This chapter appears in the book, E-Business Strategy, Sourcing and Governance
by Petter Gottschalk © 2006, Idea Group Inc.

Chapter XIX

Case Studies

Rolls-Royce

The primary learning objective of this term paper assignment is to enable you to practice the application of various techniques that are used in the process of developing an IS/IT strategy for an organization. Each of these techniques will be discussed in detail during the face-to-face class sessions with the professors, and they are also described in the textbooks for the course.

Please read carefully the attached case study about IS/IT at Rolls-Royce. Rolls-Royce operates in four global markets — civil aerospace, defense aerospace, marine and energy. It is investing in technology and capability that can be exploited in each of these sectors to create a competitive range of products. Please note that the case study focuses on certain areas of IS/IT at Rolls-Royce, such as electronic commerce (e-commerce), enterprise resource planning (ERP), knowledge management and IT outsourcing. These areas serve as examples of IS/IT at Rolls-Royce.

After reading the case study, please visit the company's web pages at www.rolls-royce.com to get a better understanding of the company's services, operations, positioning and strategic situation. Also visit the web pages of other similar international companies, to see how they are positioned differently in strategic terms and in terms of the services they offer. You may also want to do some library research about how various other companies are responding to the challenge of e-commerce as well.

Given the challenge of e-business technology to global companies, your task is to develop an IS/IT strategy document for Rolls-Royce using the Y model. Feel free to introduce assumptions about the company (based on what you know about other international companies) and use any other publicly available information you find.

You must follow three sequential steps in developing the IS/IT strategy. The first step is concerned with analysis. The second step is concerned with choice (selection and decision), while the final step is concerned with implementation.

Your paper MUST be based on the Y model for strategy work as described in your two textbooks, and you should do the strategy work according to the following stages:

1. Describe the current situation

2. Describe the desired situation

3. Analyze the needs for change (focus specifically on the e-commerce, e-business, knowledge management, and IT outsourcing challenges facing the company)

4. Search for alternative actions

5. Select actions and make an action plan

6. Think about the implementation challenges the company will face.

At the very least, the IS/IT strategy document in your term paper should have the following table of contents:

1. Introduction

    Purpose (what kind of plan and how will it be used)

    Assumptions (about Rolls-Royce that you are making)

    The e-commerce challenge to international companies as well as e-business, knowledge management, and outsourcing challenges

2. Current IS/IT Situation

    (Here you must apply between 2 to 5 specific methods)

3. Desired Business Situation

    (Here you must apply between 2 to 5 specific methods)

4. Needs for Change (Make sure you provide a specific list)

5. IS/IT Strategy and Recommended Actions

6. Expected Implementation Challenges (and how you would deal with them)

7. Your Process

A one-page description about how you went about developing the IS/IT strategy and your opinion about the methods you used and the process you followed.

You are also welcome to add other sections if you think it is helpful, but you are not allowed to go beyond the maximum 25 page limit for the assignment as additional pages will be ignored.

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