
上海翰纬信息管理咨询有限公司

[保 密]

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上海翰纬信息管理咨询有限公司
IT Service Manager Exam
CMJ Case Summary

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上海翰纬信息管理咨询有限公司（SinoServiceOne）于 2004 年 1 月成立于中国上海，是中国最早从事 IT 管理咨询的机构之一。作为一家独立咨询机构，翰纬通过与 IT 管理软件厂商、系统集成商、IT 服务企业等广泛合作，为金融、电信、政府等行业客户和 IT 服务人员提供专业的 IT 管理研究、咨询、培训和出版服务。

【研究】 翰纬创始人从 2001 年即率先在国内开展 IT 管理，特别是 IT 服务管理方面的研究，七年的持续研究投入及由此产生的研究成果，独立的研究部门，超过年销售收入 10% 的研究经费投入，横跨用户、高校、厂商、媒体和国际机构的研究网络，造就了翰纬在我国 IT 管理领域最独一无二的影响力。

【咨询】 翰纬不但是 ITIL/ISO20000、ISO27001、PRINCE2、COBIT 等 IT 管理理念和方法的长期推动者，更是这些理念和方法的积极实践者。“全球经验，本土实践”，翰纬通过与 IT 管理软件厂商、系统集成商的深入合作，为行业用户提供业务服务管理、组合管理、服务管理、安全管理、内控与审计、外包管理、项目管理等多种 IT 管理咨询方案。

【培训】 翰纬致力于推动各种国际 IT 服务管理最佳实践在国内的应用和发展，作为该领域的积极推动者，翰纬提供各种专业的 IT 管理培训（主要包括 IT 服务管理系列和 IT 治理和风险监控系列）以提高 IT 服务管理理念的认知程度。翰纬以涵盖互动社区、课堂培训、在线讨论、前沿讲座、互动沙龙、IT 管理文库等多种学习形式在内的综合学习解决方案，帮助 IT 管理职业人士迅速提升，实现成功的职业发展。

【知识产品开发】 分享才有价值，从 2002 年与国际 IT 服务管理领域最大的门户网站合建中国分站，到 2003 年获得 itSMF International 官方授权独家翻译 ITIL 术语表，到 2004 年编写出版中国第一本 IT 服务管理图书和第一个在 IT 媒体上开办 IT 服务管理专栏，到 2005 年创办中国最大的 IT 服务管理互动社区，到 2006 年开发自有知识产权的 OpenBook 协同写作系统，翰纬出版已成为中国 IT 管理领域最大、最受欢迎的知识产品提供者。2008 年，翰纬开发了业界独一无二的 ITSM 专家系统，可以为 IT 服务管理人士提供 IT 服务管理专业术语查询、ITSM 软件选型、ITSM 软件需求分析、IT 用户满意度调查、ITSM 流程成熟度调查、ITSM 软件需求分析、ITSM 项目管理、在线学习等增值服务。想体验请访问：www.itsm.cn。

■ 翰纬的使命（Our Mission）：

- q 以全球领先的 IT 管理实践与专业能力助您实现卓越的 IT 决策与运营管理
- q Commit to your IT Operation of Excellence（助您实现卓越的 IT 运营）

■ 翰纬的愿景（Our Vision）：

- q 成为您最尊敬的商业合作伙伴；
- q 成为您最值得信赖的 IT 管理咨询专家；
- q 成为您最向往的 IT 管理研究咨询机构。

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翰纬是国内最早从事 ITSM 以及 IT 治理研究、咨询和培训业务的机构之一。一直以来，翰纬秉承着专注于 IT 管理领域，帮助企业组织改善其 IT 运营绩效以及降低其 IT 运营风险的业务理念，对促进 ITIL、COBIT 等 IT 管理最佳实践在中国的本土化应用做出许多的探索和实践，并逐步积累了许多具有自主知识产权的研究和咨询成果。这些成果为确保翰纬培训的专业性和权威性提供了充足的保证。

n 理论与实践相结合

翰纬所有的 IT 管理课程的讲师均必须经过国际考试机构和翰纬的双重认证与授权，并且要求必须参与三个以上 ITSM 应用实践项目，确保其具有丰富的实践经验和理论素养。

n 中立

翰纬作为一家独立的 IT 管理研究咨询机构，其提供的专业培训服务独立于任何的厂商。

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可以提供 ITIL V2（包括 ITIL Foundation、ITIL IPRC/ITIL IPSR、ITIL Service Manager）、ITIL V3、ISO20000 等多项认证培训及考试服务。详情请访问：

http://www.exin-exams.cn/index.php?option=com_content&task=view&id=112&Itemid=107。



Ø APMG 认证培训机构（ATO）：可以提供 ITIL V2、ITIL V3、PRINCE2 等多项授权培训课程及认证考试服务。详情请访问：

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翰纬拥有全职讲师 10 多名，所有这些讲师均具有丰富的 IT 服务管理实施项目经验，并且具有多年 IT 管理培训授课经验，确保翰纬培训课程的专业性、权威性和实战性。

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专业MSN群：翰纬为广大的IT服务管理人士创建了一个专业的MSN群，供大家交流资讯、共享经验。感兴趣者可以加入：group44419@xiaoi.com。

【培训课程体系】

翰纬的 IT 管理培训主要围绕改善如何提高企业 IT 部门员工的管理技能以及改善 IT 运营绩效。主要包括 IT 服务管理 (ITSM)、IT 治理和风险管理 (ITG&RM) 以及特色定制课程三个系列, 每个系列均针对不同层次的人员设置了不同的课程。为企业提高 IT 管理人员以及 IT 服务工程师的执业水准提供了有力的知识支撑。翰纬公司提供的培训课程体系涵盖以下精品课程。

课程系列	课程编号	课程缩写	课程名称	课程天数	发证机构
IT 服务管理 (ITSM) 系列	T201	ITILS	ITIL Seminar	0.5	无
	T202	ITFS	IT 财务管理精要研讨	0.5	无
	T203	ITSMS	IT 服务管理战略研讨	0.5	无
	T206	ASG	ITIL 机场模拟游戏	1	无
	T207	ITSM Workshop	IT 服务管理实战研修	2	无
	T210	ITILV2F	ITIL V2 Foundation	3	APMG/EXIN
	T212	IPRC	ITIL Practitioner: Release & Control (IPRC)	5	EXIN
	T213	IPSR	ITIL Practitioner: Support & Restore (IPSR)	5	EXIN
	T220	ITILV2SM	ITIL V2 Service Manager	13	APMG/EXIN
	T300	ITILV3F	ITIL V3 Foundation	3	APMG/EXIN
	T301	ITILV23FB	ITIL V3 Foundation Bridge	1	APMG/EXIN
	T302	ITILV23SMB	ITIL V3 Managers Bridge	3	APMG/EXIN
	T401	ISO20F	ISO20000 Foundation	3	EXIN
	T402	ISO20LA	ISO/IEC 20000 IT Auditing track: Lead Auditor	4	EXIN
IT 治理及安全管理 (ITG & SM) 系列	T501	COF	COBIT Foundation	3	ISACA
	T502	ITAR	IT 审计及风险管理	2	无
	T505	ISO27IA	ISO27001 主任审核员 (LA)	4	EXIN
特色 (定制) 系列	T600	PRINF	PRINCE2 Foundation 项目管理基础	3	APMG
	T601	PRINP	PRINCE2 Practitioner 高级项目管理	2	APMG
	T700	ITSOM	IT 服务外包管理实战研修	2	翰纬
	T701	ITUP	IBM ITUP Essential	1	IBM
	T702	SOA	SOA 与 ITIL 服务管理体系	1 天	无
	T702	ITSCRM	IT 服务客户关系管理及沟通技巧	1	无
	T703		IT 桌面支持服务及服务团队建设	1	无

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CMJ Case Summary

1. Company Introduction

1.1 Background

- Founded in 1960 as a family owned clothing manufacturer
- CMJ branched out into the retail world in 1997
- Their Low-end clothing are sold wholesale to major high street retailers
- Their High-end sporting clothing are sold in their own retail outlet all over the world
- IPO in 1996, but still family own

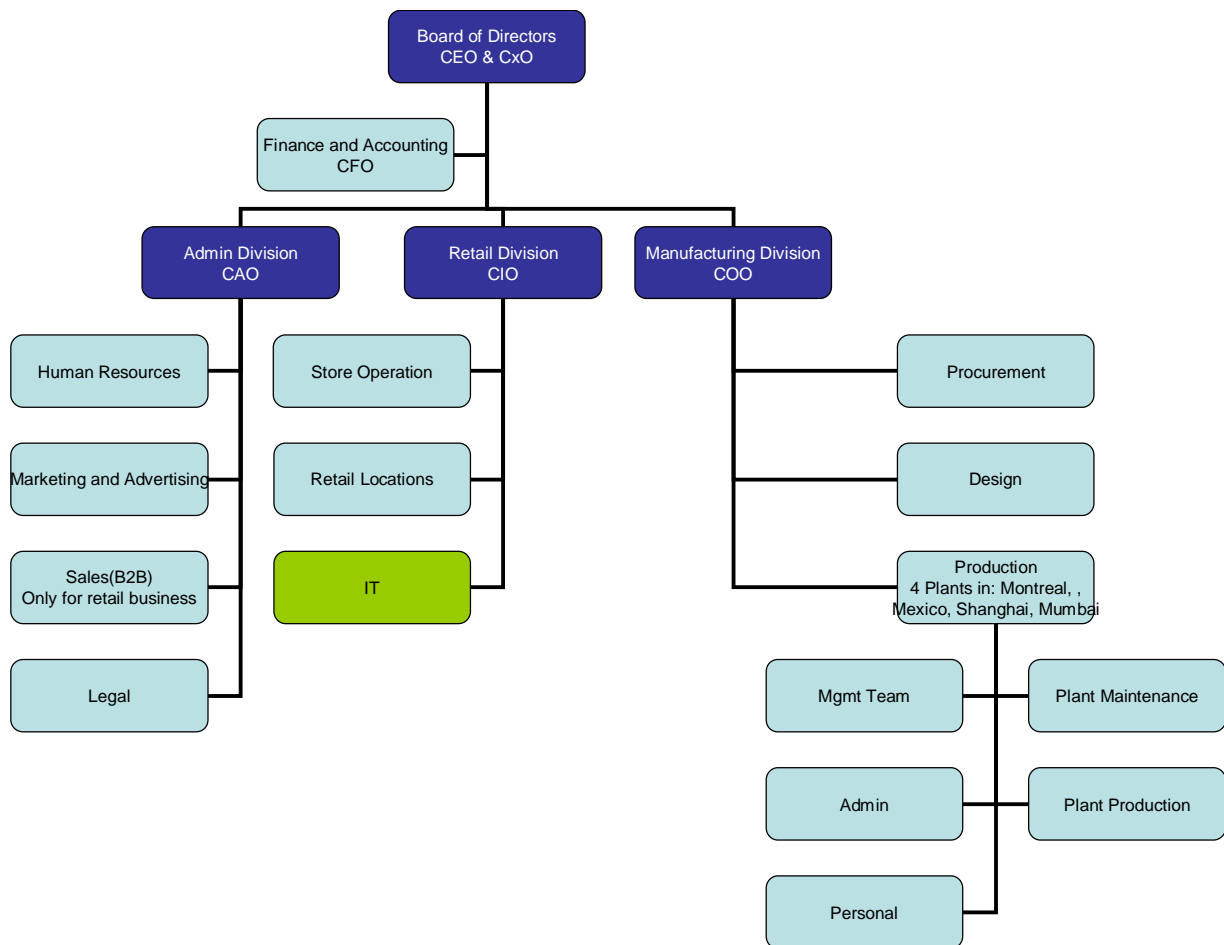
1.2 Business Situation

- Family own 75% of all voting shares
- The decision to establish manufacturing plants in emerging economies (China, India and Mexico) is well received by business community, whereas the decision is resistant by Labor Union in head office
- CMJ Mgt is facing the challenge of difficulty of Labor relationship and the threat of plant closure from Labor Union
- CMJ Retail Division is under pressure of cost control
- CMJ is being pushed by other major retailers to do JIT(Just-In-Time)
- CMJ is always slow in adopting new technology
- Once adopted, CMJ will make full use of them to maximize the ROI
- CMJ is aggressively promoting its own brand and logo through various means
- CMJ's finance is under greater scrutiny from investors
- It seems CMJ need to take an re-organization in the near future to reduce cost
- After the death of the founder in 1998, his son and daughter are managing CMJ
- Their managerial style is more industry best practices approach, whereas their father was much more autocratic and dictatorial(专制和独裁)。
- CMJ's traditional approach to business was "the end justified the means"
- After CMJ was certificated for ISO 900x, the approach was changed to procedure and process focus, except in the Store Operation Dept of Retail Division
- Office tasks have been computerized since 1980

- CMJ has quite structured IT organization due to two major events:
 - § Y2K issue
 - § Establishment of Retail Division
- Before the launch of Retail Division, IT Dept was reporting to Finance Dept with only mainframe terminals only for managers and supervisors

2. Organization Structure

- § 1300 employees
- § Not all of them have or need access to computers
- § Three Divisions: Manufacturing、Administration、Retail
- § ONE Function: Finance & Accounting
- § Most Depts are small by nature
- § They only have just enough staff to perform their functionalities, but not enough to achieve all business objectives
- § There is need to involve external resource to perform projects
- § The heads of each Dept are included in the total number of staff for each Dept
- § Head office is located in Montreal



2.1 The Board of Directors (BOD)

- BOD made up of CEO and the head of each Division:
 - § CEO
 - § CFO: Head of F&A Dept
 - § COO: Head of Manufacturing Division
 - § CIO: Head of Retail Division
 - § CA: Head of Administration Division
- F&A directly reports to BOD
- Recently, CIO has just communicated his vision of IT to all IT staff

2.2 Finance & Accounting Dept (10)

- § Total 10 employees
- § Headed by CIO
- § Directly report to BOD
- § 3 for Manufacturing Division accounting
- § 4 for Retail Division accounting
- § 2 for all consolidation for all regions and divisions
- § Handles all financial control functions for the organization

2.3 Manufacturing Division

- All regional plants report to MD
- All regional plants are organized in the same manner which consist of:
 - § Procurement Dept
 - § Production / Regional Manufacturing Plants
 - § Design
- Each regional Plants have the following Dept:
 - § Management Team
 - § Administration
 - § Personnel Dept (plants HR)
 - § Plant Maintenance
 - § Plant Production

Procurement Department (20)

- § Only handle fabric related purchasing / suppliers around the world
- § Do nothing with equipment purchasing
- § 12 buyers, 3 for each site
- § Due to cost control, more and more negotiating and ordering under taken on Web
- § Teleconference and Web conference are greatly in use

Production Department (426)

- § Produce various clothes

- § Four major plants:
 - Montreal (75) --- high-end cloth
 - Shanghai (120)---high-end cloth
 - Mumbai (135) ---low-end cloth
 - Mexico City (90)---low-end cloth

Design Department (35)

- § Design new cloth
- § Recently purchased high-end computers and printers
- § Deployed by themselves

2.4 Administration division

- § AD handles HR, Marketing & Sales and Legal functionalities
- § All administrative functions in each region report to AD
- § AD consist of:
 - HR Dept
 - Marketing and advertising Dept
 - Sales Dept
 - Legal Dept

Marketing and Advertising Dept (10)

- § Handle all of marketing and advertising activities for company
- § It focus on business-2-business market and deal with major retailers

Sales Department (15)

- § Handle all sales to major retailers
- § Mainly interface with Production Dept and Design Dept of MD
- § Heavily involved into B2B biz model development
- § The wholesale goods are directly picked by major retailers from manufacturing plants
- § The distribution of goods to CMJ own outlets is outsourced to various transportation company depending on geographic location of the region

Legal Department (6)

- § Handle all company legal related activates
- § Also responsible for PR

Human Resource (4)

- § Handle all HR related activities
- § Closely work with counterpart in each regional manufacturing plants

2.5 Retail Division

- § RD handles all store operation activities and all IT functions

- § All IT functions are grouped into one IT Dept and IT Mgr is reporting to the head of RD who is the CIO of the company
- § IT Dept is not structured and disciplined as other Departments
- § IT documentation are not ready in place

Store Operation (15)

- § Handles all retail functions

Retail Locations (47 locations x 15 people)

- § 47 retail locations:
 - Canada: 18
 - USA: 10
 - Mexico: 1
 - Europe: 9
 - Asia: 6
 - Australia: 3
- § Each retail location has 15 people, 5 of which are full time

Information Technology (IT) Department

- § IT Manager reports to CIO, head of Retail Division
- § There are 5 groups in IT Department:
 - POS support
 - Network Support
 - Desktop and Peripheral Support
 - Mainframe Application Development
 - Mainframe Support

3. Corporate Objectives

- § Set up two new manufacturing plants, one in US and one in Eastern EU to offset current high distribution cost and achieve JIT
- § Replace all current POS equipment, registers, in-store servers and communication equipment to allow real-time sales reporting
- § Set up 20 new retail outlets in US and 15 new retail outlets in Eastern EU
- § A marketing and advertising campaign to promote higher brand visibility was secretly started several months ago
- § Redesign and upgrade company website to enable more interactive on-line shopping
- § Make use of both local and global 3rd party vendors to assist in the realization of its objectives because of its geographical dispersion (地理分布).

4. Information Technology (IT) Department

4.1 General

- § All manufacturing equipment is maintained by internal staff and 3rd party suppliers, **manufacturing equipment is not supported by IT Department**
- § In 1999, CMJ upgraded all of its servers, desktops and printers by three separate vendors
- § **In 1999, a complete inventory DB of all IT components was built up, but then has fallen into disuse; Since then, some newer HW and the latest version of applications and SW were installed. HW from many different manufactures was selected;**

4.2 Hardware

Head Office

- § IBM OS/390 with 4TB disk
- § Test OS/390 with 2TB disk
- § **2 tape silos (磁带阵列) with one of them had frequent robotic arm (机械臂) failure during the past 6 months; So far, no direct impact on business**
- § the mainframe has a regular and proven DR (灾备) plan by using 3rd party facilities and sites (第三方容灾)。

Manufacturing plants

- § **Montreal:** 4 app servers + 3 file servers with 1GB RAM and 1.5TB disk
- § **Shanghai:** 3 app servers + 2 file servers + 1 printer with 1GB RAM and 1.5TB disk
- § **Mexico City:** same as Shanghai
- § **Mumbai:** 2 app servers + 1 file server with 1GB RAM and only 650GB disk. **Mumbai plant is scheduled to undergo a major expansion and renovation in the next quarter to double its capacity**

Retail locations

- § All retail locations are set up and configured identically. Their HW, SW and documents are all the same
- § Each location has 3 POS registers (销售终端) connected to a store server with POSISS system running on it
- § Sales data in the POSISS system is polled via mainframe nightly
- § Sales data will be sent to FIMS and SIMS system at head office for processing

WAN

- § The four manufacturing plants are connected to each other and to head office by dedicated line provided by local telephone supplier
- § There are many instance of loss (通信故障) of communications between the various regions and the head office

Web Site

- § All hosting activities regarding CMJ's web sites are outsourced to a 3rd party
- § All HW and SW are hosted at the vendor's site where it is the only one of many web site hosted by this vendor.
- § CMJ has the responsibility of designing, maintaining and support the content of their web page;

4.3 The main IT Services

IT Service	Describe	ISSUE
Production Inventory Management System – PIMS(生产存货管理系统)	<ul style="list-style-type: none"> • Mainly used by Manufacturing Division to control logistic and stock of raw materials • It was written in-house and runs on mainframe • It is business critical system and need to be available 24x7 	The system frequently fails and requires support.
Point of Sale In Stores System – POSISS(店面零售管理系统)	<ul style="list-style-type: none"> • It is business critical system which connects to all POS equipments in each retail locations • It is UNIX based and uses client / server architecture, with POS Terminals (cash registers, tills), scanners, and a Token Ring (令牌环) Network Topology to link and connect all POS equipment within each retail location. • The local servers link up each night over the Wide Area Network (WAN) connections to the main Data Center for an upload of sales and stock figures and a download of revised prices and special offers. 	<ul style="list-style-type: none"> • Due to the WAN issue, POSISS availability and reliability must be frequently impacted • It upload sales and stock figures to Data Center every night through WAN link
Distribution and Transport – DATMS (分销及运输管理系统)	<ul style="list-style-type: none"> • It is business critical system running on mainframe • Controls all aspects of automated stacking, picking, loading and distribution of CMJ goods from the manufacturing Plants. 	
Store Inventory Management System – SIMS(店)	<ul style="list-style-type: none"> • Control logistic and stock of retail locations • Business critical, mainly used by Retail Division 	<ul style="list-style-type: none"> • The SIMS system frequently fails and requires a lot of support.

面存货管理系统)	<ul style="list-style-type: none"> • Based on PIMS, written in-house • Runs on the mainframe. • It is available and supported 24 hours per day and is considered to be a critical part of the retail process. 	<ul style="list-style-type: none"> • Need to be available 24x 7
Point of Sale Price Management System – POSPMS (销售价格管理系统)	<ul style="list-style-type: none"> • Mainly used by Sales & Marketing Division to input new sales prices • Nightly price update files are downloaded to all retail locations for price adjustments, sale events and special promotions. • This is an in-house developed system running on the mainframe. • Each retail location receives its own dedicated file every day. 	
Financial Information Management System – FIMS (财务信息管理系统)	<ul style="list-style-type: none"> • a corporate finance and accounting system • it is used for budgeting, management accounting, purchase ledger, sales ledger, ordering, invoicing, and payment. • Mainly used by Finance Dept and managers cross company • It runs on Mainframe in the Head Office and servers (located at all retail locations and plants around the world) • Purchased from a 3rd party vendor in the mid 1990's • Closely interfaced with SIMS and PIMS 	<ul style="list-style-type: none"> • The system is available around the clock. • Need to be available 24x7
Human Resources Management System – HRMS(人力资源管理系统)	<ul style="list-style-type: none"> • HRMS is a corporate human resources management system • It was purchased from a third party vendor in the mid 1990's. • It runs on servers (located in all offices and plants around the world) • It is used by all human resources employees. 	
Office Systems	<ul style="list-style-type: none"> • CMJ introduced a standard office system based on a [Desktop Office Suite] a few years ago. • This system is available in all languages: English, French, Spanish, Chinese, Hindi, etc. • The standard OA system simplified the support and enable better communication across companies 	<ul style="list-style-type: none"> • For the 2nd line support of server, desktop and peripheral, CMJ has outsourced to many 3rd party companies around the world • 2nd line support for network and telecommunications have been contracted to many global telecommunication service providers
Additional Desktop Applications	<ul style="list-style-type: none"> • A number of additional packages and in-house developed systems are used 	<ul style="list-style-type: none"> • The variety and diversity of these systems has caused support issues

	throughout the business. <ul style="list-style-type: none"> • These have been developed on all sorts of PC software applications including many individual and shared database systems. 	in the past.
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4.4 The IT Organization

IT used to report to Finance and Accounting Dept until the creation of the Retail Division; the move was unpopular with most of the existing IT staff.

Since the advent of the Retail Division, there has been an uneasy tension between the “old guard” and the staff in the newer POS group.

The mainframe environment had been working smoothly for nearly two decades without any major outages.

Unlike mainframe, in POS group chaos reigns supremely and long hours are the norm

Group name	Employees	Responsibility	Problem
Point-of-sale(POS) Support	10	<ul style="list-style-type: none"> • Supports all of in-store related equipments, including Point-of-Sale, desktops, printers and communications. • Three POS analysts are dedicated to answering all calls from the various outlets. • A second level on-call support analyst is available during off-hours (based on head office time zone) • Perform testing of all new software and equipments • Working closely with vendors for deployment • The vendor of the POS system is responsible for 2nd line HW support and maintenance at all retail locations as well as SW development 	<ul style="list-style-type: none"> • There is often duplication of effort and tension with all the other IT groups • A “loose cannon (我行我素, 自以为是)” group which is undisciplined thrives on chaos and overtime. • Many IT issues that should be handled by other IT groups are actually addressed first by the POS group as they consider everything that is store related to be within their scope.

Network Support	6	<ul style="list-style-type: none"> This group provides design, deployment and support of the Local Area Networks (LANs) within the manufacturing plants and at Head Office. It coordinate all activities with the communication providers, for proposal to contract negotiation to escalation in support of the Wide Area Network (WAN). 	<ul style="list-style-type: none"> The support is provided around the clock. During week day, they are providing 24 hours 1st level and 2nd level support during which the off-hour is covered by on-call; During evening and weekend, the 1st level support is handled by Mainframe Support team
server, desktop and peripheral support	12	<ul style="list-style-type: none"> Handles the deployment and support of all servers, desktop, laptops and peripherals, including mobiles, personal digital assistant and printers. Running in shift and provide 24 x7 support for entire company with exception of the retail outlets. A 3rd party vendor provide second level support for computer equipment in the manufacturing plants 	<ul style="list-style-type: none"> They deal with everything the other groups do not handle
Mainframe Application Development	6	<p>This group develops either new mainframe applications or enhancements to existing mainframe applications.</p>	<ul style="list-style-type: none"> Requests are implemented whenever required by the requestor.
Mainframe Support	20	<ul style="list-style-type: none"> This group is responsible for scheduling all batch, print and back-up jobs, and for resolving any problems. This group is also involved in the testing of new mainframe applications and enhancements to ensure there are no conflicts between other various mainframe applications and batch jobs for update, print and back-up. Provides mainframe support as well as 1st level network support during off-hours Procedures and documents are ready in place and well maintained 	<ul style="list-style-type: none"> They have been around for a long time with no major issues arising they have become complacent(骄傲自满的) . There is also resentment(愤恨) that they are relegated (归入) to the retail division. They are on-site 24 x7 including holiday.

5. Key reference

5.1 Cooperate objectives

- § Setup two new manufacturing plants, one in US and one in Europe. Help to offset the current high distribution costs and in meeting the "Just in Time" requirements of the major retailers
- § Replace all current POS equipment, registers, in-store servers and communication equipment with new ones to allow for real-time sales reporting
- § Set up 20 new retail outlets in the US and 15 new retail outlets in Eastern Europe
- § A marketing and advertising campaign to promote higher brand visibility was secretly started a few months back.
- § Redesign and upgrade the company's website to allow for more interactive shopping catalogue, on-line sale transactions, streaming videos for fashion shows.
- § Make use of local third party vendors and partners to assist in the realization of its ambitious objectives because of its geographical dispersion

5.2 Business strategy and challenges

- § The BOD at CMJ realized that it need to increase CMJ's presence in the United States and in Europe
- § The major retailers are pressuring CMJ to modify its service provision and to adopt a "Just in Time" approach
- § The current POS equipment at the retail outlets can only handle dial-up for credit and debit transactions.
- § In today's competitive retail environment, retailers have to provide many various means of payment and the ability to collect points(积分) in a chosen loyalty program
- § The BOD would like to view "real time" sales figures from all over the world in keeping with the idea of "Just in Time"
- § The success of most retail locations in the US and in Europe also means that more outlets will be open in those regions.
- § CMJ also wants to increase the visibility of its high end clothing line logo by promoting various high visibility events such as car racing, movie festivals and music concerts.
- § Although CMJ has a website already, it is quite static. Customers want more functionalities and a dynamic and fun on-line shopping experience.
- § The objectives which were set two years ago for the newly formed IT Department have not been met.

5.3 Memo from CIO

- § Reasons for the move of the IT department
 - Synergy and greater cooperation required among all IT functions

- Increased communication required among all IT functions
- Increased understanding of business requirements needed by all IT staff
- § Issues come from the employee satisfaction survey report
 - There are too many delays in bringing new applications to production (Change & Release Management)
 - There are major cost overruns in the deployment of new hardware or in the opening of new stores(Finance and Change Management)
 - Calls to the various support teams are left unanswered (Service Desk & Incident Management)
 - End-users are being referred to the wrong support teams (Service Desk)
 - Support teams blame each other in front of end-users (Service Desk & Incident Management, problem Management)
 - Reports produced are meaningless if they are produced at all. (Service Reporting)
 - Maintenance and upgrades are being done on production systems during business hours (Change Management)
- § The Board views this as unacceptable and will be implementing changes to ensure this does not continue
- § In order to achieve the corporate objectives to ensure the continued success and viability of our company, it has been decided to use a process-oriented approach that will remove the silo culture currently in place within IT.
- § Over the next few weeks , many of IT staff will take part in an assessment by an external IT consulting firm to determine the current situation within IT.The report will provide us with recommendations on how to proceed in improving our IT processes.
- § the RFI has been sent to the major vendors of ERP.this new project is scheduled to start within the next six months.
- § Some of IT staff think that implementing a technical solution will resolve everything.It's wrong.Our way of doing business is our problem
- § Approach: PPT and Discipline
- § We are going to use processes that meet business requirements.
- § We are going to align the people with the right skills and knowledge to the right job to execute the processes.
- § We are going to deploy the right technology to help support our processes and our people.
- § We are going to be disciplined in following the processes and make sure that we develop and nurture a service culture within IT