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Solutions; Leaders and the Leadership Gap; Vision; What Does a Leader Do?; Align Employees to the Vision; Summary; Notes; Chapter 3: A Historical Business Perspective of ERP; Introduction; Legacy Systems (1960-1970/1990)  
It's All about the Back Office: Getting a Single Version of the Truth (1970-1990)Improving the Business (1990-2000); The Business Suite: Enriching the Functionality (1996-2005); Getting Information and Analysis out of the Data Ocean (1997-2007); Corporate Reporting and Dashboards (2007-Today); The Era of Governance: Implications for the Future; Summary; Notes; Part II: Contextual Analysis; Chapter 4: Return on Investment-Developing the Business Case; Introduction; Example 1: Cost Reduction; Example 2: Greater Manufacturing Capacity Leading to Increased Sales  
Providing Business Value to an EnterpriseIdentify Improvement Opportunities; Identify Current Return on Investment Projects/Programs; Identify Ownership Issues; Identify Probable Causes; Design New Business Processes; Identify Areas of Conflict between Functional Areas; Build a Believable Return on Investment Case; Establish a Governance Process at the Executive Level; Summary; Note; Chapter 5: Business Process Analysis; Introduction; Where Are We Headed?; Business Process Design; Process Understanding Reveals Complexity; Business Process Management; Skills to Include; Business Knowledge  
IT Applications Process KnowledgeNative Business Processes in the ERP Application; Training in Process Thinking; A Plan for Action; Summary; Notes; Chapter 6: Business Culture, Politics, and Organization; Introduction; Cultural Barriers and Enablers; Keys to Understanding Culture, Politics, and Organization; Executive Barriers; Destructive Incentives; Origins of the Current Design; I Am What I Lead; Levels of Empowerment; Mean Time to Change One's Mind; Compiling Insights Gained; Relating These Insights to the Project Itself; Summary; Notes; Chapter 7: IT Strategy Review; Introduction  
An Example of a Flawed IT Strategy

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## Sommario/riassunto

Step-by-step guidance to achieving maximum return on investment for your company Written by Arthur Worster, Thomas Weirich, and Frank Andera, industry experts at the forefront of the business processes arena, Maximizing Return on Investment Using ERP Applications provides accountants, IT executives, and finance professionals with a new way of looking at enterprise resource planning (ERP)-driven business improvement programs. This timely book explores how leadership can view its organization as an integrated enterprise and what this change in perception might suggest. It consid

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