

Case Study:Gourmet-by-Mail POS

- Overview
- MIS Operation (Mgmt. Info. System)
- POS System (Point-of-Sale)
 - Corporate stores
 - Franchise stores
- Franchise POS Development
- Franchise POS Evolution
- Homework Assignment #9

Gourmet-by-Mail Overview

- Retail foods, mail order businesses
- Expand to specialty foods, franchise stores
- Buyout: Increased focus on short-term profits
 - Low priority on education, employee amenities

MIS Operation

- Traditional hierarchical organization
- Administration, distribution: mainframe
- Retail: POS terminals; going toward PC's
 - Mix of corporate, franchise stores

POS System: Corporate Stores

- Replace manual operations
 - price tags, records, reporting
- Menu-driven, PC/DOS-based
- Cash register, pricing, inventory, labor
- Single version for 1200 corporate stores
 - centralized database
- Big success: less effort, fewer errors

POS System: Franchise Stores

- More independent, diverse operations
- New requirements
 - Store-level sales history
 - More detailed reports
 - Tailoring to local needs
- Short schedule: April - November, 1993

Franchise POS Development

- Reuse legacy graphics software
 - Based on unsupported OS release
 - Hardware-specific screen writers
- New hardware, prog. language (visual C, not C)
- Reuse unsupported legacy polling software
- Roll-out delayed to Feb 94, Mar 94, Apr 94
 - Still not fully tested
 - 100 stores/week; 12 weeks

Franchise POS Evolution

- Many bugs: phone staff tripled
- 2 top people leave
- System being continually repaired
- System becoming saturated (data, polling)

Homework Assignment #9

For the Franchise POS System:

1. Identify at least 7 major risk items, and associated risk mitigation strategies the project could have used.
2. Recommend whether the system should be maintained or rebuilt. Give at least 2 major reasons.

Due Mon., Nov. 15. (25 points)