



Aalborg Universitet

AALBORG UNIVERSITY  
DENMARK

## Lego: Embracing Change by Combining Business Intelligence with a Flexible Information System

Ortiz-Arroyo, Daniel

*Published in:*  
Information Management Systems: Managing the digital firm. Global Edition

*Publication date:*  
2011

*Document Version*  
Publisher's PDF, also known as Version of record

[Link to publication from Aalborg University](#)

*Citation for published version (APA):*  
Ortiz-Arroyo, D. (2011). Lego: Embracing Change by Combining Business Intelligence with a Flexible Information System. In K. Laudon, & J. Laudon (Eds.), *Information Management Systems: Managing the digital firm. Global Edition: Managing the Digital Firm* (12 ed., pp. 271-272). Pearson Longman.  
<http://www.pearson.ch/1471/9780273754534/Management-Information-Systems-Global.aspx>

### General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal -

### Take down policy

If you believe that this document breaches copyright please contact us at [vbn@aub.aau.dk](mailto:vbn@aub.aau.dk) providing details, and we will remove access to the work immediately and investigate your claim.

the best candidates, schedule a stimulus plan to retain to include performance mea-time insight into HR trends. features, together with tools adors, LEGO's managers are s' leadership potential, and forecast the recruiting of certain skills.

Embracing the Challenge of Change," Unit, February 2005  
 es/ad\_pdfs/Business%202010\_Global\_ber 16, 2010); "LEGO Creates Model and IBM," IBM Global Financing, May software/success/cssdb.nsf/CS/STRD-umber 20, 2010); "Human Resources as nance" (in Danish) (www.sat.com, he Toy of the Century Had to Reinvent

the Supply-Chain to Save the Company," Supply Chain Digest, September 25, 2007 ([www.scdigest.com/assets/on\\_target/07-09-25-7.php?cid=1237](http://www.scdigest.com/assets/on_target/07-09-25-7.php?cid=1237), accessed November 16, 2010); G. W. Anderson, T. Rhodes, J. Davis, and J. Dobbins, SAMS Teach Yourself SAP in 24-hours (Indianapolis, IN: SAMS, 2008).

### CASE STUDY QUESTIONS

1. Explain the role of the database in SAP's three-tier system.
2. Explain why distributed architectures are flexible.
3. Identify some of the business intelligence features included in SAP's business software suite.
4. What are the main advantages and disadvantages of having multiple databases in a distributed architecture? Explain.

*Case contributed by Daniel Ortiz Arroyo, Aalborg University*