ASSIGNMENT NO. 4

(1) **Value Chain Analysis** – Answer the following questions.

   a. Based on the case of the 3Daycar (Reference: Good Book-2, Page 251, Box 5.1), list down 3 activities that the company can do to increase “value” in the customer ordering-chain process?

   b. Based on the case of the pharmaceutical company (Reference: Good Book-2, Page 257, Box 5.2), what do you understand by “Unless this loop is well managed, a drug can fail, especially a new drug”?

(References: Reading-52.zip and the Good Book-2, Figure 6-1 and Chapter 5, Information Systems and the Value Chain.)

(2) **Balanced Score Card (BSC)** – The BSC has been used for both strategy development and strategy evaluation.

   a. What are the 4 categories, perspectives or areas of focus of the BSC?

   b. What are KPIs (Key performance Indicators) in relation to the BSC?

Hints: From the worksheet Table 9-4 on the “Example of a Balanced Score Card”, BSC practitioners normally add 3 more columns, for WEIGHT, RATING and WEIGHTED SCORE. This is to assign a numeric value to the weighted score for each KPI based on the assessment of its achievement against its target, i.e. assign a RATING for each. Examples on how these are conducted are provided in Table 3-7 and Table 3-8 in the Good Book-3, Chapter 3, i.e. evaluations done for Opportunities and Threats in SWOT (EFE + IFE). The same method is done for the BSC.

Each KPI is given a weight contribution relative to its category. And then each category is put a weight contribution relative to the overall index. There is one overall index, giving the overall performance measure of the organization. The category index gives the performance measure of the category.

(References: Reading-53.zip and the Good Book-3, Chapter 9, Strategy Review, Evaluation and Control)

(3) **Case Studies in IS/IT Strategies** – Reference Reading-54.zip. Answer the following questions.

   a. Describe the ways in which GHL stayed one step ahead of competitors with the help of ICT.

   b. In what ways did Data Centrix see its R&D as a vital asset in the data collection and management business?
c. How did LT Sdn Bhd boost its operational efficiency?

(4) **Critical Success Factors (CSF)** – Reference Reading-57.zip. Answer the following questions.

a. Mr. Paul Lemberg mentioned in his article 10 critical success factors. What are they?

b. Mr. Paul Lemberg also mentioned 3 types of “broad questions” that we need to ask regarding each of those critical success factors. What are they?

c. How do we use these “broad questions” in our IS/IT strategies?

(5) **Generic Marketing Strategies** – Reference Reading-58.zip. Answer the following questions.

a. What is meant by “Non-Price Competition”?

b. Describe the 4 segmentation variables used in the Market Segmentation strategy? What is meant by “readiness-to-buy”?

c. What is “price-skimming” and what are its limitations?

d. What are the 3 characteristics of "core competence" espoused by Prahalad and Hamel?

e. What is the Ansoff Matrix? How is it used in formulating strategies?

f. What is the famous Boston Consulting Group (BCG) Matrix all about? How is it used in formulating strategies? (Hint: I am not giving you references, please find out yourself ... ha ha ha )