

*Read Closing Case Two: UPS in the Computer Repair Business on page 166. Review the list of IT infrastructure qualities and rank them in order of their impact on UPS's success. Use a rating system of 1 to 7, where 1 indicates the biggest impact and 7 indicates the least impact.*

- Availability
- Accessibility
- Reliability
- Scalability
- Flexibility
- Performance
- Capacity Planning

*As always, you are encourage to respond to other's postings.*

1. **Flexibility:** this entire case study would be impossible without UPS's having the capability to take on logistics outsourcing for, supplementing its existing delivery infrastructure with laptop repair capabilities demonstrated the importance of flexibility.
2. **Capacity Planning:** UPS had to possess the prescience to anticipate the impact taking on the business of assuming other company's logistics would have on their operations. The company had to have a plan for effectively and rapidly taking on these additional responsibilities.
3. **Scalability:** Connected to Capacity Planning is UPS's ability to grow with the additional business. If Toshiba's sales increase or other companies are impressed with this case study, UPS could see its logistics outsourcing service grow rapidly, with each new business growing the division exponentially.
4. **Reliability:** I've ranked this 4<sup>th</sup> because the first three items were indispensable to UPS being able to offer this service in the first place; however, without reliability, UPS would not be able to maintain it. An unreliable system loses customer confidence rapidly. UPS had an established track record with their delivery service, and I am certain that helped make the sale to Toshiba.
5. **Performance:** Really this is a tie with Reliability. A system that does not perform does not give a customer a return on their investment. Performance is crucial to UPS's service surviving Toshiba's eventual cost-benefit-analysis of it.
6. **Accessibility:** The case study failed to mention who was fielding the customer service calls for Toshiba's laptop repair. I would assume this aspect of the business process was still being assumed by Toshiba, since they would want to have all customer service calls routed to them, and then forward laptops requiring repair, as opposed to servicing they can receive online or over the phone, to UPS. UPS is invisible to Toshiba's customers, and the only accessibility they need to provide Toshiba is a system with Service Oriented Architecture to notify when an empty box should be shipped to a customer to ship the laptop back in.

7. **Availability:** Because, in my assumption, Toshiba is retaining responsibility for the 24X7 customer support, UPS does not need to provide 99.999 percent uptime. Because deliveries are measured in days, UPS's system can go down for an hour or two without customers noticing.