Example for writing a case study

Information Systems Management - Management of Business Informatics

Example topic:

The largest domestic bakery group, United Bakeries, operates in the bakery sector, which is currently struggling with rising energy prices. The company's management decided that if they want to remain competitive, they could not transfer all of the cost increases to product prices. Currently the main business strategy is optimization of the costs associated with the company's business processes.

The main sub-objectives supporting this mission are:

- Improve sales forecasting - Reduce the proportion of raw materials in stock with expired warranty period - Optimize the use of purchased raw materials - Make better decisions about discount events compared to the competition

One of the areas where larger investments were planned before the energy crisis was the IT area. The reason was the high costs associated with the provision of IT services, caused by the following facts:

- The organization uses on-premise solutions to ensure automation in the area of common agendas (accounting, warehouse management)
- The maintenance of the system is provided by an external provider, which is increasingly expensive due to the outdated version of the system
- Low automation of processes specific to the food sector (planning and control of food production) based on staff experience and Excel.
- Low transparency of the costs of the IT services provided

In the context of the new business strategy, the head of the IT department was asked to prepare proposals on how to support new business strategy and decrease the costs associated with the use of IT in the future. The transition of on-premise solution to the cloud was one of idea before the energy crisis.

One of the tools to communicate strategy across the organization is the **BSC (Balanced Scorecard) too**l. The IT manager therefore decided to use this tool for presenting strategies for the IT area.

Assignments:

1. Watch the video to familiarize yourself with the BSC tool https://balancedscorecard.org/bsc-basics-overview/

2. Read the text at https://www.bmc.com/blogs/it-balanced-scorecard-explained-using-bsc-for-it-performance/   to understand how the BSC can be adapted for the IT area.

3. Read the text at https://www.isaca.org/resources/news-and-trends/industry-news/2024/how-cisos-can-take-advantage-of-the-balanced-scorecard-method to familiarize yourself with the BSC application.

4. Design an IT BSC for the United Bakeries organization to include:
   - 4 perspectives (Corporate contribution, Customer (User) Orientation, Operational Excellence, Future Orientation)
   - Description of each perspective using Mission, Objectives, Measures (KPI-Key Performance Indicators)

5. Discuss the pros and cons of using this tool.

The recommended length of the case study is 2.000 words. Avoid plagiarism.