case Length .....	14 Pages
TN Length .....	N/A



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### Knowledge Management Practices at Toyota Motors

#### Abstract

The case discusses the various Knowledge Management (KM) practices at Toyota Motors, the world's most profitable automobile company. It also describes how Toyota enables wide knowledge sharing not just

within the organization but also across its supply chain.

It details the practices that make Toyota a true learning organization. It further explores the role of traditional organizational practices in the company's KM efforts.

The case concludes with a discussion on how KM has contributed to Toyota's exemplary performance.

#### Issues

Examine the KM practices adopted by a large and successful company.

#### Reference Numbers

ICMR .....	ITSY 048
ECCH .....	
Organization(s) .....	Toyota
Countries .....	Japan
Industry .....	Automobile
Pub/Rev Date .....	2005
Case Length .....	17 Pages
TN Length .....	5 Pages

### JP Morgan Chase – IBM: The Outsourcing Journey

#### Abstract

The case discusses the IT outsourcing strategy of JP Morgan Chase, a leading financial services provider in the US. It explains how IT was managed in-house at JP Morgan before the bank's merger with Chase Manhattan.

It details the circumstances under which the decision to outsource IT management to IBM was taken and the expected benefits from this deal. The case then describes how the merger of JP Morgan Chase with Bank One led to the cancellation of the outsourcing contract. Finally, the rationale behind the cancellation of the contract and its impact on both the parties is also presented.

This case highlights the problems associated with IT outsourcing and compares it with in-house IT management.

#### Issues

Analyze the issues pertaining to technology management in a large financial services company.

#### Reference Numbers

ICMR .....	ITSY 047
ECCH .....	
Organization(s) .....	JP Morgan Chase, IBM
Countries .....	US
Industry .....	Financial Services
Pub/Rev Date .....	2005
Case Length .....	11 Pages
TN Length .....	N/A

### IT Outsourcing: The GM Way

#### Abstract

The case gives a detailed account of IT outsourcing practice at General Motors (GM), the largest automobile manufacturer in the world. It traces the history of IT outsourcing initiatives at GM and presents the benefits that were gained by the company from its IT outsourcing strategy.

The case details how GM was able to use the learning from its initial outsourcing experiences to modify its outsourcing model. It further discusses how the innovative matrix structure of GM's in-house IT department played an important role in making its outsourcing strategy a success.

This case highlights the importance of effective IT and business alignment for a successful IT outsourcing initiative.

#### Issues

Analyse the suitability and implications of an outsourcing strategy for a company's IT needs.

#### Reference Numbers

ICMR .....	ITSY 046
ECCH .....	
Organization(s) .....	GM
Countries .....	US
Industry .....	Automobiles
Pub/Rev Date .....	2005
Case Length .....	12 Pages
TN Length .....	N/A

### ERP Implementation Failure at HP

#### Abstract

The case gives a detailed account of the failure of an ERP migration project at the US-based HP, a leading computer hardware and information technology company. The case traces the history of ERP implementations at HP and presents the rationale behind the decision to migrate to a centralized ERP system. It details the circumstances that led to the ERP migration failure and also examines the damage control efforts made by the company. The case highlights the barriers to successful ERP migrations including project management issues, poor contingency planning and cultural issues. Finally, the case explores whether there are chances of re-occurrence of such failures within the company.

#### Issues

Understand the rationale behind implementing ERP software

Study and analyze the problems faced in an ERP migration project.

<i>Reference Numbers</i>	
<i>ICMR</i> .....	<i>ITSY 045</i>
<i>ECCH</i> .....	
<i>Organization(s)</i> .....	<i>HP</i>
<i>Countries</i> .....	<i>US</i>
<i>Industry</i> .....	<i>IT, Hardware</i>
<i>Pub/Rev Date</i> .....	<i>2005</i>
<i>Case Length</i> .....	<i>16 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

## IBM's eCRM Initiatives

### Abstract

The case discusses the Customer Relationship Management (CRM) solution implemented by the US-based IT giant IBM. It discusses the circumstances which led IBM into conceiving and implementing CRM solution in association with the leading CRM software vendor - Siebel Systems. The case discusses in detail the process followed by IBM to implement the CRM solution describing its systems architecture. It also discusses the challenges faced by IBM in implementing the solution and the benefits reaped by the company after the implementation.

### Issues

Understand the importance of implementing a CRM solution in a large multi-product, multinational company.

<i>Reference Numbers</i>	
<i>ICMR</i> .....	<i>ITSY 044</i>
<i>ECCH</i> .....	<i>904-064-1</i>
<i>Organization(s)</i> .....	<i>IBM</i>
<i>Countries</i> .....	<i>USA</i>
<i>Industry</i> .....	<i>IT</i>
<i>Pub/Rev Date</i> .....	<i>2004</i>
<i>Case Length</i> .....	<i>12 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

## Knowledge Sharing Initiatives at the World Bank: Creating a 'Knowledge Bank'

### Abstract

By the early 2000s, the World Bank was one of the foremost knowledge organizations in the world. It made a commitment to promote knowledge sharing within the organization in 1996, when it realized that the distance from its headquarters to operational regions had become a major obstacle in objective achievement. While the process of transformation into a 'knowledge bank' was not easy, the Bank accomplished it successfully and set up a system that extended around the world. The case describes the World Bank's journey from a lending institution to a knowledge leader. It

examines the need for knowledge sharing at the World Bank and the obstacles it overcame in the process. It also describes how the World Bank created a global knowledge community using web-based tools, as well as the role and development of thematic groups. The importance of tailoring the organization's structure and human resource policies to knowledge sharing is also examined. The case concludes with an analysis of the strengths and weaknesses of the knowledge sharing system at the World Bank.

### Issues

Knowledge sharing in World Bank; Challenges in implementing knowledge sharing programme.

<i>Reference Numbers</i>	
<i>ICMR</i> .....	<i>ITSY 043</i>
<i>ECCH</i> .....	<i>904-067-1</i>
<i>Organization(s)</i> .....	<i>World Bank</i>
<i>Countries</i> .....	<i>USA</i>
<i>Industry</i> .....	<i>Banking</i>
<i>Pub/Rev Date</i> .....	<i>2004</i>
<i>Case Length</i> .....	<i>10 Pages</i>
<i>TN Length</i> .....	<i>5 Pages</i>

## Charles Schwab's Customer Focused e-Business Strategy

### Abstract

This case discusses the customer-focused e-business strategy of Charles Schwab & Company (Schwab), the leading discount brokerage firm in the US. It describes its multi-channel strategy that aimed at providing the customers as many channels as possible to interact and transact with Schwab. It examines the way in which Schwab focused on providing better customer service by promoting its website and proactively using Internet enabled technologies.

The benefits Schwab derived from its e-business strategy are also highlighted.

### Issues

Understand the importance of a customer-focused e-business strategy for the growth of an organization.

<i>Reference Numbers</i>	
<i>ICMR</i> .....	<i>ITSY 042</i>
<i>ECCH</i> .....	<i>904-065-1</i>
<i>Organization(s)</i> .....	<i>Charles Schwab</i>
<i>Countries</i> .....	<i>US</i>
<i>Industry</i> .....	<i>Financial Services</i>
<i>Pub/Rev Date</i> .....	<i>2004</i>
<i>Case Length</i> .....	<i>18 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

## Bumrungrad's Hospital 2000 Information System

### Abstract

The case describes the implementation of the Hospital 2000 information system by the Bumrungrad Hospital Public Company Limited (Bumrungrad), Asia's largest private hospital. It describes in length the need for implementing an advanced hospital information system by Bumrungrad, the system implementation process and the system & network architecture. It also discusses the challenges faced while implementing Hospital 2000 IS and elaborates the benefits reaped by Bumrungrad after the successful implementation of the system.

### Issues

Understand the need for a leading private hospital to adopt an information system.

<i>Reference Numbers</i>	
<i>ICMR</i> .....	<i>ITSY 041</i>
<i>ECCH</i> .....	<i>904-066-1</i>
<i>Organization(s)</i> .....	<i>Bumrungrad Hospital</i>
<i>Countries</i> .....	<i>Thailand</i>
<i>Industry</i> .....	<i>Healthcare</i>
<i>Pub/Rev Date</i> .....	<i>2004</i>
<i>Case Length</i> .....	<i>14 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

## PayPal.com's Business Model

### Abstract

The case describes the business model of PayPal.com (PayPal), the market leader in e-payment services. It discusses in detail the transaction process involved in sending money electronically. The case explains the types of user accounts of PayPal, the funds transfer mechanism, the user charges and the security systems employed by the company.

The case also briefly discusses the marketing initiatives of PayPal, the benefits of its business model and the challenges faced by the company.

### Issues

Online payment systems and their benefits.

<i>Reference Numbers</i>	
<i>ICMR</i> .....	<i>ITSY 040</i>
<i>ECCH</i> .....	<i>904-046-1</i>
<i>Organization(s)</i> .....	<i>PayPal.com</i>
<i>Countries</i> .....	<i>USA</i>
<i>Industry</i> .....	<i>Online Finance</i>
<i>Pub/Rev Date</i> .....	<i>2004</i>
<i>Case Length</i> .....	<i>18 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

### University of Phoenix: #1 Provider of Online Education

#### Abstract

University of Phoenix (UoP) was the pioneer in the e-learning industry of the US. Set up in 1976 with the mission of providing advanced degrees to working adults, the university began experimenting with providing online education in the 1980s. In 1989, it set up an online division called UoP Online, through which it offered a variety of bachelors, masters and doctorate degrees to working professionals who did not find it convenient to attend regular college.

The case discusses the events that led to the setting up of UoP and how it has functioned since. The operational features of a provider of online education are clearly discussed as well as the pros and cons of online education in general, and UoP in particular. The case ends with an analysis of the future of UoP Online.

#### Issues

Analyze the operational aspects of e-learning institutes' vis-à-vis traditional universities.

#### Reference Numbers

ICMR .....	ITSY 039
ECCH .....	904-043-1
Organization(s) .....	University of Phoenix
Countries .....	US
Industry .....	Education, Information Technology
Pub/Rev Date .....	2004
Case Length .....	10 Pages
TN Length .....	N/A

### Merrill Lynch's IT Initiatives

#### Abstract

The case examines the two major IT projects implemented by the US-based Merrill Lynch & Company (ML), a leading global financial services firm. It describes the Trusted Global Advisor (TGA) project that aimed at offering high quality content and analytical tools to enable ML's financial advisors create, use and track financial plans for their clients.

The case describes in detail the systems architecture of TGA, its utility and the problems faced by ML during and after implementation of the project. The second IT project that ML launched to replace TGA was the Wealth Management Workstation (WMW), the largest IT project worth \$ 1 bn to be fully outsourced by third party vendors.

The case discusses the system architecture of WMW, the role played by various vendors. Finally, it updates on the current status of the project implementation.

#### Issues

Study the systems architecture of a typical IT project and examine the objectives for its implementation in a financial services company.

#### Reference Numbers

ICMR .....	ITSY 038
ECCH .....	904-042-1
Organization(s) .....	Merrill Lynch
Countries .....	US
Industry .....	Financial Services
Pub/Rev Date .....	2004
Case Length .....	15 Pages
TN Length .....	N/A

### Mahindra & Mahindra's e-Business Initiatives

#### Abstract

Mahindra & Mahindra started its e-Business initiatives in 1995 with the launch of a dedicated network across 8 manufacturing locations, 33 area offices and 4 branch offices. In June 1996, M&M launched its website mahindraworld.com, which was one of the first corporate websites.

In 2000, M&M extended the Intranet to three websites dedicated to suppliers and dealers of the automotive and farm equipment sectors. In the same year, it started CRM and SCM initiatives, which helped in analyzing customer buying behavior and product development with the help of data mining tools. All these initiatives seemed to have paid off and in 2003 M & M's farm equipment sector won Japan's prestigious Deming award.

#### Issues

E-Business, Supply Chain Management, Customer Relationship Management.

#### Reference Numbers

ICMR .....	ITSY 037
ECCH .....	904-027-1
Organization(s) .....	Mahindra & Mahindra
Countries .....	India
Industry .....	Diversified
Pub/Rev Date .....	2004
Case Length .....	11 Pages
TN Length .....	4 Pages

### Knowledge Management @ Tata Steel

#### Abstract

In the late 1990s, Tata Steel began to introduce knowledge management initiatives in the company. It started with a small group of people from within the organization. The group formed a "knowledge repository", where all

the employees shared their experiences and knowledge. One year after the knowledge repository was formed, the company formed "knowledge communities", which was a platform for like-minded people to meet and share their experiences. In 2001, Tata Steel developed a "KM index" to evaluate the performance of individual employees in the KM initiative.

#### Issues

Knowledge management; Capturing of tacit and explicit knowledge.

#### Reference Numbers

ICMR .....	ITSY 036
ECCH .....	904-018-1
Organization(s) .....	Tata Steel
Countries .....	India
Industry .....	Steel
Pub/Rev Date .....	2004
Case Length .....	11 Pages
TN Length .....	4 Pages

### Marriott's Customer-Focused e-Business Strategy

#### Abstract

This case discusses the customer-focused e-business strategy of Marriott International (Marriott), a world leader in the hospitality industry. It examines the way in which Marriott focused on providing better customer service by using IT proactively. The case describes in detail the e-business strategy of Marriott that aimed at transforming it from a property-centric to a customer-centric company. The benefits Marriott derived from launching its website and other IT initiatives are also highlighted.

#### Issues

Importance of a customer-focused e-business strategy in the hospitality industry.

#### Reference Numbers

ICMR .....	ITSY 035
ECCH .....	904-014-1
Organization(s) .....	Marriott International
Countries .....	USA
Industry .....	Hospitality
Pub/Rev Date .....	2004
Case Length .....	12 Pages
TN Length .....	N/A

### Adobe: The World's No. 1 e-Document Company

#### Abstract

The case discusses the evolution of the US-based Adobe Systems Incorporated (Adobe) into the world's largest software

solutions provider for the publishing industry. While covering the company's history in detail, the case explains how it revolutionized the desktop publishing industry through its innovative offerings [especially Adobe Acrobat and the Portable Document File (PDF) format]. It discusses various other products launched over the years that changed the dynamics of the web publishing business. The case also provides details about the various business segments Adobe operated in, and the strategies it adopted to emerge as a leader in these segments

#### Issues

Strategies an IT company adopts to market its products.

#### Reference Numbers

ICMR .....	ITSY 034
ECCH .....	904-017-1
Organization(s) .....	Adobe Systems Incorporated
Countries .....	USA
Industry .....	Information Technology
Pub/Rev Date .....	2004
Case Length .....	16 Pages
TN Length .....	N/A

### Dow Chemicals' Customer-centric e-Business Strategy

#### Abstract

This case discusses the customer-centric e-business strategy of Dow Chemicals (Dow), the leading chemicals and allied products company in the world. It examines the way in which Dow focused on providing better customer service by proactively using IT/Internet enabled technologies. The case describes the various IT initiatives of Dow including MyAccount@Dow, Elemica and DownET to improve customer satisfaction. The benefits Dow derived from these IT initiatives are also highlighted.

#### Issues

E-Business strategy of a chemicals company.

#### Reference Numbers

ICMR .....	ITSY 033
ECCH .....	904-013-1
Organization(s) .....	Dow Chemicals
Countries .....	USA
Industry .....	Science & Technology
Pub/Rev Date .....	2004
Case Length .....	13 Pages
TN Length .....	5 Pages

*"Innovation is the ability to see change as an opportunity - not a threat."*  
— Anon.

### CorDECT: Innovating for a Telecom Revolution

#### Abstract

The case deals with CorDECT, a revolutionary telecommunications (telecom) technology developed in India that won international acclaim. This wireless access network technology was not only cheap, it was also the world's only telecom technology that could be used for both voice and data transmission simultaneously.

The case traces the Indian telecom industry's evolution over the decades in India and explores the reasons for the low telecom penetration in the country's rural areas. It then points out how the CorDECT technology came as an answer to this problem and lists its benefits over other access technologies.

Thereafter, it highlights the regulatory and competition-related problems faced by the technology's promoters while commercializing it.

#### Issues

Innovation in telecommunications technology, and development.

#### Reference Numbers

ICMR .....	ITSY 032
ECCH .....	904-012-1
Organization(s) .....	Midas Communication Technologies
Countries .....	India
Industry .....	Telecom
Pub/Rev Date .....	2004
Case Length .....	17 Pages
TN Length .....	N/A

### Knowledge Management @ Xerox Corp

#### Abstract

The knowledge management movement of the 1990s prompted xerox to focus on knowledge sharing initiatives. It started "Eureka" which captured the tips shared informally by the company's service reps and created a database of tips that could be accessed by reps all over the world. Other initiatives, both internal and commercial, also followed and Xerox was recognized as one of the Most Admired Knowledge Enterprises in the world.

#### Issues

Knowledge present within a system and its benefit to the organization.

#### Reference Numbers

ICMR .....	ITSY 031
ECCH .....	904-003-1

Organization(s) .....	Xerox Corp
Countries .....	USA
Industry .....	IT & Computers
Pub/Rev Date .....	2004
Case Length .....	11 Pages
TN Length .....	5 Pages

### Michigan.gov: The Leading Integrated e-Government Portal

#### Abstract

The case discusses the Michigan.Gov portal, an e-government initiative of the state government of Michigan in the US. Launched in July 2001, the portal has won several awards/recognitions for its visionary use of information technology. Michigan.Gov provided one-stop, quick and convenient access to a range of information and services of several state government departments to the citizens and businesses of Michigan. The case examines the reasons for the launch of portal, the implementation of the portal project, the role of leadership and the services offered.

#### Issues

Creating a State-Wide Integrated e-Government Portal.

#### Reference Numbers

ICMR .....	ITSY 030
ECCH .....	904-001-1
Organization(s) .....	Michigan.gov
Countries .....	USA
Industry .....	Information Technology
Pub/Rev Date .....	2004
Case Length .....	21 Pages
TN Length .....	N/A

### Microsoft's Tablet PC: Reinventing Mobile Computing

#### Abstract

The case details the development, promotion, and positioning of the Tablet PC, a mobile computing device launched by Microsoft in 2002. It traces the evolution of mobile computing devices and establishes the rationale behind Microsoft's decision to develop a product that combined the functionalities of the existing devices (notebook computers/laptops and PDAs) such as handwriting/speech recognition, faster processing speed, sophisticated software applications, and large screens. It examines the Tablet PC's prototype development process and the deals Microsoft entered into with various hardware/software vendors. The case also discusses the promotional and positioning initiatives Microsoft undertook to promote the new product. Finally, the case discusses the market response to the Tablet PC and comments on its future prospects.

**Issues**

Understand the dynamics of the global mobile computing devices industry and Microsoft's role in its evolution

Examine the advantages and drawbacks of notebook computers/laptops and PDAs, and understand why there was a need for developing better devices.

**Reference Numbers**

ICMR ..... ITSY 029  
 ECCH ..... 904-003-1  
 Organization(s) ..... Microsoft  
 Countries ..... USA  
 Industry ..... IT & Computers  
 Pub/Rev Date ..... 2003  
 Case Length ..... 15 Pages  
 TN Length ..... N/A

### CARD: An e-Government Initiative in Andhra Pradesh (India)

**Abstract**

The case discusses CARD (Computer-Aided Administration of Registration Department), an e-government project started by the state government of Andhra Pradesh (AP) in India. CARD was adjudged one of the ten finalists in the International Innovation awards program instituted by the Commonwealth Association for Public Administration and Management. The CARD project aimed at the complete computerization of the land registration process in AP. The case highlights the problems faced by the citizens of AP before the implementation of CARD.

**Issues**

e-Government initiatives in a large state of a developing country.

**Reference Numbers**

ICMR ..... ITSY 028  
 ECCH ..... 903-026-1  
 Organization(s) ..... Andhra Pradesh  
 State Government  
 Countries ..... India  
 Industry ..... Information Technology  
 Pub/Rev Date ..... 2003  
 Case Length ..... 18 Pages  
 TN Length ..... N/A

### The e-Seva Project: Providing G2C Services in Andhra Pradesh (India)

**Abstract**

The case discusses e-Seva (Electronic Service), an e-government project initiated by the state government of Andhra Pradesh (GoAP) in India. The eSeva project aimed at

integrating and offering a wide range of government to citizen (G2C) services at a single location. The case highlights the objectives of the eSeva project. It provides detailed information on the implementation of the project, its IT architecture, and the hardware and software used. The case describes the G2C services offered by the GoAP and the benefits reaped by the citizens and the GoAP after the implementation of the project.

**Issues**

e-Government Initiatives in a large state of a developing country.

**Reference Numbers**

ICMR ..... ITSY 027  
 ECCH ..... 903-025-1  
 Organization(s) ..... Andhra Pradesh  
 State Government  
 Countries ..... India  
 Industry ..... Information Technology  
 Pub/Rev Date ..... 2003  
 Case Length ..... 18 Pages  
 TN Length ..... N/A



**Information Technology & Systems**  
 Paperback; 490 Pages,  
 (Workbook also available)

### Knowledge Management Initiatives at British Petroleum

**Abstract**

The case discusses the various knowledge management (KM) initiatives undertaken by the UK-based oil and gas exploration major British Petroleum Plc. (BP) in the 1990s. It describes in detail the Virtual Teamwork project started in late 1994; the Knowledge Management team established in 1997; and the application of KM tools for reducing the

emission of harmful gases like carbon dioxide and methane in the late 1990s. The case also describes the various KM tools used by BP including Peer Assist, BP Connect, After Action Review and Retrospect. The benefits reaped by BP through the above KM initiatives and the challenges faced during the implementation process are discussed.

**Issues**

KM tools and techniques adopted by a company and their benefits.

**Reference Numbers**

ICMR ..... ITSY 026  
 ECCH ..... 903-022-1  
 Organization(s) ..... British Petroleum  
 Countries ..... UK  
 Industry ..... Petroleum  
 Pub/Rev Date ..... 2003  
 Case Length ..... 10 Pages  
 TN Length ..... N/A

### Tesco.com: A Rare Profitable Dotcom

**Abstract**

The case describes the evolution of Tesco.com, the online selling arm of United Kingdom's number one retailing company Tesco, into the world's number one online grocery seller by 2003.

Detailed information is provided about the strategies adopted by the company to make this business a success; these include its unique 'pick-in-the-stores' model, delivery excellence, inventory management, customer service and website management.

Thereafter, the case studies the outcomes of these strategies and comments on the role of Tesco.com's success in its alliance with the US-based retailer Safeway in 2001.

Lastly, the case examines the various possible pitfalls for Tesco.com in 2003, and briefly discusses its future prospects.

**Issues**

Building an online sales channel.

**Reference Numbers**

ICMR ..... ITSY 025  
 ECCH ..... 903-034-1  
 Organization(s) ..... Tesco.com, Tesco,  
 Safeway  
 Countries ..... UK  
 Industry ..... Retailing  
 Pub/Rev Date ..... 2003  
 Case Length ..... 14 Pages  
 TN Length ..... N/A

## Fabmart's e-Tailing Model

### Abstract

The case deals essentially with the e-tailing model of Fabmart.com. Fabmart was launched as a site for online shopping and later ventured into the opening of physical outlets.

The case takes a look at how Fabmart maintained a balance between its online portals along with its physical stores. It discusses in detail the promotional schemes launched by the company and why it chose Microsoft as its platform.

It elaborates on the design of the site and the steps involved in shopping online. It explains how different companies make use of the site to promote their products.

It also looks into Fabmart's fulfillment and payment mechanisms and gives a brief note on its major competitors.

### Issues

e-tailing strategy adopted by Fabmart.

#### Reference Numbers

ICMR .....	ITSY 024
ECCH .....	903-023-1
Organization(s) .....	Fabmart
Countries .....	India
Industry .....	Electronic Retailing
Pub/Rev Date .....	2003
Case Length .....	14 Pages
TN Length .....	4 Pages

## ITC's e-Choupal : Taking e-Business to Farmers

### Abstract

The case examines in detail the initiatives taken by leading Indian FMCG company, ITC to utilize the potential of information technology for improving the performance of its agricultural commodities export business in the early 21st century.

This exercise, carried out under the name 'e-choupal' was essentially an effort to build a strong supply chain network for sourcing of agricultural products.

The case discusses how the company designed and executed the e-choupal project in the country's rural areas. The measures taken to overcome the problems faced while implementing the program are also explored.

The case also describes the benefits of the e-choupal initiative and provides information regarding ITC's future plans to make optimum use of the network.

### Issues

e-Commerce and small scale/traditional farmers.

#### Reference Numbers

ICMR .....	ITSY 023
ECCH .....	903-008-1
Organization(s) .....	ITC
Countries .....	India
Industry .....	Various
Pub/Rev Date .....	2003
Case Length .....	14 Pages
TN Length .....	N/A

## Gyandoot: An e-Government Initiative in India

### Abstract

The case discusses Gyandoot, an e-government project started by the state government of MP (India) that won the prestigious Stockholm Challenge award in 2000. Gyandoot is an intranet network of computers connecting the rural areas and fulfilling the everyday, information related needs of the rural people. The case highlights the problems faced by the villagers before the implementation of the project. It also provides detailed information about the implementation of the project, the services offered and the benefits reaped after the implementation of the project. The case also briefs about the other e-government initiatives undertaken by the MP government.

### Issues

Ways in which IT can be helpful to citizens, bridging the digital divide.

#### Reference Numbers

ICMR .....	ITSY 022
ECCH .....	903-009-1
Organization(s) .....	Madhya Pradesh State Government
Countries .....	India
Industry .....	Information Technology
Pub/Rev Date .....	2003
Case Length .....	12 Pages
TN Length .....	N/A

## The eCitizen Portal: Integrating Govt. Services Online in Singapore

### Abstract

The case discusses the eCitizen portal, an e-government initiative implemented by the Government of Singapore. The portal won the acclaimed Stockholm Challenge Award in the year 2002. The eCitizen portal provided a one-stop shop for the citizens of Singapore enabling them to access the information and services of various government departments quickly and easily. The case examines the reasons for the launch of the portal and discusses the services it offers. It also

discusses the challenges faced by the government during the implementation of the portal project. The case also explores the benefits of the project for citizens, businesses and the government. Other IT initiatives taken by the Government of Singapore are also examined.

### Issues

Services offered by the eCitizen portal, benefits of e-government.

#### Reference Numbers

ICMR .....	ITSY 021
ECCH .....	903-015-1
Organization(s) .....	Singapore's eCitizen portal
Countries .....	Singapore
Industry .....	Information Technology
Pub/Rev Date .....	2003
Case Length .....	15 Pages
TN Length .....	N/A

## Executing e-Business Strategies: The GE Way

### Abstract

The case discusses GE's e-business strategies and describes GE's transformation from a 'brick and mortar' company to a 'click and mortar' company. The case explores how GE implemented its e-business strategies in various business units and how the company convinced its employees to embrace e-business. It also examines the various change management initiatives undertaken at GE and Jack Welch's role in the proper implementation of the e-business strategy. The case also details the benefits reaped by GE after the implementation of a number of e-business projects.

### Issues

e-Business strategy execution.

#### Reference Numbers

ICMR .....	ITSY 020
ECCH .....	903-014-1
Organization(s) .....	GE
Countries .....	USA
Industry .....	Diversified
Pub/Rev Date .....	2003
Case Length .....	11 Pages
TN Length .....	N/A

*"Often, the greatest challenge facing an organization is recognizing and acting on opportunity rather than solving a problem."*

– Peter Ginter

### Google.com: The World's Number One Internet Search Engine

#### Abstract

The case examines the reasons for Google.com's, the California based Google Inc.'s Internet search engine, success. Google became the market leader leaving behind competitors like Netscape and AltaVista. The case explains the contribution of Google's technological innovations and focus on user-friendliness to its popularity. Google's unique business model, which made it one of the rare dotcoms to earn profits, has been explained in detail. The case also provides details on various services and tools offered by Google to its corporate clients as well as Internet surfers. Finally, the case throws light on the problems faced by Google in 2003 and discusses their impact on its future prospects.

#### Issues

Internet search engines, the dynamics of the search engine market.

#### Reference Numbers

ICMR ..... ITSY 019  
ECCH ..... 903-016-1  
Organization(s) ..... Google  
Countries ..... USA  
Industry ..... Information Technology  
Pub/Rev Date ..... 2003  
Case Length ..... 18 Pages  
TN Length ..... N/A

### Instinet: The First Electronic Communication Network

#### Abstract

The case describes the evolution of electronic communication networks in general, and Instinet in particular. The case deals with the functioning of ECNs, the advantages of ECNs, the role of ECNs in equity markets, and the competition in the ECN market. Instinet was the first ECN and soon became a leader in the ECN market. Slowly competition increased in the market, and Instinet was considering other areas of operations to maintain its leadership position. The case also describes the strategies adopted by Instinet to deal with the growing competition in the ECN market.

#### Issues

Operation of electronic trading systems and ECNs.

#### Reference Numbers

ICMR ..... ITSY 018  
ECCH ..... 902-033-1

Organization(s) ..... Instinet  
Countries ..... USA  
Industry ..... Electronic  
Communication  
Pub/Rev Date ..... 2002  
Case Length ..... 9 Pages  
TN Length ..... 4 Pages

### BEA Weblog: Personalizing the World Wide Web

#### Abstract

The case looks at how BEA Systems' products/services are playing an important role in personalizing websites.

The concept of personalization on the Internet, its benefits and potential problems are explored in detail.

#### Issues

Necessity for companies to offer personalized features/services on their websites.

#### Reference Numbers

ICMR ..... ITSY 017  
ECCH ..... 902-022-1  
Organization(s) ..... BEA Systems Inc.  
Countries ..... USA  
Industry ..... Information Technology  
Pub/Rev Date ..... 2002  
Case Length ..... 10 Pages  
TN Length ..... 5 Pages

### FedEx: The e-Procurement Journey

#### Abstract

The case, 'FedEx - The e-Procurement Journey' looks at how the leading logistics solutions company FedEx implemented e-procurement solutions to enhance the efficiency of its procurement process.

The case also discusses the evolution of the e-procurement concept. It also explores the implementation procedure of the Ariba Buyer solution at the company.

#### Issues

Infrastructural and technological obsolescence.

#### Reference Numbers

ICMR ..... ITSY 016  
ECCH ..... 902-031-1  
Organization(s) ..... FedEx  
Countries ..... USA  
Industry ..... Service  
Pub/Rev Date ..... 2002  
Case Length ..... 11 Pages  
TN Length ..... 4 Pages

### e-Bay: Staying Online – Always

#### Abstract

The case discusses the problems faced by eBay in its hardware, software and storage systems which led to frequent outages.

It also discusses the measures taken by the company to strengthen its infrastructure and the benefits reaped in the process.

#### Issues

Operations aspects and systems architecture of an auction website.

#### Reference Numbers

ICMR ..... ITSY 015  
ECCH ..... 902-030-1  
Organization(s) ..... eBay  
Countries ..... USA  
Industry ..... Information Technology  
Pub/Rev Date ..... 2002  
Case Length ..... 10 Pages  
TN Length ..... 4 Pages

### The DoubleClick.com Controversy

#### Abstract

The case examines the Internet media company DoubleClick.com's legal problems due to its controversial website visitor information collection practices.

The company's attempts to come out of these problems are also discussed. The case also discusses the issue of privacy on the World Wide Web and the legal, technical and ethical aspects involved.

#### Issues

On-line privacy.

#### Reference Numbers

ICMR ..... ITSY 014  
ECCH ..... 902-011-1  
Organization(s) ..... Doubleclick.com  
Countries ..... USA  
Industry ..... Internet Commerce  
Pub/Rev Date ..... 2002  
Case Length ..... 11 Pages  
TN Length ..... 4 Pages

### NASDAQ: Securing Security Transactions

#### Abstract

The case explains why Nasdaq needed an SDR system. This study also examines the stock exchange's decision to utilize solutions from three different companies, Unisys, Plural and Microsoft. The software

development procedure adopted for the system is studied in detail.

#### Issues

High quality technology infrastructure for an electronic stock exchange.

#### Reference Numbers

ICMR .....	ITSY 013
ECCH .....	902-024-1
Organization(s) .....	NASDAQ
Countries .....	USA
Industry .....	Financial Services
Pub/Rev Date .....	2002
Case Length .....	8 Pages
TN Length .....	4 Pages

### Dell.com: Managing the Electronic Supply Chain Effectively

#### Abstract

The case study 'Dell.com: Managing the Electronic Supply Chain Effectively' discusses the hardware and software infrastructure of Dell's website.

It also shows how the website benefited Dell's customers and suppliers and brought considerable cost savings for the company.

#### Issues

Need for the development of an e-commerce-enabled website

Architecture of an e-commerce-enabled website and the problems faced by Dell.

#### Reference Numbers

ICMR .....	ITSY 012
ECCH .....	
Organization(s) .....	Dell
Countries .....	USA
Industry .....	Computers and Information Technology
Pub/Rev Date .....	2002
Case Length .....	9 Pages
TN Length .....	N/A

### Plastic Money: The Indian Experience

#### Abstract

The case examines the reasons for the increasing popularity of debit cards in the Indian plastic money market.

It explores in detail the security of card transactions and the technologies being adopted by companies to ensure the same.

The case also discusses the basic steps involved in plastic money transactions.

#### Issues

Debit and credit cards in India.

#### Reference Numbers

ICMR .....	ITSY 011
ECCH .....	902-019-1
Organization(s) .....	HDFC, Citibank, ICICI
Countries .....	India
Industry .....	Banking and Finance
Pub/Rev Date .....	2002
Case Length .....	12 Pages
TN Length .....	5 Pages

### CRM/KM Initiatives at 3M

#### Abstract

The case examines the reasons behind 3M's decision to implement CRM/KM software. With 3M's product portfolio becoming increasingly complicated, the agents at its call-centers were finding it difficult to answer customer queries satisfactorily. This acted as the trigger for 3M's decision to implement the RARS and Primus eCRM solutions. The implementation procedure and the benefits derived by the company are explored in detail.

#### Issues

Need of CRM and KM in large companies.

#### Reference Numbers

ICMR .....	ITSY 010
ECCH .....	902-018-1
Organization(s) .....	3M
Countries .....	USA
Industry .....	Manufacturing
Pub/Rev Date .....	2002
Case Length .....	10 Pages
TN Length .....	4 Pages

### Mercedes Benz's e-Biz Solution: Factory Delivery Reservation System

#### Abstract

The case 'gives an overview of the factory delivery program for Mercedes M-Class Sports Utility Vehicles of MBUSI. The program was designed and implemented with IBM Global Services as the consultants. The case deals with the features of the web-based solution for factory delivery, the problems in implementing the solution and also the benefits MBUSI derived from the implementation of the FDRS.

#### Issues

Web-Based Solution for FDRS program.

#### Reference Numbers

ICMR .....	ITSY 009
ECCH .....	902-027-1
Organization(s) .....	Mercedez Benz

Countries .....	USA
Industry .....	Automobile
Pub/Rev Date .....	2002
Case Length .....	7 Pages
TN Length .....	4 Pages

### SciQuest.com's B2B e-Marketplace

#### Abstract

The case describes the manner in which SciQuest.com's B2B e-marketplace was developed and the system architecture of this e-marketplace. It also explains how the company implemented an operations fulfillment solution in the marketplace and the benefits derived from it.

#### Issues

The development and architecture of a B2B e-marketplace.

#### Reference Numbers

ICMR .....	ITSY 008
ECCH .....	902-026-1
Organization(s) .....	SciQuest.com
Countries .....	USA
Industry .....	IT
Pub/Rev Date .....	2002
Case Length .....	10 Pages
TN Length .....	4 Pages

### Charles Schwab: Expanding Online Trading Applications

#### Abstract

The case examines how Schwab utilized WAS for upgrading its website. The case also discusses the company's decision to utilize Java technologies for preparing a website that could handle increased traffic effectively in the future.

#### Issues

Importance of technology infrastructure for providing online financial services.

#### Reference Numbers

ICMR .....	ITSY 007
ECCH .....	902-025-1
Organization(s) .....	Charles Schwab & Co. Inc.
Countries .....	USA
Industry .....	Financial Services
Pub/Rev Date .....	2002
Case Length .....	10 Pages
TN Length .....	4 Pages

[www.icmrindia.org](http://www.icmrindia.org)

### Dotcom Marketing in India

#### Abstract

The case gives an overview of the various methods of marketing used by the Indian dotcom companies during the late 1990s.

The case gives a background of the evolution of dotcoms in the country, and the various business models on which they are based. It also discusses in detail, the various media in which dotcoms advertised.

The dotcom companies used the traditional media more as Internet was still in its nascent stage in India. Print was the most popular media, followed by hoardings, billboards and television.

Some dotcoms also used novel methods of marketing like innovative campaigns, melas, etc., with huge investments.

The case also traces the boom and the collapse of the dotcom companies.

#### Issues

Marketing strategies of dotcoms in India.

#### Reference Numbers

ICMR .....	ITSY 006
ECCH .....	902-023-1
Organization(s) .....	Equus Advertising, Hungama.com
Countries .....	India
Industry .....	IT
Pub/Rev Date .....	2002
Case Length .....	10 Pages
TN Length .....	4 Pages

### ERP Implementation at BPCL

#### Abstract

The case examines in detail the ERP implementation exercise at BPCL.

It focuses on the IT infrastructure put in place and BPCL's IT initiatives before the ERP implementation.

#### Issues

The technical aspects of an ERP implementation.

#### Reference Numbers

ICMR .....	ITSY 005
ECCH .....	902-029-1
Organization(s) .....	BPCL
Countries .....	India
Industry .....	Petroleum
Pub/Rev Date .....	2002
Case Length .....	11 Pages
TN Length .....	4 Pages

### Xerox PeopleNet: Creating IT/HR Synergies

#### Abstract

The case examines the reasons behind Xerox's decision to implement a HRMS. The software development procedure and the technical aspects have also been explored in detail.

#### Issues

Concepts of ODBC, prototyping, phased roll-out etc. in software development.

#### Reference Numbers

ICMR .....	ITSY 004
ECCH .....	902-007-1
Organization(s) .....	Xerox
Countries .....	Japan
Industry .....	Computers and Information Technology
Pub/Rev Date .....	2002
Case Length .....	8 Pages
TN Length .....	4 Pages

### Internet Banking in India

#### Abstract

The case examines the concept of Internet banking, its benefits and problems. It also discusses the initiatives taken by ICICI bank, the pioneer and leading provider of Internet banking services in India. The case explores the reasons for the limited growth of Internet banking in India and discusses its future as well.

#### Issues

The basic concepts of Internet banking, its working mechanism and benefits.

#### Reference Numbers

ICMR .....	ITSY 003
ECCH .....	902-010-1
Organization(s) .....	RBI, ICICI, HDFC, etc.
Countries .....	India
Industry .....	Banking
Pub/Rev Date .....	2002
Case Length .....	9 Pages
TN Length .....	5 Pages

### Ford's e-Business Strategy

#### Abstract

The case looks at the issues relating to Ford's e-business strategy. It talks about how Ford sought to transform itself from an 'old

economy' firm to a 'new economy' firm using the Internet to further its objectives.

During 1999, Ford discovered the potential of web technologies and sought to leverage its competencies using the Internet.

As a part of the strategy, it partnered with few other automakers to form 'Covisint'- an online market place that linked its members to more than 30,000 suppliers of components.

It also took special initiatives to build excellent relationships with customers, dealers and suppliers.

It floated an e-CRM company, and gave its employees a PC and other hardware which were all part of its e-business initiatives.

#### Issues

Benefits and implications of e-commerce initiatives.

#### Reference Numbers

ICMR .....	ITSY 002
ECCH .....	902-032-1
Organization(s) .....	Ford
Countries .....	USA
Industry .....	Automobiles
Pub/Rev Date .....	2002
Case Length .....	10 Pages
TN Length .....	5 Pages

### Cisco Systems: The Supply Chain Story

#### Abstract

The case examines Cisco's innovative business model, which was based on a networked supply chain. This type of supply chain made the exchange of information between customers, suppliers, service partners and employees faster and easier.

The case gives a detailed account of Cisco Connection Online (CCO), Cisco's e-business site. The case also examines Cisco's excess inventory problem and the steps taken by Cisco to overcome this problem.

#### Issues

Using networking techniques to link shareholders.

#### Reference Numbers

ICMR .....	ITSY 001
ECCH .....	902-028-1
Organization(s) .....	Cisco Systems
Countries .....	USA
Industry .....	Computer Networking
Pub/Rev Date .....	2002
Case Length .....	10 Pages
TN Length .....	4 Pages