IT ROI® 信息方向：Information Orientation
**IT** ≠ **IT**

**Capital Flows**

- **IT** ≠ **IT**
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Information Orientation

• Conducted at Europe’s leading Business School -- IMD in Lausanne, Switzerland
  – Over 100 global companies including:
    – More than 1200 senior managers
    – Across 26 industries
    – Nearly 40 countries

• Leading international business publications

  Oxford  M.I.T.  Wiley
enterpriseIQ® is the only business metrics company developing **scientifically validated** performance measures.

Managers constantly think about performance.

Statistical validation process identifies common thinking.

Managers now speak the same language.
An application is enterpriseIQ’s Information Orientation metric which measures how effectively a company uses information.

EnterpriseIQ’s Information Orientation measure is directly linked to business performance.
Information Behavior and Values

Information Management

IT Practice Support

View
The Information Orientation™ metric

Information Orientation (IO)

Information Technology Practices (ITP) Capability
- IT for Management Support
- IT for Innovation Support
- IT for Business Process Support
- IT for Operational Support

Information Management Practices (IMP) Capability
- Sensing
- Processing
- Maintaining
- Organizing
- Collecting

Information Behaviors and Values (IBV) Capability
- Proactiveness
- Sharing
- Transparency
- Control
- Formality
- Integrity

Our key research finding: Senior managers share a mental model of effective information use
enterpriseIQ’s sustainable competitive advantage also lies in its proprietary benchmarking database.

As managers thinking has become measurable...

...enterpriseIQ® is able to continuously enlarge its benchmarking database.

Companies can now be cross-compared using enterpriseIQ’s validated performance metrics!
If business value is not improving with IT investment... the reason may not be IT.

- Technology projects tend to be rammed through the business with inadequate preparation and support

- Companies fail to evaluate and change corporate behaviors and processes to correspond with application capabilities (such as CRM, ERP initiatives)
enterpriseIQ® develops a standard interface to performance measurement

Senior executives quickly recognize their company’s strengths and weaknesses based on enterpriseIQ’s clear visualization techniques.
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The Information Orientation Dashboard™ shows how effectively an organization uses information.

The **IO Dashboard™** shows the direct relation of effective information use to business performance. It compares a company’s Information Orientation (IO) to eIQ’s cross-industry benchmark.
The IO Benchmark Plot™ is an easy-to-grasp high level comparison report

Senior Management Teams’ (SMT) or Individual Team member’s IO scores are placed in relation to eIQ’s benchmark data of business performance and future industry leadership.
The IO Strategy Scan™ comprehensively describes a company’s strategic priorities and corresponding business capability mix

- Emergent Strategic priorities
- Strategic Bias
- Capability Mix Past-Future
- Capability Mix Change
The IO Pathfinder™ automatically generates a prioritized prescriptive path

The IO Pathfinder™ can drill down into each capability to determine detailed IO improvement recommendations

**Example**

The Information Behaviors and Values Pathfinder™

1. Information sharing
2. Information control
3. Information integrity
4. Information transparency
5. Information proactiveness
6. Information formality

- Sharing information with colleagues: *Prescription: xxxxx*
- Sharing information within teams: *Prescription: xxxxx*
- Sharing information across functional boundaries, such as sales and manufacturing: *Prescription: xxxxx*
- Sharing information appropriately with customers, suppliers, and partners: *Prescription: xxxxx*
Dual data collection strategy allows for continuous performance monitoring and targeted management intervention.

First step

Second step

The performance of a company is modeled based on enterpriseIQ’s validated perceptual metric.

The performance of a company is modeled based on hard data from commercial software.

enterpriseIQ® database

Internal Apps

CRM

ERP

HR
Introducing the IO Security System™

• Using application software generated key performance indicators (KPI), the IO Security System™ will automatically monitor a customer’s IO performance and provides an alarm notice if IO dimensions fall below established zones of tolerance.

• Main components of IO Security System™
  – IO Prediction Model for continuous on-line IO monitoring
  – IO Security Service for IO corrective alerts
The IO Prediction Model is based on Case-Based Reasoning

Case-Based Reasoning (CBR) is a data mining technique which will be used to statistically approximate the IO Diagnostic data.

- CBR has been used for predicting
  - perceptual constructs in marketing, such as customer loyalty (satisfaction) or
  - customer response to advertising campaigns,
  - and credit risk in the financial services industry.

- This technique is also called “forecasting by analogy”

- For illustration purposes, it can be compared to Asian, non-scientific, methods of predicting earthquakes by observing unusual animal behavior (where no obvious logical connection between observed behavior and the subsequent earthquake can be seen)
How Case-Based Reasoning works: an example

Case 1

The KPI values

KPI₁ = 5.34
KPI₂ = 3.49
KPI₃ = 7.76
KPIₓ = y

Information Integrity = 3

In Diagnostic mapped to

Case 2

Case 3

Case x

Note: Induced rules are based on statistical, not logical connections!

for example:
If KPI₁=3.45 AND KPI₂=7.82 etc. THEN IO Integrity is most likely to be 5.
A customer project using the IO Security System™: How it all works

- Customer's Data warehouse
- ERP, CRM, system software, etc.
- eIQ customer
- eIQ Database
- IO Security System™ Client (KPIs extracted and transmitted)
- IO alarm notice
- IO alarm notice
- Web Access
- IO Diagnostic™
- IO Prediction Model
- IO Security Service
- IO Security System™ Server
- eIQ analyst
- eIQ analyst
Operational Information
Customer Information
Competitive Information
Distinctive Value Essential to compete
Necessary to operate
ERP
CRM/SCM/
Business Analytics

Asymmetry
High

Transparency
Low

TheInfoDifference

Distinctive Value

Essential to compete

Necessary to operate

Business Value Creation

High
Low
Growers possess a significantly higher capability for using competitive, information-based competition to operate.

Tomorrow’s IT Investment

Today’s IT Investment

Operational Information

Customer Information

Competitive Information

Distinctive

Essential to compete

Necessary to operate

eBiz Readiness
enterpriseIQ’s existing customers

Citibank®
(Central and Eastern Europe, Middle East, India and Africa)

Swiss Re
(Global)

Dubai Aluminum
(United Arab Emirates)

KPN Telecom
(The Netherlands)

novozymes®
(Denmark)

Siam City Cement
(Thailand)
enterpriseIQ’s client

- "HOLDERBANK" renamed
- Holcim: Global - cement
- Buehler: German - manufacture of scientific equipment
- Pictet: Switzerland’s premier private bank
- ABB: Global - engineering
The Power of the IO Metric

- **Proven** link to business performance
- **Effective** across all management levels, organizational structures, company sizes and enterprise-wide IS implementation
- **Global** and dynamic **benchmark** database/index
- **Cross** industry application
- **Powerful** Communication Tool
- **Comprehensive** **IT performance** measurement