



# Digital at the Core

Reginald F. Lewis School of Business

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*September 29, 2010*

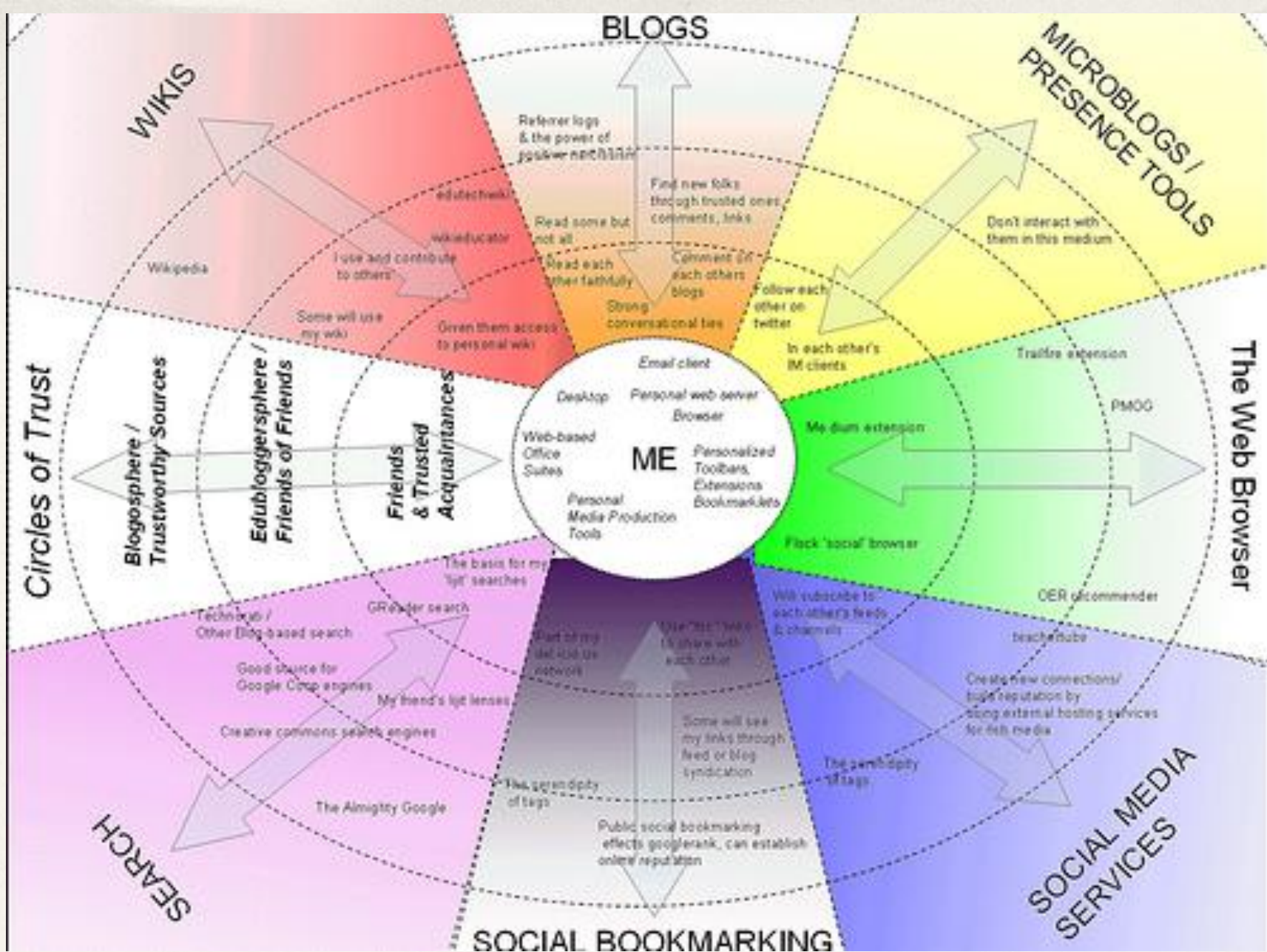




**We are Not Building a Website**

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We are Leveraging the Personal Learning Environment

"Personal Learning Environments are systems that help learners take control of and manage their own learning."

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- ☞ set their own learning goals
- ☞ manage their learning; managing both content and process
- ☞ communicate with others in the process of learning
- ☞ and thereby achieve learning goals.

(van Harmalen 2006)



THE COMMUNITY PLATFORM FOR EDUCATION

connect. engage. grow

A collage of four images illustrating educational activities. From left to right: 1. A group of students sitting on the grass in a library, looking at a laptop. 2. A group of four students sitting on the floor in a circle, studying together. 3. A young man with curly hair looking at the camera, with a chalkboard in the background containing mathematical equations like  $x+2y=6$  and  $x+y=4$ . 4. Hands typing on a laptop keyboard, with a computer screen showing text in the background.

And Creating a Platform for  
Social Learning

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# School of Business Digital Infrastructure





## School of Business Launches New Website

The Kaplan University College of Arts and Sciences has launched its online Center for the Helping Professions. Here you will find information regarding the fields of psychology, human services, early childhood development, and education as well as resources on featured monthly topics, from childhood obesity to addiction. [See more](#)

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WINTER COMMENCEMENT 2010  
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### Featured Community



#### European History

For anyone who wants to discuss topics such as the rise and fall of Rome, modern French history, or Imperial Russian history in the 19th century, this community is where the best minds in the world converge. Discussions are limitless when examining the intricacies of a continent that has seen thousands of years of war, art, literature, and culture. The community encourages discussion, discoveries and intellectualism in its purest form. Join us today!

### Featured Community



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### Student Perspectives



**Spend a Day With...** Angie Patterson, a Kaplan University MBA/Marketing Student  
Posted by: Alumni Relations Jul 19, 2010

Ever wonder what life is like for other alumni who have reached their goals and gotten their degrees from Kaplan University? Please take a look here to read about Angie Patterson, a Kaplan...

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### FACULTY PERSPECTIVES



**Meet Ginger Cameron,** Interim Dean, School of Health Sciences  
Posted by: Alumni Relations Jul 8, 2010

Ms. Cameron began her career with Kaplan University in 2003, teaching composition courses on the Cedar Falls campus. After developing Cedar Falls' medical assisting program, she was offered the...

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« July 2010 »

16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

July 29

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Review strategies to help you navigate your job search, the interview process, and your career...

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**Welcome to our Class Community!**

Welcome to our classroom science community. I am very excited to have you all work on this site together. You will all have the chance to become web authors, as well as work together on our Classpedia, where at the end of the year, we will have a collection of work act as our 2010 class encyclopedia...



Pause

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- [Andrea Fleming](#)
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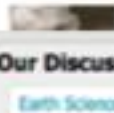
Professor T.A. Students



**Volcanoes and Disaster ...**  
Submitted by [Gross.Duncan](#) on May 21, 2010 - 11:11am  
Dr. Johannes Ulrich at SANS brought up a good point in ...



**Who's to blame?**  
Submitted by [Gross.Duncan](#) on May 21, 2010 - 11:11am  
In my view the "bureaucrats" made exactly the right ...



**Volcano's impact on ...**

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Last edited by [Gross.Duncan](#)  
June 23, 2010 - 1:10pm



**Geophysics**  
Last edited by [Gross.Duncan](#)  
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**Glaciology**  
Last edited by [Kathleen.Murdoch](#)  
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**Our Discussions**

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Earth Science History of Geology Authors and their interests

START OF DISCUSSION	TOTAL COMMENTS	LATEST COMMENT
<p><b>Discuss the importance of ...</b> Submitted by <a href="#">Barrett.Clark</a> on May 21, 2010 - 11:06am Let us know why you feel they are so essential.</p>		<p>May 21, 2010 - 11:06am By <a href="#">Barrett.Clark</a> Fuck as well a fck... <a href="#">Read more</a></p>
<p><b>Year without a summer</b> Submitted by <a href="#">Student22</a> on May 21, 2010 - 11:06am Volcanoes affect the Earth in many ways. Describe why 1816 was called "the ...</p>		<p>May 21, 2010 - 11:07am By <a href="#">Student22</a> Maecenas posuere erat a augue lacus vitae lacus nibh tempus Nulla convallis dignissim justo in vulputate. Nulla facilis. Etiam dignissim mollis... <a href="#">Read more</a></p>

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The screenshot displays the FlatWorld Knowledge website interface. At the top, the logo 'flatworld KNOWLEDGE' is on the left, and navigation links for 'CATALOG', 'EDUCATORS', and 'STUDENTS' are in the center. On the right, there is a user greeting 'Hello Andrew | MY FLATWORLD |' and a shopping cart icon with the text 'Not Andrew or logout. Click Here.' Below the navigation is a search bar with the text 'Search this book' and a 'GO' button. The main title of the page is 'Information Systems: A Manager's Guide To Harnessing' by John Gallagher. A prominent orange button labeled 'Buy This Book' is visible. On the left side, there is a sidebar with a 'Table of Contents' and 'Key Terms' section, listing chapters and sections such as 'Chapter 1: Zara: Fast Fashion from Savvy Systems' and 'Chapter 2: Strategy and Technology'. The main content area features a welcome message and a section titled 'Books for your class' with three options: 'Print-it-Yourself' for \$24.95, 'Black & White Book' for \$29.95, and 'Full Color Book' for \$59.95. Below this is a 'Supplements for your class' section with two options: 'Study Aids' for \$14.95 and 'Audio Book' for \$39.95. Each option includes a brief description and a 'GET IT NOW' button.

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## Information Systems: A Manager's Guide To Harnessing

by John Gallagher

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### Introduction to Business Information Systems

Institution: Pennsylvania State University  
Instructor: Kathleen Riley  
Course #: MIS 304 (LEAP 097)

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- Chapter 5: Understanding Network Effects
- Chapter 6: Peer Production, Social Media, and Web 2.0
- Chapter 7: Facebook: Building a Business from the Social Graph
- Chapter 8: Google: Search, Online Advertising, and Beyond...
- Chapter 9: Understanding Software: A Primer for Managers
- Chapter 10: Software in Flux: Partly Cloudy and Sometimes Free
- Chapter 11: The Data Asset: Databases, Business Intelligence, and Competitive Advantage

## Introduction

### LEARNING OBJECTIVE

- + After studying this section you should be able to do the following:
  1. Understand how Zara's parent company Inditex leveraged a technology-enabled strategy to become the world's largest fashion retailer.

The poor, ship-building town of La Coruña in northern Spain seems an unlikely home to a tech-charged innovator in the decidedly ungeeky fashion industry, but that's where you'll find "The Cube," the gleaming, futuristic central command of the Inditex Corporation (Industrias de Diseño Textil), parent of game-changing clothes giant, Zara. The blend of technology-enabled strategy that Zara has unleashed seems to break all of the rules in the fashion industry. The firm shuns advertising and rarely runs sales. Also, in an industry where nearly every major player outsources manufacturing to low-cost countries, Zara is highly vertically integrated, keeping huge swaths of its production process in-house. These counterintuitive moves are part of a recipe for success that's beating the pants off the competition, and it has turned the founder of Inditex, Amancio Ortega, into Spain's wealthiest man and the world's richest fashion executive.

Figure 1.1.



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View

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# CHAPTER 1

## Zara: Fast Fashion from Savvy Systems

### 1. INTRODUCTION

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The firm tripled in size between 1996 and 2000, then its earnings skyrocketed from \$2.43 billion in 2001 to \$13.6 billion in 2007. By August 2008, sales edged ahead of Gap, making Inditex the world's largest fashion retailer.<sup>[1]</sup> Table 1.1 compares the two fashion retailers. While the firm supports eight brands, Zara is unquestionably the firm's crown jewel and growth engine, accounting for roughly two-thirds of sales.<sup>[2]</sup>

FIGURE 1.1

Zara's operations are concentrated in Spain, but they have stores around the world like these in Manhattan and Shanghai.



Source: Used with permission from Inditex.

TABLE 1.1 Gap versus Inditex at a Glance

	Gap	Inditex
Revenue	\$14.5 billion	\$14.7 billion
Net Income	\$957 million	\$1.08 billion
Number of Stores	1,749	4,359
Number of Countries	6	73
Biggest Brand	Gap	Zara
Number of Other Brands	4	7
Based In	San Francisco, USA	Arteixo (near La Coruña), Spain
Year Began Operating	1969	1975



PDF View



# Branding VSU's Reginald F. Lewis School of Business

# Opportunity

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☞. “Under pressure to cut costs and simplify hiring efforts, U.S. companies are increasingly recruiting from large state schools over private elite institutions.”

☞ (Merritt, WSJ, 2010).



# Opportunity

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✍ In addition to cutting costs, large, public schools are more favorable for employers because of the larger pool of graduates and the students are generally more prepared and fit better with corporate cultures.

✍ (Tseng, CNNMoney.com, 2010).



# VSU Value Proposition

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Virginia State University boasts a less expensive education, career development, small class sizes, direct interaction with professors, and professional connects, all of which are advantages of small, private schools and large, public schools.



# VSU Brand Identity:

A public institution with a private school feel

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- professionalism
- industry focus and commitment
- committed to embracing the strategic and practical implications of new technologies
- energy & enthusiasm
- vision & innovation



# Professionalism

---

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The school is committed to partnering with industry for mutual investment in the development of leaders and critical thinkers for the 21st century in order to provide students with a strategic competitive advantage in the marketplace.

(From RFL School of Business Mission)



# Industry Focus & Commitment

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Enhancing communication, analytical and technological skills through individual attention, intellectual growth, and applied learning.

(From RFL School of Business Mission)



# Embracing the strategic and practical implications of new technologies

---

---

Enhancing communication, analytical and technological skills through individual attention, intellectual growth, and applied learning.

(From RFL School of Business Mission)



# Energy & Enthusiasm

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**Reginald F. Lewis  
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Virginia State University  
is using electronic course delivery  
to save money, save the  
environment, improve student  
retention, and prepare graduates for  
the complex working world.**



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