



GUESS

Information and Knowledge Management - Group 14

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Agenda

1. Company Introduction
2. Case Study
3. Reflection on Literature
4. Discussion

Company Introduction

- Founded in 1981
- American clothing brand and retailer
- US \$2.4 billion (2018) revenue
- 15.000 employees
- Active in 87 countries around the globe



Source:

https://www.researchgate.net/figure/G-Mobile-iP-ad-Application_fig6_283765053



Case Study

1. **How did GUESS develop the value from Business Analytics (BA)?**
2. How does BA create value for GUESS?
3. How does the business value created by GUESS relate to other concepts of the IMKM lecture?



How Guess developed value from BA

Origin GMobile

- Startpoint: Previous 10 years GUESS used a data warehouse with Blackberry reports & web-dashboards
- CIO and his BA director were convinced by potential value of iPad as BA delivery at a conference watching a keynote speech on the matter
- During the conference, CIO texted procurement department to order several iPads → GMobile development started

Development

- As a first step the team downloaded highly rated iPad apps and analyzed what made them popular
- Key takeaways in the process included: Understanding of app workflow, effective use of graphics & data management
- Engagement of graphic designer in order to develop a visually appealing app

Data Foundation

- Varying local business models require different POS & ERP systems
- Introduction of a centralized Product Lifecycle Management (PLM) system that enables data standardization
- All product information is created in the PLM system and then pushed into the local ERP systems
- The three local data warehouses (Asia, Europe, U.S.) use the same data model → reporting is consistent and aggregated global views are possible

BA Tools

- Several obstacles during the development process included, especially memory management, security and add features like “bring your own device”
- Hired an experienced app developer, who ensured that BA Tool leveraged features of the iPad (e.g. swipes and gestures)
- GMobile now visualizes data that was previously reported through 12 different dashboards in one app



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GMobile Business Value

1. Transactional Value

- Several productivity improvements led to bottom-line cost savings
- Number of required weekly meetings has been drastically reduced
- Despite the growth of GUESS, personnel expenses for reporting were reduced by over 40%

2. Informational Value

- Adoption of GMobile fostered user communication & collaboration
- iPad usage makes it easier to incorporate other types of information

3. Strategic Value

- Users in different departments have gained a deeper understanding of the business
- GMobile gives partners the impression that GUESS works in a leading-edge and “hip” manner

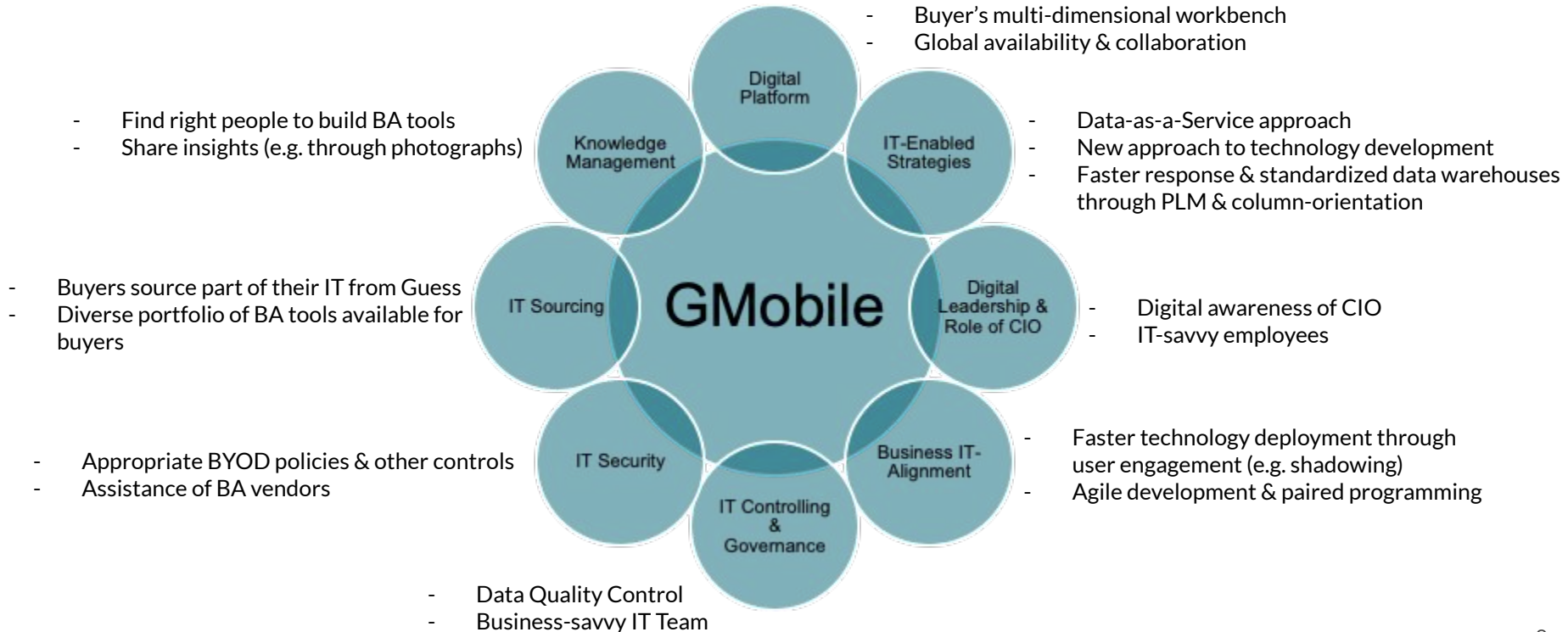
→ **Provides users with more & better information and therefore fosters fact-based decisions**



Case Study

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GMobile can be related to multiple concepts





Reflection on Literature

1. How do the recommendations presented in the case reflect in the paper by Vial (2019)?
2. How do the recommendations presented in the case reflect in the paper by Bharadwaj et al. (2013)?



IT potentials (Vial 2019) can be derived from recommendations by Wixom (2013)

Recommendations (Wixom 2013)



Create an optimized ecosystem of advanced and traditional data technologies: Apply various technologies fitting the unique business needs to process unstructured, voluminous real-time data



Develop data standards, even if it means creating a standards layer on top of diverse systems: Establish data standards no matter how complex the federated architecture is



Invest in business-savvy IT staff: They must ensure the meeting of business requirements and business needs



Encourage user-intensive development practices: Co-develop with users by applying shadowing, agility and co-location



Exploit the “in” Technology: Create excitement and engagement in business users’ mind about the new technology by offering apart from others appealing graphics



IT potential and organizational benefit (Vial 2019)

Simplifying: Reduce data types and intermediaries in data processing through the creation of an optimized ecosystem and the application of data standards

Integrative: Connect various technology that is able to evaluate heterogeneous data within the optimized ecosystem

Automate by reducing manual adaptation and evaluation of data through the application of advanced technologies

Targeted: Allow continuous process monitoring through the iPad

Sequential: Enable the evaluation of production processes parallel to real-time

Transform by redefining business processes including the creation of an ecosystem and data standards resulting in the acquirement of new capabilities

Informate-up by providing information to the management via the iPad

Informate-down by providing information to the employees via the iPad

Geographical: Enable to evaluate firm data from anywhere in the world via the iPad

Knowledge creating and expertise: Enable employees to gain new insights

Analytical: Enable user-friendly analysis of information via the iPad



Reflection on Literature

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2. **How do the recommendations presented in the case reflect in the paper by Bharadwaj et al. (2013)?**



Digital Business Strategy (Bharadwaj et al. 2013) can be achieved by following the recommendations by Wixom (2013)

- Digital Business Strategy - organizational strategy formulated and executed by leveraging digital resources to create different value
- 4 key themes that guide thinking on Digital Business Strategy

The scope	<ul style="list-style-type: none">• Trans-functional strategy• Scope beyond the firm boundaries and supply chains• Dynamic ecosystems that cross traditional industry boundaries
The scale	
The speed	
Value creation and capture	



Digital Business Strategy (Bharadwaj et al. 2013) can be achieved by following the recommendations by Wixom (2013)

- Digital Business Strategy - organizational strategy formulated and executed by leveraging digital resources to create different value
- 4 key themes that guide thinking on Digital Business Strategy

The scope	<ul style="list-style-type: none">• Rapid digital scale up/down• Network effects for differentiation and value creation• Information abundance• Alliances and partnerships
The scale	
The speed	
Value creation and capture	



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- Digital Business Strategy - organizational strategy formulated and executed by leveraging digital resources to create different value
- 4 key themes that guide thinking on Digital Business Strategy

The scope	<ul style="list-style-type: none">• Speed of product launches• Speed of decision making• Speed of supply chain orchestration• Speed of network formation and adaptation
The scale	
The speed	
Value creation and capture	



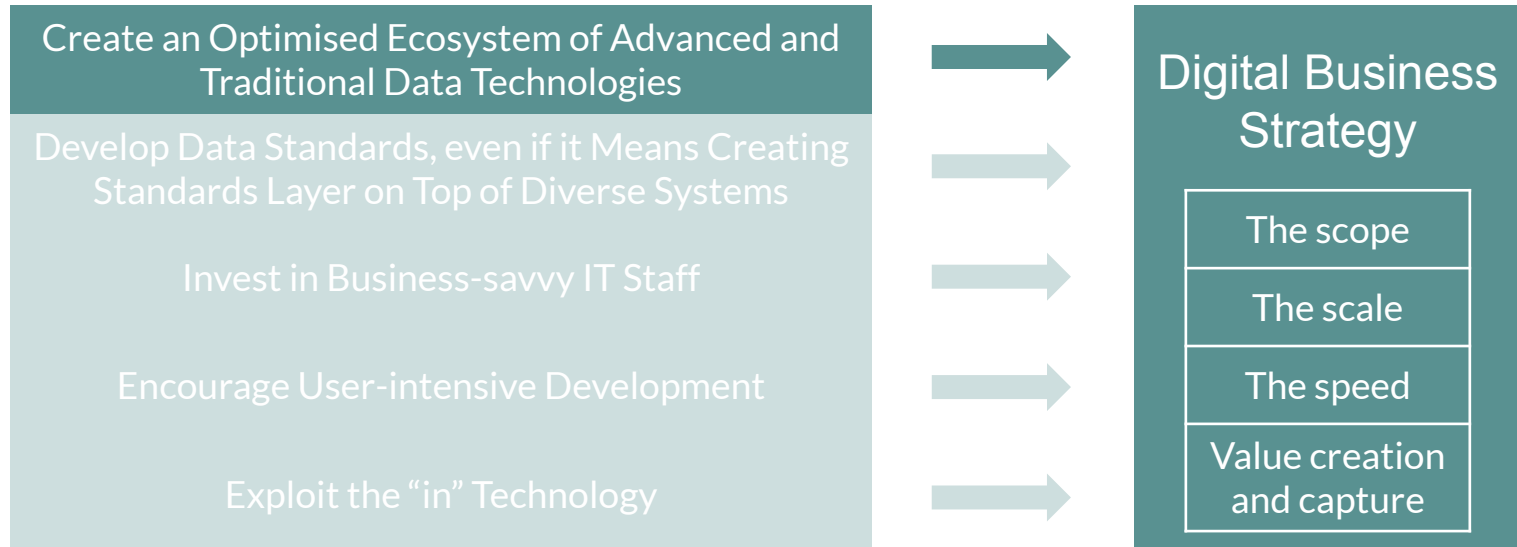
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The scope	<ul style="list-style-type: none">• Increased value from information• Value creation form multi-sided business models• Value capture through coordinated business models
The scale	
The speed	
Value creation and capture	

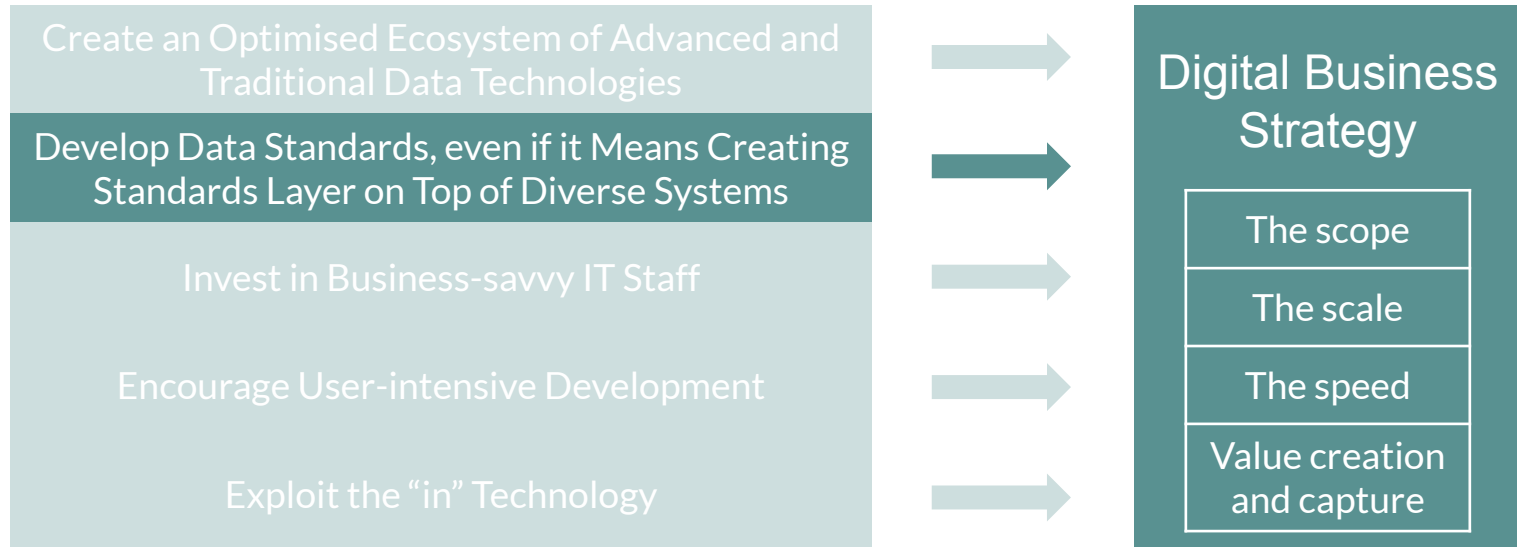


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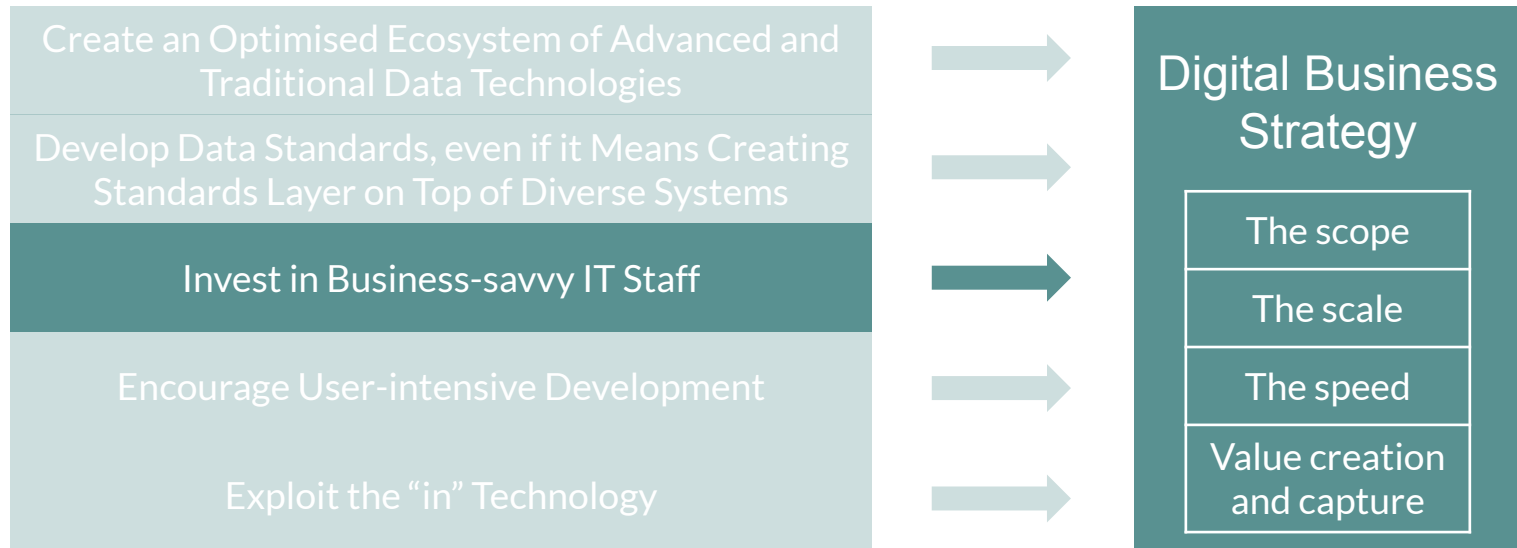


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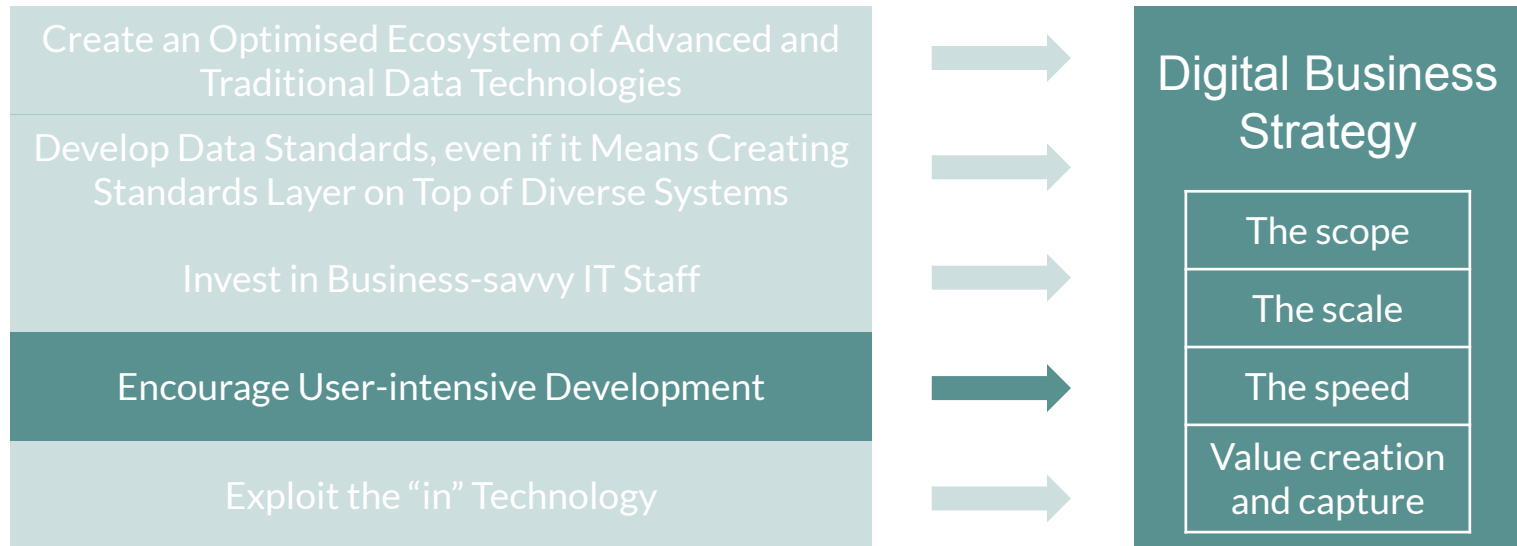


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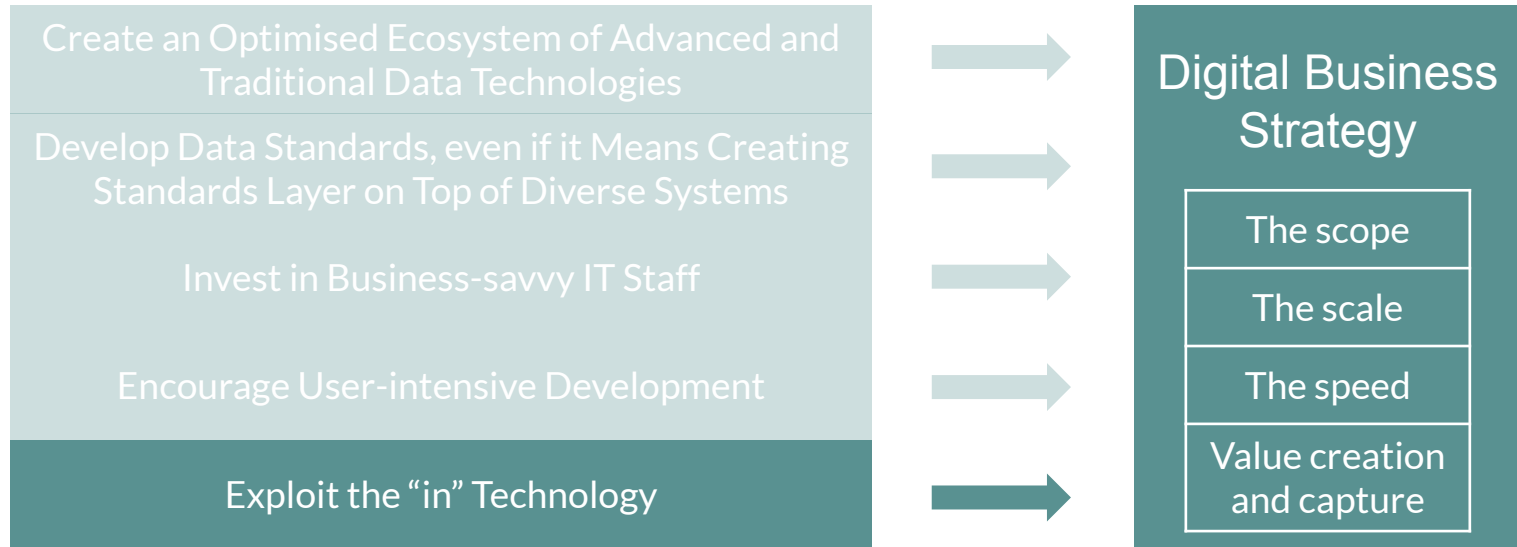


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Discussion

1. Which experience did you have with BA tools in businesses?
2. What is your experience/opinion on the usage of IPads for BA?
3. Which IT potentials of the paper by Vial (2019) are mainly addressed by the recommendations given in the case?
4. What is your personal opinion about Digital Business Strategy in traditional industries?