GROUP CASE STUDY 2

Assigned: Feb 25, 2016
Due: Thursday March 24th, 2016 before the Class by Email to Vasant (required). Also, please bring a hard-copy, and submit (recommended)
Vasant's Email: vasant.kumar@temple.edu

Description

This case study builds upon the Business Case and RFP you just completed as part of Group Case Study 1. Come up with Business Requirements Document and Systems requirements Document for BooksForAll.

Here is the information about BooksForAll from Group Case Study 1. The information has not changed:

“Come up with an IT Business Case and RFP for a large Book company, BooksForAll, with $2 billion in revenue, and $150 million in income. The company is doing pretty well, and sells the books in the 500 stores throughout the U.S as its core business. In addition to the books, it also sells music CDs and videos to take advantage of the customers coming to stores. The book business accounts for about the 90% of its revenue. BooksForAll had been market-aware, and has tried to transform itself from a brick-and-mortar company to the one that also has online presence and digital book distribution service called “book everywhere” on the Web. However, with a growing presence of two of its biggest competitors who are almost double in their revenues compared to BooksForAll. The company is working in an IT strategy to improve sale, decrease cost of operation, and diversify to a number of channels outside the web and store. Incidentally, 10 years back BooksForAll was the market leader in terms of sales as well as customer satisfaction. That is not the case now as BooksForAll is now pretty much a third choice for the customers.

BooksForAll IT systems seem to be old. They run from two data centers based in Philadelphia and Houston. The online system has been hardly stable. There was a 4 hour outage last month, where customers who wanted to buy and read digital books online couldn’t do so. The POS (point of sales) systems run using mainframe technology. Online ordering and billing is being done through a 3rd party vendor BookCom, who integrates with the mainframe POS system through EDI and Web Services, but it has been reported to have slow performance at the peak hours of 6 PM to 10 PM when the system has heavy customer load. The customer care is provided by the company call center platform and web-based portal; however, call centers take the bulk of load (50,000 calls per day by 1,000 customer service representatives, which is 80% of all the customer service issues). Altogether, the company sells some 250,000-300,000 books every day, of which 30% are digital books.

The IT department led by the new CIO, who was recruited from a well-known on-line company has suggested revamping of the company IT infrastructure in next 3 years. He does not recommend replacing everything at the same time; however, modern billing, ordering, customer care systems should be developed. The system should allow introduction of new books, physical and digital, faster and cheaper.
Customers should be able to read the book anywhere and anytime once they pay for it. There may be a need for tiered pricing structure that supports one, two, or multiple platforms.

The business goals are to reduce Customer care issues by 30%, double the revenue to $4 billion, and improve income to $600M in next 3 years. Marketing and Sales can contribute to about 50% of the increase in revenue, but the rest should come from this IT initiative. Ultimately what can be done depends on a number of factors, but that’s what the goals are for now. The current IT budget of $100M includes all aspect of IT, with a new development of about $30M on yearly basis and the rest is for support and minor enhancements to the existing systems. The company could find money to spend for a right IT Business case."

**Deliverables:**
1. Develop Business Requirements document. You should be comprehensive to cover all important aspects of business need to maximize the business value. (2-3 pages single space).
2. Develop Systems Requirements Document to cover 5 Business Requirements. (3-5 pages single space).
3. Summarize your key findings in a presentation and present in the class (5 pages): 25% of grade

**Note:**
Many templates can be used to create Business Requirements and Systems Requirements. For this assignment, you should use the template provided in the class presentation: page 19 (Systems Requirements), page 17 (Business Requirements on the left side of the page) of Week 4. They should be written in table format.

Assignment grade will depend on completeness and the quality of your work.

Assume at least 50% of the development is done in-house. In other words, you shouldn’t assume all the work is outsourced to a vendor, and you don’t have knowledge of the systems/business requirements.

**Additional Guidance**

This exercise should be done in the group, as previously assigned in the class. You can build upon the Group Case Study 1.

Both Business Requirements and Systems Requirements can be written in table format. Please refer to the criteria of Business and Systems Requirements in Individual Case Study (PWCS).

Use your creativity and make realistic assumptions where appropriate.

All students in the group would get the same marks.

Any questions, let’s discuss at the end of the regular classes (preferred), or feel free to contact me.