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Case Study# 1

Corporate Information and Physical Locations

Woodgrove Bank is a national financial services institution that operates in over 30 cities across the United States. The company offers investment banking services, has over 140,000 employees, and has five departments.

EXISTING ENVIRONMENT

Existing Business Processes

Woodgrove Bank has the strategic goal of eliminating 25 percent of its current list of 40,000 suppliers. The bank has begun eliminating suppliers based on their prices, redundant product or service offerings, and past supplier performance. The company's Enterprise Supplier Management (ESM) group manages the supplier elimination process. The group also directly manages the bank's largest suppliers and provides training material and workshops on supplier management to the company departments.

The Woodgrove Bank ESM group has the following business processes:

The ESM group collects supplier performance data for the 2,000 largest suppliers.

The ESM group's Supplier Managers use supplier performance data to directly manage the 40 largest suppliers.

The department managers directly manage all other suppliers.

The ESM group provides performance data on other suppliers to the department managers by request. Raw performance data is organized in spreadsheets that are sent via e-mail.

The ESM group's Business Analysts collect and store supplier performance data in multiple spreadsheets. The spreadsheets are stored on the Analysts' local computers and contain many different types of supplier performance metrics. Each quarter, the ESM group surveys the department managers to discover the level of satisfaction they have for each of their suppliers. Business Analysts distribute the surveys via e-mail then manually consolidate the survey results.

Existing Technology Infrastructure

Woodgrove Bank has the following software deployed on all desktop computers:

Microsoft Office 2003 Professional

Windows XP Professional

Woodgrove Bank has the following software deployed on all network servers:

Windows Server 2008

Windows SharePoint Services 3.0

Microsoft SQL Server 2008

Microsoft Office Project Server

The Woodgrove Bank ESM group has the following technology infrastructure:

A single IT Specialist who has minimal database application development experience.

Additional servers available for the deployment of new technology solutions.

Labor Costs

The following table illustrates labor costs for salaried staff.

BUSINESS REQUIREMENTS

Problem Statements

Woodgrove Bank has identified the following business problems:

The process of manually entering data for suppliers in spreadsheets is time-consuming for the business analysts.

Supplier data is stored in multiple files, formats, and locations.

There is very little sharing of valuable supplier performance data outside of the ESM group.

The ESM group has a fixed number of employees and very limited budget.

Business Goals

Bank executives formed the ESM group to promote best practices in supplier management throughout the entire company.

The ESM group has the following business goals:

Build a new Supplier Performance Data Management service to distribute supplier performance information across all departments.

Provide documentation to show departments how to best use company-wide supplier performance information when negotiating individually with suppliers.

Minimize ESM group operating expenses by eliminating the procurement of additional software licenses.

INTERVIEWEES

ESM Director

The ESM Director is a business decision maker who manages the day-to-day operations of the ESM group.

The ESM Director best understands how the ESM group fits within the bank's corporate strategy.

Supplier Managers

The Supplier Manager is a role within the ESM group.

Supplier Managers manage the 40 largest suppliers.

Supplier Managers best understand how supplier performance data is used to manage suppliers.

Business Analysts

Business Analysts collect and store supplier performance data.

Business Analysts query the distributed spreadsheets by request from the Supplier Managers.

Business Analysts provide insight into manual data management processes.

Department Managers

Department Managers are responsible for managing their respective supplier relationships.

Department Managers provide insight into how supplier performance data is used for supplier management at the department level.

Role	Hourly rate
Department Managers	\$150
ESM Director	\$125
Supplier Managers	\$100
Business Analysts	\$50

Case Study# 1 (Questions)

Question: 1

You are evaluating a Microsoft Office PerformancePoint Server 2007 solution for Woodgrove Bank. You need to identify the gap that exists between the banks current state and its future state based on the maturity level of the current infrastructure. Which gap should you identify?

- A. Desktop application deployment
- B. Hardware requirements
- C. Network architecture
- D. Software licensing

Answer: D

Question: 2

You need to document which key technology infrastructure issues prevent the ESM group from meeting its goals. Which issue should you choose?

- A. Data entry is performed manually.
- B. Static spreadsheet-based are used to capture data
- C. Supplier data is improperly updated in Project Server.
- D. Workflows are undefined in Windows SharePoint Services.

Answer: B

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