

IMKM: Business value of IS – Guess case study

Group 27: Menzel, Leon; Pahis, Efstratios; Panier, Florian; Seelbach, Jan; Thieroff, Leo

Garching b. München, 20.11.2020

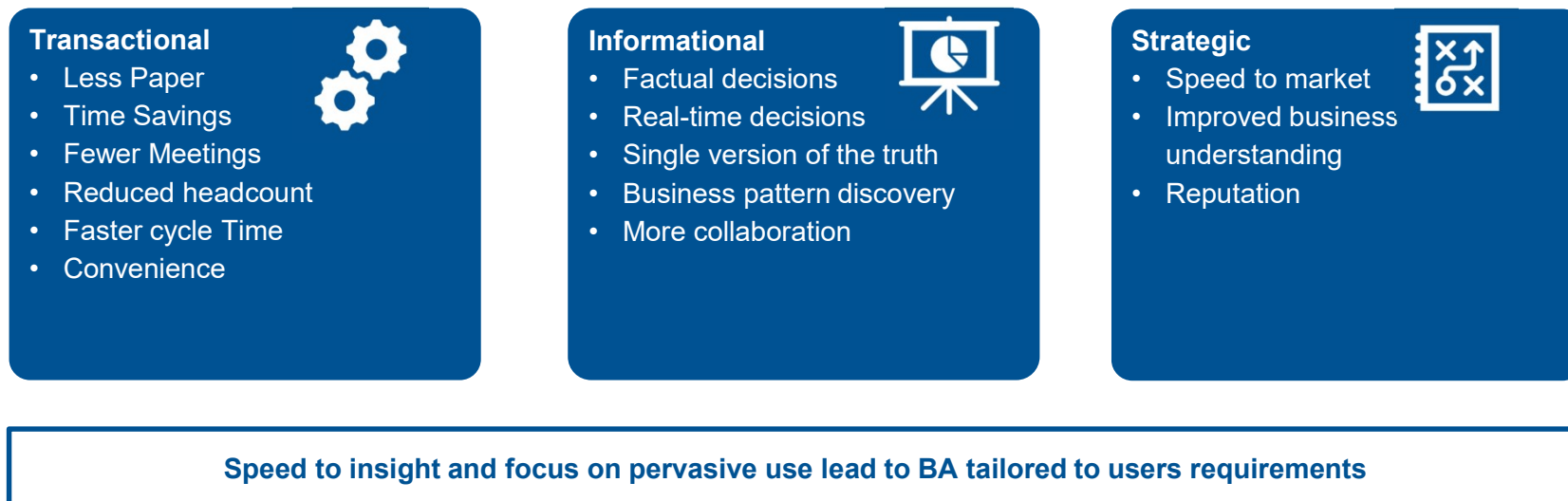


How did Guess develop the value from BA?

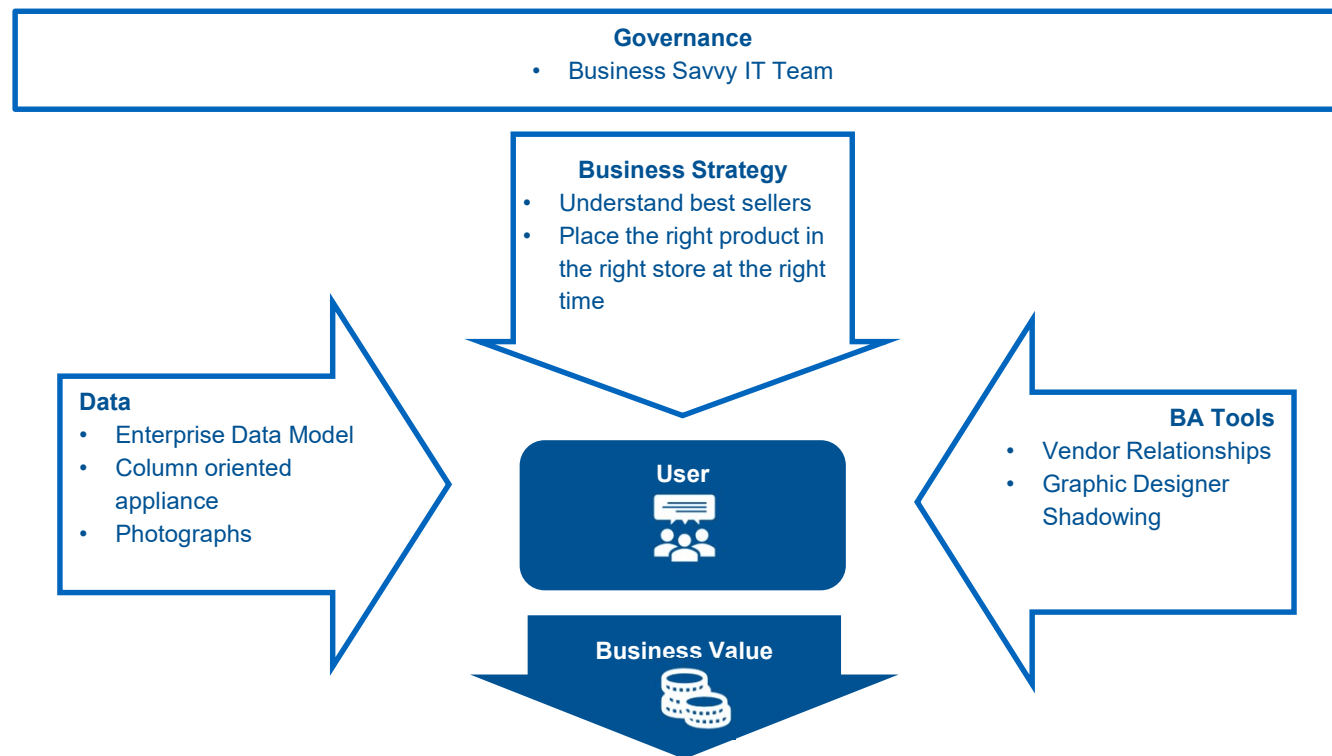
- Guess Inc., fashion retailer
- Introduction of iPads and a buyer's workbench app (Gmobile) for merchants
- Maximize business value from BA by increasing speed to insight and pervasive use
- Speed to insight (how fast can raw data be given a context to be processed to information?)
 - Gmobile Data foundations introduces data standards and increases automation
 - Co-location, shadowing helps to understand business requirements faster
- Pervasive use (for how long and how often are business analytics used in the company?)
 - advanced visualization in Gmobile, graphic designer was hired
 - mobility through iPad, previously multiple binders
 - enjoyable experience improves user experience, app developer was hired

The GMobile app generates tangible and intangible business value for GUESS? Inc.

Three sources of business value



Speed to insight and focus on pervasive use lead to business analytics tailored to user requirements



How does the business value created by Guess relate to other concepts of the IMKM lecture?

- Concept of IT/ IS -Potentials and their Organizational Benefit by Davenport
 - Informate-up: Providing BA insights to Guess business users
 - Precise: Continuous monitoring of trends and sales information
 - Analytical: Offering a wide array of BA tools
 - Knowledge: Create knowledge for product distribution
 - Simplifying: GMobile app delivers data that was previously reported through 12 different dashboard applications
- Concept of Digital Business Strategy by Bharadway
 - Adapted business infrastructure to the new digital era: column-oriented data warehouse
 - Traditional business strategy reshaped by digital technology: distributed use of BA

Recommendations derived from the Use Case

Recommendations to Drive Speed to Insight

1. Create an Optimized Ecosystem of Advanced and Traditional Data Technologies
 - Include various technologies to build effective BA system (DBs & BA Software)
 - “No one size fits it all”
2. Develop Data Standards
 - automating data integration and data-quality processes for fast speed to insight

Recommendations to Drive Pervasive Use

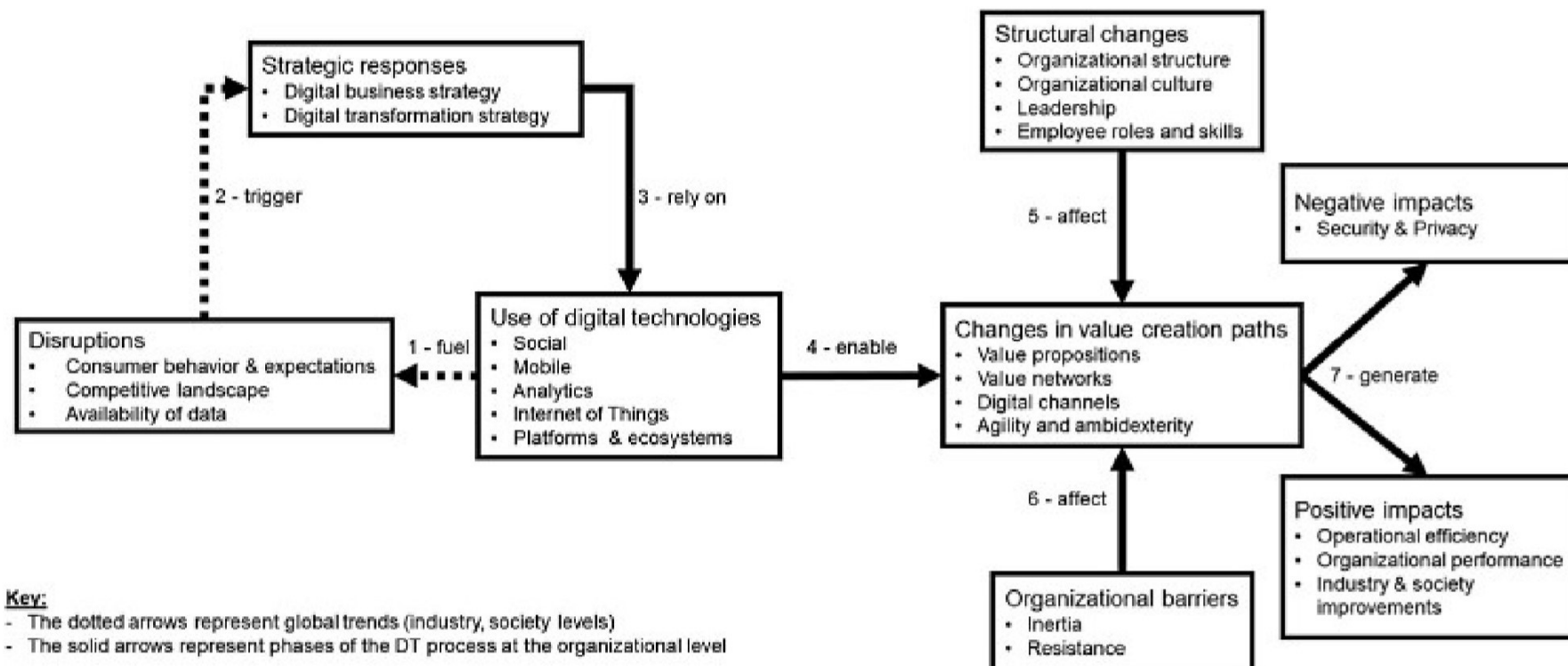
1. Invest in Business-savvy IT Staff
 - Ensures that business requirements are met
 - Ensures that the business requirements correctly address the company’s real business needs.
2. Encourage User-intensive Development Practices
 - IT Staff should spend time with business staff to better understand their needs
3. Exploit the “in” Technology
 - Embrace the new technologies that come to market as a way to excite and engage BA users
 - Hire experts to fully exploit the technology

How do the recommendations presented in the Guess case reflect in the paper of Bharadwaj et al.?

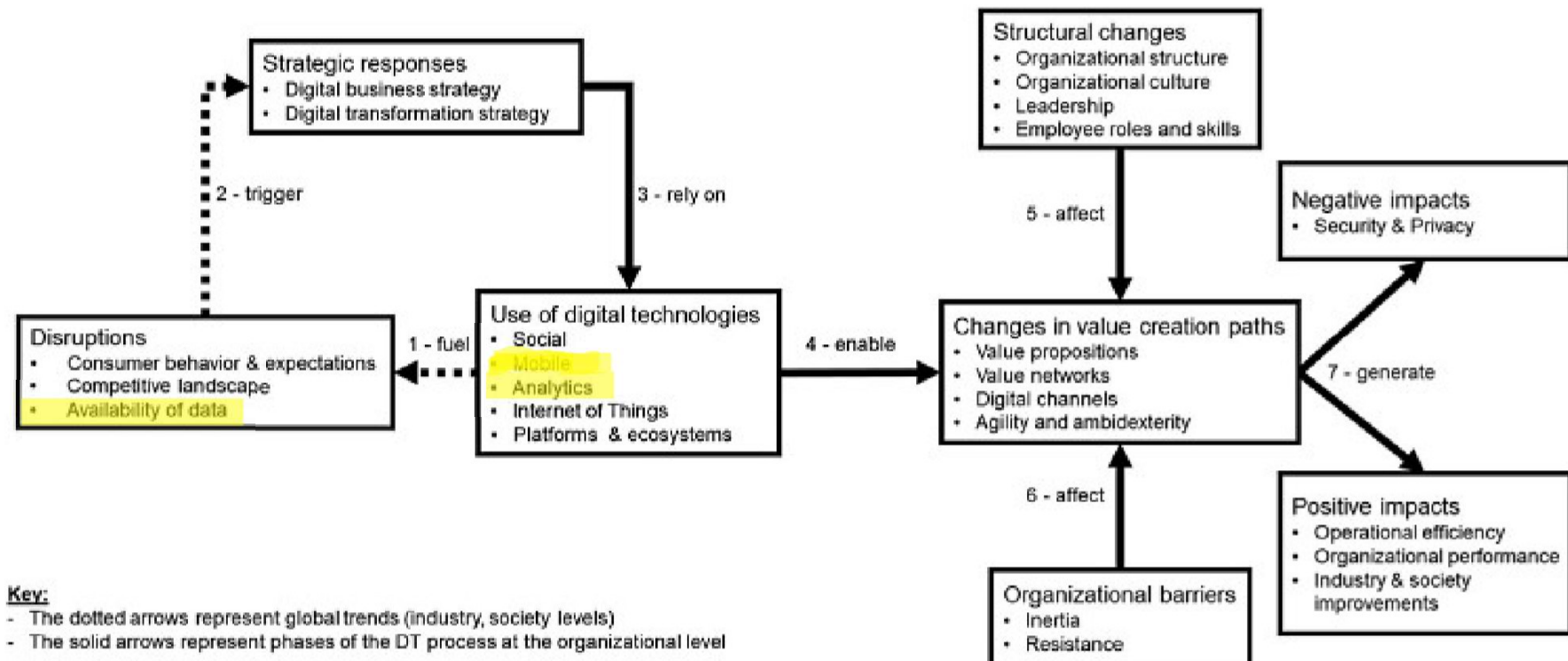
- Paper deals with the fusion of IT strategy and business strategy, a Digital Business Strategy.
- Four key themes of the Digital Business Strategy are the scope, the scale and the speed of the Digital Business Strategy and the sources of business value creation.
- The recommendation to invest in business savvy IT-stuff reflects in the scope of the Digital Business strategy, because it influences the integration between business and IT strategy.
- Development of Data Standards influences the Speed and Scale of the Digital Business Strategy, by creating higher scale to insight.
- Creating an optimized Ecosystem of advanced and traditional data technologies helps to exploit the digitization of products, services and information as well as the extended business ecosystem.
- The recommendation to encourage user-intensive development practices improves the leveraging of value from information by making BA more effective and easier to use.

How do the recommendations presented in the case reflect in Vial, 2019

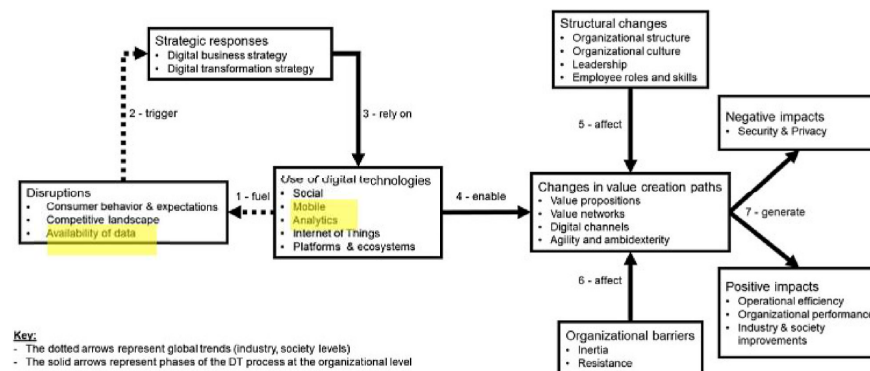
Framework



How do the recommendations presented in the case reflect in Vial, 2019



How do the recommendations presented in the case reflect in Vial, 2019



- Better Services through addressing better customer needs by utilizing Analytics
- Gathering data on customer interaction with products and services
- Algorithmic decision making allows the effective coordination across the organization
→ Speeding up response time
- Increase organizational agility. Therefore:
Ability to detect opportunities for innovation by assembling requisite assets knowledge and relationships with speed. → Analytics as driver

Sources

Bharadwaj, A., El Sawy, O., Pavlou, P.A., Venkataraman, N.: Digital business strategy: Toward a next generation of insights. MIS Quarterly 37, 471-482 (2013)

Vial, G. (2019). Understanding digital transformation: A review and a research agenda. The Journal of Strategic Information Systems, 28(2), 118-144.

Wixom, B., Yen, B., Relich, M.: Maximizing Value from Business Analytics. MIS Quarterly Vol. 12 : Iss. 2 , Article 6.