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Tentamen Capita Selecta Bedrijfsinformatica (CSBI)
30/05/2006, 08:45-11:30

English speaking? Ask for the exam in English

Instructies (zorgvuldig lezen svp):

- Dit is een gesloten boek examen – het is niet toegestaan ander materiaal te raadplegen dan alleen dit tentamen. Mobile telefoons moeten worden uitgeschakeld en worden opgeborgen in een gesloten tas.
- **Gebruik dit document om de anwoorden op de vragen op te schrijven.** Gebruik de tekst-box na iedere vraag voor het antwoord. Schrijf niet buiten de box
- Het is zeer belangrijk dat je handschrift **goed leesbaar** is. Als dat niet mogelijk is ivm dyslexie, vermeld dit graag bij het begin van je antwoorden.
- **Vul op ieder blad studentnaam en studentnummer in**
- Alle regels voor het schrijven van papers (zoals behandeld bij CSBI) zijn ook van toepassing op de beantwoordeing van dit tentamen.
- De taal voor de anwoorden is het Engels of het Nederlands.
- Het cijfer voor dit tentamen is het total aantal behaalde punten gedeeld door 10.
- Het cijfer voor het vak CSBI = 0.3*presentatie + 0.3*paper + 0.4*tentamen
- Het cijfer dat we bekend maken is het cijfer voor het vak, niet voor het afzonderlijke tentamen.
- Dit examen bevat 16 pagina's

Succes!

Dit tentamen bevat één vraag over je eigen paper (34 punten), en twee reviewopdrachten van papers (33 punten per review).

Vraag 1 (34 punten)
   a. Wat is de stelling van je paper? (8 punten)

   b. Geef kritiek op je eigen stelling (let op: niet op de vraag of de stelling *op zich* wel of niet klopt!). Hoe kan je stelling verbeterd worden? (13 punten)

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c. Geef **twee verschillende** argumenten die je redenering (argumentatie) tegenspreken (en dus ook je claim). (13 punten)

1. ...

2. ...

Vraag 2 (totaal 66 punten)
Bespreek de twee bijgevoegde artikelen met de bijgevoegde beoordelingformulieren (de formulieren zijn in het Engels, maar je mag je antwoorden in het Nederlands schrijven). Per review 33 punten.

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Paper 1

Business-oriented Enterprise Architecture design

Abstract

The main objective of Enterprise Architecture (EA) is to provide a thorough understanding of the enterprise by making the structure of the entire enterprise insightful through the modeling of the various business processes. As business processes are supported by IT applications, Enterprise Architecture also provides insights towards a better alignment between business and IT. In this paper, the reason behind Enterprise Architecture failures is identified as the tendency of enterprises to adopt too strong a focus on IT aspects during Enterprise Architecture design, thereby neglecting or overlooking the business requirements that are the actual drivers of Enterprise Architecture. This paper will consequently analyze why organizations tend to adopt this IT-based focus on EA design and what the consequences of this focus are. It will conclude with a short outline of business-oriented approaches to Enterprise Architecture design which provide a basis for successful Enterprise Architectures.

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Introduction

Today's economy puts heavy demands on enterprises. Enterprises expand across countries and continents and become ever more dependent on the IT-applications supporting their information intensive business processes and enabling communication. As enterprises grow, their business processes become more complex and so do their information management needs. This problem is often initially solved by adding IT support to these processes on a needs-basis: applications are created and implemented per process and deliver functionality solely focused on that process. Over time, this leads to an inefficient organization comprised of fragmented business processes that contain a lot of redundancy with respect to the activities they perform and the information they process. Each process functions well on its own, but would these processes be properly aligned, thereby removing fragmentation and redundancy, they'd be able to function far more effectively; the same holds for the IT applications supporting them. In today's highly competitive economy, that bit of effectiveness that can be gained through aligning ones business processes might just deliver an enterprise a competitive advantage over its competitors. Thus, inter-process alignment and business-IT alignment has become an issue of vital importance for the survival of an enterprise. [1] Enterprise Architecture attempts to solve this problem, by providing insight in the current structure of the enterprise in order to consequently define a better, more effective structure. There are many definitions of Enterprise Architecture; one that illustrates its many aspects well is the following definition by Stevenson [2]: "Enterprise Architecture is a framework which is able to coordinate the many facets that make up the fundamental essence of an enterprise. It is the master plan which acts as an integrating force between aspects of business planning, such as goals, visions, strategies and governance principles; aspects of business operations, such as business terms, organization structures, process and data; aspects of automation, such as application systems and databases; and the enabling technological infrastructure of the business, such as computers and networks." Many Enterprise Architecture efforts have been undertaken over the last years as enterprises began to acknowledge the possible benefits of Enterprise Architecture. Quite a few of those efforts have failed to actually deliver these benefits.

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Failed Enterprise Architecture efforts

Enterprise Architecture is a business oriented tool and as mentioned in the previous section, its purpose is to structurally improve the business processes of an enterprise. As long as one

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is fully aware of the implications this statement holds, it logically follows that during Enterprise Architecture design, the focus should be first and foremost on the various aspects of the business. Consequently, one can define IT requirements out of the identified business requirements. [3]

In practice, it shows that the above statement is not so obvious to some organizations attempting Enterprise Architecture, who as a result focus their Enterprise Architecture design largely on IT drivers. Due to the fact that most businesses are conducted in highly digitalized economies, business processes are strongly related to IT and therefore the visible results of an Enterprise Architecture project can seem to consist solely out of IT applications.

As Bolles states: "Enterprise Architecture is the most-used and least-understood concept in IT; too often, people think of Enterprise Architecture as simply making sure the company has the right networking equipment." [4]

This statement is illustrated by the case of Hershey Foods, North America's leading candy producer. In 1999 Hershey embarked on its Enterprise Architecture effort, trying to tackle the Y2K problem by replacing all legacy systems that were not Y2K-proof with a new enterprise-wide system which was also supposed to change and align Hershey's business processes. Instead of thoroughly analyzing the structure of its existing business processes, which had kept the company going for years, Hershey focused mostly on the new, pre-designed, software packets it was going to have implemented: three new SAP R/3 systems to streamline its order and inventory processes, planning- and transportation management software from Manugistics and sales software from Siebel Systems. While all three packets contained the functionality Hershey needed from them, the implementation did not go very smoothly. First of all, the three packets originating from three different suppliers were more difficult to integrate with one another than was expected. Because of this unexpected complexity, the project ran behind schedule, and due to the quite tight deadline Hershey had set for the implementation, candy order peak-season had begun by the time the system was finally implemented. Because of the time pressure, Hershey next decided to switch the entire new system on at once, instead of a more phased out approach. Once up and running, it soon became clear that order processing wasn't running the way it should and also inventory management wasn't mapped onto real inventory locations and quantities. Hershey had the inventory and orders came in for it, but because the new system was not compatible enough with Hershey's actual business processes, it couldn't get its product to its customer; resulting in a $150 million loss for 1999. Hershey needed well over a year to recover from damaged sales and retailer confidence and to adapt the system to the real needs of the organization. [5]

Next to Hershey, there have been more companies who have been struggling with their Enterprise Architecture efforts. The companies themselves were initially all quick to blame the software vendors, as they had bought pre-designed ERP packets. But over time it has become clear that these Enterprise Architecture fiascos weren't at all to blame on the software vendors. In fact, Hershey is still using (updated) SAP packets but by now with satisfactory results. The real culprits were the customer companies themselves (like Hershey) and the processes by which they chose to implement their ERP packets. Calogero states with reference to this issue: "At the root of many ERP problems lies one overlooked but critical step: new business processes must be established, thought through, and implemented before software tools are selected, purchased and rolled out. [6]

Business-oriented Enterprise Architecture design

The IT trends forecasted by the METAgroup show the following two developments for the next few years concerning Enterprise Architecture [7]:

- "Value of integrated architecture: By 2007, 50% of Global 2000 enterprises will have moved beyond a pure technology architecture focus to include Enterprise Architecture. Architecture teams that fail to move beyond the technical focus will come under increasing pressure to demonstrate business value."

- "IT and Business Collaboration: By 2006, 10% of Enterprise Architecture core teams will move out from under the IT organization's management structure with direct reporting relationships to either corporate strategy or corporate change management functions. By 2008, 40% of enterprise architects will have primary expertise in business strategy or process engineering."

These IT trends show that indeed it is not yet common practice to have a strong focus on business aspects and goals during Enterprise Architecture design; furthermore, the forecasts for the next four years don't even exceed 50% of all architecture efforts. Therefore, it does not seem superfluous to briefly identify the main steps of business-oriented Enterprise Architecture design.

There are several frameworks that can guide Enterprise Architecture design: the Zachman Framework, Technical Architecture Framework for Information Management (TAFIM) and the Open Group Architectural Framework (TOGAF) are some well-known ones. When starting Enterprise Architecture design, it is possible to adapt one of these existing frameworks to the needs of one's own organization, or it is possible to build one's own, entirely custom-made framework. All frameworks have certain basic steps in common [8]:

- A thorough analysis of the current business environment: "where is the enterprise now?"
- A vision of the business, identifying business goals and objectives: "where does the enterprise want to be in the (near) future?"
- A roadmap, or architecture principles, to bridge the gap between the present and the desired future structure of the enterprise.

"The roadmap encourages a process discipline that ensures that all IT-decisions are directly linked to business initiatives" [4], or in other words, "without architecture principles, the architects may build technically perfect systems, but not ones that meet the needs of the enterprise" [3].

It might seem quite simple and obvious, retracting the above three steps at the beginning of an Enterprise Architecture project, but these are each steps that can (and probably will) require a good amount of time in order to do them thoroughly. A careful and well-considered attitude during the first phase of the design, through following a framework, can assure a successful implementation of the eventual Enterprise Architecture.

This statement is illustrated by the case of Lockheed Martin, an American company that manufactures security and defense systems, war planes and space equipment, amongst other things. In 1999, Lockheed Martin was also at the beginning of an Enterprise Architecture project for its aeronautics group. Here, none of the complexities surrounding the Hershey EA effort manifested themselves; the project was a sound success. The people at Lockheed Martin placed a lot of emphasis on business processes during the design phase of the architecture. Business users from each of the three aircraft manufacturing companies were involved in the project from the beginning; they had been redefining order processing and the processing of other vital transactions starting in 1998. Only after the business users themselves had thoroughly defined their own processes did they start working with SAP in order to implement the SAP R/3 module on top of those processes.

Calogero concludes: "The fact that such planning contributes significantly to corporate competitiveness cannot be ignored and presents an enormous opportunity for those working to architect business change." [6]

Conclusion

Even though the concept of an Enterprise Architecture is theoretically a business oriented tool, "a framework which is able to coordinate the many facets that make up the fundamental essence of an enterprise", many Enterprise Architecture efforts still get blind-sided by the large IT component that constitutes the result of an Enterprise Architecture project. As was shown in the Hershey Food case, focusing Enterprise Architecture design efforts largely on IT objectives, thereby ignoring fundamental business aspects, can come to cost a company

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dearly. Not only did Hershey suffer a dramatic loss in their yearly turn-over, the failed implementation effort had so severely damaged their core processes that they also lost the confidence of their retailers, given the fact that they could not deliver at all. The effort it took them to pull the system straight still cost them a year time. An Enterprise Architecture influences the entire enterprise. Therefore it is wise to prepare an Enterprise Architecture effort carefully. There are many frameworks already predefined that an organization could use to this purpose, adapted to its own needs of course. Also, it is possible to define one's own framework, as long as it encompasses the basic steps that focus an Enterprise Architecture design on the business aspects of the enterprise and on the change requirements of these business aspects. The case study of Lockheed Martin shows that such a considerate, business oriented approach to Enterprise Architecture design does indeed pay off: Lockheed Martin's 'business processes first, software modules later' approach led them to implement a successful Enterprise Architecture.

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Review 1

Title of Manuscript: Business-oriented Enterprise Architecture design

Which category describes this manuscript?

❏ Practice/Application/Case
❏ Study/Experience Report
❏ Research/Technology
❏ Survey/Tutorial/How-To
❏ Other (please specify): ....

Are the title, the abstract and the introduction appropriate? Please comment.

Title		Abstract		Introduction
❏ Yes	❏	Yes	❏	Yes
❏ No	❏	No	❏	No

Explain:..
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Discuss the contribution made by the manuscript:

Explain:..
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Rate the paper in each of the following areas (1 = low ; 4 = high):

	1	2	3	4	Explain
Technical content	❏	❏	❏	❏	....

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Business content	❏	❏	❏	❏	....

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	1	2	3	4	Explain
Originality of claim	☐	☐	☐	☐	....

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Statements are exaggerated   YES / NO   ....

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	1	2	3	4	Explain
Clarity and Organisation	☐	☐	☐	☐	....

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	1	2	3	4	Explain
Writing style/Grammar	☐	☐	☐	☐	....

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COMMENTS ON SCIENTIFIC REASONING

Rate the paper in each of the following areas (1 = low ; 4 = high):

Claim:

	1	2	3	4	Explain
Well-formulated	☐	☐	☐	☐	....
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All concepts are explained	☐	☐	☐	☐	....
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Generic (1) vs. concrete (4)	☐	☐	☐	☐	....

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Reasoning:

	1	2	3	4	Explain
Well-structured	☐	☐	☐	☐	....

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	1	2	3	4	Explain
Shallow (1) vs. profound		☐	☐	☐	☐ ....

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	1	2	3	4	Explain
Enough sound examples		☐	☐	☐	☐ ....

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	1	2	3	4	Explain
Generic (1) vs. concrete (4)		☐	☐	☐	☐ ....

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Conclusion:

	1	2	3	4	Explain
Based on logical reasoning	☐	☐	☐	☐	....

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	1	2	3	4	Explain
Contains new elements (1=yes, 4=no)	☐	☐	☐	☐	....

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Does the manuscript contain sufficient and appropriate references? Please comment.

	NO			YES	Explain
Sufficient references	☐	☐	☐	☐	....
References in conference style	☐	☐	☐	☐	....
References where appropriate	☐	☐	☐	☐	....

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Suggestions for improvement to the paper:

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Paper 2

Increasing Online Trust

Focusing On Vendor-Consumer Interaction

Abstract

Since the rise of the e-business, many studies have been conducted in how to persuade consumers to shop online. The consumer's trust is rated to be the most important influence on the purchase intention. According to previous studies it is therefore of great importance to focus on trust enhancers: Vendor-Consumer interaction, supporting technology, payment methods and branding. We claim that the first is not one of the ways to increase consumer trust, but it should be considered as the core activity that an online vendor has to focus on in order to gain a consumer's trust. This is important because many e-businesses still focus on the other trust enhancers and neglect a pleasurable and convenient vendor-consumer interaction even though the latter has a high influence on the customer's impression of the vendor and willingness to trust the vendor.

Introduction

Customers do not automatically jump into making online purchases when they visit an online store. The visitor's perception of trust in the vendor is of great importance and influences the customer's decision to establish a relationship with the vendor and make an online purchase.

Online Trust

The term trust has been defined in many ways in previous literature. In the scope of e-business, consumer trust is recognized by existing literature as the confidence, ability and willingness of the consumer to rely on the products, practices and services of the vendor. When a customer trusts an e-business it has an expectation that the e-business shall operate truthfully and as promised in agreements without misusing his/her vulnerability online.
Two types of trust can be recognized: initial trust and experienced trust. Initial trust "refers to a new situation where, say, a prospective customer assesses the trustworthiness of a merchant based on third-party information and surface cues. The second type of trust is the result of an experience and the evaluation of that experience [4].

Enhancing Trust

The feeling of trust can be influenced by According to past studies there are several ways for the vendor to achieve a consumer's trust. Customer trust can be created by concentrating on the interaction between vendor and consumer, the technology that supports the whole system, offering the customer different ways to securely pay for a purchase, company branding, and other customer-related practices such as purchase conditions, warranties and policies [1].

This paper will discuss the role of each of the previously mentioned trust enhancing focus points. We consider Vendor-Consumer Interaction as the core activity that an e-business should focus on in order to gain a first-time customer's trust, because all the other trust enhancers depend on it.

Vendor-Consumer Interaction

Vendor-Consumer Interaction (VCI) is the way the vendor and the consumer communicate together through the online medium. Components of the VCI are the User Interface Design, the architecture of the website, customization of the website and the informational content [1].

Components of the VCI

The look and feel of the website has an affect on the user's emotional feelings towards the system. Initially, people do judge a book from its cover and based on the cover they will either accept and use the system, or reject and leave the system [4].

The structure of the website sets a navigation path for the customers and assists them through the entire shopping environment. It also influences the feeling of control. The user will feel lost in an unclear website, with many dead links, leading to information that is not relevant to his/her need at that moment. A well-organized, personalized and user-friendly environment will develop a feeling of the user's control over their communication towards the vendor [1] and it will give the customers the feeling that the vendor does focus on their customers [4].

The informational content is essential for the communication towards the customers. Consumers prefer to have relevant information available on the vendor's website so they can make well-informed decisions. The access to information about the vendor and the way the vendor operates gives the consumers a feeling of control, because they can decide whether or not they agree with the way the vendor works and based on that agreement they can decide if they want to give away their personal information. Purchase-related information such as information about products, the delivery and payment methods helps the customer in making the right choices during purchase.

The Importance of Vendor-Consumer Interaction

First-time visitors have an initial view of the vendor before they visit the website. The image that they have is formed by worth-of-mouth from other customers.

The website functions as the shopping environment for the consumer, in which a vendor can motivate the customer to make a purchase [5]. It is therefore important for the vendor to concentrate on making a positive first impression on the consumer by focusing on an enjoyable VCI.

Based on the user's experience with the site, he/she forms a new opinion of the e-business he/she is dealing with. The feeling of control that was mentioned in the previous paragraph shapes the feeling of trust in the vendor. They have a set of expectations of the vendor's performance and if the vendor acts as expected the customers will have more trust in the vendor and in future associations with the vendor.

Comparing the Other Trust Enhancers

The Supporting Technology

Technology is used for several goals such as online security, maintaining a high performance rate, supporting large numbers of users that want access and ensuring compatibility between the e-business system and the user's system. Technology is responsible for a good support of the e-business and is necessary in all fields (including the VCI) so that vendors can provide their clients a pleasant and safe online shopping environment. Without a good underlying technology the rest would be lost.

Some online vendors have put their main focus on the underlying technology rather than on the web functionalities, convenience and joy for the customers. Nowadays many organizations are developing new and different ways to support the e-business and technology. They often neglect the fact that a good working technology alone, does not win a consumer's trust. Vendors should concentrate more on the VCI and afterwards focus on how they want to realize it with technology. Research has brought forward that "satisfying and pleasurable

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communicatie

Technologie

Payment

experience drives purchase intentions regardless of privacy and security concerns", which indicates that the interaction should have the first priority [2].

Payment Methods

Nowadays there are many different ways available to pay for an online purchase, such as eWallet, PayPal, credit card etc. Many companies have developed methods for a secure and easy payment online. Even so developing new methods of paying, does not enhance trust, because the customers are not familiar with these methods. New payment possibilities are not effective because these payment possibilities also have to build up consumer trust.
E-stores give their customers the freedom to choose a payment method that they are acquainted with and that works best for them. This gives them a feeling of control and in turn enhances their feeling of trust towards the vendor. The customer shall automatically choose for a payment method that is familiar to him/her.
In the case of a first-timer it is necessary to provide information of the payment methods and to ensure that it is safe. This is the focus point of the VCI.

E-business Branding

In this context branding is acknowledged as the overall image the customer has of the online store, before having any relations with the store [1]. This image is built up by the opinions that other people have of the merchant. It forms the initial value of trust of a customer in the merchant [4]. The opinions and experiences of the other people are formed based on their past interactions with the online-vendor. So if we look from the beginning, the VCI sets the base for attracting future customers, since it is the VCI that is responsible for the users' experience with the shopping environment.

Conclusion

We have discussed the importance of vendor-consumer interaction in enhancing consumer trust. VCI aspects are responsible for the communication towards customers and shape the impression that they have of the e-business. This impression impacts the feeling of trust that a consumer has towards the vendor.
As we have seen technology also plays an important role. It is a must-have in the sense of its responsibility to support the entire shopping environment. We have noted that technology alone does not gain the consumer's trust. Once again the way the vendor interacts with its clients takes the upper hand, because clients are still willing to make a purchase if they have had an enjoyable experience in the internet store, regardless security and privacy concerns.
Offering new ways to pay for a purchase is not directly trust-enhancing. Trust is enhanced by available information of the payment methods. This information is communicated towards the customers through the user interface and is also a focus point within VCI.
Company branding is important to set an initial image. VCI plays a huge role in company branding, because it has influenced the experiences of previous customers, who will communicate their perception towards new customers.
We have concluded that VCI plays the biggest role in enhancing trust, but in order for it to succeed, it should be well-supported by technology.

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Review 2

Title of Manuscript: Increasing Online TrustFocusing On Vendor-Consumer Interaction

Which category describes this manuscript?

☐ Practice/Application/Case
☐ Study/Experience Report
☐ Research/Technology
☐ Survey/Tutorial/How-To
☐ Other (please specify): ……………..

Are the title, the abstract and the introduction appropriate? Please comment.

Title		Abstract		Introduction
☐ Yes	☐	Yes	☐	Yes
☐ No	☐	No	☐	No

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Rate the paper in each of the following areas (1 = low ; 4 = high):

| | 1 | 2 | 3 | 4 | Explain |
| Technical content | ☐ | ☐ | ☐ | ☐ | ………………………….. |

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Originality of claim	❑	❑	❑	❑	....

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Statements are exaggerated   YES / NO

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	1	2	3	4	Explain
Clarity and Organisation	❑	❑	❑	❑	....

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	1	2	3	4	Explain
Writing style/Grammar	❑	❑	❑	❑	....

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COMMENTS ON SCIENTIFIC REASONING

Rate the paper in each of the following areas (1 = low ; 4 = high):

Claim:

	1	2	3	4	Explain
Well-formulated	❑	❑	❑	❑	....
All concepts are explained	❑	❑	❑	❑	....
Generic (1) vs. concrete (4)	❑	❑	❑	❑	....

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Reasoning:

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Well-structured	❑	❑	❑	❑	....

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Shallow (1) vs. profound		☐	☐	☐	☐ ....

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	1	2	3	4	Explain
Enough sound examples		☐	☐	☐	☐ ....

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	1	2	3	4	Explain
Generic (1) vs. concrete (4)		☐	☐	☐	☐ ....

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Conclusion:

	1	2	3	4	Explain
Based on logical reasoning	☐	☐	☐	☐	....

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Contains new elements (1=yes, 4=no)	☐	☐	☐	☐	....

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Does the manuscript contain sufficient and appropriate references? Please comment.

	NO			YES	Explain
Sufficient references	☐	☐	☐	☐	....
References in conference style	☐	☐	☐	☐	....
References where appropriate	☐	☐	☐	☐	....

Suggestions for improvement to the paper:

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