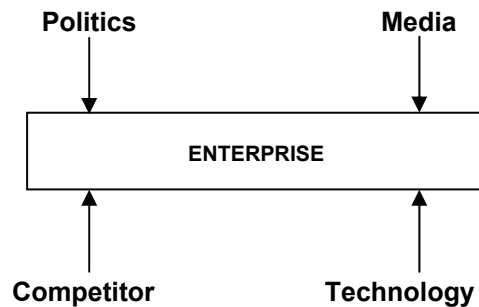




- personal,
- finances.



Pict. 1. Categories of factors of environment

These data based on actual data of different market views for:

- Production: Commodity Market
- Selling: Transport Market, Export market, Intervention by state, Business Market
- Marketing: Business market, requirements
- Research & Development: Information market
- Buy-in: competitors, politics, social networks
- Personal: job market
- Finances: financial market

To discover these necessary market data we have to look to the producers and actors. These producers are i.e. as follows:

**Production:**

- World trade,
- Global markets,
- International entrepreneurship,
- War or peace,
- Crises,
- Information and communication flow,

**Selling:**

- Traffic,
- Competitors,
- Legislation (law and order),
- Structure of population,
- Infrastructure,
- Society,
- Technical progress,
- International contacts,
- Information and communication flow,

**Marketing:**

- Media,
- Likes and dislikes,

- Sense of beauty,
- Moral concepts,
- Society,
- Information and communication flow.

**Research & Development:**

- Technical development,
- Scientific knowledge,
- Technology,
- Education,
- Information and communication flow.

**Buy-in:**

- Media,
- International contacts,
- Politics,
- Information and communication flow.

**Personal:**

- Culture,
- Education,
- Information and communication flow.

**Finances:** financial market

- Global markets,
- Exchange rate,
- International entrepreneur ship,
- Politics,
- Information and communication flow.

The strategic information in connection with the four categories politics, media, competitors and technology is shown in picture 2.

The up to date information of these environmental factors are the basic parameters for the functioning of the business. The characteristics of this information are in the process of constant change and have to be continually observed.

	Production	Selling	Marketing	R&D	Buy-in	Personal	Finances
<b>politics</b>							
<b>media</b>							
<b>competitor</b>							
<b>technology</b>							

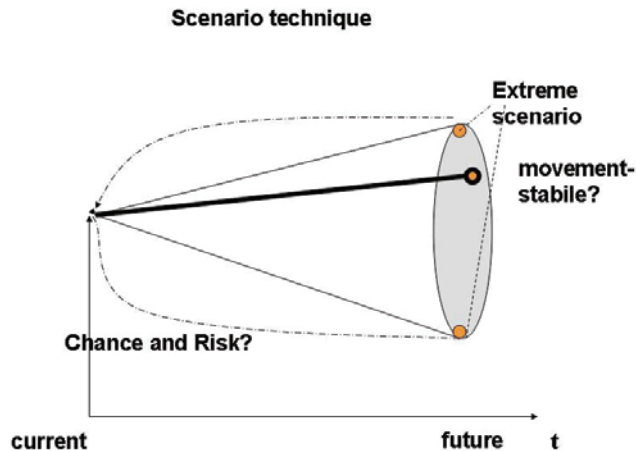
	High Influences
	Not so high influences

Pict. 2. Strategic business management: demand for information [As seen in different sources]

The surrounding conditions are a special challenge regarding the communication and information work flow of an enterprise both internal and external. By becoming more and more international, a world wide communication network has to be established. Services have to be accompanied by a high standard of information. Learning will be regarded as a life time task.

To meet the need of the vitality of society, a change in management has to be established, especially from salesman to consumer.

Furthermore the time factor plays an important role, therefore the customer has to be supplied by an easy access to a vast range of information and evaluation pools.



Pict. 3. Thinking Model to figure various Sceneries [5]

Special challenges are (see [1]):

- difficulties in understanding,
- lack of user support,
- appreciation of the decision making body,
- problems of user acceptance,
- media overkill (flooding users with information),
- reaction to the environment by uncontrolled ad hoc measurements,

This asks for a master plan (integrated concept) of an economical information system. The following four elements play an important role (often known as internal and external factors of success):

- **Customer and employees** - A customer is every person we serve. The knowledge of the customer of us, the business, is of significant importance.
- **Methods and procedures used** for customer services and customer satisfaction.
- **The structures and processes of the organization** divided into subtasks and which are assigned to special roles.
- **Technology** equipment as it is (inventory control), as it could be by using the techniques available and as it could be in the future (to-be concept).

My article will demonstrate by an realistic example the correlation (connection) between a business and its information system, and the challenge the organization meets.

The main issues will be summarized in a conclusion. But before we have to define the term **Information Management (IM)**.

**2. IM: Definition and tasks**

IM has to be considered as a whole of the executive functions in a business management system with regards to information and communication (computer aided or not).

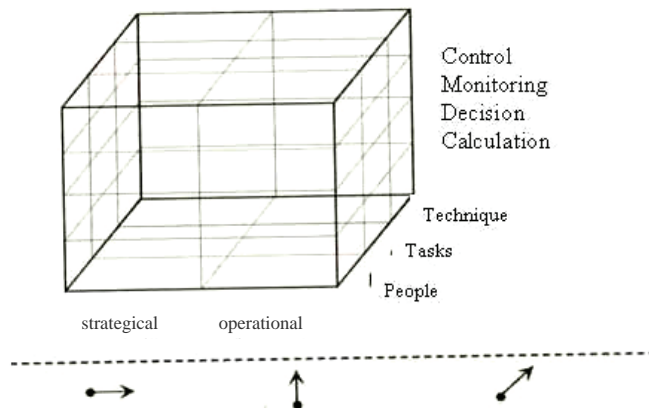
<b>Executive functions</b>	<b>Information management</b>	
<b>Enforcement tasks functions</b>	<b>Economy management</b>	
	<b>Computer aided</b>	<b>Non-computer aided</b>

Pict. 4. Differentiation between information management and information economy [1]

The goal of information management (IM) is to meet the needs (satisfy the demand of) of the information logistics:

- appropriate information,
- at the appropriate place,
- for the appropriate person,
- of appropriate quality,
- at the appropriate moment,
- at appropriate costs.

Therefore IM is the most important tool of strategic business management.



Pict. 5. Tasks of an IM [1]  
 1. dimension: strategic / operational,  
 2. dimension: business management tasks,  
 3. dimension: elements and tasks of the IaK (I&C).

Now as we understand the meaning of Information Management (IM) we will show an exemplary sample for each element of the fundament.

### 3. Employee (staff) and customer

This element can be structured as follows:

- **Value system:**
  - culture of enterprise,
  - moral and ethics,
  - gender mainstreaming.
- **MA-satisfaction (contentment):**
  - motivation,
  - family-friendly,
  - satisfaction of customers.

Now let us have a closer look at the value system.

#### Value system

Strategy of the enterprises improve the intercultural understanding of the staff.

Useful measures could be:

- integration of immigrants,
- organize cultural events,
- offering language courses,
- distribution (sharing)of knowledge,
- definition of the target system.

This strategy should have the following effect:

Enable and improve teamwork.

Increase the understanding of different cultural behaviour.

**In regard to the IM the following measures (steps) have to be taken:**

- **Planning:**
  - support of the learning process
  - enable organisation of events by team work techniques
- **Decision:**
  - establish a communication platform via internet (wiki) or by messaging
- **Monitoring (controlling):**
  - the decision to use one of these tools is not sufficient. All these tools have to be used. The acceptance of the user (i.e. to use wiki) has to be improved by educational programmes and help functions etc.
- **Control:**
  - control can be achieved by having a look at the internet access rate or the number of entries or changes into wiki or by the number of attendants per month at an event.

#### 4. Methods and procedures

Let's have a look at the users point of view:

He wants to have access to up-to-date data for decision making:

„secure, quick, widespread and easy (push-button)”, when he needs it. the strategy could be: networks (cooperation) and mobility have to be supported and improved by implementing modern technology.

Necessary measures are:

- to explain in detail the necessity of using new techniques,
- to initiate reorganization methods,
- this would i.e. result in making wiki available for everybody.

Requirements to an IM are as follows:

- **planning:**  
the whole spectrum of information logistic is needed (who needs what kind of information at which moment ...)
- **decision:**  
which end-user IT, safety concepts, standard of data exchange and data concepts have to be established? The question of priority (sequence) of these implementations have to be answered.
- **monitoring (controlling):**  
concepts for emergency measures will have a positive influence on the decisions of the management
- **control:**  
technically: measuring the network loads  
customers: by questionnaires.

#### 5. Organisation

Changes in organisation can refer to the form of organisation, processes and responsibilities. These Changes demand new requirements of teamwork. (i.e. different technical terminologies have to be taken into consideration). Let's have a look at the subject: “**Never ending process of learning**”.

**Strategies** could be:

- self-organisation and self-responsibility:
  - E-Learning,
  - Intensive cooperation with scientists,
  - Orientation at the EQR.

These strategies could be supported by cooperate research projects (with scientists) and the improvement of educational programmes.

**Desired effects** are:

- Everybody uses the same terminology,
- Experts are always at the state of the art,
- The knowledge gained is spread amongst all.

The tasks of the IM are as follows:

- **Planning:**  
establish a multi-project-management.

- **Decision:**  
the participation in research programmes has to be decided.  
Should the internal educational programme comply with the guide lines of the EQR? Prioritisation of new programmes and projects and resources.
- **Monitoring:**  
defining your own competences and responsibilities in coordination with the board of management. Establish a multi-project knowledge management and a knowledge pool. Establish an information system (in the sense of a suitable multiproject-management tool **MPM**). In house training regardsing the MPM tool and the standards and methods introduced.
- **Control:**  
Establish a standardised reporting process arrange regular controlling about availability and correctness of the reports, implementation and realisation of efficiency controls for each project.

## 6. Technology

Let us now consider the implementation of **modern techniques** in more detail.

The strategy could be as follows:

- Collect knowledge about research projects, and put he knowledge on the market on behalf of oneself.
- Increase eagerness to learn.
- Standardisation and specialisation of components.
- A unique model for modularisation should be available.

This strategy implies the following strategic measurements:

- Implement European standards in the different departments of the business.
- Publish guidelines for the cooperation with other companies (institutions).
- Visit fairs and congresses, offer internal events (arrangements).
- Allow feedback of the wishes of the customers.
- Install complaint management.

The desired effect could be:

Assurance of a certain standard of techniques. To obtain knowledge about state of techniques and innovations to be expected.

The tasks of the IM are as follows:

- **planning:**  
travel planning and accounting, organising of budgets, substitution of personal in case of absence, planning for the implementation and development of new products.
- **decision:**  
taking part in the realisation of guidelines, planning of time and priority of implementation.



- **monitoring:**  
this could mean: evaluation of BLOGS, offering educational programmes, making information pools available to the employees, use of push and pull strategies for knowledge distribution.
- **control:**  
by questionnaires, evaluation programmes, use of knowledge, cost benefit analysis to get control of the desired effects.

## 7. Summary

Technical challenges are: support of multi media, services, orientation of processes (focus is on the organisation flow), and the never ending learning. In company – either in a team or in cooperation with similar branches or even other branches – our mind is broadened to become foresighted and gain greater space, i.e.:

- Room for education and research (knowledge based economy).
- Assurance of power supply in future (i.e. Green IT).
- Encouragement of motivation.
- Consolidation of personal and economical stability (safety).

By introducing changes we have to proceed gently. We have to make use of all our knowledge about change management, to avoid the bridge collapsing. If we understand how other people think and act in their own culture and if we know, what we have to change and that we use IM not only for tactical reasons but to act, then the bridge will withstand the changes.

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