

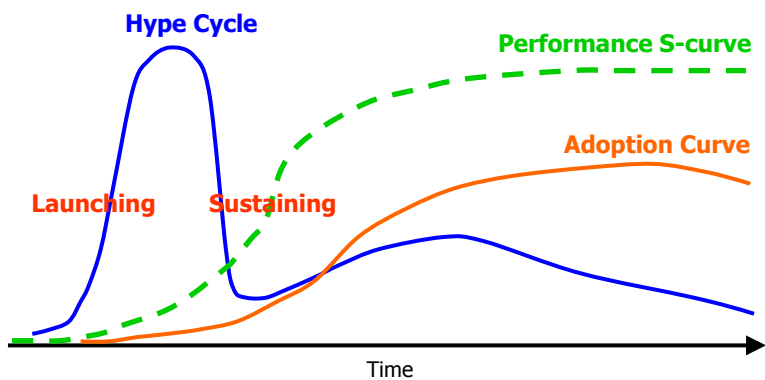
Organizing Vision & Institutional Entrepreneurship

Ping Wang



Collaboration with E. Burton Swanson

Institutionalizing IT Innovations



Linden & Fenn, 2003

2

Institutional Entrepreneurs Launch New IT

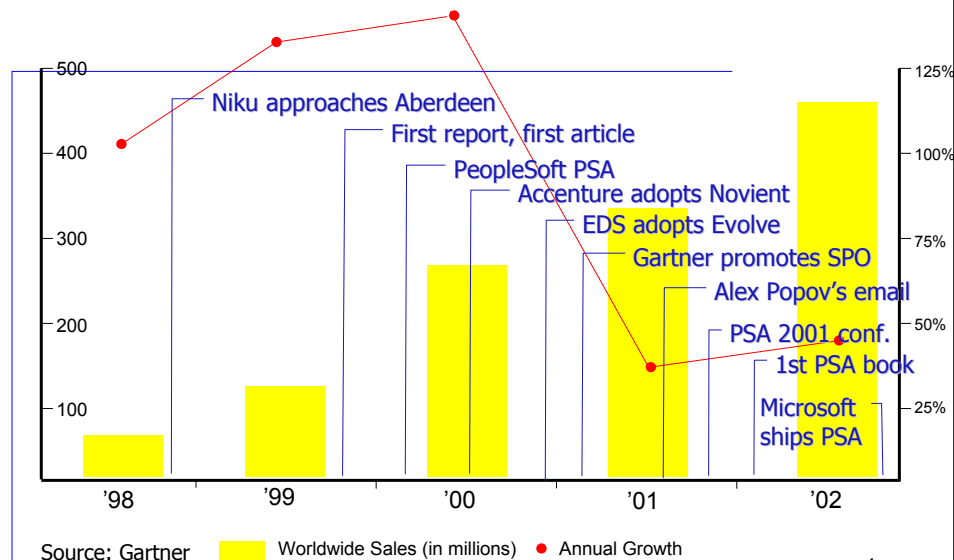
■ Challenges

- Distributed agency
 - Actions guided by self-interests
- Lack of legitimacy
 - Lack of knowledge
 - Lack of shared assumptions and beliefs

■ How do IE meet (or fail to meet) these challenges to launch new IT?

3

PSA Events, Market Size, & Growth



Organizing Vision in Launching

- Institutional entrepreneurs struggled to disseminate PSA vision in order to legitimize PSA.
- Cognitive legitimacy relies on **coherent** vision. However,
 - PSA label fragmented.
 - PSA vision fragmented.
- Sociopolitical legitimacy relies on vision of **success**. However,
 - PSA success stories were rarely heard.

5

Institutional Entrepreneurs Sustain Momentum

- Challenges
 - Alignment of interests may be ephemeral.
 - Attention attracted may fall away rapidly.
- How do IE meet (or fail to meet) these challenges to sustain momentum?

6

Special Ad Sections



CUSTOMERS ARE AN INVESTMENT. MAXIMIZE YOUR RETURN.

PeopleSoft Customer Relationship Management lets you capitalize on every customer interaction across your enterprise.

Only PeopleSoft CRM provides real-time information on all aspects of your customer relationship business processes—across your organization to determine the most profitable way to serve your customers. Simply PeopleSoft CRM turns every point of customer contact into a profit opportunity.

Learn more by visiting us at www.peoplesoft.com/crm or call 1-888-773-9272.

Customer Relationship Management	Supply Chain Management	Financial Management	Human Capital Management
----------------------------------	-------------------------	----------------------	--------------------------





Changing Marketing From Art to Science

Wells Fargo is one of a handful of top tier banks that has won laurels in both, leading money left and right behind sales in attracting wealth that shined the eye and challenged the mind. Marketing today isn't a mere sales tactic, a tactic for this game and increasing their ROI for service.

With the advantage of new technology and the wisdom gained from years of experience, marketing is the one area within the Customer Relationship Management (CRM) ecosystem that has risen out of obscurity, capturing the investments. Industry forecasts indicate that by 2010, marketing is expected to be the fastest growing part of the CRM market with a year-over-year forecasted annual growth rate of 10.5%. CRM is not a new concept, with a growth for the overall CRM market. A leading Group, another industry watch firm, estimates that marketing automation revenue alone will reach by 2010 over \$1 billion.





The Best CRM Show. Period.

Invest in Your Customer and Everyone Gains!

June 18-20, 2003 | Hyatt Convention Center, Las Vegas, NV

100% Customer Relationship Management | An Exposition

- CRM Education in Real Time!
- CRM Implementing
- CRM Case Studies
- CRM Success Stories
- CRM Best Practices
- CRM Future
- CRM Research
- CRM News
- CRM Awards
- CRM Exhibits
- CRM Networking
- CRM Entertainment
- CRM Hospitality
- CRM Transportation
- CRM Accommodation
- CRM Food & Beverage
- CRM Retail
- CRM Healthcare
- CRM Financial Services
- CRM Government
- CRM Non-Profit
- CRM Academia
- CRM Industry Associations
- CRM Media
- CRM Public Relations
- CRM Marketing
- CRM Sales
- CRM Customer Service
- CRM Support
- CRM Training
- CRM Consulting
- CRM Outsourcing
- CRM Integration
- CRM Interoperability
- CRM Scalability
- CRM Flexibility
- CRM Portability
- CRM Security
- CRM Privacy
- CRM Compliance
- CRM Risk Management
- CRM Disaster Recovery
- CRM Business Continuity
- CRM Sustainability
- CRM Social Responsibility
- CRM Ethics
- CRM Governance
- CRM Leadership
- CRM Innovation
- CRM Creativity
- CRM Collaboration
- CRM Communication
- CRM Connection
- CRM Community
- CRM Culture
- CRM Change Management
- CRM Project Management
- CRM Quality Management
- CRM Performance Management
- CRM Knowledge Management
- CRM Information Management
- CRM Data Management
- CRM Analytics
- CRM Reporting
- CRM Visualization
- CRM Modeling
- CRM Simulation
- CRM Optimization
- CRM Automation
- CRM Integration
- CRM Interoperability
- CRM Scalability
- CRM Flexibility
- CRM Portability
- CRM Security
- CRM Privacy
- CRM Compliance
- CRM Risk Management
- CRM Disaster Recovery
- CRM Business Continuity
- CRM Sustainability
- CRM Social Responsibility
- CRM Ethics
- CRM Governance
- CRM Leadership
- CRM Innovation
- CRM Creativity
- CRM Collaboration
- CRM Communication
- CRM Connection
- CRM Community
- CRM Culture
- CRM Change Management
- CRM Project Management
- CRM Quality Management
- CRM Performance Management
- CRM Knowledge Management
- CRM Information Management
- CRM Data Management
- CRM Analytics
- CRM Reporting
- CRM Visualization
- CRM Modeling
- CRM Simulation
- CRM Optimization
- CRM Automation

PeopleSoft is a registered trademark of PeopleSoft Inc. © 2003 PeopleSoft Inc. All rights reserved.

Organizing Vision for Sustaining

- Institutional entrepreneurs exploited momentum already acquired.
- They shaped CRM vision to extend legitimacy of CRM.
- CRM vision accentuates evolution & progress of the CRM technology.
- CRM vision points to new development:
 - New underlying technologies, business functions served, functionality, adopter segment ...

Conclusion

- IE can be much more than the strategic **activity** of but one or a few actors.
- OV shapes and is shaped in **both** launching and sustaining stages, but in **different** ways.
 - Dynamic character of the IT: a liability in launching, but an advantage in sustaining.
- IE adds insights of **institution-building** to innovation diffusion theories; OV is useful tool.

For paper, questions, and suggestions, please email
pwang@umd.edu

9