Reminder: Business Analysis Paper
Preferences Due today!

- **As a group**, turn in 3 things:
  1. List of your proposed group members.
  2. List of companies you would like to study.

- If you don’t have someone in mind to work with, turn in the above 3 things as an individual.
- **One of companies on list must be:**

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Another Reminder...

- Assignment 1 is due Tuesday.
  - Resume, and
  - Cover Letter.

- See class webpage for detailed instructions.
- Read:
  - Chapter 2 - Section I of O’Brien (reader pp 69-77)
  - Cash Flow Handout on class webpage

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Review: Business Analysis Paper

- Go to class web page and click on business paper in the announcements for detailed guidelines.
- **Paper Should Have:**
  - Industry Profile
  - Company Profile
  - Information Technology
  - Leadership
  - Market and Financial Performance
  - Trajectory

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Where are we, and how did we get here?

- Let’s survey the history of IT over the past few decades!

The History of IT from 1960-2000
**IT Mgmt from 1960-2000**

- The author (Nolan) breaks down history into 3 eras
  - Data Processing Era
  - Micro Era
  - Network Era
- A logical division, but not universal
  - Messerschmitt divides into 4 phases
    - Centralized, Time shared, de-centralized, networked

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**The Data Processing Era (1960-1980)**

- By 1960 economy dominated by large, multi-divisional, hierarchical businesses
  - Corporate Office
  - Divisional operating units in different markets
    - Example: GE
      - Corporate office in Connecticut
      - Lighting in Cleveland
      - Locomotives in Erie
      - ...
    - Within each division many "functional departments"
      - Accounting, Finance, Engineering, etc.

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**The Data Processing (DP) Era (1960-1980)**

- Needed to keep track of massive amounts of data for
  - Payroll
  - Payments to customers and suppliers,
  - etc.

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**The Data Processing (DP) Era (1960-1980)**

- These large companies purchased mainframe computers
  - to manage the data processing.
    - They were slow, enormous, and expensive, by today’s standards.
    - But, they did make it possible to process the enormous volume of data, and transactions in a huge corporation

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**DP Era (1960-1980)**

- Commercial computing evolved...
  - 1954 -- IBM 650 dominates commercial market
    - Leased for $3,250 per month (over $22,000 per month in today’s dollars!)
IBM 360
1964 - IBM 360,
- Interoperable peripheral and computer family
- Great improvement over previous generation
- A massive development effort by IBM
- Ensured IBM's dominance in the 60s and 70s

Data Processing Era (1960-1980)
- "You never got fired for buying IBM."
- Average market share of 68% in the 70s.

- Meanwhile
  - Digital introduces the mini-computer (1960s)
  - UNIX operating system developed (1969)
  - Bob Metcalfe invents Ethernet (1973)

DP Era (1960-1980)
- Technology Evolution
  - First - Stand Alone Mainframes
  - Next - Dumb terminals attached to mainframe
  - "Time-Shared" Phase in Messerschmitt's terminology

Data Processing Era (1960-1980)
- The information resource manager was known as the Data Processing (DP) manager.
  - Charged with supporting the business
  - Not with changing how the business was run

DP Era (1960-1980)
- IS evolved from supporting lower functions to higher level functions
  - Low: Inventory, Purchasing, Scheduling
  - Medium: Production Operations Management
  - High: Corporate wide planning

DP Era (1960-1980) -- Annual Budgeting
- Budgeting was an important function made easier by computers
  - Accounting of
    - Revenues, Expenditures, Assets, Liabilities
    - Generate Profit and Loss Statement

- Before computers
  - Was difficult to do once a year

- After computers,
  - Could "close the books" more often
  - Could break down profits and losses to each level of the corporate hierarchy
Capital Budgeting

- Analyze return and risk of expenditures intended to generate revenue over multiple accounting periods
  - Examples: New building, or factory
- Before computer
  - Calculations could become complicated
- After computer
  - Very easy
- Consequence: Every level of the organization could be held accountable for their ROI

Build up to Micro Era

- 1974 - Xerox PARC develops first computer with a mouse. They don’t commercialize it!
- 1974 - Altair PC for hobbyists
- 1975 - Bill Gates and Paul Allen founded Microsoft

Build up to the Micro Era

- 1977 - Apple introduces a successful microcomputer


- 1981 - IBM introduces its PC!
  - Intel develops CPU
  - Microsoft develops operating system

  IBM PCs were rapidly adopted by the commercial market.


- PCs threatened the DP manager
  - Easier to manage one central mainframe than a PC on every employee’s desktop!
  - Data not centralized.
    - The numbers on my PC are right, the ones on your PC are wrong!
  - Security Risks.
  - DP managers put restrictions on PCs
  - Users defied them!
- Users wanted the convenience of word processing, CAD, etc...
- Vendors marketed direct to the users instead of the DP managers.
- Example: Spreadsheets

Spreadsheet Example
- VisiCalc (1979)
  - First Spreadsheet
  - For Apple II computer
- Lotus 1-2-3 (1983)
  - Mimicked VisiCalc
  - For IBM PC
- Excel (1985)
  - Microsoft
  - Surpassed Lotus when Windows took off.

- Management realized the importance of bringing order to the chaos
- Gained the term Chief Information Officer (CIO) in the 80s

Beginning of Internet
- 1969 – ARPANET linked scientists
- 1977 – TCP/IP used to link networks to ARPANET
- 1984 – the term Internet comes into use
- 1985 – NSF takes over management of Internet Backbone
- 1990 – WWW (Tim Berners-Lee at CERN)
- 1991 – HTML
- 1993 – Mosaic Browser (Marc Andreessen and Eric Bina)

The Network Era (1995 - ?)
- After chaos of Micro Era, organizations converged on Client Server networked architectures
  - Client PC allowed user to have direct access to her own computer
  - Server housed organizational data
- Because of Success of Internet technologies...:
  - UNIX, HTML, TCP/IP
- ... IT managers used these technologies for internal networks - "intranets"

The Network Era (1995 - ?) – Internet Phenomenon
- Internet built on open standards
  - Different than control-oriented development philosophy
  - Benefits: Scalable, Extensible, ...
- Lots of vendors selling interoperable equipment
  - More decisions to make than the DP manager of the 1960s!
  - Many companies started and flourished.
Cisco

- 1984 Founded by Leonard Bosack and Sandra Lerner (Stanford IT Staff)
- Developed a Router
  - A device to forward data packets from one network to another
- By 1998, Cisco had a market value of $100 billion

Netscape

- Founded by Marc Andreessen and Jim Clark
- Browser based on Original Mosaic
- IPO in 1995
  - First day went from $28 -> $75!
  - The company’s revenues doubled every quarter in 1995!
  - Excitement triggered the dot-com boom.
  - Hundreds of companies started, most didn’t survive...

The network era

- The network era permitted new ways of doing business
  - Employees could check on their benefits with a web browser
  - Customers could “self-serve” themselves
    - In 1997, 70% of Cisco’s $800 million of service revenue was provided over Internet, by allowing customers to access their intranet.
  - Wal-Mart used point of sale data to drive supplier replenishment (CRP)

Information Resource Management

- Strategic realization
  - Information is the resource to be managed not just data.
  - Need to get information into the hands of workers, so workers can be more productive.

Result: Organizational Performance Improvement

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Source: Standard & Poor's Composite Market Values, 1997. Market value is market value of common stock at close of business on the last trading day of the year.
The Network Era (1995 - ?) - Internet Phenomenon

- For IT manager -- Enormous challenge to manage networks of thousands of computers!

The Network Era (1995 - ?) - Internet Phenomenon

- “The Technology leader of Tomorrow must be a business leader with all of the management skills of any other senior executive…

The CIO has gone from being a corporate god in the 1980s to the chief blame taker in the 1990s when IT initiatives often have failed to deliver their promised productivity gains.”

Rozen and Goldberg, “Changephobe of the CIO,” Information Week, March 24 1997

The Network Era (1995 - ?) - Internet Phenomenon

- In 1996 the CIO turnover rate was 17.7%.

Some Terminology from Messerschmitt

- Take Away: Managing IT in the Network Era is difficult, but if you do it right the rewards can be huge!

Definitions

- An application
  - a software program that provides direct and specific value to a user or organization

- A networked application
  - distributes programs across 2 or more computers which collaborate in realizing an application.

Definitions

- Information Technology
  - the suite of technologies that manage the storage, communication, and manipulation of information.

- Infrastructure
  - part of the information technology shared by many applications
    - Hardware - computers and the network
    - Software - operating system, middleware
Definitions

Middleware
software falling between the operating system and the application.

History of Computing

- Centralized
  - A few big mainframes to automate business functions such as payroll and accounting
- Time-Shared
  - Terminals added so many could access mainframe
- Decentralized
  - PCs on every desk
- Networked
  - Applications could be geographically distributed

Definitions

Legacy Applications
- Applications implemented in the technology of yesterday.

Preview for Tuesday

What is a Business?

An organization that provides a product and/or a service that satisfies a need for which people are willing to pay money.

Makes money if revenues exceed costs.

Why Does a Company Need to Make a Profit?

- An obligation to owners/shareholders
  - Owners and shareholders have invested money and time. They expect to see something in return.
- Survival requires continued investments
  - new product development
  - facilities and equipment
  - acquiring other companies
  - Invest in employees (training and salary increases)
- Stakeholders want to see performance before investing in a company’s future.
Recall: What is a System?

System Definition: A group of interrelated components working toward the attainment of a common goal by accepting inputs and producing outputs in an organized transformation process

- Input
- Processing
- Output
- Feedback
- Control

Business as a system

A business is an organizational system where economic resources (input) are transformed by various organizational processes (processing) into goods and services (output).

A Business is a System

Helps to remember and to tie together:

- Some business basics while remembering the importance of making a profit.
- The understanding of business functions.
- The appreciation for the importance of business processes.

Business as a system

A business is an organizational system where economic resources (input) are transformed by various organizational processes (processing) into goods and services (output).

Information systems provide information (feedback) on the operations of the system to management for the direction and maintenance of the system as it exchanges inputs and outputs within its environment.

Important Things to Understand

Two terms:

1) business functions
2) business processes

Will be frequently used throughout this course.

It would be a good idea to make absolutely sure that you know what they are.

Business Functions

Function: A group of people with related skills (specialized) seems to be a good starting point in understanding functions but this is a fairly loose definition.
Business Functions

Examples
- Design
- Engineering
- Sales
- Finance
- Marketing
- Etc...

What prompts the creation and justification of business functions?
- Specialization
- Size
- Efficiency
- More cost effective

Business Processes

What is a business process?
- A designed succession of actions to the accomplish of some result in a business.
- Example
  - Order Fulfillment

A Business Process

Cross Functional Process

A business process that crosses over multiple functions
- Are all business processes cross functional?

A business process within a function

Example: Channel Selection Process within Marketing function
Processes tend to be more simple at smaller organizations

Enrollment Process at a small, fictitious university...

Similarly, at small companies

Example: Capital Equipment Purchase Business Process...

Big company

Capital Equipment Purchase Business Process

So where do Information Systems Fit into this Story??

- Coordinates flow of information between functional departments carrying out a business process.
  - Increase Speed
  - Reduce Errors
- May reduce number of steps in a business process.
- May even allow new processes that would not have been feasible before...