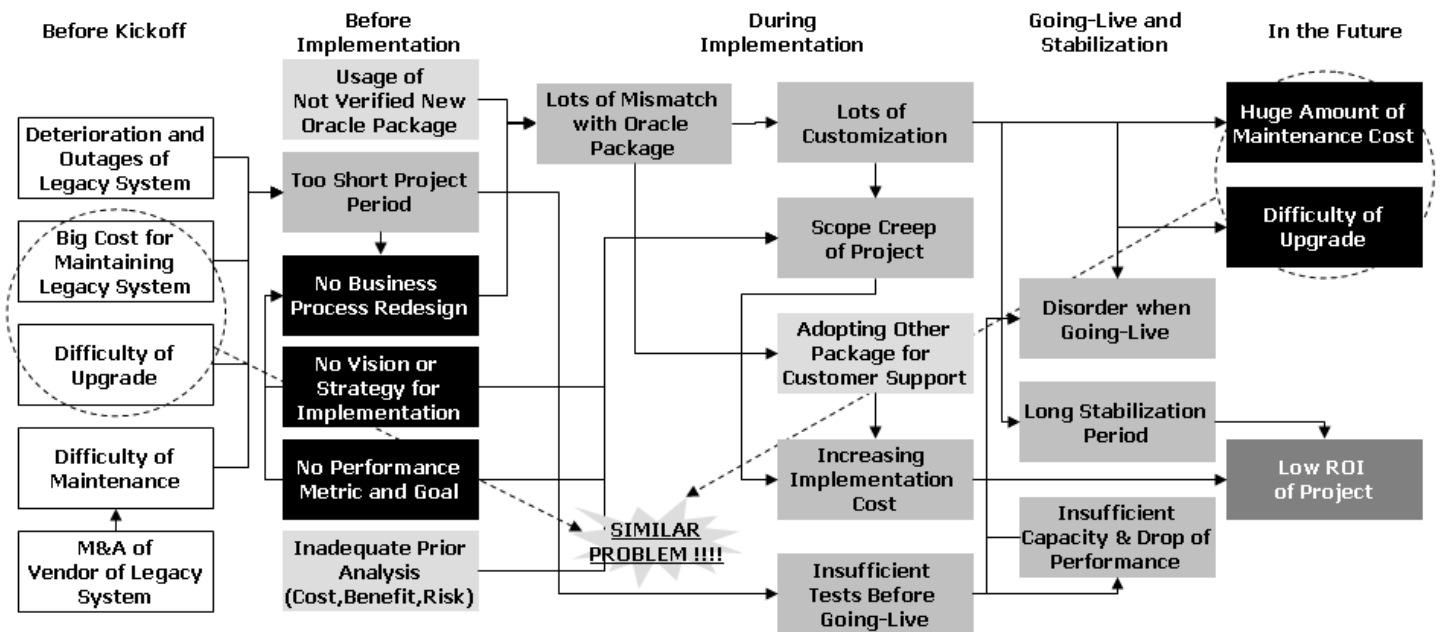


All Roads Lead to Rome, All Packets Lead to Cisco!

I. Diagnosis of Problems



II. Alternatives

Was the ERP project successful? No, it was just a wounded glory! This imperfect enterprise system may cause similar problems that occurred during the use of the older legacy system in the long run. So, what should Cisco do? How can Cisco achieve greater efficiencies and benefits from the fully integrated system? We hereby suggest maximizing the value of the system by completely redesigning the current business processes as follow.

	Strategy 1 – Redesign Processes Focusing on Customer Services	Strategy 2 – Redesign Processes Focusing on Production & Procurement
Strategy	<ul style="list-style-type: none"> ● BPR with focus on improvement of customer intimacy ● Open the system to customers over the Web 	<ul style="list-style-type: none"> ● BPR with focus on production and supply chain management ● Expand the ERP system toward suppliers
Actions	<ul style="list-style-type: none"> ● Seek competitive advantages by improving customer service with the fully integrated customer information ● Give customers access order and support information over the Web on a real-time basis ● Develop the foundation for future e-business environment 	<ul style="list-style-type: none"> ● A more flexible production system for mass-customization by integrated production information ● Integrate our ERP with suppliers' systems or provide a Web-based access interface for our system ● Streamlined information sharing with suppliers (production schedule, inventory, materials)

	Strategy 1 – Redesign Processes Focusing on Customer Services	Strategy 2 – Redesign Processes Focusing on Production & Procurement
Pros	<ul style="list-style-type: none"> ● Increasing sales from greater customer satisfaction ● Better customer service quality 	<ul style="list-style-type: none"> ● Improved efficiency of procurement processes ● Inventory and working capital reduction
Cons	<ul style="list-style-type: none"> ● Difficult to measure and quantify improvement ● Difficult to get immediate results 	<ul style="list-style-type: none"> ● Integration difficulty due to incompatible enterprise systems ● Vulnerability of internal data due to the nature of an open system
Common	<ul style="list-style-type: none"> ● Accept industry-wide best practices ● Upgrade current ERP system with a new Oracle version and reduce customized functions 	

III. Recommendation

	Strategy 1	Strategy 2
Feasibility	Δ	●
Efficiency of the Entire System	Δ	●
Customer Value	●	○
Creation of New Opportunities	●	○
Ease of Measuring Improvements	○	●

●: favorable Δ: acceptable ○: unfavorable

We evaluate these two strategies with five criteria to select an acceptable strategy. In conclusion, we proudly recommend Strategy 2 to Mr. Solvik and suggest other directions as follows.

- Cisco should conduct not only an in-depth financial cost-benefits and risk analysis, but also design specific performance metrics and goals.
- Ultimately, Cisco will be able to vastly improve supply chain efficiency by integrating the entire supply chain from customers to suppliers