BEING RESPONSIVE TO YOUR CUSTOMER: DEVELOPING CUSTOMER AGILITY THROUGH INFORMATION MANAGEMENT

Research-in-Progress

Pei-Ying Huang
National University of Singapore
Computing 1, 13 Computing Drive,
Singapore 117417
peiying@comp.nus.edu.sg

Shan L. Pan
National University of Singapore
Computing 1, 13 Computing Drive
Singapore 117417
pansl@nus.edu.sg

Meiyun Zuo
School of Information, Renmin University of China
Key Laboratory of Data Engineering and Knowledge Engineering (Renmin University of China), MOE, Beijing, China
zuomy@ruc.edu.cn

Abstract

As e-commerce offers new channels for companies to reach consumers, it also brings about significant challenges to the ability to response to customer changing needs, which is named “customer agility”. Both practitioners and researchers consider information management as a source of customer agility. Drawing on the information management literature, this research program attempts to propose an integrative information management framework to study the achievement of customer agility. Subsequently, a process model of how information management helps firms achieve customer agility will be developed. This is achieved by conducting a case study of a Chinese B2C company. This research in progress article presents the preliminary findings from the first visit to the company. It shows that customer agility is achieved through establishing information management structure, developing information management capability and instilling information behaviors and values. More interviews will be conducted in the next phase and the findings will be expanded.

Keywords: Customer agility, information management, case study, e-commerce
Introduction

The rapid advancement of Internet and information technology (IT) over the past decades has resulted in profound changes in the business world (Brynjolfsson and Smith 2000). The Internet and Web-based applications provide customers with many influential approaches to voice their comments of products or services (e.g. online product review and virtual community), requesting timely responses from the focal firm (e.g. Chen and Xie 2010; Kumar and Benbasat 2006). On the other hand, the changing customer needs are fueled by and intertwined with the rapidly evolving technologies, which generates a competitive environment characterized by unpredictable and constant changes (Iansiti and MacCormack 1997). As a result, customer agility, which is the ability to sense and respond readily to customer changing needs, has become an imperative for the survival and prosperity of firms (Sambamurthy et al. 2003).

At the same time, the technological advancement also brings about the dramatic increase of information (Granados et al. 2010), which reveals the great salience of information management in influencing firm performance (Cotteleer and Bendoly 2006; Davenport 1998). The chief information officer of Wal-Mart highlighted the importance of managing information: “we’re in a business that competes at the speed of information, and my job is to ensure that we present it (information) in such a way that we use it to drive execution and improvements in our business” (Wailgum 2007). This is further echoed by a recent study which shows the capability to manage information has significant impacts on the development of other organizational capabilities (e.g. customer management capability) and firm performance (Mithas et al. 2011). Therefore, we propose that superior information management practices enable firms to achieve customer agility and attempt to answer the research question: “how does information management help firms achieve customer agility?” Drawing on the literature of information management, we develop an integrative information management framework to study the achievement of customer agility. A case study methodology is applied to address the research question. This study attempts to develop a process model to show how information management helps firms achieve customer agility. The preliminary findings from our first visit to the case company will be showed in this article.

This study tries to make three contributions to the literature. Firstly, we develop an integrative information management framework that synthesizes the findings of existing studies. It responds to the research gaps pointed out by Anand et al. (1998) that researchers are not taking the lead in developing theoretical models of information management. Secondly, we try to enrich the scarce literature on customer agility. The examination of existing studies informs us that research on customer agility is still lacking (e.g. Roberts 2009). This study will provide some concrete and practical guidelines to lead firms to achieve customer agility. Lastly, this study tries to make contributions to the business value of IT literature. This will be achieved by developing a process model which shows how information management helps firms achieve customer agility. Kohli and Grover (2008) point out that how to develop information management capabilities to enhance digital business capabilities is an increasingly important topic that has been understudied. The current study will fulfill this theoretical gap.

Theoretical Background

Customer Agility

The current study adopts the definition of customer agility from Sambamurthy et al. (2003, p. 245), that is “the co-opting of customers in the exploration and exploitation of opportunities for innovation and competitive action moves”. This view highlights the pivotal role of customers in stimulating firms’ competitive actions. To make good use of this valuable resource of customer, firms strive to improve the interactions and communications with customers (Krishnan et al. 1999), study customer behaviors for better customer knowledge (Winer 2001), and establish a compelling online environment for customer interactions and information seeking (Nambisan 2002). As a result, firms develop the ability to leverage the voice of the customer for achieving market intelligence and sensing competitive action opportunities (Kohli and Jaworski 1990). This ability is labeled as customer agility (Sambamurthy et al. 2003). It overlaps with the concept of “customer responsiveness”, which can be defined as “the competence of an organization in serving customer needs through effective and quick actions” (Jayachandran et al. 2004,
While customer agility is consistent with customer responsiveness regarding the need to be responsive to customer requirements, it goes beyond this scope to include proactively fulfilling hidden customer needs and co-acting with customers to generate innovative ideas. This is further reflected in three distinct patterns of customer agility implied by prior research.

Firstly, the literature informs us that firms have invested millions of dollars in building their customer interfaces to interact and communicate with customers (e.g. Bitran and Lojo 1993; Krishnan et al. 1999). The customer interface involves contact with customers, including interactions that are person-to-person, via mail, fax, telephone, computer-mediated, and so on (Burke 2002). It allows firms to receive valuable information from customers (Roth and Jackson III 1995) so that better understanding of customer needs is achieved. This knowledge helps firms to adjust their interactions with customers for better customer satisfactions (Krishnan et al. 1999). Bitran and Lojo (1993) argue that the customer interface can be viewed as firm’s ‘moment of truth’ since the interaction through the customer interface will largely influence the customer’s perception of the product or service received. With the prevalence of Internet, online websites have become a very popular customer interface (Jiang et al. 2010). This new form of customer interface underlines the critical role of interactivity in determining the quality of website (Agarwal and Venkatesh 2002). Designing technical features (e.g. navigation bar) and social communication tools (e.g. live chat) provides the website with greater responsiveness to customer needs (Jiang et al. 2010). Since this way of leveraging the voice of the customer emphasizes reacting to customer needs through the customer interface, we named it as a “reactive” pattern of customer agility.

Secondly, many studies record that by leveraging data-based analytical tools, firms are taking the initiative to approach targeted customers, providing customized products or services (e.g. Mithas et al. 2005; Ngai et al. 2009; Rygielski et al. 2002; Shaw et al. 2001; Winer 2001). The real value of this approach lies in the gathering and dissemination of customer knowledge gained through repeated interactions with customers (Mithas et al. 2005). Based on this customer knowledge, firms can tailor their offerings to suit their customers’ requirements. Companies such as Siebel, Oracle, Broadvision and others have taken this approach to do everything from track online customer behaviors to predicting their future actions to conducting direct e-mail communications (Winer 2001). It has brought about significant improvements in detecting profitable customers, increasing the effectiveness of target marketing, and improving customer satisfaction (Dowling 2002). Due to the vast amount of customer information tracked online, increasing e-business companies tend to utilize data-based analytical methods to study their customers (Padmanabhan et al. 2006). Instead of being reactive to customer inputs, this way of leveraging the knowledge of the customer highlights taking the initiative to understand customers and customizing firms’ offerings. Thus, we labeled it as a “proactive” pattern of customer agility.

Thirdly, the emergence of new information technologies (e.g. online forum) has led to the formation of a new form of customer – organization relationship characterized by knowledge co-creation (e.g. Faraj et al. 2011; Ma and Agarwal 2007; Nambisan 2002). This relationship is usually reflected in the establishment of online customer community where broad communities of interest (e.g. customers) coalesce around specific products and services. By creating a compelling online customer community where customers can interact and explore product and service information, firms can provide optimal online experiences that are extremely gratifying and that lead to more innovative ideas about products and services (Nambisan 2002). Many e-business companies, such as eBay, have established online customer communities to allow their customers to share tips, point out glitches and lobby for changes. These customers have become their defacto product development teams (Sambamurthy et al. 2003). However, such benefits can only be realized when participants are motivated and supported to share information constantly (Ma and Agarwal 2007). This implies the need to incorporate a portfolio of incentive mechanisms in the design of online customer communities (Nambisan 2002). In short, “a perspective of knowledge co-creation with the customers” (Sawhney and Prandelli 2000, p.31) emerges with the advancement of technologies. This way of co-opting with the customer is named as a “coactive” pattern of customer agility.

**Information Management Literature**

Existing research on information management or information processing (hereafter labeled “information management”) is fragmented and short of an integrative view. Our review shows two streams of research on information management. On one hand, most previous studies on information management originate from the seminal works of Galbraith (1973; 1974), which is labeled as “information processing theory of
we propose that an integrative information management framework is composed by three dimensions: operational and managerial processes); (2) Information management practices (e.g. the capability to sense, gather, organize and disseminate information effectively); (3) Information behaviors and values (e.g. the capability to instill and promote behaviors and values for effective use of information).

Although the research on information management has received much attention over the past decades, there is a lack of an integrative information management framework to guide the relevant studies. An integrative view does not only help eliminate ambiguity among existing research, but also provides a comprehensive guidance for future research. Drawing on the prior research on information management, we propose that an integrative information management framework is composed by three dimensions: information management structure, information management capability and information behaviors and values. This framework is adapted from the study of Marchand et al. (2000) on information management capabilities, complemented by the information processing theory of the firm proposed by Galbraith (1973; 1974). There are three reasons for the modification of the existing framework. Firstly, an information management framework should ideally focus on practices tightly linked with information management. However, the “information technology practices” construct from Marchand et al. (2000) centers on managing IT applications and infrastructure instead of the information management activities. As a result, it falls into the “information systems perspective” which equated information management with the management of information technology (Mithas et al. 2011). Applying the information management structure to study the issues related to IT applications and infrastructure management is likely to compensate the shortcoming and make the framework more information-centric. Secondly, the information processing theory of the firm suffers from its static nature, which is a common problem of contingency theory. This type of theory deals with the question that how a static state of fit between structure and contingency causes high performance (Premkumar et al. 2003). It limits the application of this theory in a dynamic business environment. Injection of a capability view is likely to offset the inadequacy of this theory. Thirdly, the capabilities framework proposed by Marchand et al. (2000) fails to consider the costs associated with increased information management capabilities. As information management capabilities increase, the costs of establishing and managing such setting increase as well (Tushman and Nadler 1978). The information processing theory solves this issue by analyzing information needs to determine required information management capabilities. Thus the integration with information processing theory might enhance the robustness of the original framework. We will further review the existing works on the three dimensions to provide an integrative information management framework.

Information management structures have been discussed extensively in the research of information processing theory of the firm (e.g. Galbraith 1974; Mani et al. 2010; Tushman and Nadler 1978). The theory characterizes firms as information processing networks with limited information processing capacities that are faced with different levels of uncertainty (Galbraith 1974). Uncertainty sources such as task complexity, interdependence, and environmental turbulence create the need for information processing (Tushman and Nadler 1978). As such, the objective of the firm is to design the right information management structure that facilitates the right amount of information needed to cope with task uncertainty and achieve desired performance (Galbraith 1974). Information management structure refers to a feasible set of structural alternatives (e.g. standard operating procedures, hierarchy, and information technologies) which facilitate information-based activities within as well as across organizations (Tushman and Nadler 1978). Traditional discussion on information management structures centers on the organic or mechanistic forms (e.g. Galbraith 1974; Lee and Grover 1999). Organic structure is characterized by low levels of standardization and high levels of specialization, interdependence, and external communication. Mechanistic structure falls into the opposite. It is found that an organic design is more efficient under conditions in which tasks are uncertain or dependence is high, while a mechanistic structure is well suited both to tasks that are simple or repetitive and with low levels of dependence (Lee and Grover 1999). More recently, with the emergence of virtual organizations, researchers has started to investigate more complex IT-enabled information management structures, such as the network structures
(e.g. Ahuja and Carley 1999; Kwon et al. 2007; Pan et al. 2012). Researchers indicate that the structure of virtual organizations will be a more amorphous web of connections, changing constantly in response to information behaviors and values. For example, integrity, proactiveness and sharing are three important types of information behaviors and values proposed by them. Integrity is an organizational value that is against the behaviors of manipulating information for personal gains, such as purposely passing on inaccurate information. Proactiveness presents when organizational members actively seek out and respond to changes in their market and leverage this information to enhance existing and create new products or services. Sharing is the value that treasures the free exchange of non-sensitive and sensitive information. It occurs within organization and across organizational boundaries (i.e., with customers, suppliers and partners). A summary of the three dimensions of the framework is showed in table 1.

Table 1 Three Dimensions of an Integrative Information Management Framework

<table>
<thead>
<tr>
<th>Information Management Structure</th>
<th>Information Management Structure</th>
<th>Information Management Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>It refers to a feasible set of structural alternatives (e.g. standard operating procedures, hierarchy, product teams, and information systems) which facilitate information-based activities within as well as across organizations.</td>
<td>It centers on the levels of standardization, specialization, intra-unit interdependence, external communication and information systems. Organic structure is characterized by low levels of standardization and high levels of specialization, interdependence, and external communication. Mechanistic structure falls into the opposite.</td>
<td>(e.g. Galbraith 1974; Lee and Grover 1999; Mani et al. 2010; Tushman and Nadler 1978)</td>
</tr>
<tr>
<td>It might include (1) provide data and information (e.g. Kohli and</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Research Methodology

Given limited theory and evidence for how information management helps firms achieve customer agility, we adopted inductive theory building with case research methodology (Eisenhardt 1989). This method is appropriate for exploring a "how" question (Walsham 1995). Furthermore, both information management and customer agility are complex and multi-faceted phenomena that are embedded in organizational context (Pentland 1999), thereby, examining the phenomena through relevant stakeholders' interpretations is more suitable than applying a quantitative approach (Klein and Myers 1999).

We followed the theory-building process as prescribed by Pan and Tan (2011) to conduct this study. Case access to Karta (a pseudonym), a Chinese B2C company, was granted through our research collaborator. We spent two months on conceptualizing the phenomenon and developing the theoretical lens in the Framing Cycle (Pan and Tan 2011). It started with searching for "non-technical literature", such as books, magazines, newspapers, and electronic articles. The information gathered from these sources was further organized into formal slides which were presented in front of several case study researchers. This helped us to detect "the unique aspects and pertinent issues of the phenomenon or organization under study" (Pan and Tan 2011, p. 166). By doing this, we captured some unique aspects of the company: 1) Karta is a leading B2C company well known for its high quality deliveries, including the products and services. Its fast response to customer needs helps the company earn countless positive feedbacks from customers and stand out from its competitors. 2) Its B2C website is among the best e-commerce websites in China. Although the functions provided by the website are quite similar among other B2C websites, the user experience provided is far ahead of its competitors. This might be due to its customer-centric approach. 3) The CEO of Karta is a technical savvy person who had programmed for the websites since its inception. He highlights the core role of IT for e-commerce and strategizes IT as the locomotive of the company. So apart from being customer-centric, Karta is also a technology-driven company. Once the uniqueness of the company was found, we began to scan different theories from both management and IS literature. This led us to some pertinent theories or theoretical constructs, such as customer agility and information management theory. Accordingly an initial set of pertinent themes was identified. We also collected first-hand information from our Chinese collaborator. This information confirmed the archival data collected as well as the pertinent themes. This set of themes formed the "sensitizing device" (Klein and Myers 1999) to guide the following data collection and analysis.

The first visit to Karta was made in November 2011. Before we entered the field, an interview protocol, including an introduction of the research goals, a set of interview questions, and resources needed, was compiled into a formal document and sent to the company. A series of individual interviews were arranged with the middle and top management of IT department. Interview questions were designed to be open-ended, covering history, best practices and a typical workday routine. The initial theoretical themes were used to ensure that the open-ended interviews were following a general direction and a clear structure (Pan et al. 2007). Each informant was assured of the confidentiality of the data provided (Walsham 2006). The strategy of multiple investigators was used, which enhanced the creative potential of the study as well as confidence in the findings (Eisenhardt 1989). Data analysis was conducted at the same time as data collection to benefit from the flexibility offered by case study method (Eisenhardt 1989). A key feature of this approach is that concepts can emerge from data, rather than being restricted by a priori hypotheses (Strauss and Corbin 1990). This required us to adjust our direction constantly. A short discussion among investigators was conducted following each interview to compare the interpretations of...
different investigators. Furthermore, a follow-up discussion was conducted after dinner until midnight each day to analyze information gathered and adjust interview questions for the coming interviews. The 10 interviews, taking an average of 90 minutes were recorded and later transcribed by three research assistants. Whereas the interviews formed the primary source of data, they were corroborated by internal publications, organizational documents, and field notes. Multiple data collection allows triangulation, which offers stronger substantiation of theoretical constructs and hypotheses (Eisenhardt 1989).

We followed an iterative circle of moving back and forth among qualitative data, relevant theoretical lens and the emerging model to conduct data analysis (Pan and Tan 2011). The data collected from the first interview was coded and arranged according to the pre-identified themes aforementioned. We divided the empirical data into three main themes including information management structure, information management capability and information behaviors and values to examine how information management practices help firms achieve customer agility. A series of diagrams summarizing the empirical data and a detailed narrative were generated to facilitate data analysis (Langley 1999). Next, we compared these diagrams and the narrative with relevant literature to refine the preliminary model. This augmenting cycle (Pan and Tan 2011) allowed us to developed some preliminary findings which will be showed in the following sections. It is expected that more findings will be achieved from the follow-up interviews.

**Case Description**

Since Karta started its B2C business in 2004, it has experienced a remarkable increasing rate of 200% for six consecutive years. In 2010, the company had become one of the Top 3 B2C companies in China with more than 1.57 billion U.S. dollars sales per year and 35.6% market share in this market. Nowadays, the company has more than 25 million registered users and around 6,000 suppliers offering a comprehensive list of high quality products.

As a B2C company, the salience of IT for Karta is without a doubt. The CEO has profound knowledge of the B2C industry, which allows him to strategize IT as the locomotive of the company. Meanwhile, the service concept of “customer-centric” is highly treasured by Karta. It strives to provide comprehensive services to fulfill diverse online shopping needs. As a result, IT department takes responsibility for driving the innovation and providing more convenient services to meet customer needs. The IT department was initially established with 6 members at its creation and jumped up to more than 800 employees today. The massive recruitment of IT staffs shows the strong commitment and support from top management.

Compared with the offline business, a prominent feature of e-commerce is that selling a product online has become a highly information-intensive work. This can be interpreted from three aspects. Firstly, the physical layout of a traditional offline shop is replaced by a virtual environment full of all sorts of information. There is a need to organize the information to ensure that customers are able to find the information needed. Secondly, much customer information (e.g. transaction information) can be captured in the online platform. It takes significant efforts to leverage this information for competitive advantages. Thirdly, with the emergence of Web 2.0, user-generated information is highly valued. However how to engage customers in generating valuable information and manage this information is still a headache for most e-commerce companies. Our interviews with Karta’s top management and IT professionals show that the company has realized the crucial role of information management for e-commerce success and its associated challenges. This is reflected by one of the informants: “as an e-commerce company, the most valuable thing is information”. We also find that Karta has showed many effective information management practices which make the company responsive to customer changing needs. This might be the key source of its success. We explain its information management practices further in next section.

**Being Responsive to Customer Needs**

An e-commerce website provides many tools (e.g. online Q&A, navigation bar, and product reviews) to help customers find relevant product and service information, so does Karta. For example, the case company shows great proficiency in managing the online Q&A. We found that although there were countless questions regarding the product, delivery, payment, and invoice generated for every item, surprisingly the online Q&A provided a tailored answer to each question within a short time. This was illustrated by the Director of Website Product Department:
“When a question regarding the product is raised, the staff from Product Management Department is responsible for provision of an answer ... we have some strict rules to follow, such as our service personnel should provide an answer to the customer question within 20 minutes after it comes out.”

This proficiency in responding to customer needs roots in the seamlessly integrated systems which provide rich information to support reaction. The CEO compared the integrated information systems as “the blood” of the company. He led the team to develop the original version of the ERP system. The system is constantly upgraded and now providing all kinds of information, such as product details, information of the suppliers, information of the shipping process etc. As it was stated by the Director of Website Data Management Department:

“We have a complete ERP system in the back end. Customer service personnel can find much relevant information from the system, such as customer information, transaction information, including inquiries about the products.”

Karta pays significant attention to the e-commerce website design. They emphasize that an appropriate design should allow customers to find relevant information readily. They also believe that it is necessary to offer customers timely help when they fail to find relevant information. The Director of Software Quality Department told us: “A standard answer is provided for a corresponding customer inquiry, so that the same quality of service can be provided by different customer representatives.”

Integrity is high treasured by Karta in replying to customer request. On one hand, the company keeps providing accurate information to customer. For instance, they constantly examine the accuracy of information calculated by the system, such as the delivery time. As the Director of Platform Architecture Department described, “We concern about the accuracy of information, whether the results of calculation is accurate.” On the other hand, the company provides a “promise” for customer to guarantee its service. Based on the estimated delivery time, a promised delivery date will be provided to customer.

**Preliminary Findings**

A preliminary model was inductively derived (see Figure 1) through an iterative process between relevant literature, the qualitative data, and the emerging model. It shows that customer agility is achieved through establishing information management structure, developing information management capability and instilling information behaviors and values. We observed that Karta showed great responsiveness to customer needs through leveraging its sales website as a significant customer interface. The website allows customers to navigate through the web pages freely and filer through the information easily to retrieve relevant product and service information. If customers still find information offered on the website to be limited and not useful at times, the responsive online Q&A tools provide an effective channel to communicate with customer representatives for more information. The sales website generates a sense of flexibility and transparency in that customers can easily access relevant product and service information when they are shopping online.

As showed by the model, to achieve reactive customer agility, the organization should establish integrated information structures, develop information configuration capability and instill information integrity. The integrated information structure is a kind of information management structure that allows information exchange among applications of diverse systems. Existing literature shows that integrated IT infrastructures enable firms to achieve consistent information and better information flows, which further lead to significant and sustained firm performance gains (Rai et al. 2006). The integrated information structures improve the case company’s performance by providing a consistent source of product and service information from the connected systems. As a result, relevant product and service information can be readily retrieved. The information configuration capability refers to the ability to design information elements (e.g. product price and descriptions), the layouts and the interactive patterns of these elements to fulfill users’ information needs. This capability is of great value to e-commerce companies as it helps them answer the questions such as what kind of information is needed (e.g. Cenfetelli et al. 2008), where to show (e.g. Wells et al. 2011), how to show (e.g. Jiang et al. 2010). The observations from this case inform us that a holistic view of the website design becomes important, especially when the design of a single element is relatively fixed. This is reasonable, as customers are interacting with the website as a whole rather than just interacting with a specific element. The integrated information structures provide
an information source for the development of information configuration capability, which further allows the firms to design an effective online shopping environment. Information integrity is an organizational value that is against the behaviors of manipulating information for personal gains (Marchand et al. 2000). Cultivating information integrity among employees ensures the accuracy and consistency of information shared; thereby it reduces inconsistent actions in reacting to customer request. This allows firms to establish a positive identity among its customers. In short, the effective information management practices enhance firms’ capability to respond to customer needs and help them achieve reactive customer agility.

Future Research

The preliminary model shows the utility of using the integrative information management framework to study customer agility. This study is ongoing to further explore the relationship between information management and customer agility. The first round of data collection and analysis focused on how information management enables the company to achieve reactive customer agility. We also observed that the company leveraged data-based analytical tools to study its customers for customer knowledge. Furthermore, it leveraged the online community to facilitate the generation of innovative ideas. These two observations inform us that it might be possible to observe the proactive and coactive customer agility. Based on this knowledge, the data collection and analysis process will be reiterated to expand the model and theoretical constructs. We plan to conduct 20 more interviews in next phase and attempt to conceptualize and theorize the above observations based on our preliminary findings. Hopefully the preliminary model will be further validated and deeper knowledge of customer agility will be developed.

Conclusion and Expected Contributions

This study investigates the impact of information management practices on customer agility. An integrative information management framework is proposed to study how customer agility is achieved. The preliminary findings show that customer agility is achieved through establishing information management structures, developing information management capabilities, and instilling information behaviors and values. By doing so, we expect that this study will contribute to the literature from three aspects: firstly, it will contribute to the literature on customer agility. Given the salience of this capability (Sambamurthy et al. 2003), research should be conducted to enhance our knowledge. However, relatively few studies can be found on customer agility (e.g. Roberts 2009). This study attempts to provide deeper knowledge about this construct. Secondly, a contribution to the information management literature will be made by the current research. An integrative information management framework that synthesizes the findings of existing research is proposed. The utility of this framework will be showed when we utilize the framework to analyze how customer agility is achieved. This contribution will meet the need for theory development in information processing proposed by Dean and Bowen (1994). Lastly, this research will enhance our knowledge on the business value of IT. We underpin the finding that “information management capability is indeed a foundational capability that enhances other organizational capabilities” (Mithas et al. 2011, p. 251). This finding will be further elaborated by our study which shows how information management helps firms develop other organizational capabilities (e.g. customer agility).
References


Klein, H.K., and Myers, M.D. 1999. "A Set of Principles for Conducting and Evaluating Interpretive Field
Information Technology to Sense and Respond to Market Opportunities in Hypercompetitive Environments." Ph. D. dissertation. United States -- South Carolina: Clemson University.


