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IT & Systems

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	ITSY001
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ECCH	902-028-1
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Organization(s)	Cisco Systems
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Countries	USA
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Industry	Computer Networking
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Pub/Rev Date	2002
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Case Length	10 pages
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TN Length	4 pages
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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 30000 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 for a nominal cost, which were all part of its e-business initiatives.

Issues

Benefits and implications of e-commerce initiatives.

Reference Numbers

ICMR	ITSY002
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ECCH	902-032-1
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Organization(s)	Ford
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Countries	USA
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Industry	Automobiles
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Pub/Rev Date	2002
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Case Length	10 pages
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TN Length	5 pages
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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	ITSY003
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ECCH	902-010-1
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Organization(s)	Reserve Bank of India, ICICI, HDFC, IDBI, etc.
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Countries	India
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Industry	Banking
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Pub/Rev Date	2002
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Case Length	9 pages
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TN Length	5 pages
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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	ITSY004
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ECCH	902-007-1
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Organization(s)	Xerox
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Countries	Japan
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Industry	Computers and Information Technology
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Pub/Rev Date	2002
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Case Length	8 pages
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TN Length	4 pages
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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	ITSY005
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ECCH	902-029-1
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Organization(s)	BPCL
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Countries	India
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Industry	Petroleum
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Pub/Rev Date	2002
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Case Length	11 pages
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TN Length	4 pages
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Dot.com 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 the 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	ITSY006
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ECCH	902-023-1
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Organization(s)	Equus Advertising, Hungama.com
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Countries	India
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Industry	IT
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Pub/Rev Date	2002
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Case Length	10 pages
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TN Length	4 pages
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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	ITSY007
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ECCH	902-025-1
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Organization(s)	Charles Schwab & Co. Inc.
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Countries	USA
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Industry	Financial Services
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Pub/Rev Date	2002
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Case Length	10 pages
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TN Length	4 pages
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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	ITSY008
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ECCH	902-026-1
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Organization(s)	SciQuest.com
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Countries	USA
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Industry	IT
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Pub/Rev Date	2002
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Case Length	10 pages
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TN Length	4 pages
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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 ITSY009

ECCH 902-027-1

Organization(s) Mercedes Benz

Countries USA

Industry Automobiles

Pub/Rev Date 2002

Case Length 7 pages

TN Length 4 pages

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 ITSY011

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 ITSY010

ECCH 902-018-1

Organization(s) 3M

Countries USA

Industry Manufacturing

Pub/Rev Date 2002

Case Length 10 pages

TN Length 4 pages

Dell.Com's IT Architecture

Abstract

The case study 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

E-commerce-enabled websites and their role in electronic SCM.

Reference Numbers

ICMR (RECLASSIFIED - OPER048)

ECCH 902-009-1

Organization(s) Dell

Countries USA

Industry Computers and Information Technology

Pub/Rev Date 2002

Case Length 11 pages

TN Length 4 pages

NASDAQ's Securing Security Transaction

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	ITSY013
ECCH	902-024-1

Organization(s) NASDAQ

Countries USA

Industry Financial Services

Pub/Rev Date 2002

Case Length 8 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	ITSY014
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

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	ITSY015
ECCH	902-030-1

Organization(s) eBay

Countries USA

Industry Information Technology

Pub/Rev Date 2002

Case Length 10 pages

TN Length 4 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	ITSY016
ECCH	902-031-1

Organization(s) FedEx

Countries USA

Industry Service

Pub/Rev Date 2002

Case Length 11 pages

TN Length 4 pages

BEA Weblogic – 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	ITSY017
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ECCH	902-022-1
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Organization(s)	BEA Systems Inc.
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Countries	USA
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Industry	Information Technology
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Pub/Rev Date	2002
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Case Length	10 pages
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TN Length	5 pages
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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	ITSY018
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ECCH	902-033-1
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Organization(s)	Instinet
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Countries	USA
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Industry	Electronic Communication
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Pub/Rev Date	2002
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Case Length	9 pages
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TN Length	4 pages
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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	ITSY019
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ECCH	903-016-1
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Organization(s)	Google.com
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Countries	USA
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Industry	Information Technology
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Pub/Rev Date	2003
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Case Length	18 pages
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TN Length	No
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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	ITSY020
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ECCH	903-014-1
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Organization(s)	GE
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Countries	USA
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Industry	Diversified
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Pub/Rev Date	2003
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Case Length	11 pages
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TN Length	No
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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	ITSY021
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	No

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	ITSY022
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	No

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	ITSY023
ECCH	903-008-1
Organization(s)	ITC
Countries	India
Industry	Various
Pub/Rev Date	2003
Case Length	14 pages
TN Length	No

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	ITSY024
ECCH	903-023-1
Organization(s)	Fabmart
Countries	India
Industry	Electronic Retailing
Pub/Rev Date	2003
Case Length	14 pages
TN Length	4 pages

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	ITSY025
ECCH	903-034-1
Organization(s)	Tesco.com, Tesco, Safeway
Countries	UK
Industry	Retailing
Pub/Rev Date	2003
Case Length	14 pages
TN Length	No

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	ITSY026
ECCH	903-022-1
Organization(s)	British Petroleum
Countries	UK
Industry	Petroleum
Pub/Rev Date	2003
Case Length	10 pages
TN Length	No

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

Abstract

The case discusses eSeva (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	ITSY027
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	No

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	ITSY028
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	No

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.

Issues

Strategies adopted by Microsoft & other IT companies to promote new concepts.

Reference Numbers

ICMR	ITSY029
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ECCH	904-003-1
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Organization(s)	Microsoft
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Countries	USA
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Industry	IT & Computers
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Pub/Rev Date	2003
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Case Length	15 pages
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TN Length	No
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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	ITSY030
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ECCH	904-001-1
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Organization(s)	Michigan.gov
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Countries	USA
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Industry	Information Technology
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Pub/Rev Date	2004
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Case Length	21 pages
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TN Length	No
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Knowledge Management @ Xerox Corp

Abstract

The knowledge management movement of the 1990s prompted the company 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	ITSY031
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ECCH	904-003-1
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Organization(s)	Xerox Corp
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Countries	USA
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Industry	IT & Computers
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Pub/Rev Date	2004
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Case Length	11 pages
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TN Length	5 pages
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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	ITSY032
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ECCH	904-012-1
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Organization(s)	Midas Communication Technologies
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Countries	India
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Industry	Telecom
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Pub/Rev Date	2004
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Case Length	17 pages
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TN Length	No
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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	ITSY033
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ECCH	904-013-1
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Organization(s)	Dow Chemicals
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Countries	USA
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Industry	Science & Technology
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Pub/Rev Date	2004
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Case Length	13 pages
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TN Length	5 pages
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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	ITSY034
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ECCH	904-017-1
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Organization(s)	Adobe Systems Incorporated
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Countries	USA
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Industry	Information Technology
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Pub/Rev Date	2004
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Case Length	16 pages
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TN Length	No
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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 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	ITSY035
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ECCH	904-014-1
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Organization(s)	Marriott International
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Countries	USA
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Industry	Hospitality
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Pub/Rev Date	2004
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Case Length	12 pages
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TN Length	No
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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 employee in the KM initiative.

Issues

Knowledge management, Capturing of tacit and explicit knowledge.

Reference Numbers

ICMR	ITSY036
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ECCH	904-018-1
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Organization(s)	Tata
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Countries	India
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Industry	Steel
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Pub/Rev Date	2004
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Case Length	11 pages
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TN Length	4 pages
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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	ITSY037
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ECCH	904-027-1
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Organization(s)	Mahindra & Mahindra
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Countries	India
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Industry	Diversified
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Pub/Rev Date	2004
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Case Length	11 pages
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TN Length	4 pages
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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	ITSY038
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ECCH	904-042-1
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Organization(s)	Merrill Lynch
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Countries	US
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Industry	Financial Services
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Pub/Rev Date	2004
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Case Length	15 pages
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TN Length	No
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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	ITSY039
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ECCH	904-043-1
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Organization(s)	Merrill Lynch
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Countries	US
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Industry	Education, Information Technology
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Pub/Rev Date	2004
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Case Length	10 pages
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TN Length	No
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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.

Reference Numbers

ICMR	ITSY040
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ECCH	904-046-1
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Organization(s)	PayPal.com.
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Countries	USA
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Industry	Online Finance
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Pub/Rev Date	2004
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Case Length	18 Pages
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TN Length	No
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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.

Reference Numbers

ICMR	ITSY041
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ECCH	904-066-1
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Organization(s)	Bumrungrad Hospital
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Countries	Thailand
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Industry	Healthcare
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Pub/Rev Date	2004
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Case Length	14 Pages
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TN Length	No
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Charles Schwab 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.

Reference Numbers

ICMR	ITSY042
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ECCH	904-065-1
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Organization(s)	Charles Schwab
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Countries	US
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Industry	Financial Services
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Pub/Rev Date	2004
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Case Length	18 Pages
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TN Length	No
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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.

Reference Numbers

ICMR	ITSY043
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ECCH	904-067-1
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Organization(s)	World Bank
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Countries	USA
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Industry	Banking
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Pub/Rev Date	2004
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Case Length	10 Pages
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TN Length	5 pages
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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.

Reference Numbers

ICMR	ITSY044
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ECCH	904-064-1
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Organization(s)	IBM
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Countries	USA
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Industry	IT
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Pub/Rev Date	2004
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Case Length	12 Pages
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TN Length	No
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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 for implementing ERP software.

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

Reference Numbers

ICMR	ITSY045
ECCH	905-005-1

Organization(s)

Countries	US
Industry	IT, Hardware
Pub/Rev Date	2005
Case Length	16 pages
TN Length	No

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	ITSY046
ECCH	

Organization(s)

Countries	US
Industry	Automobiles
Pub/Rev Date	2005
Case Length	12 Pages
TN Length	No

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 in 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	ITSY047
ECCH	

Organization(s)

Countries	US
Industry	Financial Services
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	No

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	ITSY048
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ECCH

Organization(s)

Countries	Japan
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Industry	Automobile
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Pub/Rev Date	2005
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Case Length	17 Pages
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TN Length	5 pages
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