

Get a Grip on It

CRM Status in the Netherlands

CRM Association Inspiration Event
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<http://en.wikipedia.org/wiki/File:LASAmbulance.jpg>

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New
dispatch
system



Source: www.storno.co.uk/img/london_ambulance.jpg

Receive Calls

Dispatch appropriate ambulance/s

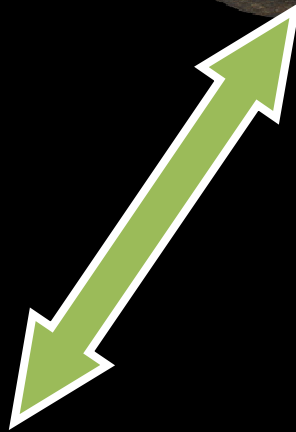
Monitor progress of response

using

Computer Aided Dispatch System

Automatic Vehicle Locating System

Mobile Data terminals





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A problem has been detected and windows has been shut down to prevent damage to your computer.

DRIVER_IRQL_NOT_LESS_OR_EQUAL

If this is the first time you've seen this Stop error screen, restart your computer. If this screen appears again, follow these steps:

Check to make sure any new hardware or software is properly installed. If this is a new installation, ask your hardware or software manufacturer for any windows updates you might need.

If problems continue, disable or remove any newly installed hardware or software. Disable BIOS memory options such as caching or shadowing. If you need to use Safe Mode to remove or disable components, restart your computer, press F8 to select Advanced Startup Options, and then select Safe Mode.

Technical information:

*** STOP: 0x000000D1 (0x0000000C,0x00000002,0x00000000,0xF86B5A89)

*** gv3.sys - Address F86B5A89 base at F86B5000, DateStamp 3dd991eb

Beginning dump of physical memory

Physical memory dump complete.

Contact your system administrator or technical support group for further assistance.



Source: Evening Standard 18/03/08

Report of the Inquiry Into the London Ambulance Service (February 1993)

- Major cultural change in past, but no revitalization
- Climate of mistrust and obstructiveness
- Size and depth of change too aggressive
- Management ignored advice
- Constant pressure to improve service
- Incomplete ownership by users
- Training incomplete and inaccurate

Goulielmos

- The organisation was in decline
- It was thought the system could turn it around
- History of failure
- Inability to adapt
- Autocratic leadership
- Climate of mistrust
- History of organisational pathology

“Not everything that can be counted counts
and not everything that counts can be counted.”

Albert Einstein

Permeating
Factor

Organisational
Culture

Common
Concern

Technology

Business

Focus Areas

Operations

Logistics

CRM

Etc.

Permeating
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Etc.

IT

Information
Technology

IS

Information
Systems

BP

Business
Processes

BB

Business
Benefits

BS

Business
Strategy

Bytheway, 2004

Permeating
Factor

Organisational Culture

Common
Concern

Technology

Business

Focus Areas

Operations

Logistics

CRM

Etc.

**the way
things get
done around
here**

(Bower, 1966)

The X Model of Organisational Culture

© 2005-2008 Dream Coat Network
(Smit, Ludik & Forster, 2008)



© 2005-2008 Dream Coat Network. Source: Smit, Ludik & Forster (2008)

Adaptability
Client Focus
Creating Change
Organisational Learning
Innovation and Creativity
Flexibility

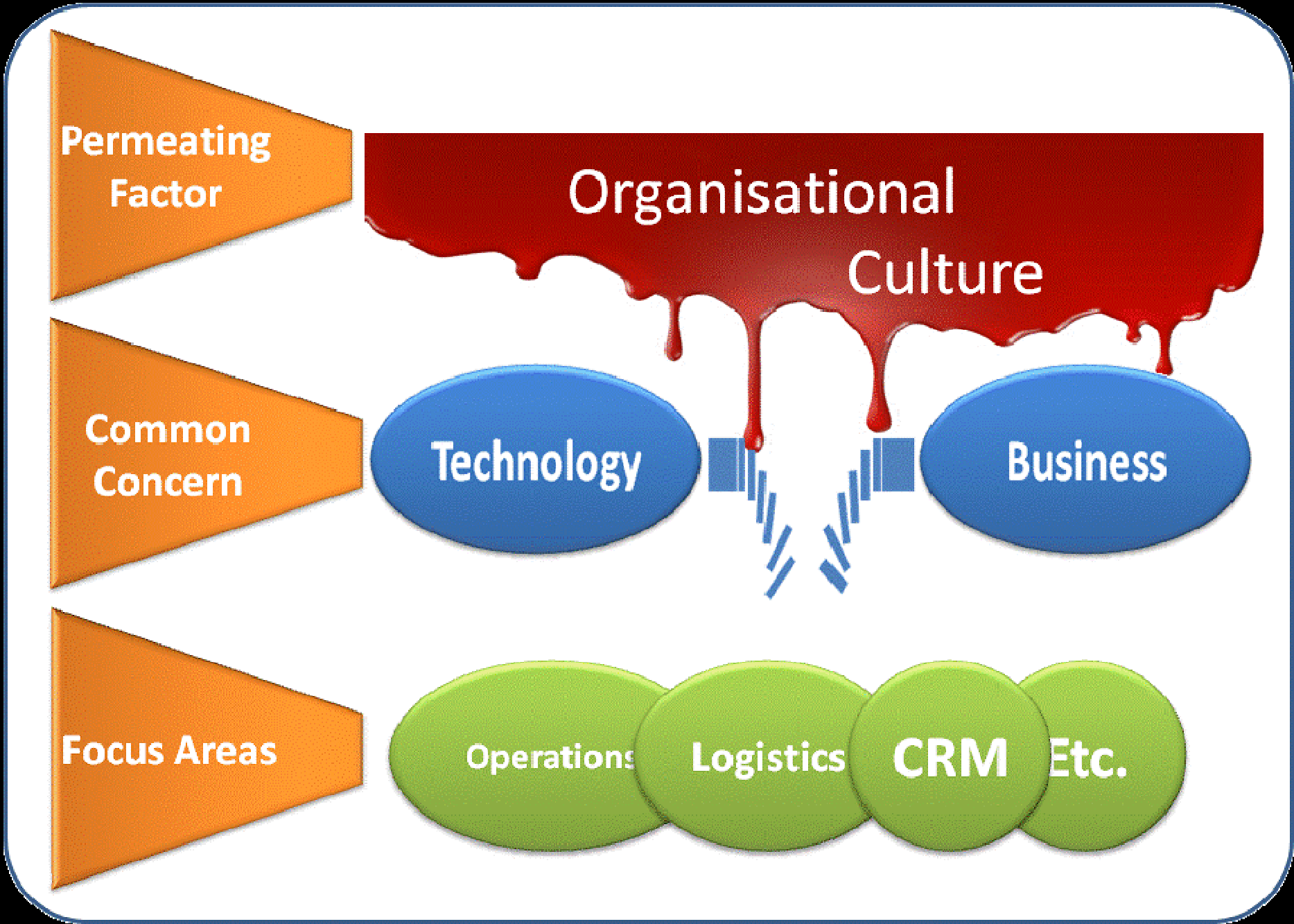
Strategy
Direction Creation
Objective Setting
Engagement
Communicating Meaning
Alignment

Leadership
Energy demonstration
Energising Others
Vision
Integrity
Candour
Action orientation
Style

Relationships
Team Work
Partnerships
Diversity Management
Talent Management
Organisational Values

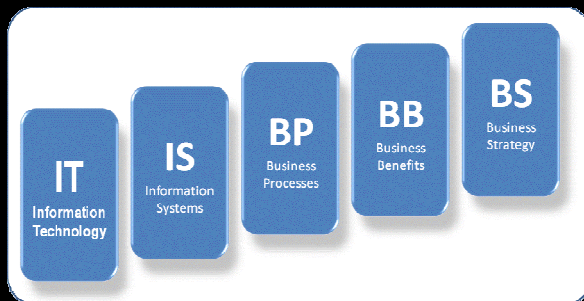
Coordination
Organisational Structure
Processes & Systems
Positional Power
Performance Management
Communication Management

*Emotional Intelligence



CRM Status Tool

The CRM Status/Readiness Tool



Change Readiness

Organisational Culture e.g.:

My immediate leader energises people around her/him

IMBOK e.g.:

We take care to ensure the security of customer data

Change Readiness e.g.:

There are always clear reasons why we need change in this organisation.

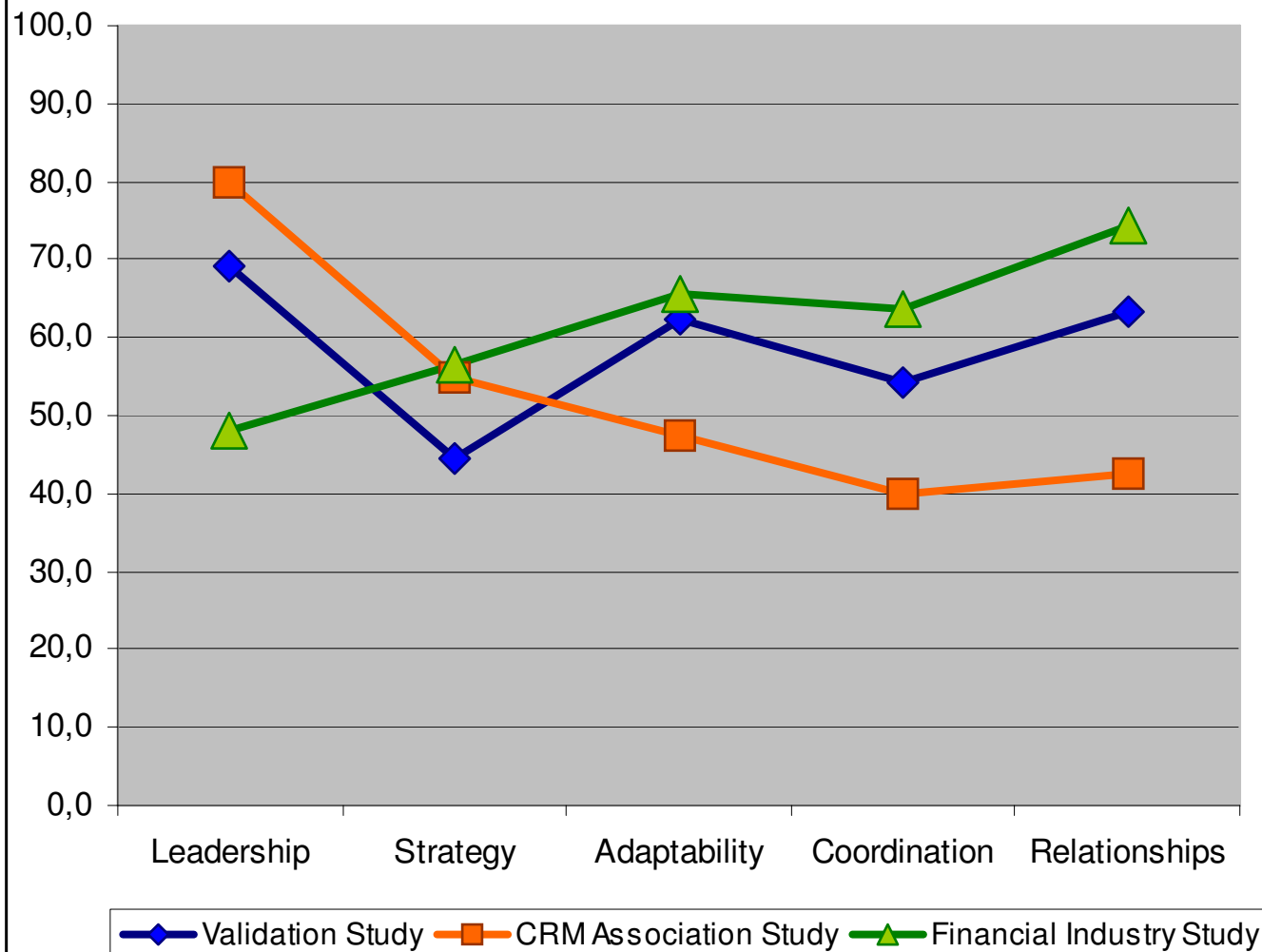
The CRM Status Validation Study

**The CRM Status of Organisations
in the Netherlands**

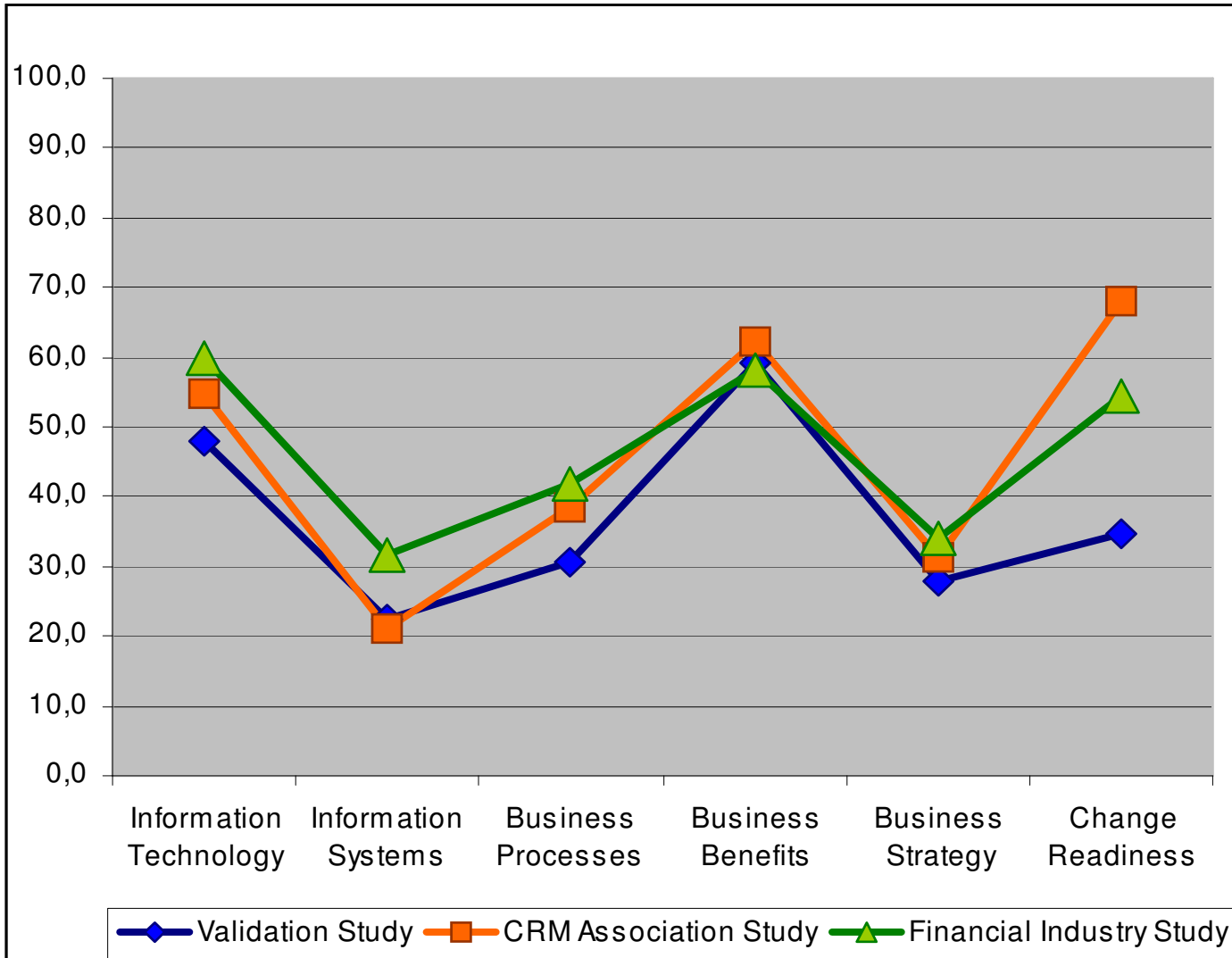
**The CRM Status of the Financial
Industry in the Netherlands**

Across health	CRM Excellence BV	NDC VBK
Alterim	Dalton Medical	PricewaterhouseCoopers
Amgen BV	DBS	Rabobank
Anonymous 1	De Goudse Verzekeringen	RVS Verzekeringen
Anonymous 2	Diabetes Fonds	Saab Nederland
Anonymous 3	Elka Pieterman	Skyline
Anonymous 4	E-Village	Suiker Unie
Antestare	Expertisecentrum Informatica, Media en Communicatie	TE
Arinso	Gauchos Eindhoven	Temet Nosce
B&S	Hampshire Hospitality & Leisure	Tourism Africa
Bakker Hillegom	Happy Customers	Uniek Graszoden
Beckman Coulter Nederland B.V.	ion-ip b.v.	Unilever Foodsolutions
Bosch	KAS BANK	Unit 4 Agresso Accountancy
C&A	Kia Nederland	ViCi
CE	Lucron	World
Credit Yard Group	Natuurmonumentum	xout

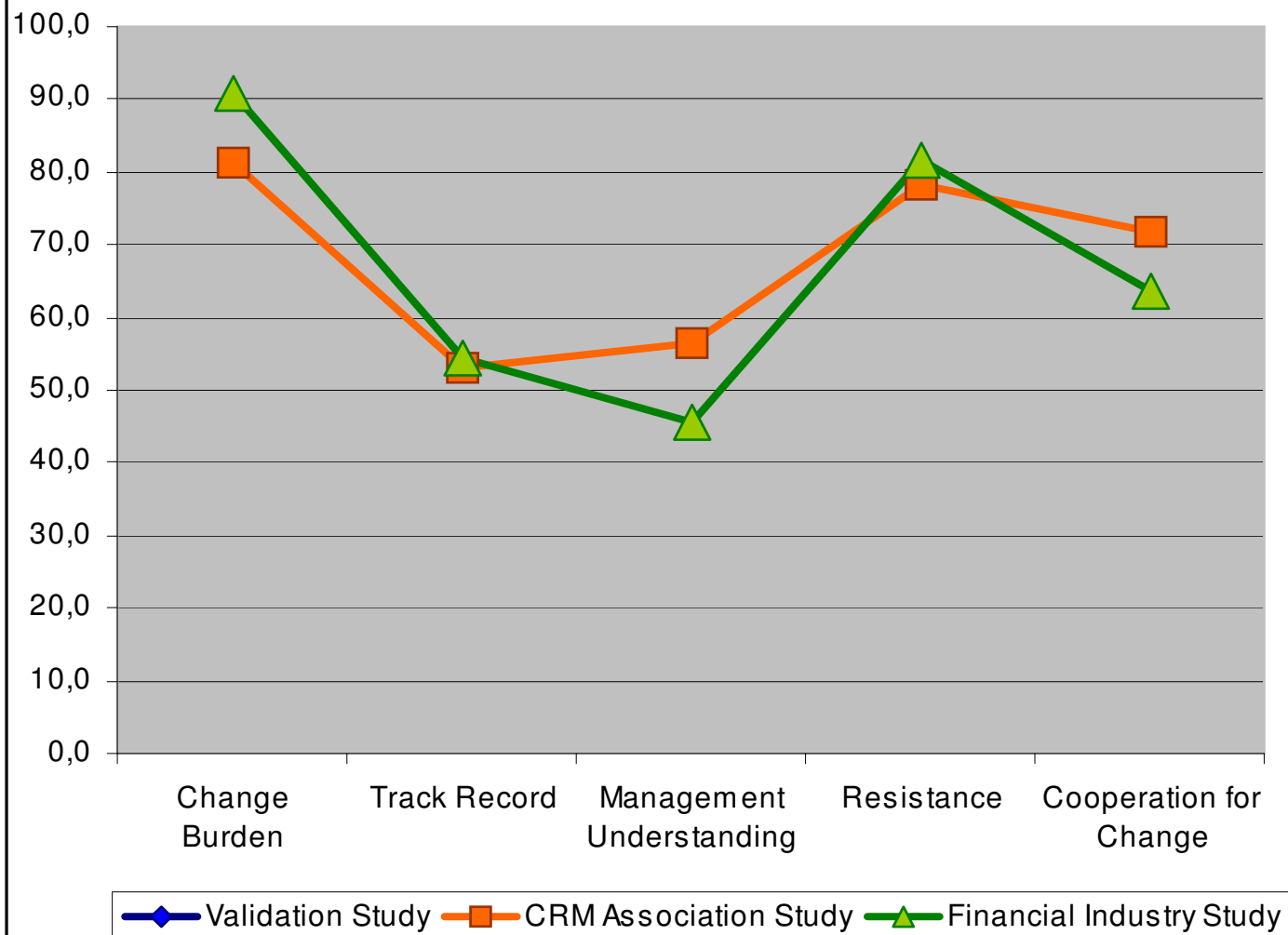
Organisational culture



Bridging the Gap



Change Readiness



The most significant findings:

- In terms of **organisational culture**:
 - Low strategy score implies that new CRM might not achieve any goals
 - High leadership score provides promise of some success
- In terms of **information management**:
 - Low IS score implies that CRM related information systems are NOT understood and managed well in their organisations,
 - Low BS score implies that information systems and technology strategies are NOT aligned with business strategies.
- In terms of **change readiness**:
 - A high change burden implies that current and new projects are at risk
 - High resistance implies more risk factors

So....
what do we do?

Potential responses:

- Identify key areas of concern
- Do one of two things
 - Address them
 - OR
 - Acknowledge and accommodate them
- Some nuggets for intervention
 - The process must be leadership driven
 - Go where the energy is
 - Obtain small wins, then amplify and communicate the successes
 - Build internal change management capacity
 - Simplify and focus rather than having too many initiatives running together
 - Align systems and processes to support change process
 - Create clear goals and ensure buy-in by from key stakeholders

Thank you

Sources

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