the Magic **BiT** in the Middle

BUZZWORD BINGO

(BULL$#!T BINGO)

Strategic Initiatives	**Benchmark**	**Gap Analysis**	**Best Practice**	**Result-Driven**
ROI	**Same Page**	**Cutting-edge**	**TQM**	**Strategic Fit**
Value-Added	**Proactive**	**Win-Win**	**Outside The Box**	**Fast Track**
Bottom Line	**Synergy**	**Big Picture**	**Bottom up**	**At the end of the day**
Mindset	**Client Focused**	**Empower**	**Game Plan**	**Leverage**

the Magic **BiT** in the Middle

"Not everything that can be counted counts

and not everything that counts can be counted."
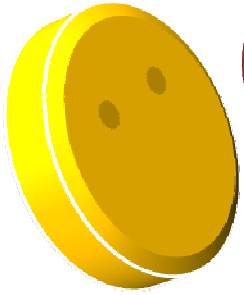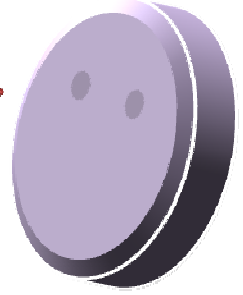
Albert Einstein

Business Owner

Supplier

IT Department

the Magic BIT in the Middle

User

Consultant

Permeating Factor

Common Concern

Focus Areas

Organisational Culture

Technology

Business

Operations   Logistics   CRM   Etc.

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benefits

Technology   Society

(Allan Lee, 1999)

(Zachman, 1978, 2008)

Value Creation

Processes

Information

Applications

Infrastructure

Value Realisation

In-house expertise

Outsourced Expertise

(Bytheway, 2003; Earl, 1995)

imbok.org/content

Early Frameworks

Expert Opinion

IM Competencies from the Literature

The IMBOK idea

IMBOK Framework

The IMBOK Book

The IM Competency Survey Instrument

Masters in IM

The IMBOK Community

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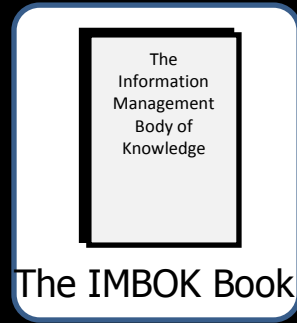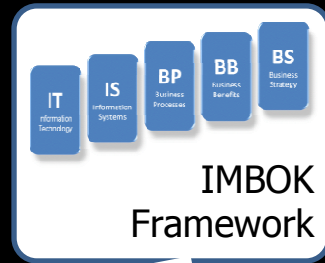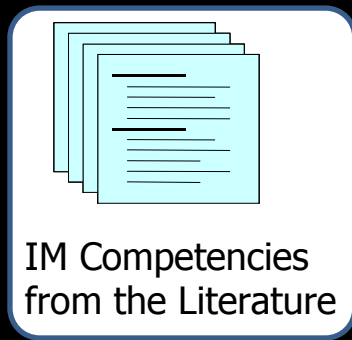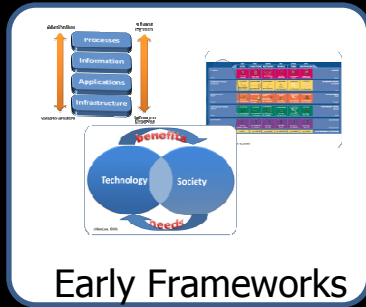
IT Information Technology

IS Information Systems

BP Business Processes

BB Business Benefits

BS Business Strategy

Bytheway, 2004

Permeating Factor

Common Concern

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CRM

Etc.

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the way things get done around here

(Bower, 1966)

Hofstede (1980)
- Power distance
- Individualism
- Masculinity
- Uncertainty avoidance
- Long Term Orientation

Handy (1985)
- A power culture
- A role culture
- A task culture
- A person culture

Denison (1990)
- Mission
- Involvement
- Adaptability
- Consistency
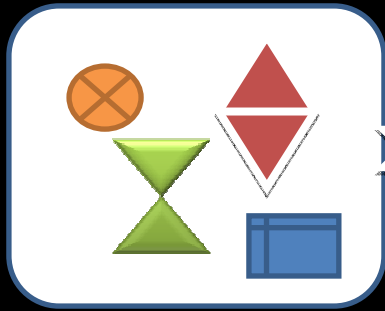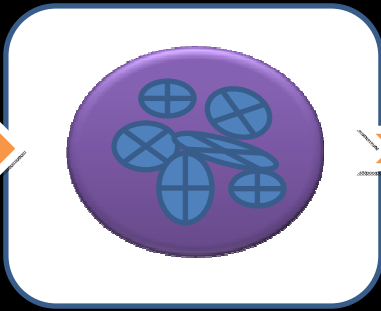
Literature Study → Provisional Model → Qualitative Research → New Model

Question 1: My immediate leader..
Question 2: My organisation…
Question 3: My team….
Question 4: We are…

$$\frac{dy}{dx}e^{-uo}\frac{-b\pm\sqrt{b^2-4ac}}{2a}$$

$$\frac{dy}{dx}\frac{-b\pm\sqrt{b^2-4ac}}{2a}\lim_{n\to\infty}\left(1+\frac{1}{n}\right)^n$$

$$\sqrt{a^2+b^2}\sin^{-1}4\overline{3}\max_{0\le s\le 1}xe^{-x^2}$$

Question 1: My immediate leader..
Question 2: My organisation…
Question 3: My team….
Question 4: We are…

$$\frac{dy}{dx}e^{-uo}\frac{-b\pm\sqrt{b^2-4ac}}{2a}$$

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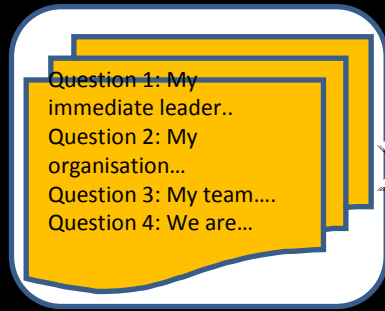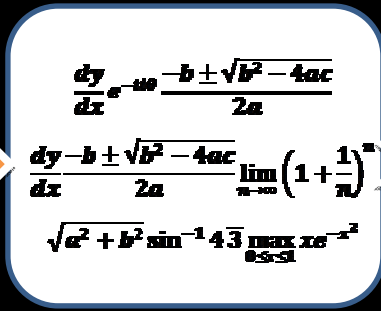
Diagnostic Tool → Validation Study → Refined Tool → More validation
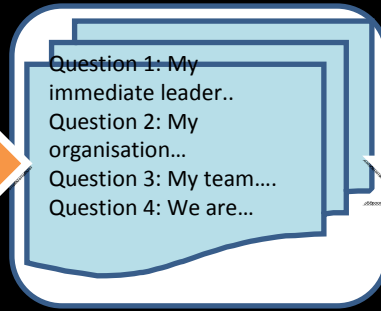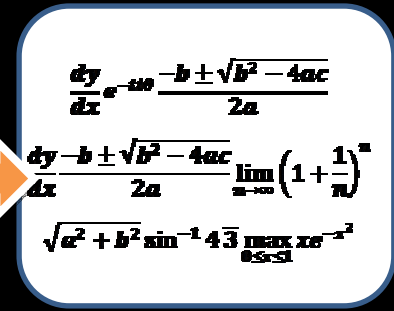
etc. etc. etc.

Forces — Adaptability — Strategy — Leadership — Relationships — Coordination — Business Performance

The X Model of Organisational Culture

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Adaptability
Client Focus
Creating Change
Organisational Learning
Innovation and Creativity
Flexibility

Strategy
Direction Creation
Objective Setting
Engagement
Communicating Meaning
Alignment

Leadership
Energy demonstration
Energising Others
Vision
Integrity
Candour
Action orientation
Style
*Emotional Intelligence

Relationships
Team Work
Partnerships
Diversity Management
Talent Management
Organisational Values

Coordination
Organisational Structure
Processes & Systems
Positional Power
Performance Management
Communication Management

Permeating Factor

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Business

Operations Logistics CRM Etc.

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CRM Ready?

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CRM Status Tool

The CRM Status/Readiness Project

- Student Research Project

- Diagnostic Tool Design and preparation (INHOLLAND Students, CRM Excellence, DCN, mBiTm)

The CRM Status/Readiness Tool

Change Readiness

Biographical items e.g.:
 At what level in the organisation do you work?

Organisational Culture items e.g.:
 My immediate leader energises people around her/him

IMBOK items e.g.:
 We take care to ensure the security of customer data

Change Readiness items e.g.:
 There are always clear reasons why we need change in this organisation.
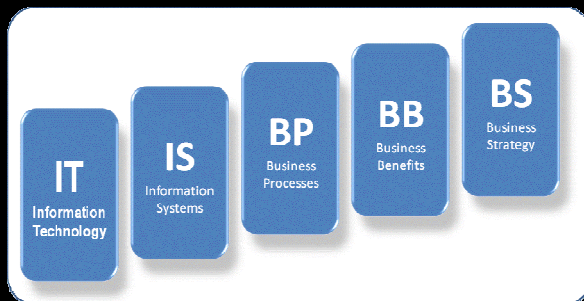
The CRM Status/Readiness Project

- Student Research Project
- Diagnostic Tool Design and preparation (INHOLLAND Students, CRM Excellence, DCN, mBiTm)
- Data Collection (Students: 5 companies, 192 respondents)
- Analysis (mBiTm)
- Reporting (Students)
- Validation study (IM section only)
- www.crmexcellence.nl/crmstatus/index.html

Factor & Item Analysis

Factor Analysis	Above 0.3 except for 7 Items
Overall Reliability	0.905
Overall Reliability (7 items removed)	0.890

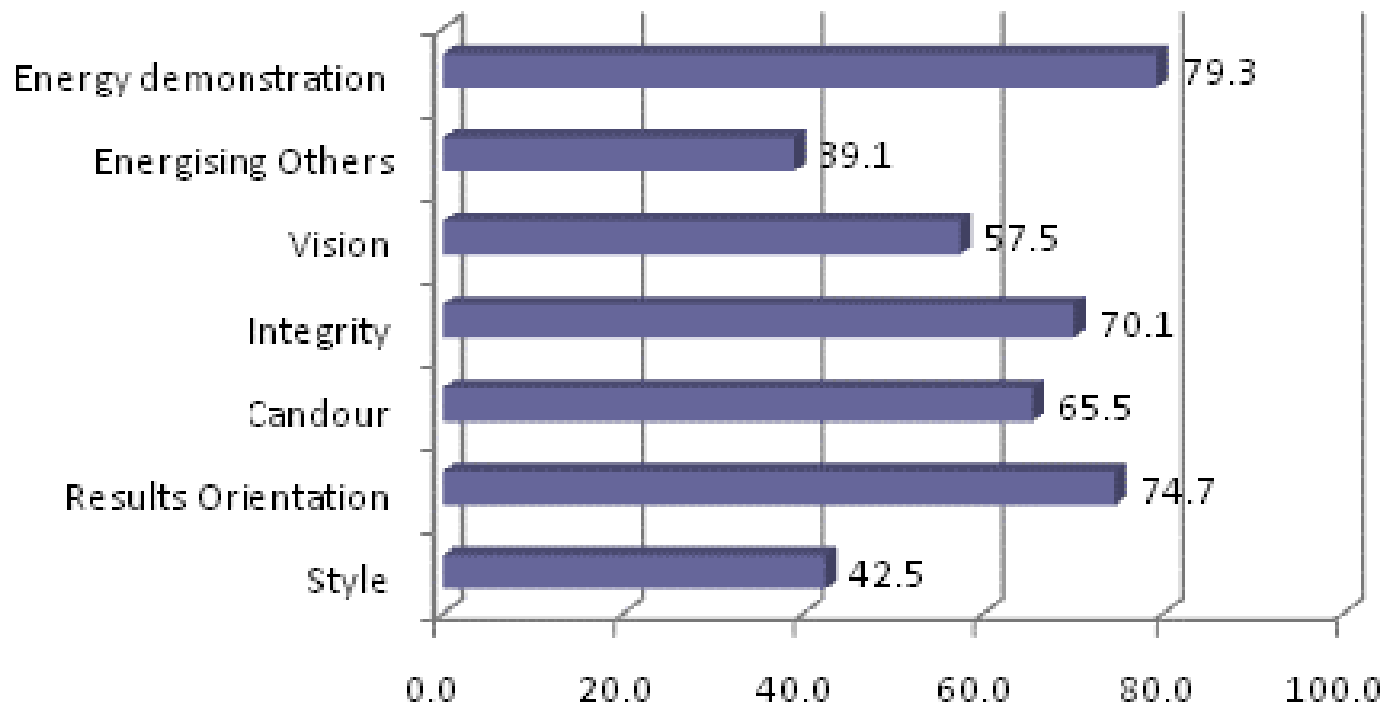|	Original Structure	Certain Items Removed
Information Technology	0.649	0.689
Information Systems	0.832	-
Business Processes	0.792	0.810
Business Benefits	0.655	0.696
Business Strategy	0.799	.0.842

- The Factor Analysis confirms the credibility of the dimensions and the items.

- The tool is reliable and will remain so with minor adjustments.
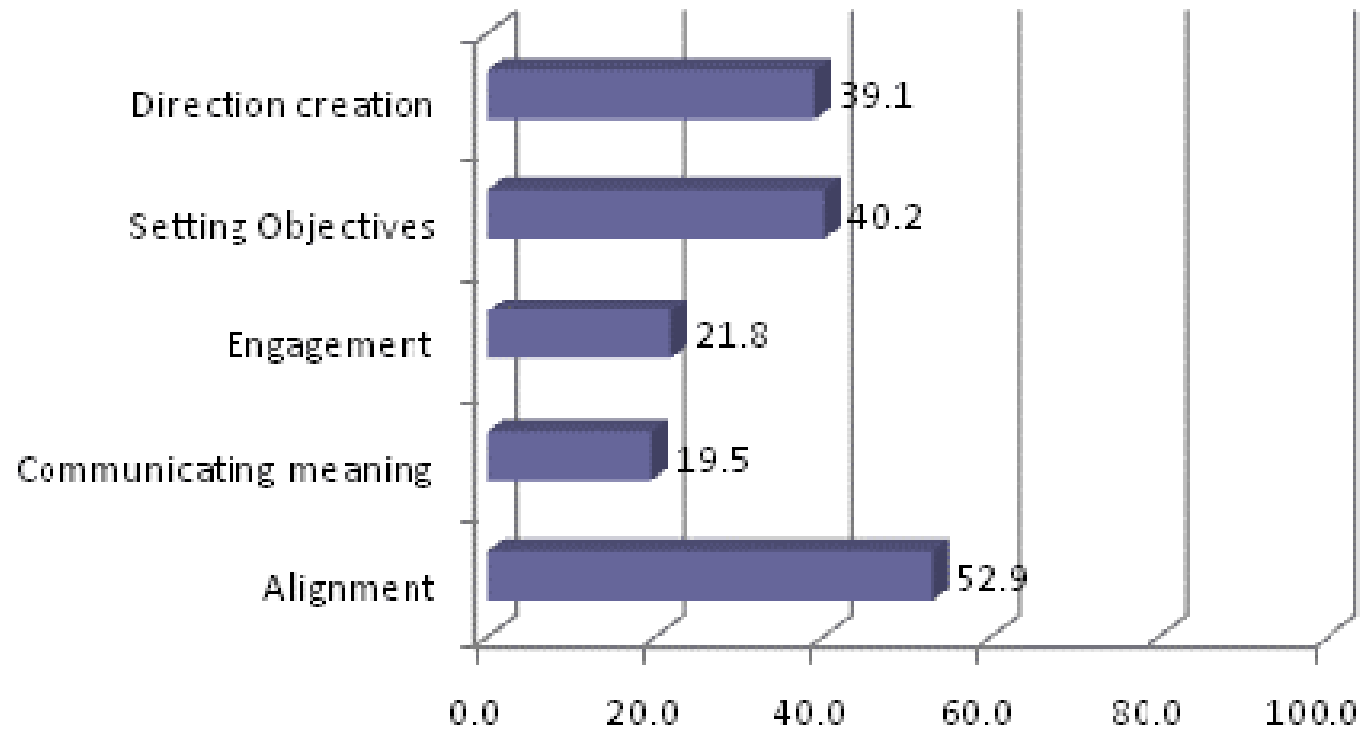
Confirmatory Factor Analysis

	Original Structure	7 Items Removed	Must be…
X^2	432.88	201.04	Lower is better
df	242	109	
RMSEA	0.064	0.066	Smaller than 0.08
CFI	0.96	0.97	Bigger than 0.9
NFI	0.92	0.94	Bigger than 0.9

- The Confirmatory Factor Analysis supports findings on the validity and reliability of the tool.

Leadership

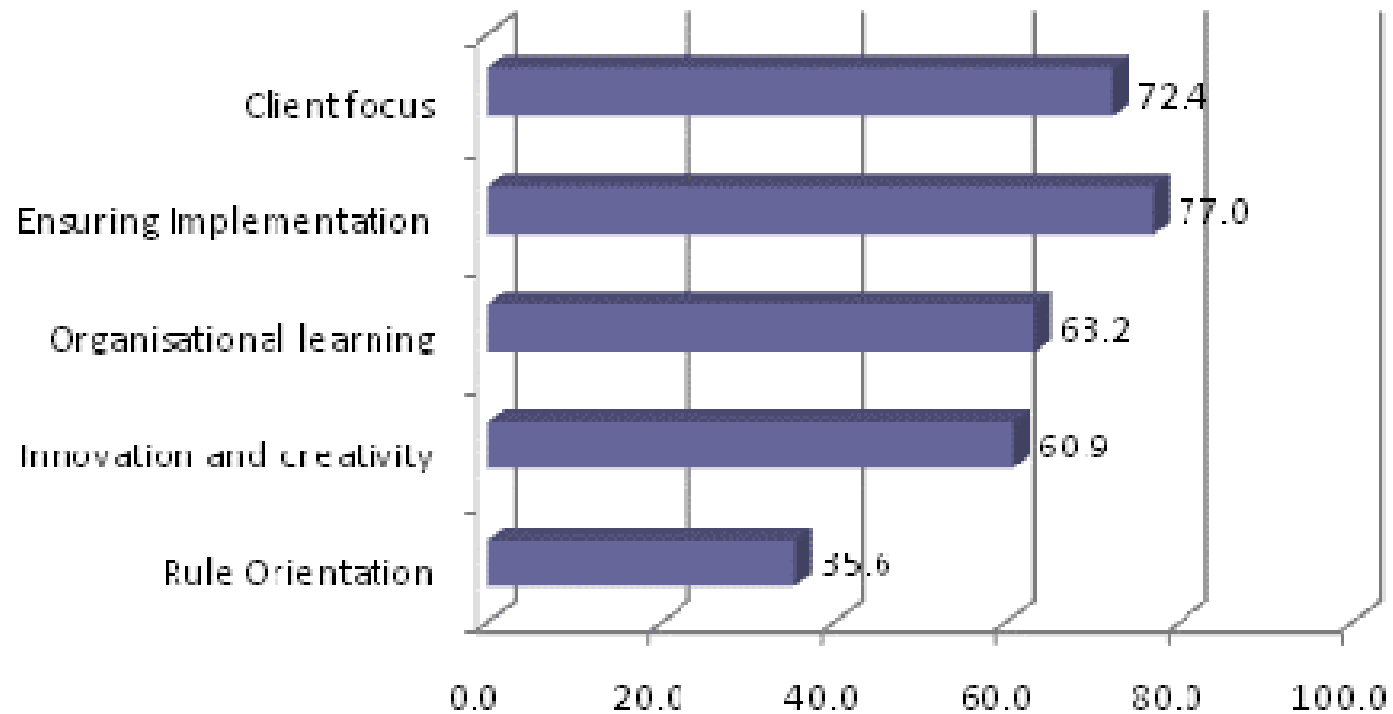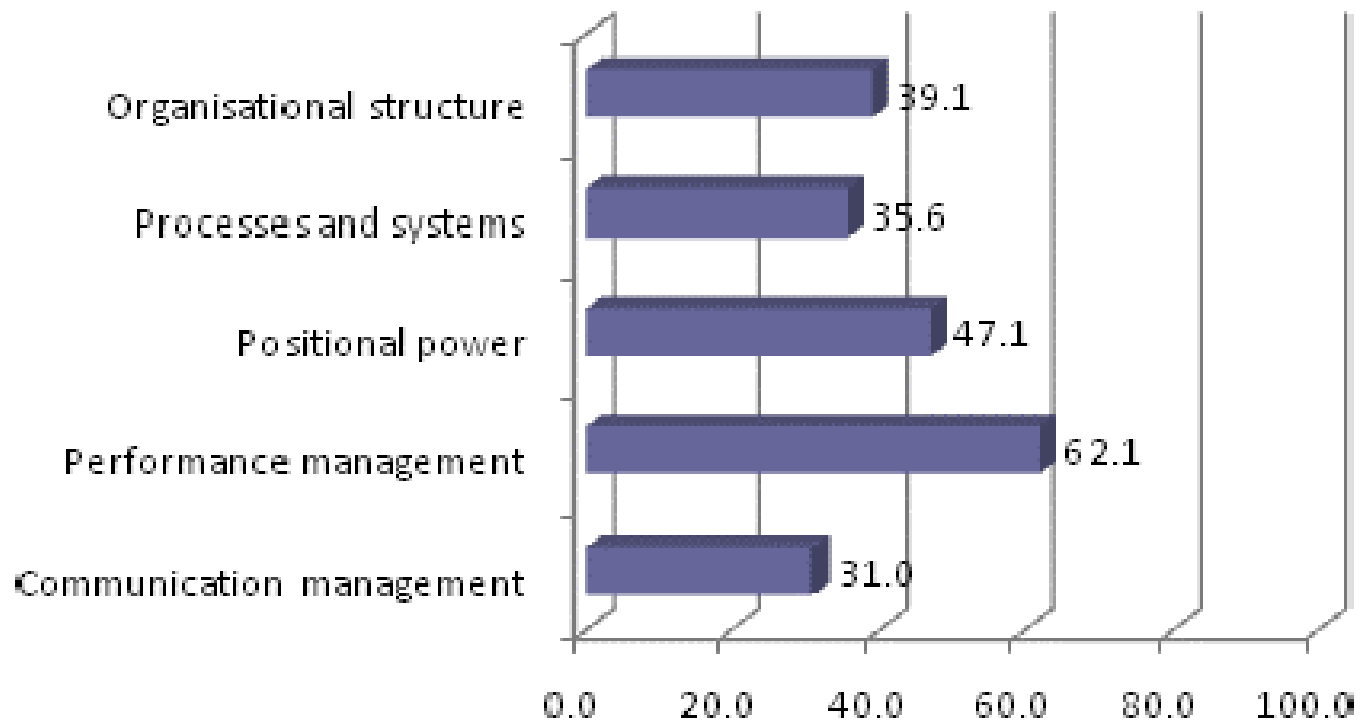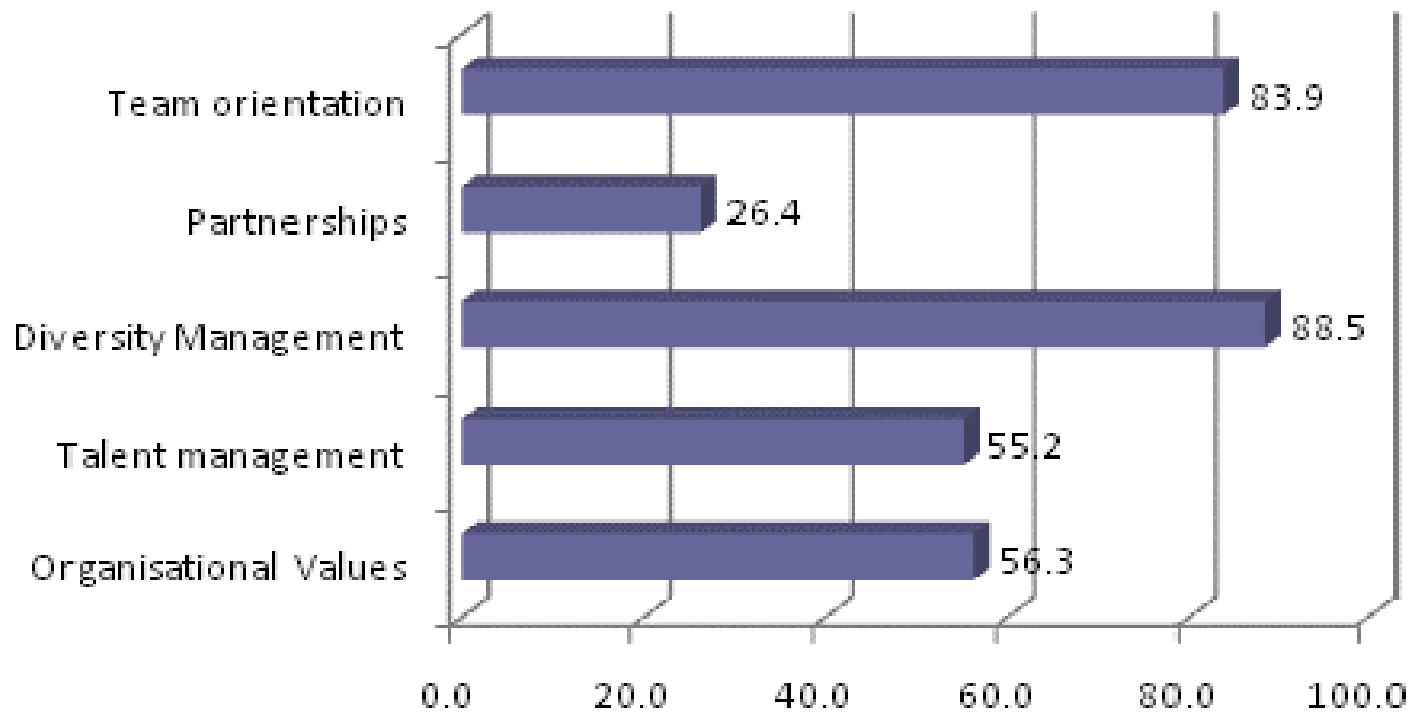|	
Energy demonstration	79.3
Energising Others	39.1
Vision	57.5
Integrity	70.1
Candour	65.5
Results Orientation	74.7
Style	42.5

Adaptability

Coordination

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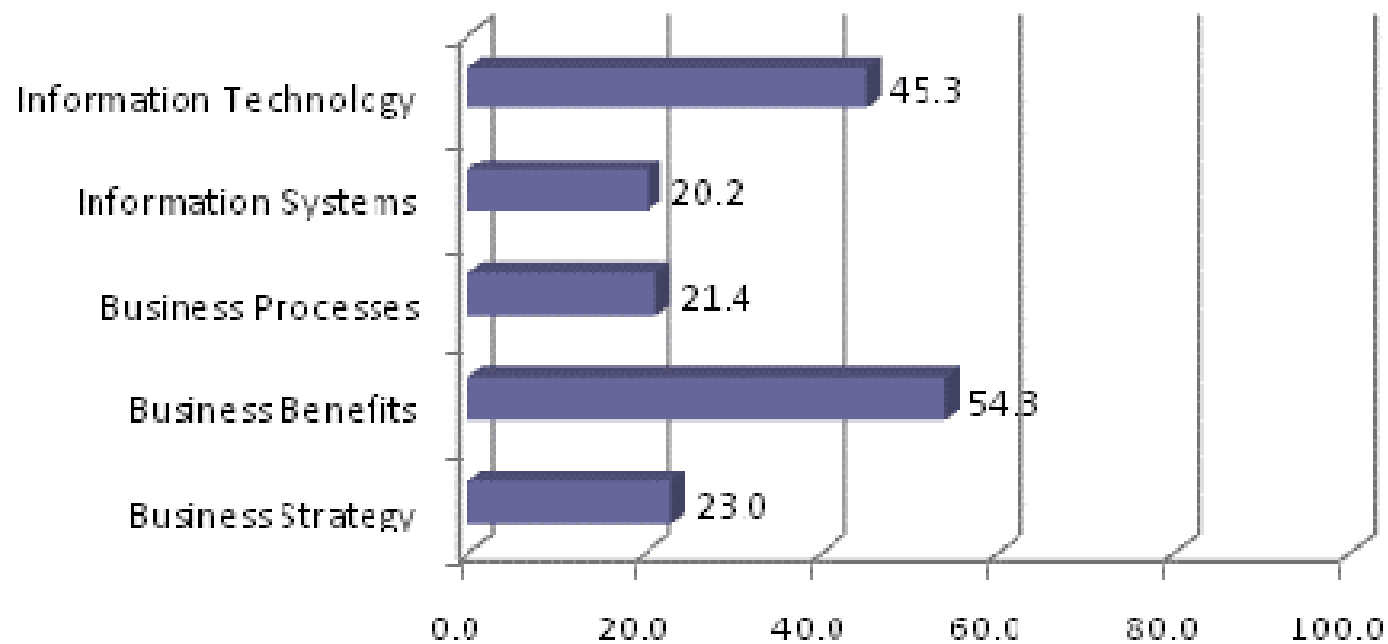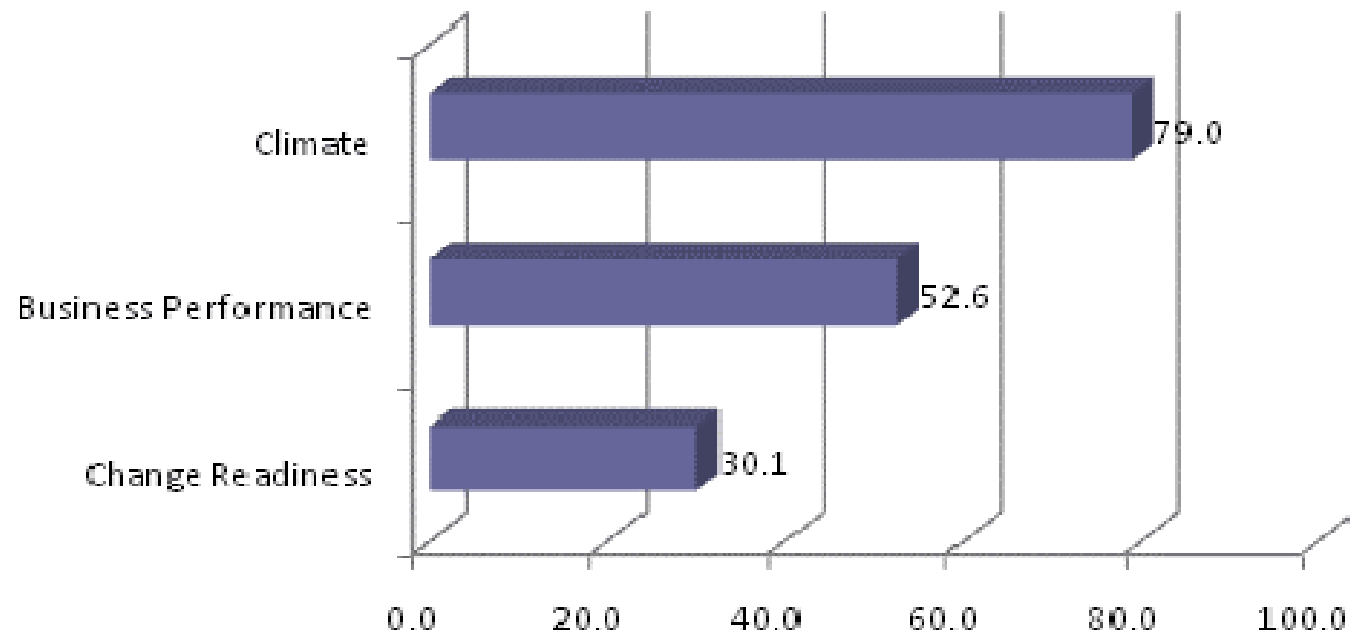
Your CRM Status

- Leadership: Energising Others, Style
- Strategy: Engagement, Communicating Meaning
- Adaptability: Flexibility
- Coordination: Processes & Systems, Communication Management
- Relationships: Partnerships
- Information Management: IS, BP, BS
- Change Readiness

Permeating Factor

Common Concern

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Etc.

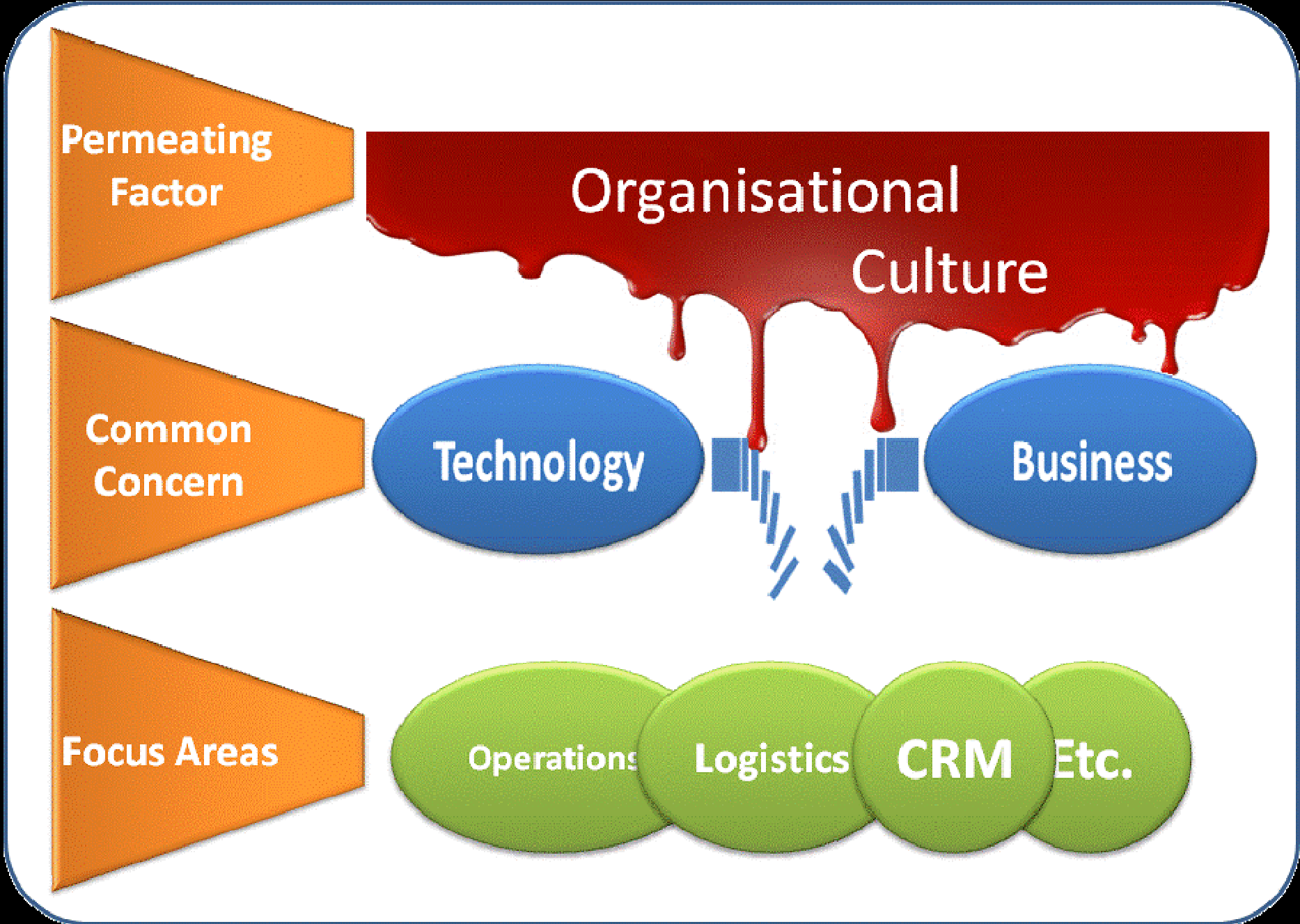"CRM is the alignment of **business strategy**, **organizational structure** and **culture**, and **customer information** and **technology** …"

"…so that all customer interactions can be conducted to the long-term satisfaction of the customer and to the benefit and profit of the organization."

(Imhoff et. al., 2001)

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