

# The Business Transformation Management (BTM) and its impact on the Continuous Quality Improvement(CQI) for having an effective Strategic Business Intelligence as well as a valuable Competitive Intelligence

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**Abstract-**This paper aims to explain how can the organizations develop a unique position in the marketplace, achieve a dominant strategic success and have a valuable sustainable competitive intelligence by trying to cut over the loop effectively of dealing with very dynamic and stressful forces of changes for exceeding the stakeholders' expectations which are usually the highest reasons that is pushing the organization to act reactively and working on unexpected direction. Consequently, here is the golden question, how can the organization react with these toughness forces for changing and improving with assurance and proactively? Is just applying CQI technique or applying one of the major change strategies -as developmental change or transitional change or even transformational change-only or applying the both. Here is a sub-questions will be pop up as, which approach should be implemented first, is there any conflict in interesting between them, which one will lead to Continuous improvement (CI)

This paper also presents the critical dark side of the planning, conducting and assessment of CQI approach that are totally damage any success of this approach on the long run and how the BTM dealing with that issue rootly through executing a new methodology. Also, This paper describes an innovative methodology for enabling and sustaining CI called " Interoperability Transformational of Continues Quality Improvement " (ITCQI), it is fully systematic overlapping between the BTM system in the interior of the CQI approach and I do develop a roadmap that will leads to the necessary output of having an effective competitive intelligence

In the final section, conclusion and future research directions are presented that to guarantee the most usefulness of organizational decisions successful regarding the implementation and sustainability of improvement programs by regarding its responsiveness of not only the new opportunities but also being a very effective entrepreneurship organization, rapidly growing market demands and being highly proactive in dealing with their valuable customer voices.

**IndexTerms:** Business Transformation Management- Continuous Quality Improvement- interoperability – innovation - valuable competitive intelligence- Interoperability Transformational of Continues Quality Improvement (ITCQI)- sustainability- strategic business intelligence



## 1 INTRODUCTION

Today's businesses face unprecedented challenges and changes. Globalization is creating worldwide competition for resources, talent, and products, (Oracle 2010). Besides that, Competitive intelligence has undergone a raising interest in recent years as a result of the information explosion and the sharpness of information technologies, (Paraschiv et al., and 2009).and adds that, Competitiveness is a natural relationship between businesses. Business competitors are other organizations offering the same product or service in the present time but also in the future

and also organizations that could remove the need for a product or service by offering substitutes or changing habits.

And according to Atem et al.,(2007) that customers yearning for continuous increase in quality and a corresponding decrease in price and delivery time, prevailing business strategies would always be unreliable to meet consumers' satisfaction. Organisations are always under immense pressure to meet the requirements of their stakeholders.

The efforts to fulfill the needs of various stakeholders

through the execution of business operations are often facilitated by management sub-systems that provide a systematic way to regulate the behavior of the system so that it consistently behaves in the desired manner, (Searcy, 2009).

As the number of standardized management sub-systems has increased, their integration becomes a necessity (Karapetrovic, 2008). So Richard et al.,(2004) mention that ,To reach the goal of utilizing their various resources and assets most effectively, companies need to be sure that decisions and ideas are generated at the lowest possible level of the organization.

Consequently, this obliges management of any firm who seeks to meet customers' needs to keep a watchful eye on windows of improvement and HP (2013) confirms that Organizations face challenges and opportunities, including:

**Tough new competition**—In addition to local, regional, and global competition, organizations now face unexpected pressures from new types of market entrants and even from entirely new business models. Emerging technologies, regulatory changes, and consumer behaviors can suddenly and dramatically accelerate speed-to-market. New competitors are often unencumbered by legacy infrastructure and processes, and may leverage as-a-service capabilities that require less capital investment, supporting a lower cost basis and pricing advantages.

**Higher consumer expectations**—Consumers and customers now demand more from every organization.

Consumers expect access to diversified, customized, and intelligent products and services. They want anywhere, anytime, any-device access to information that is context and location-aware on products and companies. Transactions must be convenient and seamless. And their focus is not just on price or product features, but also on how an organization fits into the larger community—from transparency and ethical behavior, to security, value, and environmental sustainability.

Deeply addressing the competitor and stakeholder perspective: this will produce entirely different business behavior and suggest the need for different management approaches. This could be understood by an example of the customer who is an important stakeholder. According to the competitive perspective, which has an overarching focus on the customer, if the customers are satisfied then the activities that produce goods and services are also acceptable (Searcy, 2009)? On the other hand, the stakeholder perspective states that customer satisfaction is only one of the important ( *primus inter pares*) aims of business, and the activities related to producing goods or service must be carried out in a way that does not adversely affect other stakeholders (Foley, 2005). Thus, the interests of other stakeholders must be taken into account.

Thus the organization needs to fully understand their own business manners as Foley (2005) states that Business behaviors are determined by the *raison* of the organisation and how a business interprets its environment. Of the very many ways in which a business may look at its

environment, two may be identified as dominant – one which has the “market and competitors” as a primary focus, and other which mainly focuses on the “broader business environment and stakeholders”

So, organizations need to improve and change their operations, procedures and policies. No matter what type of organizational change, whether it is strategic, technological, or structural, and no matter what category of transformation – enterprise, functional, or sourcing – every transformation can have a major impact on the organization – literally changing the way people work. By developing a risk mitigation plan to include end user adoption, organizations can ease any resistance to change, (Oracle 2010).

Improvement is not about using a set of tools and techniques. Improvement is not going through the motions of organizing improvement teams and training people. Improvement is a result, so it can only be claimed after there has been a beneficial change in an organization's performance, (CQI, 2015). So according to Knotts(2015) , Building a culture of continuous improvement starts with developing a strategy that involves measuring work, improving work, and changing work. Thus targeting the effective (CI), there are many curial challenges do need to highlight as:

According to MITRE ( 2013) that, it is very common for organizations to lose focus or create new initiatives without ever completing the change process for a specific program or project. It is critical to the success of a transformation program that the organization recognizes this fact and is prepared to continue through the process and not lose focus as the organizational change initiative is implemented. Commitment to completing the change process is vital to a successful outcome. And another challenge during the change process for having a sustainable effective result is mentioned by Mayo Clin Proc (2007)that Checking for defects and recommending changes without recognizing the effects of these changes on other parts of the organization may improve one process but harm others. Besides Gunnarsdótti (2014) adds that How do you empower all of your employees to get involved in CI?

-How do you enthuse and energize them, not just informing them of change but ensuring that they can contribute to the improvement process themselves?

-Are the methods which you use to do this effective?

-Can you harness new technologies such as enterprise social platforms to facilitate this bottom up contribution, or are such tools just likely to contribute to unstructured information overload? Fully understanding the process of the competitive intelligence as per (Paraschiv et al., 2009 ).

In the competitive intelligence process is a continuous interaction between producers and end-users of intelligence, both in the beginning phase to clarify the demands as well as in the feedback phase to establish the quality and utility for the resulted products.

Most companies that fails to implement quality program usually jumps into the program without clearly identify what made the program successful in the pioneer organization, because they quickly want success; they don't bother to invest the time and resources needed to execute groups' functional and hierarchical affiliation within the company, the communication must be individually adapted. Naturally, this does not mean that contradictory information should be provided; the communication of strategic objectives is standardized but it must be adapted for individual target groups in terms of its significance ,(Uhl et al.,2012).

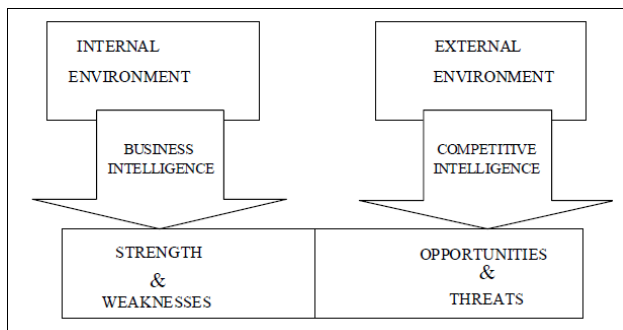
Therefore , Transformation could include reorganization, new business processes and relationships, including

## 2. LITERATURE REVIEW:

The goals of this review are to provide the most sufficient information to understand of the most common improvement methodologies which is continuous improvement (CQI), its quality the limitations and challenges . highlighting the basics of major improvement methodologies, and the core job of the BTA in dealing with CI and then explain the ITCQI and its road map for dealing with the weakness of the CQI and the strengthens of the BTA .

### 2.1. The perspective on having a sustainable Competitive intelligence :

Competitive intelligence is the analytical process that transforms scattered information about competitors and customers into relevant, accurate and usable strategic knowledge on market evolution, business opportunities and threats , (Paraschiv et al., 2009) and they add that ,Business intelligence is the activity of monitoring mostly the history of the company activity for information that is relevant for the decision-making process. Current information about the environment is needed in the analysis process to make reference to as industry benchmarks or just as direct competitors performance levels to compare against and the relationship between the business intelligence and competitive intelligence is illustrate on the figure ( 1)



the project ,(Atem et al.,2007) .And CQI,2015 . This is just the time to redouble efforts. It is a long-term haul to change behavior, therefore persistence and extra imaginative effort is the key “one message fits all” does not achieve the desired objective. Depending on the respective target creating new business entities, such as shared service centers, relocation and redeployment of staff, creating and utilizing new capabilities and enhancing employee competencies, and changing their behavior, attitudes and shared values (Uhl et al.,2012). Thus Transformation Management Process that enables organizations to respond more quickly and more creatively to changing market conditions, business and customer needs (Richard et al.,2004).

Fig 1 Business and competitive intelligence

Because it varies between organizations and these differences affect relative performance (Kogut and Zander, 1992). The importance of organizational knowledge is supported by the resource-based view of the firm, which suggests how some assets help firms create a sustainable competitive advantage, thus earning superior returns (Peteraf, 1993; Wernerfelt, 1984). Furthermore, the knowledge-based view of the firm supports knowledge as the chief asset of any organization (Grant, 1996; Grant, 1997; Drucker,1993). In fact, “...the only sustainable advantage a firm has comes from what it collectively knows, how efficiently it uses what it knows, and how readily it acquires and uses new knowledge” (Davenport, 1998). A variety of CI techniques including both lean and quality improvement methods encourage behaviors that embody learning and result in the creation of knowledge, which organizations need to support productivity and quality improvement efforts.

In particular, what is required is a balance and alignment between customer, organizational and business investment. In today's market, organizations not taking such an approach run the serious risk of failing to meet the expectations of shareholders. Table( 1 )depicts the new reality of doing business in today's global economy and lists those factors that must be considered for alignment between business and organizational needs to occur ,(Richard et al.,2004).

TABLE 1  
GLOBAL MARKET TRENDS: THE NEW REALITY CHALLENGES

- Globalization is increasing
- Speed of change is accelerating
- Cost of transactions is getting lower
- Coordination of activities is better
- Connecting with "new" is increasing
- Networked competing is increasing
- Disintermediation is a real issue
- Customers demand aggregation
- Attention is becoming a big issue

So according to Queensland Government (2015), that CI is an important part of an organization's ongoing functioning. It involves regular review and action on service delivery, processes and planning activities. Continuous improvement can be identified from results of a self-

occur every time the business changes marketing strategies, experiences a merger, acquisition or spin off, or moves to a new level of sophistication and globalization maturity. The result is a company experiencing an ongoing process of active, bottom line-oriented self-assessment and growth .

On the other hand, CI methods are based on the need to discover what is not already known, improving system wide performance requires continual learning (Senge, 1992). Knowledge is defined as a true justified belief (Alavi and Leidner, 2001; Nonaka, 1994) that can "enhance an entity's capacity for effective action" (Sabherwal and Becerra-Fernandez, 2003), and knowledge is created through the process of learning (Vera and Crossan, 2003). The knowledge a company possesses is significant

Therefore Gunnarsdótti (2014) explain that CI means a continuous drip feed of improvements. The risk is employees get change-exhaustion, and will soon become skeptical or even hostile to continuing change, if you communicate with them inconsistently. How do you give them a single source of the truth for all processes and 005)that the diagram below illustrates a complete system of CI.It demonstrates the non-sequential nature of the components as well as the cycle of continuous improvement. All of the areas of the diagram below are inter-related



Fig 2 a complete system of CI

assessment process, customer feedback, complaints or other service delivery issues that have been experienced. And Clifford Chance, 2014 define that CI as it Improvement is a combination of the well-established process improvement methodologies of 'lean' (which is about doing the right things) and 'six sigma' (which is about doing those things right).

## 2.2. The perspective of the continuous improvement( CI):

Improvement in business strategy, business results, and customer, employee and supplier relationships can be subject to CI. Put simply, it means 'getting better all the time',(CQI,2015) And Richard et al.,(2004) add this process must

procedures? How do you make it easy for them to find what they need, know which changes impact their role? And how do you know that they read and understood what's required of them?. And CQI (2015) agree with him by clarifying that all managerial activity is either directed at control or improvement. Managers are either devoting their efforts at maintaining performance, preventing change or creating change, breakthrough or improvement. If businesses stand still they will lose their competitive edge, so improvements must be made to keep pace and stay in business .

And according to Sterman et al.,(1999) that despite the demonstrated benefits of improvement programs such as total quality management and reengineering, most improvement programs end in failure. Companies have found it extremely difficult to sustain even initially successful process improvement programs. Even more puzzling, successful improvement programs sometimes worsen business performance, triggering layoffs, low morale, and the collapse of commitment to CI.

According to CFP and NCWRC

## 2.3.The Continuous quality improvement (CQI ) philosophy and challenges :

In brief, According to CFP and NCWRC(2005), CQI means different things to different people. For the purposes of this framework, continuous quality improvement (CQI) is the complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from, and revising solutions. It relies on an organizational culture that is proactive and supports continuous learning.



And Richard et al.,(2004) mention that , to create the "Culture for Success" that allows you to turn the Transformations into Profits. Putting the right people assets who understand what needs to be done in the right place at the right time will allow the change to be executed quickly throughout the organization.

It's not uncommon to successfully target one issue while also causing new problems elsewhere. Besides that ,This can cause people to lose faith in the project (Dixson et al.,2012) and According to Repenning N. and Sterman J., (2003), the root cause of failure to implement improvement tools is not ascribe to the particular tool use but as a result of how the tool interact with the environment in which it is being implemented,

Gunnarsdótti (2014) asks ,what's happening? If continuous improvement is so critical to an organization – why is it so difficult and why are so many projects doomed to failure?

so, This following section address the problems and obstacles of managing the main success factors of having an effective CQI system that makes organizations may pull out the program for unforeseen reasons :

#### 1. The stakeholders and the managerial scope factor:

i-How do you get all the stakeholders working together? All managerial activity is either directed at control or improvement. Managers are either devoting their efforts at maintaining performance, preventing change or creating change, breakthrough or improvement. If businesses stand still they will lose their competitive edge , (CQI ,2015).

ii-And Dixson et al.(2012 )add that Overcoming a perceived lack of ownership and professional or disciplinary boundaries can be very difficult. Clarify who owns the problem and solution, agree roles and responsibilities at the outset, work to common goals and use shared language . So managers need to address the fundamental trade-off between current and future performance levels ( Sterman et al., 1999)

iii- Problem in fully Meeting owner/customer requirements : as mention by Atem et al.,(2007) that the program was intended to be a one-time project to address a specific business need, i.e. identify a targeted cost savings, reduce defects in a manufacturing product line, reengineer a process, etc. and they don't give priority to customers' problems hence leaving them unsatisfied.

iv- Failure to deploy – when management bother to show concern, they do so just at the initial deployment or not beyond training for worse cases and when the low hanging

#### 2.3.1The CQI limitations :

Most companies that fails to implement quality program usually jumps into the program without clearly identify what made the program successful in the pioneer organization, because they quickly want success; they don't bother to invest the time and resources needed to execute the project. Atem et al.,2007

fruits have been achieved, no mechanism is set to keep the process going (Atem et al.,2007).

v- Seeking shortcuts – management of some failure organizations in implementing quality program that has been implemented successfully by its pioneer will base their program on some processes or tools while ignoring others and in some case management try to introduce a new program using the old ways or custom of the organization( Atem et al.,2007).

#### 2. The improvement mechanisms (process, policy, procedures, plans) factor :

a- Disorder of the improvement mechanisms ,which lead both the company and the customer to suffer as per Atem et al.,(2007 )some organizations simply lost interest, focus our attention. They did not make a decision to stop the implementation. Instead, it just happened.

b- Process Management tooling is inadequate for CI to operate efficiently as some processes are supposed to be treated as assets. They need capturing, analyzing, improving and deploying or else you're not going to exploit these valuable knowledge assets to best effect,(Gunnarsdótti ,2014).

c- Processes should be put in place to maximize learning such as discussing results in individual sessions, scheduling booster trainings, modifying training plans, and brainstorming ideas at staff meetings (Carey , 2010 ).

d- Monotony. Any process that is repeated over and over can get stale, become perfunctory, and lose its perceived value. CQI processes need to stay fresh. This may require modifying the methods (e.g., changing CQI methods, tools, coaches) (Carey , 2010 )

e-Despite the growing innovation of the number of tools, techniques and technologies needed for improving organizational processes, many organizations are still face with lot of difficulties implementing the tools, though a few succeed (Atem et al.,2007).

f- The CQI model emphasizes the view as a process and focuses on the system rather than the individual when considering improvement opportunities per Mayo Clin Proc, (2007).

### 3. Choosing of IQ methodologies factor :

Because continuous improvement methods are based on the need to discover what is not already known, improving system wide performance requires continual learning (Senge, 1992). The choice of QI methodologies- care plan-do-study-act (PDSA), six-sigma, and lean strategies -depend on the nature of the improvement project.

1. Within most methodologies, users will find similar techniques. Most methodologies typically include iterative testing of ideas and redesign of process or technology based on lessons learned, (Mayo Clin Proc, 2007) and,

b- Gunnarsdótti (2014) adds ,Despite all the different terms, techniques and methods available, there are commonalities between these different approaches - they all seek to continuously improve business processes in order to enhance business results. All too often companies are their own worst enemies when it comes to process improvement.

c- Lack of in-house expertise. Some CQI techniques require a specific type of expertise. For example, something as simple as a survey can offer complications: reliability and validity may depend upon question construction; sampling sizes, literacy concerns, administration methods (by mail, in person) and processes designed to ensure anonymity must all be considered. For these kinds of reasons, consideration must be given as to whether in-house expertise is available - or external expertise is needed - to ensure the effectiveness of the CQI plan. In an article for the Wall Street Journal last year, for instance, Dr. Satya Chakravorty, a professor of operations management at Kennesaw State University, claimed that nearly 60% of all corporate Six Sigma initiatives fail to yield the desired results. The implementation of quality tools is a major concern of most managers nowadays.

### 4. The Time factor

Insufficient time is perhaps the most commonly reported obstacle to CQI. In some cases, it is a valid issue and workload should be addressed before CQI processes are

implemented. In others, it is a mask for other concerns such as perception problems or staff discomfort. Understanding the root of the concern will be important before effective solutions can be devised, (Carey , 2010 ).

### 5. Regarding the data:

a- Data collection: it takes much more time and energy every time especially during the Data collection and monitoring systems : This always takes much more time and energy than anyone anticipates. It's worth investing heavily in data from the outset. Assess local systems, train people and have quality assurance,( Dixon et al.,2012 )

b- Data privacy: CQI methods have data privacy concerns (particularly if the CQI processes cross - functional ). These and other concerns are not explored or considered before and during and after implementation as mentioned by (Carey , 2010 )

### 6. The Measuring Factor :

a- It also takes too much and you could be paralyzed by information overload? Or perhaps you haven't got timely and relevant data you can trust to base sound decisions on(Gunnarsdótti,2014) .

b- Inadequate measurement - management usually measure the success of the program inaccurately, for instance they may accurately measure or make the internal process more efficient but give little attention to customers satisfaction because it demands more to successfully measure (Atem et al.,2007) .

c- Blumenthal et al.,(1998) add finding a proper balance between the real work of improvement and the needs of supportive measurement in other word the lack of supportive organizational measures that make sense and can be obtained with reasonable resources

### 7-The controlling factor :

a- If you need to regularly prove to auditors that your processes, procedures, controls and compliance obligations are all under control, you're going to have to contend with a considerable governance overhead ,(Gunnarsdótti ,2014).

- b- Otherwise the misleading the direction of the process will change process of the outcome as Atem et al., (2007) explain that, some organizations abandoned the technique because their managers did not know how to sustain improvement. No one had compiled a list of what the "improvement keepers" do to successfully sustain the benefits of improvement programs.

#### 8-The staff factor :

- a- Lack of employee engagement :Employee engagement challenges can be considered from two perspectives. How do you achieve adoption of change by the employees? How do you foster sustained commitment to bottom-up improvement?(Gunnarsdótti ,2014).
- b- in many organizations , corrections and supervision officers in particular often see themselves as independent operators with their own caseload, who are expected to exercise decision making based solely on their experience and good judgment and the occasional interaction with a supervisor, (Carey ,2010).
- c- Dixon et al.,(2012) mention that Relying on the intrinsic motivations of staff for quality improvement can take you a long way, especially if 'carrots' in the form of incentives are provided but they may not always be enough
- d- Link to performance evaluation: CQI presumes that the primary goal is to become a learning organization and continually improve services. A common mistake made by well-intentioned organizations is to tie the CQI process to performance evaluations. It may result in staff working hard to mask skill deficits or to seek to "look good and score well" rather than embrace opportunities to identify areas of improvement and gain further proficiency(Carey ,2010)..

#### 9. Leadership And commitment:

##### A-Leadership

- I- Lack of executive leadership - the management of many companies

implementing quality programs demonstrate very little commitments with regards to the program, they rather wholly or partially placed the coordination of the programs to middle level managers. This leads to a doubtful credibility of the program by floor workers ,( Atem et al.,2007).

- II- CEP and NCWRC (2005) addresses ,that CQI is not a time limited project or initiative. It is the ongoing process by which an organization makes decisions and evaluates its progress. Because for most organizations . It is a complete transformation in the way decisions are made, creating a comprehensive and complete CQI system takes a significant amount of time and effort.
- III- Under-skilled coaches. In addition to the expertise noted above, CQI relies heavily on other kinds of expertise. Those coaches conducting direct observation, for example, must have the requisite knowledge and skills to adequately evaluate the effectiveness of another or to provide feedback and coaching. These are not naturally occurring knowledge bases or skill sets and the efficacy of the process will be jeopardized if designated coaches lack expertise themselves, (Carey ,2010).

##### B- Commitment:

- I- Managers need to make sure that the source of commitment to ongoing improvement effort shifts from managerial actions to employee initiative(Sterman et al.,1999).
- II- According to Carey (2010) that Lacking of commitment to learning. It is common for an organization to determine that CQI should be a priority, push hard for implementation, only to change focus to something else just as quickly .CQI will generate learning opportunities only if the agency is truly committed to seizing them. It is a means to an end (learning and improved services).
- III- The implementation of CQI requires sustained and committed leadership which is a crucial problem as explain by Dixon et al.(2012) that Getting leadership for quality improvement right requires a delicate combination of setting out a vision and sensitivity to the views of others.

So Richard et al.,(2004 )sum up this problem by mentioning that ,the key barrier to success in most companies attempting to reach this goal is the lack of leaders who understand and can operate comfortably under the conditions of the radically different, faster pace of the new economy. What are needed are leaders who can focus on the -what's (new goals/ideas/customers/markets, etc.) as well as the how's (processes, investments, execution skills) at the same time.

#### 10. Organizational Culture :

- A- Staff may not understand the full demands of improvement when they sign up, and team instability can be very disruptive .so people do feel pulled in too many directions ,( Dixon et al.,2012). Especially the success of the CQI relies on an organizational culture that is proactive and supports continuous learning. CQI is firmly grounded in the overall mission, vision, and values of the agency, (CFP and NCWRC,2005 ).
- B- the fundamental challenge for improvement efforts which is often poorly met, is that of convincing workers that there is a real problem to be addressed ,( Dixon et al.,2012).
- C- And another cultural problem which is ,why they should engage and do extra effort
- D- Management in most companies that fails instead of relying on taking action they rather over rely on rhetoric when trying to nurse the culture necessary for quality program implementation (Atem et al.,2007).
- E- Technology. Some CQI methods and tools require technological support, whether audio/video recording equipment, automated software for offender self-testing, or equipment such as one way observation mirrors. Before a decision is made on the CQI plan, technological questions and resources should be explored

#### 2.3.2 The CI from the perspective of the Continuous Quality Improvement( CQI ):

These days, the customers expect more for less. Increased global and domestic competition has meant the status quo just won't cut it in the years to come. To stay competitive, you'll need a process for continuous quality improvement (CQI) (Kenneth et al.,2014).

Beside that there has been a tendency in total quality management (TQM) programmers to focus on

departmental improvement which does not improve business results overall. Departmental improvements may merely move the constraints or problem somewhere else in the process chain,( CQI,2015).

According to CFP and NCWRC(2005), CQI means different things to different people. For the purposes of this framework, continuous quality improvement (CQI) is the complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from, and revising solutions. It relies on an organizational culture that is proactive and supports continuous learning.

And Richard et al.,(2004) mention that , to create the "Culture for Success" that allows you to turn the Transformations into Profits. Putting the right people assets who understand what needs to be done in the right place at the right time will allow the change to be executed quickly throughout the organization.

According to CFP and NCWRC (2005) also ,that CQI is not a time limited project or initiative. It is the ongoing process by which an agency makes decisions and evaluates its progress. Because for most agencies it is a complete transformation in the way decisions are made, creating a comprehensive and complete CQI system takes a significant amount of time and effort. Any agency implementing CQI can expect the implementation will go through several stages of evolution and development. Thus, the implementation of CQI requires sustained and committed leadership

Thus ,establishing an effective CQI system, it requires updated and totally business transformation to have sustainable commitment of the stakeholders , visionary leadership ,shared language, one clear effective vision, cultural environment adoption , easing resistance to change and totally facilitating imperviousness to transformation as a update standard as mentioned by (Cann,2010 ) in the following figure ( 3 ) as this transformed standard track is acting as a "chock" to prevent from the frustration of any CQI programs and the increasing of the degree of the difficulty for the changing as mentioned in figure ( 4 )

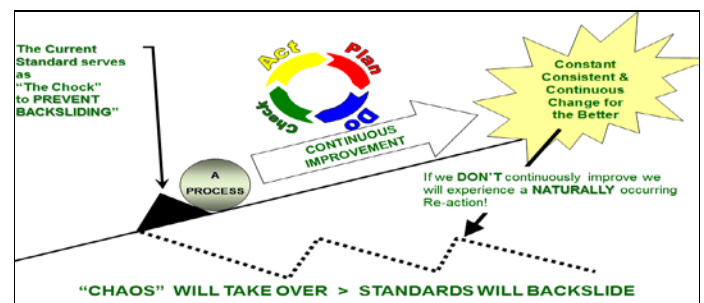


Fig. 3 The relationship between the current standard and the CQI life cycle



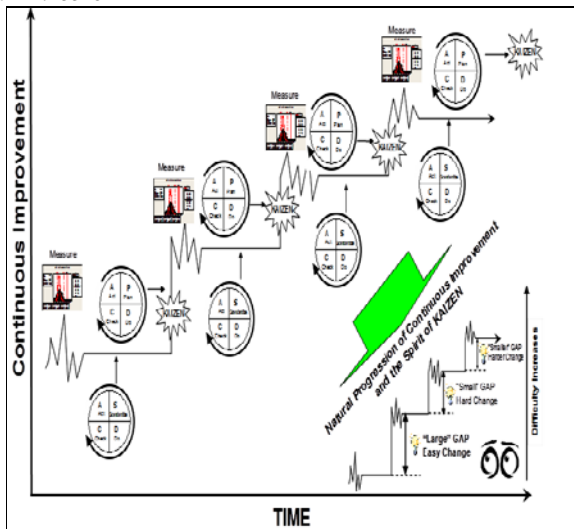


Fig. 4 The repeating CQI process

And the gap will be maximized and these programs will be acting as a problem generator especially when reaping the PDCA as mentioned on figure (5) By (Cann,2010) .

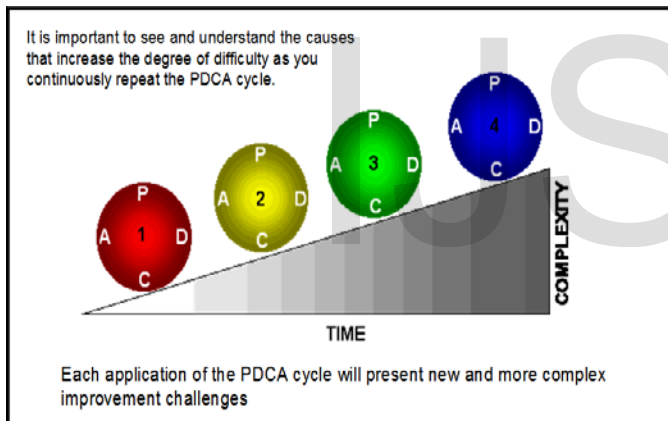


Fig. 5 CQI and the complexity level .

## 2.4. THE CHANGING AND BUSINESS TRANSFORMATION MANAGEMENT:

### 2.4.1 THE CHANGING APPROACH PERSPECTIVES FOR DEVELOPING EFFECTIVE CI:

For a business to develop a unique position in the marketplace and achieve strategic success, management must encourage innovative thinking and recognize the value in taking risks not only at the highest levels of the

organization but throughout the company. Only then the business will be able to effectively reach new customers and thereby improve profit margins and fuel business expansion. Therefore a "Culture of Success", which encourages reasonable risk needs to be created and supported by organizations (Richard et al.,2004). Therefore ,the change process depicted in Figure 2 is designed to help assess where an organization is in the change process and to determine what it needs to do as it moves through the process ,(MITRE,2013)

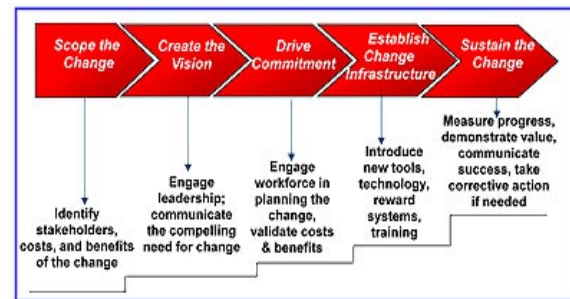


Fig. 6 An Organizational Change Process

And they add that ,by defining and completing a change process, an organization can better define and document the activities that must be managed during the transition phase. Moving through these stages will help ensure effective, long-term, and sustainable results.

These stages unfold as an organization moves through the transition phase in which the required transformational changes are introduced, tested, understood, and accepted in a manner that enables individuals to let go of their existing behaviors and attitudes and develop any new skills needed to sustain desired business outcomes.

### 2.4.2. THE CI FROM THE BUSINESS TRANSFORMATION MANAGEMENT PERSPECTIVE :

Transformation could include reorganization, new business processes and relationships, including creating new business entities, such as shared service centers, relocation and redeployment of staff, creating and utilizing new capabilities and enhancing employee competencies, and changing their behavior, attitudes and shared values. People need to understand the need for transformation and commit to a pace which is acceptable to them while enabling inhibiting walls between departments and businesses to be removed. ,(Uhl et al.,2012).

Subsequently Organizational transformation relies on five key elements that provide an overall framework for change. Each of these elements is considered a 'work stream' in the

transformation strategy, these five elements include: leadership, communications and stakeholder engagement, enterprise organizational alignment, education and training, and site-level workforce transition, (MITRE,2013).

The aim of the transformation management process is to help an organization align its human resource and business assets with its business strategy and customer needs, with the ultimate goal of enabling the organization to respond more quickly and effectively to changes in the global business environment,(Richard et al., 2004) .And according to Uhl et al.,(2012) that Business transformation is a complex and difficult process. The reason for that is the amount and diversity of stakeholders and interests, unclear expectations and responsibilities, and ineffective leadership and communication resulting in resistance, conflicts, anarchy and lack of support.

In addition the evaluations of customer, business and organizational needs; by investing in organizational needs to achieve desired business results; and by ensuring that each unit/division of the organization contributes to the company's profit,(Richard et al., 2004) . And thus and according to oracle (2010) , transforming the business is a key management process that has now become an everyday practice. In other words, managing a business now equates to transforming it. While transformation can have a significant impact on the people in an organization, those same people can have an even greater impact on the transformation .

As a result , Business transformation is a broader and more demanding undertaking than a simple technology transformation. True business transformation requires organizations to think and act in new ways, and demands a higher level of maturity and preparation( HP,2013) and according to Uhl et al.,2012 which provides an overall map of the change territory and allows understanding of the iterative nature of business transformation. Based upon the

transformation lifecycle, the business transformation can be efficiently organized as figure ( 7).

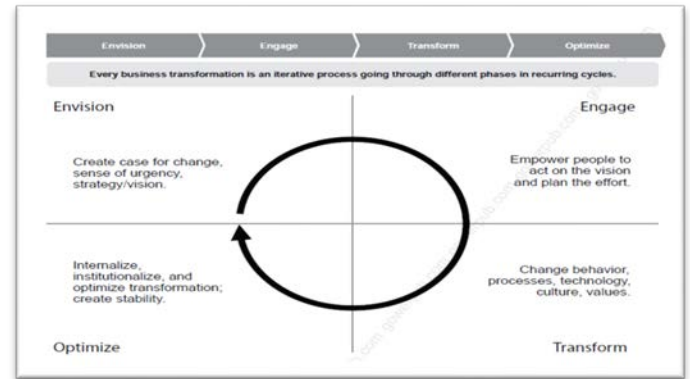


Fig. 7 Business Transformation Lifecycle:

One principal empowering influence for a compelling change procedure is the distinguishing proof of an unmistakable viewable pathway between the larger hierarchical objectives and the objectives characterized for the individual worker. This implies the course of general transformational objectives must be made particular for every administration discipline and hierarchical part. Besides, the fell objectives must be significant for the worker as far as motivational substance too in pertinent dialect that empowers them to comprehend both "What's in it for me?" and "What am I expected to do?" This implies "one message fits all" does not accomplish the wanted goal.

The mistake that hampers a smooth business transformation is considering the transformation process as strictly linear; in essence, the transformation process is iterative and goes through different stages in recurring cycles. Therefore, a stage model with recurring phases is required. Table (2) shows the four steps: envision, engage, transform and optimize.

TABLE 2  
THE CONTINUOUSLY OF THE BUSINESS TRANSFORMATION:

stage		Goal	Requirements	Expected outcome
Envision	This phase embraces the “why” as well as the “how” question of change. “Why is business transformation needed and how capable is the organization to manage the Transformation?” This phase diagnoses the need for business transformation.	1-the strategy and vision in dealing with the change need are developed 2- create commitment to the developed strategy within the top Management	1-Recognition of the need for business transformation 2. Identification of strategy and vision	1. Analytical capability 2. Creativity 3. Foresight

		team.		
Engage	This phase represents the mobilizing of commitment in the organization. Involvement and communication are essential here, as well as the establishment of discrete projects to deliver change and drive momentum	Transformation requires a clear understanding throughout the entire organization of what change is required, why it is required, how it is to be achieved and measured, and who is responsible	1. Detailed planning 2. Alignment with business function	1. Communication of transformation 2. Establishment of discrete projects
Transform	Transformation could include reorganization, new business processes and relationships, including creating new business entities, such as shared service centers, relocation and redeployment of staff, creating and utilizing new capabilities and enhancing employee Competencies, and changing their behavior, attitudes and shared values.		People need to understand the need for transformation and commit to a pace which is acceptable to them while enabling inhibiting walls between departments and businesses to be Removed.  1. People's understanding and commitment 2. Changing the IT success	1-New business units (e.g. service centers) 2. New business processes 3. New relationships
Optimize	Transformation must be embedded and internalized as the new "business as usual". The institutionalization of transformation - ensuring that quick wins are consolidated, processes and achievements are measured, and any laggard behavior is addressed - will create the conditions for effective business transformation and ensure that change Capability is enhanced.		Measurement of processes and achievements 2. Laggard behavior is eliminated	Internalize, institutionalize, and optimize transformation 2. Create stability

## 2.5. The perspective of ITCQI:

The " Interoperability Transformational of Continues Quality Improvement " (ITCQI) is a new managerial approach and iam defining it as " A systematically process of a holistic and realistic integrative business

transformation management (BTM) and Continuous Quality Improvement (CQI) activities that are acting on constant feedback, evolutionary changes and quickly removing obstacles to efficiency that enabling smooth operations and high-quality which are critical to the successful delivery of sustainable and balanced business

intelligence to internalize new forms of behavior and empowered to deliver a superior continuous improvement and innovation” .

#### 2.5.1. The roadmap of effectively conducting ITCQI:

To implement this new approach the organization needs to effectively Interoperability the BTM system with the CQI approach to guarantee :

1- The maximum effectiveness level of the CQI technique with minimizing its limitations as much as we can

2-getting input from all the employees and their executive managers departments ,divisions to within the entire organization to make them accountable for providing effective solutions for ongoing issues

3- Working with external customers to decide how the corporation will make them fully satisfied with their products or services.

##### 1st -Preparation stage ITCQI:

1. Gather information:Go slowly and methodically because a culture change of this magnitude could take years to fully implement(Kenneth et al.,2014) .And CFP and NCWRC (2005) explain that ,People involved with and in the system have valuable input and CQI seeks to use all available sources of information, including, but not limited to, input stakeholder input, staff feedback, personal experiences, and MIS reports
2. The effective engagement: According to CFP and NCWRC(2005 ) the meaningful and active engagement of staff at all levels, and stakeholders is essential . Those who are closest to the work must be true partners in using their experiences to explain the practices underlying the data and in making recommendations for improvement based on those experiences.
3. The overlapped commitment: it needs a highly commitment from the whole organization hierarchy and the commitment must also be highly visible. It is not enough to have a quality policy signed by the chief executive. If executive management does not demonstrate its commitment by doing what it says it will do it cannot expect others to be committed to the policy ,( CQI ,2015 ).

4. Evaluating and Assessment : Evaluating current behaviors of leaders, middle manager, employees, the CEO/President, suppliers, and even your customers, will highlight the gaps that you might need to close.(Knotts,2015).Therefore , MITRE (2013) structure an effective the way of understanding that the development of organizational transformation strategies involves the deeply assessment of the following:

- A. Enterprise Organizational Alignment: Assess the sponsor's organization to determine how the transformation will specifically affect the organization and any external stakeholders. The transformation may be creating new organizational units or user roles to be filled by current employees. Understanding the gap between present and future roles and responsibilities is critical to prepare the organization to successfully adopt the change.

In consequence, Understanding and managing staff resistance to change is one of the people aspects of projects. Every organization should develop a strategy for gaining stakeholder buy-in, (oracle,2015). Lastly Assess the organization strategy by outlining a strategy is done by determining the steps to close the gap between where you are today and where you want to be, (Knotts,2015).

- B. Leadership: Assess the sponsor's leadership. Mobilizing leaders is critical to spearheading a successful effort. Leaders play a vital role throughout the life cycle in promoting the initiative; ensuring resources are available and able to support the effort, and resolving critical implementation issues as they arise. Leaders must be aware of outcomes across the organization and be able to make decisions accordingly.

Thus, the leaders of any organization must model the way. They must show all of their employees why this process is so important, not only to them but for everyone in the company. Keep up this type of communication, or your personnel may see it as merely another “flavor of the month.” (Kenneth et al.,2014).

Hence ,according to Oracle(2015) that ,the time and effort leaders must invest to visibly support the transformation should be viewed as a long-term investment that pays dividends long after the project is completed.



C. Knowledge Management: Assess directly and indirectly affected users to determine if they are prepared to adopt the transformation. While training is delivered just prior to "going live," education needs to occur much sooner. End users must understand what is changing and why, before they are trained on "how." This assessment is tightly linked with leadership and communication assessments.

D. Communications and Stakeholder Engagement: Identify key stakeholders (those who will be impacted), determine how best to communicate with them, and keep them involved. Effective communications allow for two-way dialogue, so issues can be understood, and changes can be made appropriately. Assess access to stakeholder information. Access to stakeholder information is critical to the training team, which must determine which groups need to be trained and how.

E. Site Level Workforce Transition: The relationship between headquarters and field offices adds complexity to the organizational assessment. Systems engineers must be cognizant of the need to assess field offices as part of the over-all organizational assessment. The success of organizational changes to each site will depend on the degree of involvement by its local team. Each site likely has its own processes, issues, constraints and numbers of people affected. Therefore, they must each be accountable for developing a transition plan that is tailored to meet their needs.

## 2nd - Planning stage of the ITCQI:

Project teams are employed with enabling agile business processes by developing standards, guidance can be provided for project team members and help to gain buy-in of the „to be state of the business processes to bring greater results to the organization, all the while managing the people, process, and technology changes,(Oracle 2010). Thus ,when you implement change into an existing process, be aware of how other processes will be affected as well. Examine and modify the entire system on an ongoing basis, if necessary, to ensure its success. (Kenneth et al.,2014)

And according to also Oracle (2010) that Involving executive sponsors in the planning and execution and giving them sufficient opportunities to understand and influence the process is one way to get leaders aligned and on board.

## 3rd -Executing and monitoring stage of the ITCQI:

to execute a successful ITCQI system and During the implementation the ITCQI team should implement this new approach on the strategic , the tactical and action levels .Mayo Clin Proc (2007),clarify that Within an organization, it requires a commitment to constantly improve operations, processes, and activities to meet patient needs in an efficient, consistent, and cost-effective manner.

### A-Concerning the strategic level

- the ITCQI team need to focus on the organization's ability to effectively capture and communicate "current and future state processes" in a way that keeps both the transformation processes and the business going at full speed to execute process innovation, manage knowledge as a strategic asset, and ensure effective adoption of change (Oracle 2010)
- Install and establish the transformation lifecycle with the four phases: envision, engage, transform and optimize. ,(Uhl et al.,2012).
- Get the middle and entry level teams involved in the discussion on why quality improvement is so important to your organization Kenneth et al.(2014). And oracle(2010) add that ,without educating end users, the risk of failure increases and the result becomes failed transformation projects
- Kenneth et al.(2014),emphasize your desire for an ongoing relationship that is not just based on price but on quality as well
- Orchestrate the individual management disciplines as an integrated and holistic approach. ,(Uhl et al.,2012).
- Specify the cascade of the overall transformational goals for each management discipline and organizational member. ,(Uhl et al.,2012).

b-Concerning the tactical level :(Oracle 2010) strongly highlight the following on the tactical level :

- Supporting the human performance side of any implementation is a very critical task and
- Securing employee participation and buy-in early on in the project will help ease the resistance to change. Barriers to change can never be avoided

completely, but by actively addressing them, organizations can increase the likelihood they won't become show-stoppers

- Assign roles and involve the business transformation manager in the process of transformation. ,(Uhl et al.,2012).

C-Concerning the operational level

- Being specific and communicate why your customers or clients expect the highest quality.
- Create commitment across all involved parties and facilitate the buy-in from all important stakeholders and employees. ,(Uhl et al.,2012).
- Cultural environment is set by skillful use of communication in order to provide a clear purpose and good understanding of transformation need, benefits, risks and change needed,(Uhl et al.,2012).

#### 4th - Controlling of the ITCQI:

##### 1. Be patient

It's unrealistic to expect your organization to become a CI culture and becoming a learning organization overnight. Culture transformation takes a great deal of time. Be patient but persistent.

##### 2. Never stop

Quality standards and expectations change over time. What is considered high quality today could be considered mediocre tomorrow. Quality maximization should be viewed as a continuous endeavor. Correcting quality issues immediately when discovered, preclude problems before they occur and find ways to improve current processes. (Kenneth et al.,2014)

#### 5th - ASSESSMENT STAGE of the ITCQI:

There is no improvement without measurement. An organisation must establish current performance before embarking on any improvement. If it does not, it will have no baseline from which to determine if its efforts have yielded any improvement (CQI ,2015).

And according to CFP and NCWRC(2005) that ,CI supports practices, programs, and policies, by ensuring regular assessments of where and how improvements need to be made. It requires leadership and vision from the top-levels of the agency, but it develops into a

bottom-up approach to problem identification and solution planning .

Subsequently, measuring your work against defined standards is a must. What is measured is determined by each step of your business process. This must be gathered frequently, presented in a way that everyone understands, made visible to everyone who needs to use them and include both quantitative and qualitative data,(Kenneth et al.,2014).

#### 6th- Closing of the ITCQI:

Having a well-developed and sustainable CI system as following :

- Concerning the operations management :highly increasing efficiency, change from being something that we do 'to' the way we work and will simply become the way we work. This will involve an even greater focus on understanding the client's particular requirements for each piece of work, (HP,2013).

Thus Create and nurture a work environment that is characterized by an ongoing desire to learn and improve; Identify those practices that are working well; and Identify those practices in need of attention and determine the specific enhancements that are needed to support improvements in the quality of service delivery (e.g., staff recruitment; training; coaching; technological advancements; the use of incentives; etc.); and Improve outcome,(Carey ,2010).

- Concerning the external stakeholder :  
Increasingly incorporated into the client's team, not as a supplier or external adviser, but as an integral element of the transaction .By fully understanding the scope and challenges of an enterprise-class transformation, organizations can enhance the outcomes of these crucial undertakings. (HP,2013)
- Concerning the internal stakeholder:
  - Effectively train their staff in administering assessments, improved outcomes result (Motiuk et al.,2001).Establish internal quality assurance processes, recidivism rates decrease (Lowenkamp & Latessa, 2004; Lowenkamp & Latessa, 2002).
  - Modify their approaches based on the results of their quality processes, the realize substantially better outcomes, including

improvements in cost-benefits and effect-size results,( Pukstas et al.,2008)

#### 7th -Communicate of the ITCQI:

Open and frequent communication is crucial to successful change management. At the point when affected people get the information (straightforwardly and in a roundabout way) they require about the advantages and effect of the change, they will all the more promptly acknowledge and bolster it.

According to Uhl et al.(2012),that People need to understand the need for transformation and commit to a pace which is acceptable to them while enabling inhibiting walls between departments and businesses to be removed. The rational and the emotional elements have to be brought together to win hearts and minds.

Shifting the Business operation successfully at a speed which allows the organization to keep on competitive is often the critical enabler of a transformation.

Thus Competitor intelligence needs to be evaluated and selectively communicated to all who need to make decisions based on what customers, suppliers, or other companies in the market are doing or are likely to do. Even if this stage seems well understood and well supported by communication technologies, a new cutting edge technology was developed in order to fully achieve this goal - Knowledge Management ,(Paraschiv et al., 2009).

#### 8th - SUCCUESS SATEG of the ITCQI:

Ignoring this step or not doing it well will eliminate the outcome( long term benefits ) of ITCQI . In other word how the organization reach this stage and sustain it ,their improvement and its competitive intelligence will be absolutely continuous .

Therefore, each key activity has an equally specific CI goal and objective, with a fully unblemished target . The entire organization is well- interrelated and working together in a very effective suitable dynamic way. They are not ordered in priority any more , as all are equally important to an effective CI system(CFP and NCWRC,2005). This last phase will assure the informational and decisional superiority with results in obtaining competitive intelligence so to keep it on effectively , the organization need to do the following

##### 1. Celebrate:

Don't forget to celebrate your quality improvement accomplishments with your team. Acknowledge everyone's efforts and successes and provide ongoing feedback to your employees on a regular

basis. Don't wait for an annual meeting or quarterly function to provide the recognition; recognize contributors when the implementation occurs. (Kenneth et al.,2014)

##### 2. Reward success:

According to CQI(2015) that ,the encouragement of people who have initiated improvements, however small, is an important component. This can be done in many ways, from displays on special improvement notice boards to the awarding of prizes. The sudden introduction of a show business style into a staid environment may lead to cynicism rather than effective promotion of improvement. Rewards may, but need not, have a financial component

##### 3- Superior competitive intelligence:

To successfully undertake a business-wide transformation, organizations must be willing to seek innovation from other companies or industries, and adapt and apply those insights as appropriate. Strategic transformations may address a wide spectrum of issues, including business and operating models, products and services, marketing, customer relationships, technologies, human resources, and corporate cultures (HP,2013).

##### 4- Create New Habits.

Appropriate levels of training, are the structure to run , leadership in line and on board to support, etc. These basics need to be in place at the start or well on their way through development because when your people are ready, they are ready (Knotts,2015)

#### 2.5.2The output of the ITCQI :

First ,Having the shared language, Having the right cultural environment is set by skillful use of communication, Having the most intellectual element where employees understand what is being proposed and what it means for them, Having the positive emotional aspect to the communication and the change message and commitment to it ,are fully ensured

Secondly ,regarding to the Workforces are fully addressed that the organization has a purpose and that the change will contribute to their sense of what the organization stands for and is identical with its core values.

Third , the whole organization has one clear effective vision .Vision is usually at the heart of the transitional

process (Collins, 2003) but this does not necessarily mean grand vision – that is, the vision for the entire organization. On occasion, transformation may take place with a department or a business unit. Nor does it mean that business transformation requires visionary leaders (Goffee and Jones, 2000)

Fourth, which is the most important, absolutely guaranteeing that end client adoption, easing resistance to change and totally facilitating imperviousness to transformation. They empower organizations to effectively design, deliver, and implement a demonstrated change management experience for individuals, procedure and innovation

### 2.5.3 THE MECHANISM OF THE ITCQI:

The output of the ITCQI, will be the direct and clear input to the any quality programs in general and CQI in practical as there is no need any more too waste time and effort and money in having a clear focus and objective as success factor for those programs. The required changes are done not for a specific project but as a habit and ongoing. Then the output of the CQI will be CI on the short term and competitive intelligence as a long term as mentioned in figure (8)

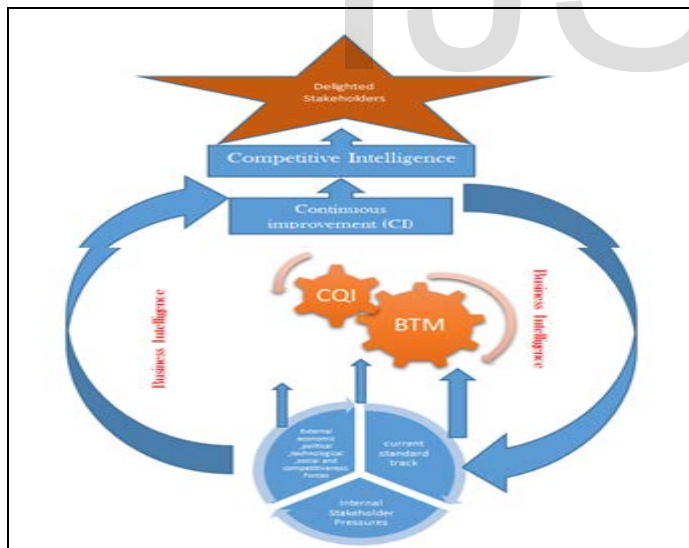


Fig. 8 The potential mechanism for the ITCQI :

**Source :** Developed and Designed by Dr Mahmoud Ahmad Ramadan (2016)

### 2.5.4. THE ADVANTAGES OF INVESTMENT ON ITCQI :

The use of intelligence in the decision making process and is focused on evaluation of decisions' impact over the competitive position and performances in the own company as mentioned in figure (9) by (Paraschiv et al., 2009).

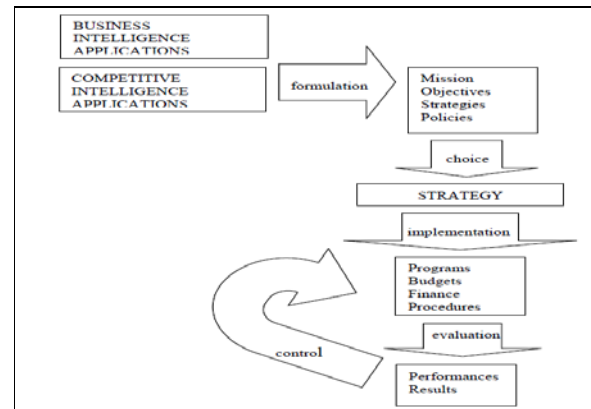


Fig. 9 Integrating Business Competitive Intelligence in strategic management process

2- By applying this approach there is no more failure CQI projects .. It's one step over and forward to the strategic success .

3-According to CQI,2015,Continual improvement should also lead to better results such as price, cost, productivity, time to market, delivery, responsiveness, profit and customer and employee satisfaction

4-Build effective Awareness and Desire:(Knotts,2015) If you can't define the need to change, then you will have trouble building an awareness in your employees. Desire is formed from an understanding of what's In It for Me (WIIFM). If this is a way to cut resources, you will have a hard sell. If you can identify the positives for everyone, then you will work toward their desires. All change is normally seen as negative by most people, so you have to outline the positives .And Improve communication within the staff on all levels, Limited of the possibility of the wrong understanding and presenting things unclearly can be minimized in cases where the good communicating skills exist, (CBC, 2015).

5-It creates a high performance environment in which those who are closest to the work are also actively engaged in assessing the outcomes of practices,



programs, and policies, and making improvements based on those assessments by (CFP and NCWRC,2005)

6-Dealing with quality and its improvements AS a continuous challenge in which all employees should be included NOT just task- oriented (CBC, 2015).

7- The linkages among the management disciplines, leadership, culture which allows the transformation process to be effective and . In summary, the ITCQI has the following advantages as per Uhl et al.,2012 :

- It provides an iterative lifecycle model (envision, engage, transform, optimize), which allows understanding business transformation as a holistic process.
- It offers an overall business transformation structure, including management layers, formal and informal management roles.

8-All enterprise wide activities are integrated into an enterprise wide structure which continuously improves products, services and process quality in order to satisfy customer requirements. Herrmann,2002

9- Efficiency and innovation during the task performance, implementation of modern Technologies and use of electronic communication forms( CBC, 2015)

## CONCLUSIONS AND FUTURE RESEARCH DIRECTIONS

Organisations are always under huge pressure to meet the necessities of their stakeholders plus being working on unstable business environment and should t have a superior competitive intelligence ,all at the same time by using the same resources . The efforts to fulfill the needs of various stakeholders through the execution of business operations are often facilitated by working on the full total quality management track specially the CQI programs for making CI that provide a systematic way to regulate the behavior of the operational processes so that it consistently behaves in the desired manner.

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But In practical , there is a lot of constrains of the CQI as I mentioned in the literature review that may have bad impact on the whole process of it which leads to increasing the gap between the standard track – what should be done and the actual performance track-what is actual done – instead of guarantee an effective output- short term benefits- as being learning and innovative organization and effective outcome –long term benefits- as maximizing the customers' satisfaction ,maximizing the profit and having a very positive competitive intelligence .

Therefore , in practical the quality team will think to try over and over which will wasting time ,money and effort so before falling in this loop , we need an effective immoral to deal with this constrains rootly and from the very early first time .

By having efficient full continuous improvement, the business environment should have effective leadership and entrepreneurship , efficient resources, effective communication matrix , fully real-time knowledge transfer, and well-designed assessment plan, people and processes - in other words, everything in the organisation, in all functions at all levels should totally based on systematic systemized transformational change and following the right track of the business intelligence to ensure success .

This paper developed a ITCQI framework (See figure 8) by fully interoperability between the CQI programs and BT M strengths and structure its standard road map in details for having effective institutionalization as a fresh start by developing a new mechanism between the change management and the CQI by implementing first BTM and the output of this stage ,it will be an effective business environment .And This will be the core input of the second stage which is the CQI , the output now will be an efficient CI and highly business intelligence that will definitely leads to achieve the target competitive intelligence. The key contribution of this research is that it has taken a step forward increasing our current understanding level of this new approach in cutting over and forever the mentioned loop and answering the golden question that did raise on this paper early .

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