

# CONTRIBUTION OF STRATEGIC INFORMATION DISTRIBUTION TO THE DECISION MAKING PROCESSES - AN EMPIRICAL

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## Abstract

*As an organizational asset, data is one of the great sources of competitive advantage of organizations, so that its publication and storage, aligned with the organizations' strategic and operational metrics, has become a matter of great discussion and concern among decision makers. This study aims to carry out a study about the contributions of the strategic distribution of information to decision-making processes in organizations. The methodology used, of an exploratory qualitative nature, applied the study of multiple cases, through the collection and analysis of data from semi-structured interviews with several employees of organizations that use tools for collecting, processing and disseminating information. The research shows how the information and technologies applied to its treatment collaborate with decision-making processes.*

**Keywords:** Information; Strategic Data Distribution; Decision Making Process.

## 1. Introduction

The business dynamic experiences great changes from time to time, its perception about its role suffers several influences, in its motivations, duties and tools, due to the same constant changes that occur in society.

Such perceptions are of high relevance for decision makers, since in their management tasks they need to worry about being always up-to-date, seeking to elaborate their decisions according to the reality of the market in which the company is inserted.

Together, the possession and use of internal and external information are a major factor in the success or failure of the decisions taken, not only needing to know well the organization's objectives, but also to know how to lead it in the face of the challenges inherent in its business activity.

However, it is not enough just to possess information; one of the greatest concerns of information management is its distribution to all those who need to know such data for the correct and effective performance of their functions, ensuring business synergy and the joint growth of the organization.

When this distribution of information is aligned with the strategic goals of the organization, it is evident that the decision making process will be more assertive and effective for managers. This paper seeks to understand how the strategic distribution of information contributes to the decision making processes.

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## **2. THEORETICAL REFERENCE**

This chapter presents the fundamental concepts of this study, conducting an empirical approach about the role of information within organizations and the importance of its correct distribution in light of strategic planning, the result of gathering information that will serve as a basis for decision making and for the valuation of managerial processes.

### ***2.1 The Role of Information within Organizations***

In the globalized world, arising from the digital civilization, one of the great sumers of value of organizational assets is the information, whose internal and external set will form its global system, responsible for offering decision makers the informational effectiveness for decision making (LUDWIG, 2000 apud REZENDE, 2002; OLIVEIRA, 2012).

In the corporate context, business excellence has as one of the major criteria the ability of organizations to collect, analyze and implement the results of research, integrating them into the processes of continuous improvement of the organization, through the management of information assets (SAPIRO, 1993).

The composition of the informational aquis comprises, besides the knowledge held by the organization, also the external knowledge, that is, suppliers, distributors and customers, which will demonstrate the ways and the environmental interactions that the company performs, being responsible for encouraging the promotion of these interactions to generate knowledge capital (GRAEML, 2003).

In this construction of the global information system, Monteiro (1996) considers that information presents its own characteristics in relation to other assets, with respect to its acquisition, registration, storage, transfer and dissemination within the organization.

In this scenario of construction of results and evaluating metrics, Andrade (2012) attributes to microcomputers the function of performing simulations in order to understand the future impacts of the organization.

The information retrieval process, a key point of information science, must be treated with great concern about its consistency, accuracy, relevance, and agility, enabling the realization of multiple prediction and hypothesis experiments, through the crossing of data (ANDRADE, 2012; PINHEIRO E FERREZ, 2018). Collecting and managing information, transforming intellectual capital into corporate assets, in view of the agility in access processes is what is called knowledge management, based on a set of practices involving preservation, dissemination and appropriation of knowledge, creating informational value within the organization (PRIMAK, 2008; STAREC et al., 2005; MENEZES, 2006).

This intellectual capital comes from the creation of the intellect of the organization's people who make use of the information, fruit of research efforts, development of new technologies and improvement of relationships and partnerships, for the production of knowledge.

The best management of this knowledge necessarily needs to understand how the organization works as a collective intelligence, so that the corporate objectives can be reached (REZENDE, 2002).

However, it is important to emphasize that all information has a cost to obtain, since one must have intelligence and resources to obtain information when requested or needed, so one should consider this mapping as a competitive strategy (ANDRADE, 2012; STAREC et al., 2005).

## **2.2 Building Strategic Planning Based on Information**

The strategy is defined as a set of rules that characterize the organization's behaviors, which lead it to its growth and development (ANSOFF, 1993 apud STAREC et al., 2005). Therefore, strategic planning is understood as the process developed in the organization with a future vision to be achieved, establishing a set of steps to be taken (OLIVEIRA, 2012).

For Steiner (1979, pp. 13-14):

"The essence of formal strategic planning is the systematic identification of opportunities and threats that lie in the future, combined with other relevant data that provide a basis for the firm to make better current decisions to exploit the opportunities and avoid the threats. Planning means projecting a desired future and identifying ways to realize it."

For the purposes of forming new strategies, the organization must have access to the data in its knowledge bases, because they will be relevant for the correct preparation of an effective strategic planning, where the lack of these data will directly influence the company's ability to make an effective diagnosis of its situation before the competition and before the challenges to be assumed (OLIVEIRA, 2012; STAREC et al., 2005). The information has great value in the organization, however, it should be observed how much is actually needed, because, in the same way that little information generates uncertainty, too much information can harm, requiring new skills for its analysis (ANDRADE, 2012). In this context of informational effectiveness, the concept of net time presents itself as a correct management of information and destination to users, where the system must have measures that ensure the correct alignment of informational bases to the activities of those responsible, thus avoiding the loss of productive time, ensuring the connectivity of users with relevant information (LUHN, 1958; PACE, BARROS AND SILVA, 2003; REZENDE, 2002).

## **2.3 The Strategic Distribution of Information**

Organizational planning presents dimensions, which have the objective of schematizing the paths to be taken by the company, to achieve its proposed objectives (STEINER, 1969 apud OLIVEIRA, 2012).

According to Graeml (2003) most successful companies had their rise thanks to their ability to implement new changes and continuous improvements in their production processes regarding the speed of production cycles. The author considers the concern only with such factors insufficient, attributing to information technologies a crucial role in achieving effective organizational performance.

Therefore, it is understood that information has become an indispensable tool, and the way it is used and organized will determine the success or failure of the organization, as Gates (1999, pp. 21-22).

The way you gather, manage, and use information determines whether you will win or lose. There are more competitors. There is more information available about them and about the market, which is now global [...]. The flow of information is the lifeblood of your company, because it allows you to get the most out of your people and learn from your customers.

The mapping of the current performance compared to the desired one is fundamental in the strategic planning process, since it will guide the decisions to be made, in this context, technological tools offer greater reliability and response time for the reduction of uncertainties about what is known about the environment (CORTEZ, 2002; OROZCO, 1999; TURBAN et al., 2009).

According to Thompson (1976), combating the uncertainties generated in the decision-making

environments should be of fundamental concern for organizations, and combating them constitutes a primary task of the administrative processes.

According to Rezende (2002), any technology applied to the several areas of an organization must have its structure guided by strategically clear objectives.

The adoption of technological tools contributes to the process of information distribution, from the data needs of the sectors of the organization, which use such data in their routine activities, once treated in different ways, according to the system used, offering employees the ability to solve relevant issues and demands of the organization (OLIVEIRA, 2012; TURBAN et al., 2009).

Those responsible for this information dissemination process should, according to Starec et al. (2005), pay attention to the needs of its users, adapting the means of data communication. This process aims to unify the action points created, serving as a tool for clarity and synergy, both among the sectors of the organization and for the reliability of the information transmitted, used later in decision-making processes (PRIMAK, 2008).

Moreover, this network of collaborators with access to information contributes, according to Starec et al. (2005), to the creation of a favorable environment for the construction of knowledge articulated in a community of users, exercising the multiple synergistic learning among themselves.

The construction of an internal culture concerned with the requirement and use of informational evidence is essential for the construction of a decision-making process (PRIMAK, 2008).

#### ***2.4 The Role of Business Intelligence in Information Distribution***

Business intelligence emerges as a methodology of analysis, distribution, evaluation and organization of large amounts of data, as of several information systems, linked to various informational components, capable of consolidating and offering a broad view experience of corporate data. (RAINER AND CEGIELSKI, 2011).

In the perception of several experts, business intelligence composes a set of systemic structures for information management, providing simplified access to information needed for strategic formulation of the organization, providing interactive access to databases in real time (ALCANTARA, 2010 apud CUNHA et al., 2015, TURBAN et al, 2009).

As a technological tool, business intelligence presupposes a change of behavior within the organization, since it includes new processes and cultures aimed at internal knowledge management (PRIMAK, 2008).

Such information systems can be considered evaluative tools of the decision-making performance in line with the organization's strategic planning, which aims at the perception of the future state desired by the organization (BATISTA, 2012 apud SILVESTRO, 2015; MINTZBERG, 1983 apud OLIVEIRA, 2012).

#### ***2.5 The Decision Making Process***

The decision is understood as a series of activities that are developed with the objective of solving some problem occurring within the environment, permeating such activities according to the symptoms and perceptions held about such occurrences, where, finally, it will use both the information held and the particular experience of the users of these environments, directly affecting the decision-making process (ANDRADE, 2012).

- i. Sequential process: The decision itself is the consequence of several decisions made previously, including the consequences of their treatment;
- ii. Complex process: It is the involvement of several interrelated factors among the participants of the environment;
- iii. Implies subjective values: It is considered that the experiences of those involved directly affect the quality of decision making;
- iv. In institutional environment: The conditioning of the processes occurs within the very barriers imposed by the organization.

An effective and satisfactory decision making process must be, according to Primak (2008), the result of knowledge once built from data, basing such a decision on the analysis of opportunities and possibilities about the environment.

The construction of knowledge, fruit of creative processes occurring within the organization is of great use in the process of making informed decisions (TAKEUCHI AND NONAKA, 2008)

In this scenario, it is necessary to gather corporate knowledge in an integrated manner, demonstrating possible alternatives to be chosen, as well as their consequences, in order to offer perspectives on the achievement of the organization's performance and a conscious decision making (STAREC et al., 2005; ANDRADE, 2012; RUBIN, 1999).

## ***2.6 The Value of Information and Response and Decision Time in Organizations***

The synergistic process within an organization provides the opportunity for its monitoring, linked to management processes and information retrieval that allows the construction of diagnostics about the organization's capabilities and competencies, as well as its market position (TURBAN et al., 2009).

The business performance is a set of measures that provide the smooth running of the organization, among such measures, the alignment of decision-making organizational activity, which finds subsidies in effective methods of crossing information, through various reports that offer such subsidies (PRIMAK, 2008; PACE, BARROS E SILVA, 2003).

According to Takeuchi and Nonaka (2008), knowledge has a great influence on the competitive capacity of an organization, since the economy today is inserted in a situation of great uncertainty about the facts to come.

## **4 ANALYSIS AND DISCUSSION OF THE RESULTS**

This item presents the analysis and interpretation of the results of the research conducted.

### ***4.1 Role of information within the company as perceived by the interviewees***

Our company is increasingly using data as a base point for decision making. One of the goals of the IT sector is precisely to make the company increasingly Data-Driven, leaving the empirical and the feeling as secondary agents in the decision making process. (Interviewee A)

Support decision making, based on synthetic and analytical reports. (Interviewee B)

Information is very important, either for decision making or to inform certain actions or situations. (Interviewee C)

Information serves mainly as a basis and support in making any kind of decision. (Interviewee D)

A means for the company to obtain competitive advantages in the market where we operate, in line with its operations and strategies. (Interviewee E)

Information in companies is extremely important, since most of the decisions are based on the information that the company has. (Interviewee F)

Information is extremely important, given the need for decision making based on concise information. (Interviewee G)

Respondents A, B, C, D, F and G agree with Primak (2008), when attributing the effectiveness of the decisions made to the processes of collecting and organizing information and data for the generation of useful knowledge. In complement, respondent C is in line with Turban et al. (2009), in confirming the role of information for its use in certain situations, as a tool for market measurement and business monitoring. Interviewee E confirms Ludwig (2000 apud REZENDE, 2002) when referring to information as a source of competitive advantage, attributing it the role of adding value to organizational assets. The interviewee is in line with Steiner (1979), when he states that information gathering and data combination must be in accordance with the organization's strategic and operational objectives, since such bases will serve for the exploratory process of opportunities and threats in its future projection.

#### ***4.2 How technology influences the distribution of data in the company in the perception of the interviewees***

Having information in real time, without much effort for manual data extraction, analysis and compilation is very valuable. Today, modern BI tools like Power BI allow constant and multiplatform access (cell phone, tablet, PC) to the dashboards and reports built. (INTERVIEWEE A)

The information system has groups of users, separated by levels (Board, Manager, Coordinator, supervisor and assistant), who have access to information that concerns them. The information is available for the user to consult through reports that can be exported to Excel and the data worked on to generate some specific analysis that the user wants to do. (INTERVIEWEE B)

With technology, it speeds up the exchange of information facilitating the creation of sales strategies and product creation. (INTERVIEWEE C)

Facilitates and standardizes the information so that everyone has the same vision and without distortions. (INTERVIEWEE D)

Here in our institution, everything depends on technology, from processes for opening accounts, withdrawing money, full time data transmission. It is of paramount and vital importance to us. (INTERVIEWEE E)

There is no point in having information if the company does not use it, that is, it should be available quickly and reliably, and technology is essential for this. (INTERVIEWEE F)

Technology is directly linked to data distribution, since with technological support the conversion of data into information is facilitated, ensuring assertiveness and agility. (INTERVIEWEE G)

Interviewee A is aligned with Rainer and Cegielski (2011), when stating the need to have information in real time and without effort, delegating this function to the information systems, which consolidate, analyze and offer access to large amounts of data. It is also in agreement with the Interviewee C, when confirming Leme Filho (2010), when he states, within the business intelligence benefits, its ability



to constantly update when receiving new data, and Turban et al. (2009), regarding the need for information for business and its readiness for the best organizational performance.

Interviewee B agrees with Andrade (2012), when defending the thought that the information should be strategically arranged to the various levels of users, according to their real needs, to avoid the accumulation of information sometimes useless. It is also aligned with Turban et al. (2009), when stating the need for these users to have interactivity in accessing data, being one of the advantages of business intelligence.

In contrast, interviewee D agrees with Primak (2008) and Starec et al. (2012), when he says that information should be published for the purpose of unifying the sectors of the organization, in an integrative way, connecting people with all the available information, having the goal of improving the organization's performance.

Interviewees E and G have their opinions aligned to Rezende (2002), extolling the importance that technology has for distribution and data conversation, aiming to guide the organization components as to their knowledge and objectives, clearly.

Finally, the interviewee F agrees with Primak (2008), when he states the need for an internal culture to highlight the decisions made through information bases, and use the various systemic functions and information within their processes, so that they have greater reliability.

#### ***4.3 How does the distribution of information at the strategic level occurs among the decision makers of the researched organizations***

We are trying to build a company where access to information is more and more democratized, so all supervisors, coordinators, and managers have easy access to information through BI. There is no distinction between the positions. (INTERVIEWEE A)

Through the BI each user has specific access related to their position, management has certain accesses, coordination type access and so on until reaching the assistant user. (INTERVIEWEE B)

There are key people within the company, who create the views and reports and make them available to managers. That is, they have direct access to the information. (INTERVIEWEE C)

The key information is always followed up by the management and coordination. Most of the time, during strategic meetings the Power BI dashboards themselves are used. (INTERVIEWEE D)

I do not have this information, it is more restricted. (INTERVIEWEE E)

Electronically with daily targets, or depending on the business more than once a day. Another way is by directly accessing the information online, and performing crossings based on a data, thus reaching information points. (INTERVIEWEE F)

The information is distributed according to the company's organizational levels, and the entire management team is responsible for the performance indicators. (INTERVIEWEE G)

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The information is distributed according to the company's organizational levels, and the entire management team is responsible for the performance indicators. (INTERVIEWEE G)

Interviewee A confirms Starec et al. (2005), when stating the need for a more democratized information distribution, being this an environment conducive to the construction of knowledge in a community of users.

Interviewees B, C, D and G are in line with Oliveira (2012), when stating the importance of tracing the real information needs of each employee from their spheres of interest, for the best performance of their work. Interviewees C and G confirm Starec et al. (2005), when reporting the responsibility for information control, attributed to professionals who will make the communication and distribution of business information to their due recipients and decision makers.

It was not possible to frame the answer of interviewee E for this question, due to his accesses to such information.

The interviewee F confirms Andrade (2012), when citing the importance of microcomputers in the information distribution processes in companies, obtaining a gain in the evaluative capacity of assumptions and actions adopted daily in the corporate environment.

#### ***4.4 The importance of access to information for the employees to develop their work in the perception of the interviewees***

The level of assertiveness certainly increases since, with informed decisions, the effort and the result tend to be directed straight. (INTERVIEWEE A)

Total importance, today without access to information the employee is completely disoriented, he doesn't know which way he is going, it's like working in the dark.

The information is used to guide our decisions, for example: Sales volume: how are the month's sales today? will I be able to reach the goal? will I have to do any promotion to leverage? if I have to do promotions, how is my average price compared to competitors? can I give a discount? do I have margin for that?

These are questions that we usually rely on a BI query result to answer with confidence. (INTERVIEWEE B)

This makes it easier for each person to analyze. Each person has a different way of analyzing his results, whether it is himself, a representative or a customer. (INTERVIEWEE C)



For the commercial areas it is extremely important, because access to information can facilitate decision making and help the process as a whole. (INTERVIEWEE D)

Important to make more assertive decisions that are consistent with the moment. (INTERVIEWEE E)

It's an interesting point, strategic information should stay at its respective level, and no doubt it is very important for the company, but the operational level can also receive this information, because the achievement of a goal also depends on these teams. We must not forget that the operational level must not be confused with reports, but with goal points and how to reach them. (INTERVIEWEE F)

We understand that it is very important and for this reason we value and share our indicators with all teams. This conduct ensures engagement for the achievement of results. (INTERVIEWEE G)

Respondents A, D and E confirm what Primak (2008) reports when talking about the need for various information crossings in the business management processes, where such crossings will be of different needs according to the objectives of each sector, so that their decisions are well grounded and accurate according to the moment.

Interviewees B, F and G confirm Starec et al (2005), by confirming the importance of information communicators and disseminators to the correct recipients, so that it is possible for employees to access valuable data to carry out their activities and be aware of its importance to the organization. Interviewee B will also confirm with Andrade (2012) and Rubin (1999), when citing the importance of decision makers having the necessary knowledge about the possible alternatives to be chosen, mapping the risks and understanding the various scenarios. Interviewee G will confirm Takeuchi and Nonaka (2008), by stressing the processes of knowledge construction from the creative interactions that occur within teams.

Interviewee C is in line with Turban et al. (2009), by stating that each employee may have a different interpretation about the data received, according to the goals set previously and their results obtained.

#### ***4.5 Opinion of respondents from companies that have intellectual capital***

Joint intellectual capital represents the company's brain and accurately dictates the assertiveness of its decisions and its perennality as a private or public entity. (INTERVIEWEE A)

Intellectual capital can be a sustainable competitive advantage, which will help add value to the company's products and/or services. If you know how to retain and use this capital correctly, you will be ahead of many of your competitors. (INTERVIEWEE B)

I believe that this can only add value to an organization. Having people focused on strategy and not only on the operational side facilitates a more assertive view of the situations/actions. (INTERVIEWEE C)

A company that is concerned with this issue and its continuous development certainly stands out from others that are not concerned with this. (INTERVIEWEE D)

That the company is prepared for the future, humanizing its employees more and spreading knowledge among them. (INTERVIEWEE E)

Very important, because it unites the line of reasoning of the decision makers with the company's information, which in consequence is of extreme value so that the path to be taken is as rational as possible. (INTERVIEWEE F)

Interviewee G: As Clive Humby, a mathematician specialized in data science, very well put, "data is the new oil". Companies that grow and perpetuate themselves have data at their core, and increasingly understand the need to

develop and achieve maturity so that their actions and decisions are guided by qualified information.

Interviewees A and D agree with Rezende (2002), who is concerned with the correct use of the organization's information for the production of knowledge, thus forming an intellectual capital, so as to offer a basis for the development and assertiveness of decisions to be made.

Interviewee B is in line with Starec et al. (2005), when he states the need to build the intellectual capital strategic tool within companies, offering competitive advantage over competitors.

Interviewee C and E agree with Primak (2008), stating the need for the organization to prepare for the future through the dissemination of knowledge among employees, empowering people focused on organizational strategies, where the author states the unification of the sectors of the organization, so that the decision-making process has the least uncertainty possible.

Interviewees F and G confirm Oliveira (2012), when they emphasize the importance of decision makers to treat information as an organizational asset, from which the company structures itself and prepares for the future through the accumulation of internal and external information.

#### ***4.6 Importance of having information about the business activity in an agile manner in the perception of the interviewees as decision makers***

Without a doubt, having up-to-date information at any given moment has become a basic survival kit for the performance of many of my activities. (INTERVIEWEE A)

Yes, nowadays we have to be dynamic. The market and the competition, especially, move very fast and react very fast. The faster we have the information and the better the quality of the information we receive, we can develop more actions and in a more assertive way. (INTERVIEWEE B)

Without a doubt, there are decisions that need to be made in advance. Certain actions need to be executed quickly so as not to lose a sale or contract that will generate great return. (INTERVIEWEE C)

Absolutely! We must always have the most agile tool to analyze in a faster and more effective way. (INTERVIEWEE D)

Yes, because through it, excellence in the work is achieved, minimizing risk of errors or losses. (INTERVIEWEE E)

Undoubtedly, the market is constantly evolving and the decision cannot wait for the generation of data for later analysis. (INTERVIEWEE F)

Without a doubt, having a BI system with accessible, assertive and fast information is essential on a daily basis. (INTERVIEWEE G)

Interviewee A confirms Turban et al. (2005), when citing the gains regarding the access to information in real time, as well as its constant updating.

Interviewees B and E are in line with Sapiro (1993), when confirming the importance of collecting and analyzing information to achieve business excellence, always in search of better quality and agility in these processes. Interviewee B also confirms Oliveira (2012), when he reports the importance of strategic planning at the level of understanding internal and external factors of the organization.

Respondents C and F confirm Alcantara (2010 apud CUNHA et al., 2015), when reporting the need for agility in the organization decision-making processes, effectively gathering information about the market reality, competitors, customers and any other factors that may affect the forecasted scenarios. Interviewee C also confirms Rainer and Cegielski (2011), when talking about the decisions cited in advance, in which

the author reports the role of information systems, which offer data about the current, historical and predictable situations.

Interviewee D and G confirm Pinheiro and Ferrez (2018) and Starec et al. (2005), who talk about the processes of information retrieval and the importance regarding its consistency, accuracy, relevance and agility, being essential tools of competitive differential.

#### ***4.7 How does the access to information decrease the uncertainty environment of the decisions made in the interviewees' perspective***

Just the fact of centralizing and eliminating information ambiguity already makes the whole decision-making process more linear and reliable. (INTERVIEWEE A)

Every company is a living organism, and at all times we have to be monitoring vital signs, in our case, monitoring the budget set for the month, estimated x actual sales, estimated x actual order intake.

Are we spending too much during the month? hold on to unnecessary expenses, or split purchases to not affect the cash flow, and so on.

By monitoring this information on a daily basis, we can maintain control over the results. (INTERVIEWEE B)

It is easy to justify decisions based on the results. (INTERVIEWEE C)

Information serves as a basis for decision making, without information it ends up being just guesswork or a feeling. The more information we have at hand when making a decision, the greater the chance of getting it right or the less chance of making mistakes. (INTERVIEWEE D)

Through the graphics generated, which show previous experiences, the information generated by BI allows us to acquire experience and assertiveness in decision making. (INTERVIEWEE E)

Remembering a phrase, "there are no arguments against facts," and BI will do this, based on facts, it will show a path to follow. (INTERVIEWEE F)

Making decisions based on data and facts decreases the chances of mistakes, being a more assertive and safer way of making decisions. It allows us to evaluate various scenarios - past and future, adding variables that support the decision-making process in a robust manner. (INTERVIEWEE G)

Interviewees A and B agree with Cortez (2002), Orozco (1999) and Turban et al. (2009) when stating, respectively, the reliability conquered in decision making processes through the collection and dissemination of information for the reduction of uncertainties, and its usefulness in mapping corporate performances and vital signs.

Interviewees C, D and F confirm Primak (2008), by emphasizing the need to make decisions based on facts, using such bases to delimit the path to be followed by the corporation, since BI offers solutions for such grounding, by consolidating and accessing the required data. Interviewee D is also in line with Andrade (2012), when he states the existence of subjective values and professional experiences of decision makers as influencing the decisions to be made.

Interviewees E and G confirm Rainer and Cegielski (2011), when reporting the effectiveness of BI structures by analyzing both present data and historical experiences of the organization in order to acquire greater assertiveness in the decision-making process.

## 5. FINAL CONSIDERATIONS

Information has an essential character in the constitution of society, in a special way, it has become an indispensable asset to obtain success within organizations, as well as their survival. The concern about the ability of companies to obtain, organize and distribute large amounts of data highlights the importance that knowledge has in environments that require quick and coherent decisions, in the face of highly competitive markets.

Counting on several tools, the result of years of evolution and concerns about the correct cataloging, dissemination, and retrieval of information, the use of information as a factual subsidy has become culturally accepted within organizations, and is, in many, a basic pre-requisite for proving the intended scenarios with the decisions to be taken.

The use of information in decision-making processes proves to be effective when the correct strategic alignment of the company is considered in the measurements by the decision-makers, since the use of this asset should lead it towards its objectives.

This work aimed to prove how the use of information in a strategic way contributes to the decision-making processes of organizations, considering the strategic alignments.

The research developed within organizations that use tools that perform these processes proved the effectiveness in the adoption of such methodologies and prerogatives in the consumption of internal and external data, once it is perceived a reduction of uncertainties, and an increase in the analytical culture of data, anticipating any action by managers.

In conclusion, the research comprehends its study objective, demonstrating that information as an organizational asset represents extreme importance for the success of the organization in its decision making processes.

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