**IFSM 300 Final Assessment Exam**

**NOTE:** As for all work in this class, the final exam must be original work developed by the student solely for use in this class and must conform to UMUC’s academic integrity policies.

**Instructions:**

Use the Case Study presented here to answer the questions below. Your answers should be long enough to answer each question fully and completely and typed below the individual question in this document. Follow the instructions in the questions to determine the appropriate length of your responses.

* Your answers should demonstrate an understanding of the concept(s), should apply critical thinking, and should provide analysis of the Case Study in light of the concepts(s).
* You should not just re-iterate what has been presented in class, but integrate the information and relate it to the Case Study.
* Proper APA style must be used for any citations and references that you use.
* Your exam will be graded on the completeness and accuracy of your responses and whether you have appropriately tied your responses to the Case Study. Responses that do not mention the Case Study will receive very few points, if any. Each question is worth 10 points.

** Virginia’s Finest Meat Distributors**

Victor Constantine is owner of one of the few remaining privately owned meat distributors in the Washington DC Metropolitan region. Independent butcher shops have decreased in number over the last decade, since meat sales have fallen overall and restaurants have increasingly moved to large wholesale distributors. However, this has created an opportunity for specialty butcher shops in markets which provide only basic options through these larger retailers. Victor's market niche is providing customized meat cuts for each client – clients are individual restaurants, chains, caterers and specialty places such as country clubs.

Virginia’s Finest Meat Distributors (VFMD) operates a 40,000 square foot processing plant in Winchester, Virginia. The company is doing very well with revenues steadily increasing over the last several years and reaching $19 million in gross revenue last year, netting a modest but satisfactory net profit. As would be expected, the largest expense is the cost of the meat itself, followed by labor costs currently hovering around $2.5 million per year. Current debt includes approximately $4 million on its current building.

Retail butchers have been replaced with grocery chains and big box stores. In addition, people are eating more meals away from home. With an increasing percentage of food dollars spent in restaurants, there is a growing need for sales of specialty meats to the niche market that can afford and desire them. Caterers, especially those serving high-end corporate and private events, and upscale restaurants seek high-quality specialty meats at Market Prices.  VFMD sells to catering businesses and restaurants, meeting their special timing needs and highly variable special demands, which puts VFMD in high demand and provides them with an above average margin of profit.

VFMD treats its employees well and the labor costs include matching funds on employees 401K plans, a very good medical plan, and bonuses for all employees. At this time, there are approximately 50 employees. The business began with Victor's father who originally sold meat to local families and restaurants from a wagon and ran the business out of his home. Today’s business is quite different. In addition to Victor, who has long-term relationships with the best suppliers of meat as well as an understanding of the craft of butchering, the leadership team includes Victor’s son and daughter. His son, who performed every job including receiving, shipping and cutting the beef, is currently the Vice President and is expected to take the reins when his father retires; his formal education includes food service management, state food hygiene laws, business to business sales, and finance. Victor's daughter handles marketing and social media.

A typical day starts very early in the morning when employees receive carcasses, cut and grind the meat, weigh, package and label it (if needed), and load the 8 refrigerated trucks owned by VFMD. These trucks deliver on average 65,000 pounds of meat and poultry to their roughly 375 customers in the Washington area each week. Deliveries consist of standing orders of specific cuts of meat, special orders to be delivered on specific days, and expedited deliveries to meet unexpected demand.

At the operational level, orders are taken by the office clerk over the phone or Internet.  The clerk works with Victor and the customers to ensure their individual needs are met. For example, when a restaurant client couldn’t get its nine-pound racks of lamb to cook equally from end to end, Victor reduced the size of the cut he sold them to precisely 7.5 pounds; the problem was solved and a valuable customer was pleased. Orders for immediate delivery of specific cuts are written down and carried from the clerk to the butchers on duty who will prepare the cuts.  They will be packaged, priced, and prepared for delivery. While products can be replenished within a few days, there is the possibility of certain items running out because of unexpected high demand, and VFMD may run out of stock on certain products until new shipments arrive. In such cases, the sales staff will offer suggestions of substitutions or special offers in order to make sure all customers are satisfied.

The majority (about 85%) of VFMD’s product is boxed beef from the Midwest which arrives every other day. Additionally pork, beef, lamb, and poultry are sourced from local farms. Victor insists on purchasing from well-managed and supervised farms where no drugs or medicated feed are used. The majority of beef is wet-aged – a common process where the meat is aged by sealing it in a bag with its own juices. However, the real profit is in dry-aged beef that high-end restaurants require, and then sell, at a substantial premium. Costs are considerably higher as a large percentage of weight (close to 50%) is lost in the dry-aging process and the time to age is considerably longer. This process results in a more tender and flavorful meat. The profit margin is higher than wet-aged beef as high-end restaurants are willing to pay for this – which in turn their customers expect. VFMD operates a very busy dry-aging facility where the dry-aging process takes from 15-28 days and the stock rotates continuously. Vincent refers to his dry-aging facility as the “Money Room.”

While VCMD is doing well in today’s market, Victor is aware of the increased trends in healthy eating and vegan lifestyles. In addition, he’s seen the number of producers shrinking as small, high quality livestock farms and ranches struggle to stay competitive with large-scale commercial producers. He’s also observed the impact to high-end restaurants when the economy dips. He has read the American Meat Institute's analysis on why meat prices rise and fall:

"The meat industry is unique because it relies on live animals as its raw materials.  Within livestock production, there is a classic, livestock price cycle.  Prices rise and fall as producers raise more animals in response to high prices or low supply, and then cease producing when livestock inventories become high and prices fall." (North American Meat Institute, p.1)

(North American Meat Institute, Jan 2015, Fact Sheet, retrieved on April 14, 2016 from <https://www.meatinstitute.org/index.php?ht=a/GetDocumentAction/i/89479>)

VFMD's primary competitor in this market is Maine Avenue Butchers, which was established fifteen years ago and sells only high-quality beef products, both wet and dry-aged. Maine Avenue Butchers charges high prices for its quality beef, and sells primarily to caterers and specialty restaurants. There are a number of very large big box stores in the area who are competing for business from caterers by offering one-stop shopping for all their catering needs. Neither Maine Avenue Butchers nor the large box stores provide the level of service and expedited delivery as VFMD

Victor and his leadership team have identified the following Keys to Success as part of their business plan:

1. Maintain high quality standards for its suppliers and continuously monitor this quality.
2. Provide unequaled customer service and delivery.
3. Preserve meats in optimal conditions to maintain freshness and minimize waste while in the facility.
4. Maintain excellence in the skill of butchering meats through hiring, training, and supervision of staff.
5. Listen carefully to customer needs and respond with custom-cut products, whether in person, over the phone, or through Internet orders.
6. To the extent possible, make a profit on each item that passes through the facility.
7. Increase productivity, management of the business and profit margin through the use of information technology.

**Victor is seeking your help to analyze his business and identify areas where information systems could help him better manage and grow his business. Review the Instructions above and respond to the questions that follow. Each is worth 10 points.**

**Questions:**

1. Analyze the Virginia’s Finest Meat Distributors business. This question has 2 parts.
2. Discuss each of Porter's **Five Forces in relationship to VFMD.**

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| **FORCE**  List Porter's Five Forces | **JUSTIFICATION** of your selected impact  Minimum 3 good sentences that explain the impact of the force on VFDM to demonstrate understanding of the force.  Refer to specific details from the business in the case study to support your explanations. **You must mention the case study to gain all points for your submission.** |
| Threat of new entrants | Threat of new entrants is very low for this market since it does not seem to be a stable market that people may want to get into. Also, it requires not only tremendous financial means but also expertise in the field, to open a meat distributing company. Therefore, this market is not easy to infiltrate which is positive for VFMD because they must not worry about new meat distributor opening up everywhere. |
| Bargaining power of buyers | Bargaining power of buyers is the degree to which customers are able to influence the price due the fact that they can buy the same product from many different companies. The bargaining power of buyers is low, because aside from VFMD there is only one other distributor who is selling the same quality level of meat. Since their customers are high-end restaurants and catering businesses, these businesses have no option but to buy from VFM or Main Avenue Butchers if they do not want to lower their food quality standards. |
| Threat of substitute products or services | Threat of substitute products or service is high, when there are several substitute products and services available to the customer. While VFMD’s customers could purchase their meat from other companies, they chose VFMD for their high-quality meat cuts and are willing to pay for the price. One other meat distributor offers the same level of meat quality but there are several box stores that offer meat cuts, however not at the same level of quality. Therefore, the threat of substitute products for VFMD is low, because the quality of their meat is unmatched by most other meat distributors. |
| Bargaining power of suppliers | The bargaining power of suppliers is high in this specific niche market because the amount of suppliers that operate according to VFMD’s standards (drug and medication free upbringing, well-managed farms) is very low. Therefore it is easy for the suppliers to dictate pricing. VFMD cannot or should not consider buying meat at lower cost because it will not be up to their quality which is one of the main features why caterers and restaurants buy from them. |
| Rivalry among existing companies | There is only one major competitor in the area, Maine Avenue Butchers, which does not offer the same customer service as VFMD nor do they offer the expedited shipping, VFMD is known for. Since there are very few competitors which are offering the same quality meats and neither one of them offers the same levels of customer service, the rivalry is pretty low which is positive for VFMD. |

1. **I**dentify which one of the forces should be the **primary** factor in the development of future business and their information technology strategy. Include the chosen force **and** your explanation of why you chose that force using information you’ve learned in this course and specifics from the case study in a minimum of 3 well-written sentences. **Your explanation must explicitly refer to the VFMD business in the case study**.

According to the overview in a), I believe that VFMD should focus their attention on the “Bargaining power of suppliers” because it is the only really negative impact on the business. All other forces have positive impact on VFMD because they are such a niche company that they are really doing well for themselves. The only thing they cannot dictate is the pricing for the meat that they purchase because VFMD only wants the best meats and has high standards in the products they purchase for sale. Therefore, I believe that VFMD should focus on an information technology solution that not only enables them to compare current prices from their suppliers but also to find new and more suppliers that also operate according to VFMD standards. Having a variety of suppliers to choose from will get VFMD in a position where they will be able to decide who they buy from and at what cost.

1. **Identify which of Porter's Generic Strategies** is most appropriateto Virginia’s Finest Meat Distributors and explain why you selected it in light of your Five Forces Analysis. **You must mention the case study to gain all points for your response.**

The strategy of Porter’s Generic Strategies that would be best for VFMD is the Focus Strategy (differentiation). The advantage that VFMD has over other meat distributors is that they offer a unique product: custom meat cuts from high-quality dry-aged meats. While meat can be purchased in many different locations, the quality that VFMD offers is unmatched and their customers are willing to pay for this quality. Since this is such a niche market, VFMD is able to pass the higher cost of purchasing from quality suppliers on to their customers. For companies selling unique product to a narrow market the Focus Strategy (differentiation) is the right choice.

1. Victor uses the three business processes listed below, and each of them could be improved using technology. Identify and explain how a type of information technology system solution could improve each one of the processes. Do not research a specific product (e.g., SalesForce) but do include the type of solution (e.g., CRM, SCM, etc.).

Based upon the business, size and revenue of VFMD, I would recommend an Enterprise Resource Planning System (ERP) with a integrated Supply Chain Management System (SCM) and Customer Relations Management System (CRM).

a. Purchasing meat products from suppliers. How could a technology solution improve this process?

Using an information technology solution for ordering meat products from suppliers will make the purchasing of meat much easier and smoother. Not only will they be able to purchase the meat directly via their system, they will also to able to select the supplier based upon pricing for that day and base their orders on inventory levels.

1. Creating and managing a schedule to deliver ordered products (standing orders and special orders) to the right customers each day. How could a technology solution improve this process?

Using an information technology system to schedule the delivery of ordered goods will again, create a smooth execution of the processes involved in the delivery of such items. The benefits for using a technology system include the fact that at all times, all employees involved in the process can see the current status of orders, new orders are immediately visible, expedited orders can be easily distinguished from regular orders and can be handled effectively. Currently, VFMD ‘s office clerk takes expedited orders over the phone and then takes them to the butcher to be cut. Using a technology system would allow the office clerk to order such orders directly into the system which would send a real-time note to the butcher, informing him of the additional, expedited order, visible on the screen of his orders which he works on. In addition, having the order entered into the system immediately, allows for easier planning on the delivery process side and prompts the responsible person to bill the customer for the order.

c. Managing inventory.How could a technology solution improve this process?

Using an information technology solution also brings benefits to inventory management. Since VFMD has processing times for dry-aged meats of 15-28 days and the stock rotating continuously, it is crucial for VFMD to use a reliable technology solution that can keep up with the revolving inventory stock and corresponding levels. Using an IT solution also allows the company to better plan their inventory to meet product availability as well as special requests and orders. Also, if desired, VFMD could provide visibility to their customers allowing them to check VFMD’s inventory for the meats they need.

1. Using the three business processes listed in question #3, **identify one step in the process, and then** **list one input, one system processing action, and one output** that would be part of that step in the process. **Note: these 3 pieces need to relate to each other.**

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| **Process**  **Choose a step in the process listed and write it in the space provided** | **Input**  **Information/data item entered into the system as part of this process step**  ***(input needed for the system)*** | **Processing**  **Processing or action the system must perform for this process step**  ***(what the system will do with the input)*** | **Output**  **Information/data item displayed or printed out for the user in this process step**  ***(what the system will output/display)*** |
| **PURCHASING PRODUCTS -**  **Briefly describe the step in the process you selected:**  Ordering meat based upon inventory levels | Enter the amount and kind of meat required (based upon inventory levels) | System will process information received (quantity and type) and searched through supplier database for entry made | System displays prices for desired quantity, including shipping/delivery times |
| **SCHEDULING DELIVERIES TO CUSTOMERS -**  **Briefly describe the step in the process you selected:**  Matching orders with delivery schedule | Sales clerk enters order into the system (customer info, order info, requested delivery date, expedited service y/n,…) | System verifies order info against inventory and calculates time needed for preparation of ordered cuts. Send impulse to buying department to order meat (if a specific product that is not on hand), or sends impulse to butcher to prepare order, schedules a delivery for the date the order will be ready to be delivered. | System displays order details and scheduled delivery date |
| **MANAGING INVENTORY -**  **Briefly describe the step in the process you selected:**  Managing inventory levels of high demand meat cuts | Enter the product whose inventory should be checked | System processes the input and calculates current inventory levels for the product in question | System displays the inventory levels for the product and shows a projection of inventory based on normal sales volume |

1. Victor has decided to use technology to improve one of the business **processes identified in question #4** above. Select one of the processes and **analyze the IT requirements** as they apply to that process using the table below. **Type the name of the process you selected on the line below:**

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| **Business Process for Virginia’s Finest Meat Distributors**  **Type the name the business process that you selected from #4 here: ­­ Managing inventory levels of high demand meat cuts** | | |
| **IT**  **Requirement** | **Importance/ Relevance**  **High, Medium, Low, or Not Applicable (N/A)**  (each must have a ranking, including N/A) | **Explanation for Ranking Including N/A**  (Write a minimum of 3 good sentences for each.   * Include why/how the IT requirement applies to the process you selected. * In your explanation, identify the data or type of data used, where applicable. * Specifically mention and relate your answer to the Case Study Virginia’s Finest Meat Distributors. |
| **Usability** | High | Usability describes how the easiness of using a system properly for the user. Usability should always be high because it means that the system is intuitive, easy to use, and allows for a positive user experience. VFMD has a difficult inventory system due to the long processing times for the aged meat and the fact that they have standard meat cuts in stock, but offer special cuts on special order items. The system VFMD chooses must provide high usability to ensure that the users are in control of the inventory at all times, that all displayed information can easily be understood, evaluated and reacted upon. |
| **Data Completeness** | High | Data completeness ensures that all data entered is also properly stored and processed within the system. Since VFMD is working with an inventory system for an ever rotating stock in their inventory, it is crucial that data is complete and accurate because orders from suppliers are based upon the data in the system. |
| **Database** | High | Since databases are displaying information based upon which business decisions are made, it is very important that these databases are accurate, consistent, and complete. Databases process information and put it into context, such as customer orders reducing inventory levels. It is crucial for VFMD that their system’s databases put the data in the correct context and display correct information to ensure that the decisions based upon the displayed information is economically sound. |
| **Reliability/ Availability** | High | Reliability should always be of upmost importance for any system. It is especially important for VFMD because of their complicated inventory systems and circulation. The system should have no downtime, updates should be able to be run overnight (whenever nobody is working), in order for the employees to have access to a working system at all times. |
| **Security** | High | Security measures the level of security a system provides to protect the data from malicious attacks or data loss. While important for every system, this is especially important for VFMD because the system handles all customer orders and inventory management. Should data loss occur, the company would no longer have access to current inventory levels which could result in a disastrous business day or days, depending how long it takes for the problem to be resolved. At the same time, VFMD customer data base must be protected from malicious hacking attacks, trying to gain access to this customer data which could reveal high level clients to competitors. |

6. Using a cloud-based Software-as-a-Service (SaaS) solution**, list and briefly explain three specific quantifiable (measurable) business benefits**. These should reflect **measurable** benefits achieved by using a SaaS solution – not general benefits. Your explanation must explicitly refer to a SaaS solution and the VFMD business in the case study.

a. Business Benefit #1 and explanation:

Increases in sales – VFMD will be able to track their sales and revenues at a much more convenient and all-encompassing level. They will be able to pull reports, track trends, and look at previous sales data on specific high volume times. Being able to look at past sales history will allow VFMD to plan wisely for the next upcoming holiday season, such as Christmas or Easter, when catering businesses and restaurants are busier than usual which in turn means that they will order bigger quantities of meat from VFMD. Being able to see the need to increase their stock during those times ensures that they have the right amount of meat available to their customers which allows for maximum sales revenues.

b. Business Benefit #2 and explanation:

Increase in customer satisfaction – Using a SaaS will increase the customer satisfaction of VFMD customers in several levels. The SaaS will work in real-time and cut out time-costing steps like the sales clerk entering orders by hand and leaving his office to go to the butcher with a hand-written note. Now, orders will be displayed to the butcher in real-time and he can start working on orders the moment they come in, providing opportunity to deliver their products even faster to their clients. If customers are happy with the turn around time on express orders and knowing that they can rely on VFMD for those special orders, they will also turn to their business with all of their sales because they are satisfied with the service level and product quality they receive from VFMD. At the same time, the increased customer satisfaction will increase sales even further because of the additional business they can expect.

c. Business Benefit #3 and explanation:

Decrease in payroll – The use of a SaaS will streamline most processes within the company which should have a direct impact on payroll. Since unnecessary steps are cut out of the process, such as the payroll clerk having to take expedited service order to the butcher by hand, entering orders by hands, etc. the work hours of every employee will be used efficiently and all daily tasks should be performable within a normal workday. This should result in no overtime and open up more time to work on additional tasks necessary without having to hire more employees.

7. Victor has decided to implement a cloud-based SaaS solution to improve the process of shipping products to his customers. **Identify** **one** **important activity** that Victor would need to do during each of the following **phases of the system development life cycle (SDLC)** to implement his solution. Your answers should demonstrate an understanding of the phase of the SDLC and implementation of a SaaS solution. (An example answer is provided for the Programming phase—all other phases are applicable to this solution.) . **Your explanation must explicitly refer to the VFMD business in the case study**.

* 1. Planning: Victor has chosen an existing SaaS for his company, so he will have no impact on the planning of the system because it already exists. It would be recommended that Victor takes the time to determine his goals through the use of a SaaS and that he ensures that the chosen SaaS is the appropriate choice for his goals.
  2. Analysis and Design: Victor has decided on an existing SaaS which has already been developed. Therefore, not step is necessary to be performed by Victor.
  3. Programming: Since the system has already been developed by the SaaS vendor, Victor is not required to take any action regarding the Programming Phase.
  4. Configuration: Victor is choosing an existing SaaS and must ensure that the chosen system will work with his existing computer system and that the software company will help configuring the SaaS with his existing system.
  5. Testing: Victor should run tests to verify that the process of shipping product is smooth from the beginning, when the order is received, to the end, when said order is being delivered to the customer. Ensuring that there are only the necessary and yet all important steps working out properly, must be a priority for Victor. A trial version (e.g. 30-day money back guarantee) might be a good starting point for Victor to determine whether the chosen SaaS fulfills all requirements.
  6. Implementation and **Continued** Use:   
     Victor must ensure that all his staff receives proper training on the new system and that it is kept updated on a regular basis in order to ensure the most recent features available at the high security level. If applicable, Victor must change the settings of the program to fit his company’s needs. Victor should ensure that the software company offering the SaaS

1. Victor would like to increase the profit margins on his products – increasing the volume on those products that yield higher profits. He wants to analyze the data he will be collecting in his new information system to help him do this.

* **Identify three questions** that Victor would want answers to in order to determine ways to increase sales of the more profitable products.
* Then, **identify what information** Victor would need to answer each question.
* Finally, **explain how that information** and the answers to the questions would help Victor with data-driven decision making.

For example, to solve a different problem: If Victor wanted to know when he could schedule his delivery trucks for maintenance, he might ask: On average, how many delivery trucks have been sent out each day of the week (over the past 6 months)? He would need to know this so he could figure out when his trucks are least in demand. Using this information, he might see that he makes very few deliveries on Sundays. But, his maintenance shop is not open on Sundays, so he would have to look at the next least busy day. If he found that Tuesdays generally require the next fewer delivery vehicles, he could schedule his trucks for maintenance on Tuesdays on a rotating cycle. Victor can then use that information to ensure his trucks are in good working order without impacting his ability to deliver the products to his customers.

1. Question, information needed and explanation #1:

On which business days is the request for dry-aged beef the highest?

Victor should ask himself this question, in order to assure that he always has enough dry-aged beef in stock when it is requested. Given that the aging process takes a long time, proper planning is needed in order to have the product ready when it is needed. Considering that he sells mainly to caterers and restaurants, those days may be Thursday-Sunday because restaurants may be more frequented those days. However, Victor must ensure that this is correct, by looking at the sales history by day.

1. Question, information needed and explanation #2:

How much dry-aged beef is typically ordered on those busy days? - Victor must not only ensure that he has product ready on the right day, the product, dry-aged beef, must also be available in the right quantity so that he is able to sell to all customers, without running out while at the same time not producing too much.

1. Question, information needed and explanation #3:

Can I get a better price for the meat that I am buying? Victor should consider getting more quotes from meat farms to have a larger selection of suppliers to choose from. Depending on current pricing, he could always buy from the cheapest of the suppliers (ensuring that they all deliver the same quality meat). The lower the price of the meat he buys, the bigger his margin of profits.

1. Victor has asked you to explain how e-commerce could help him in dealing with his current and new commercial customers. (He is not interested in taking orders from just anyone ordering on the Internet.)

* Identify two different categories of e-commerce (as defined in the Week 2 Learning Resource "Categories of Electronic Commerce") that VFMD could use to improve their business.
* Explain how each e-commerce category would be used and what business process changes would be needed to implement it. Your explanations should include the name of Victor's business and demonstrate your understanding of each of the two e-commerce categories.

1. E-Commerce category #1, how it would be used, and what business changes are needed:

Business-to-Business (B2B) is an electronic commerce category where a business sells its goods to other businesses. Since VFMD only sells their products to caterers and high-end restaurants, which are businesses themselves, this category makes the most sense. VFMD would set up an online shop which can only be accessed by users with a login and password. Access is only given to businesses. The process that would change the most is the handling of customer orders which no longer have to be entered by hand by the sales clerk but are coming in through the web shop in real-time. The customer (a business) would be able to check on pricing, available items, pre-order items at all times and could enter their orders 24/7 which is especially valuable to the catering and restaurant business because they check their inventories at the end of the business day which is likely very late at night when VFMD is not open to take phone orders. Being able to order through a web shop allows the customer to order the desired meat cuts at the end of their business day and ensures that VFMD can start processing those orders right at the beginning of their business day.

1. E-Commerce category #2 how it would be used and what business changes are needed:

Business-to-Business-to-Consumer (B2B2C) would be another e-commerce category for VFMD because with this model, VFMD will also sell directly and only to businesses however the business that buys from VFMD may sell those products to their customers in turn. It would be exactly used as B2B because it does not change the process for VFMD because they continue to their customers, the 375 caterers and high-end restaurants in the area. Those caterers and restaurants may choose to selling some meat cuts to private people, if they desire to do so. VFMD not selling to private customers directly has the benefit of cutting out the small orders that yield very little revenue, because the processing and delivery of such orders stands in no relation to the amount of sale.

1. **Explain** how each of the following could **benefit** Victor’s Virginia’s Finest Meat Distributors business. Use 2-3 sentences for each and be sure your explanations **demonstrate** that you **understand** each of the types of systems. **Your explanation must explicitly refer to the VFMD business in the case study.**
   1. Supply Chain Management System

A Supply Chain Management System (SCM) is a perfect solution for VFMD because it gives the company the structure for their input, process, and output and will streamline all the internal processes. VFMD will be able to increase their profitability with the dry-aged meat and other meat cuts, increase overall sales, and provide great customer service to their clients with ease. The SCM would be used to manage suppliers, receive product, take payments, and process returns.

* 1. Customer Relationship Management System

A Customer Relationship Management System (CRM) is very important to VFMD because their pride themselves in their customer service which is also unmatched by their competitors. Using a CRM will help VFMD to manage existing and future clients, keep information about them on file, maximize up-selling, marketing, and customer support. Their client data will be organized and automated. Being able to improve their customer service even more, will ensure customer loyalty thus improve sales.

* 1. Enterprise Resource Planning System

An enterprise resource planning system (ERP) system supports all processes taking place at VFMD. It includes modules for procurement, production, sales, investment management, human resources, finance, and accounting, etc., which are interconnected via a common database. Since VFMD is a multi-million dollar company, it makes sense for them to use an ERP to run their everyday business tasks. The ERP would be their customizable software system which every employee would be working with. This would streamline processes and tasks within the business, cutting out unnecessary steps. The use of an ERP will enhance productivity, efficiency, and reduce cost at the same time.

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