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**IMPACT OF INFORMATION RESOURCES
MANAGEMENT UPON THE ORGANIZATION
PERFORMANCE**

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Abstract:

In era of globalization, exploiting useful information to achieve competitive advantages is very significant. Information Resources Management (IRM) strategies based on many facets, thus play a vital role in either success or development of organization performance. Those enterprises which are adaptive to developing modern IRM principles, grow better and flourish marvously. However, accomplishment of strategic objectives is dependant on successful execution of IRM processes across organization. This article aims to provide guidelines for managers on understanding importance of IRM and tips for further execution within organization to achieve desired goals.

Key words drive change, Information Resources Management; organization performance, strategic objectives, IRM Processes, desired goals.

Introduction

In recent era, many enterprises have realized the importance of information resources as driving force to keep putting endeavors for continuous competitive advantages. Information is a critical resource, like all other resources such as human, assets, management skills etc [1]. Therefore, it requires a better management pattern. However, most of enterprises have not yet approached information resources management (IRM) activities formally or deliberately which is a big mistake. In fact, the impacts of information resources management are not to be neglected during plan of strategic ambitions of organizations, due to its important role in competition. Since competitiveness is getting stronger and stronger in most of the industries, new competitors are emerging, the environment is also changing and the expectations of clients are continuously altering, thus managers should not allow themselves to stay indifferent in such developing situations.

Any organization that wants to survive in today's turbulent dynamic environment must be adaptive and responsive enough in modifying its business practices with context to the changing needs of its stakeholders: customers, employees, and stockholders. Beside being adaptive to changes in operating environment, organizations need to take time for determination of the underlying patterns of changes within the environment. IRM strategic plan is thus solution to do the needful. The plan is intended to help realizing the vision of an organisation for the future, identifying opportunities, strategic goals and objectives to improve IT, across the policy area and the organization. How to execute and manage this process affect performance of organization.



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This paper is a framework about the impact of information resources management in order to enhance organizations performance. It includes three important parts: firstly **information resources management and organization performance overview**, secondly **Organization Information Resources Management Strategy**, thirdly **How much information resources management impacting upon organization performance**. Finally, this paper provides some useful advices and recommendations on IRM for an organization survival and success in the competitive environment.

1. Information Resources Management and Organization Performance Overview

1.1 Information resources management overview

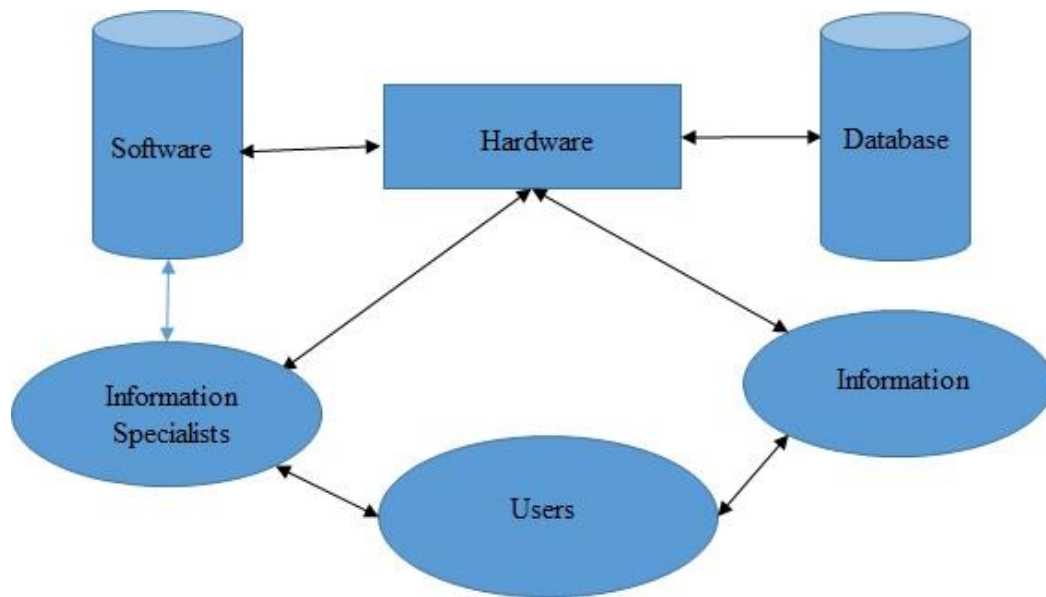
Information resource management can be stated easily as a process to manage information efficiently and effectively in fulfilling the objectives of the organization. Burk and Horton [2] completed this definition by considering IRM as a managerial link that connects corporate information resources with the organization's goals and objectives and Actively supports management decision processes with quality information. IRM definition is not yet unified, but information is strategic weapons that organizations gain a competitive advantage has become a consensus. It creates a strong impact on traditional organization whose management focus transfers from technology to information, and customer choice plays a major role in the IRM. IRM is the product of change in the management environment [3].it change organization vision and strategy, employee role and responsibility processes, such us information and data, existing or new application, infrastructure and possible technologies.

Information Resource Management represents a comprehensive view of the organization and does not focus on the requirements of a particular group or department. Information Resource Management is the management of data and information that includes management of such information resources as computer hardware, software, communication, internal and external databases, planning and review as well as the integration of these resources for the support of managing information for organization as a whole [4]. An efficient Information Resource Management explains an organization's information requirements and strategies to satisfy them.



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Components of information resources in modern organization

1.2. Organisation Performance and Strategy

An organization means an organized group of people with a particular purpose. Besides, Performance is defined as the action or process of performing a task or function seen in terms of how successfully it is performed. So, what is organization performance?

An organization performance is how successfully an organized group of people with a particular purpose perform a function. High organization performance is when all the parts of IRM organization process work together to achieve great results with results being measured in terms of the value we deliver to customers. This goal is possible by using strategy.

Strategy defines a set of action (how) to achieve superior performance and reach goals. It creates a vision and direction for the whole organization. It is important that all people within a company have clear goals and are following the direction, or mission of the organization. A strategy can provide this vision and prevent individuals from losing sight of their organizations aims.

1.3. Chief Information Officer (CIO)

Chief information officer is a senior manager that lead the organization as a successful information age enterprise, capable of strategically managing the complexity of information resources. Lead change in Information Resources Management policies, strategies and implementation and Focus on performance and results, enabling IT&C technologies and collaboration within and across organizations. This require the CIO to have a wide divergent set of skills and ensure sustainability and get people to work together.

2. Organization Information Resources Management Strategy

The organization Information Resource Management Strategy developed by CIO. Offers a shared vision to guide decision making related to Information Technology. The strategy provides a roadmap for a multi-agency approach to information resource management as well as a framework for understanding Enterprise Architecture and a desired model for the future state

According to a widespread misconception, Enterprise Information Resource Management Strategy or strategic plan is the preserve of big business (Both strategic management and strategic planning terms mean the same. The difference is that the latter one



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is more used in the business world while the first is used in the academic environment.). But in reality, this exercise can be of great benefit to most businesses.

Whether it's buying a competitor, increasing your capital, or achieving a higher rate of growth, you need to put in place the right strategies, the right structure, the best good plans and the right control measures to optimize the return on your investments.

2.1 Concept of Strategic Planning

The Strategic Planning is an important stage that lead to the success of the organization, it describes how organization will align their information resources with the Organization's mission to make information and IT solutions more efficient, useful, responsive, and accessible to all information consumers. To realize their forward-leaning information and IT vision. IRM strategic goals must be defined. While organisation will face challenges over the next three or five years, through the IRM Strategic Planning it will continue to modernize the way it manage, use, and secure their information and IT to advance the organisation's mission.

It's important to notice that Enterprise Architecture (EA) is a component overall strategic planning. EA is the process of translating business vision and strategy into effective organization change by creating, communicating and improving the key requirements, principals and modals that describe the organization future state and enable its evolution.



Concept of Strategic planning

2.2 Importance of Strategic planning

Strategic planning is a continuous process of strategic analysis, strategy creation, implementation and monitoring, used by organizations with the purpose to achieve and maintain a competitive advantage. It's important to understand that we do strategic planning in the first place in order to:

- How will we achieve our vision and mission?
- Broad and long term view
- How can we better than the competitor?
- Be proactive to avoid risk and leverage opportunity
- Guides operational decision making, budgets and priorities.

A strategic plan is a valuable guide for the employees, organization's leadership and stakeholders to know where its going and why its going there.

2.3 The complete strategic planning process



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To be effective, the strategic planning process must be grounded in the organization's mission, vision, and values. The following we'll go through the steps that we use to create and implement a strong strategic planning [5].

Step 1: Gather inputs

These "inputs" are the ingredients to your successful strategic plan. The right information will help you make the right decisions, so gather and assess carefully.

- Recognize where the organization come from to get to this moment.
- Successes and results from past strategic plans, environmental scans, and staff surveys

External analysis

- PESTLE: (Political, Economic, Social, Technological, Legal and Environmental climates) Outside of your business, there are many factors that affect how you can do business, competitors being one, but also the Political, Economic, Social, Technological, Legal and Environmental climates that your organization or business operates in.

- SWOT: Throughout the strategic planning process, a SWOT analysis is conducted to ascertain the opportunities and threats that it faces from external forces.

Internal analysis

A SWOT analysis is conducted to ascertain the strengths and weaknesses that are inherent to an organization, Stakeholder and management team inputs.

- . Once you know where you are at as an organization, and what's going on in the world outside of your organization, then you can start to figure out where you're going.

Step 2: Values

Values are often represented in terms and principles such as integrity, honesty, and respect. having values is the first contributor to a successful organization.

Step 3: Vision

- Where are you going? What does winning look like?

- Vision: An organization's vision is a brief yet comprehensive, descriptive, and inspirational statement that articulates where the organization wants to be and what it wants to become in the future. It should give their employees an awareness that they have a meaningful opportunity to be part of something bigger than themselves. It must motivate them to aspire to the legacy that the vision can create and that it ultimately can leave behind.

- Another way to think of your vision is: "If success was a place, how would we know if we got there"

Step 4: Mission

- What is your purpose? Why do you exist? What do you do, and who do you do it for?
- This is an opportunity to focus your energy on a specific set of stakeholders (staff, shareholders, board, customers, etc). If you had to dedicate the majority of your resources to a group, who would it be? This is a tough question because the tendency is to say: "everyone".



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- The goals of an organization should cascade from its mission, so the mission is far bigger than any goal and thus must be able to withstand the test of time. Information and IT are fundamental to advancing the organization's mission. IT automates business processes, improves the speed and flexibility of operations, and increases workforce productivity. Mission is the key driver in accomplishing your vision. It's your: HOW.

Step 5: Competition, Risks and Road blocks

- You didn't think it was going to be that easy did you? There will always be things that will get in your way of success. If you take the time to identify scenarios, what the impact of specific roadblocks happening will be, and what you're going to do to mitigate these risks, you are less likely to be caught off guard.
- You can look at incorporating a risk register or scenario planning as frameworks to help you manage these risks and uncertainties.

Step 6: Strategic Priorities, Goal, Strategies and Tactics

- Portfolio analyses and KPIs are used for measures strategic priorities, to determine an organization's best performance of business, products and services. Strategic priorities are a handful of areas that will make the most amount of progress towards accomplishing vision.
- This is where you can tie into the big picture thinking into action items as part of your strategic planning process.
 - Want to increase the focus of your strategic planning? Focus on the right strategic priorities.
 - Once you have your strategic priorities, find a way to measure its success. Think of it as moving it from its current state: X, to its future state: Y by a certain date. From X to Y by date.
 - Then you make the individual action steps that are going to contribute to the accomplishment of that goal.



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Step 7: Communication Plan

This is where you'll make your plan as a team to communicate your strategic plan, and the things that you're going to get people bought in to your plan. Let people know where the organization is going, and how they can contribute to making that plan a success.

Step 8: Action plan

Implementation strategic plan, so a strong action plan is needed. Employees know where they're going, and how they're going to measure success, do the things that are going to move the needle on the success of organisation strategic plan.

2. How IRM Impact Organization Performance

3.1 Effective Organization

Challenge to perform better, effectively and quickly, sharing of information and knowledge is critical for organizations. Organizations that handle information processes with people who regularly needs to access distributed information in the course of the workday such as data workers, information workers, and knowledge workers. The establishment of strategy defining directions , mission and making decision on allocating resources to pursue the chosen path and to understanding how performance is generated and measured of an information resource and its value to the organisation development. The further development of an existing information resource to enhance its value to the organisation. Some organization are so much



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more effective than others, because of the quality and calibre of people and the way they are managed and organised.

Strategy is about a choices, CIO just need to take the most important thing that gona move organization forward in the most **productivity, cost-effectiveness, appropriateness, effectiveness and efficiency way possible**, so if manager have align strategic plan with clear direction don't sway from it, organization save time, money and resources. The workers gona be happier and organization do that`s more done. which hapen that IRM have a big impact and organization will have more people, it promotes proactivity.

3.2 IRM Strategy Benefit

IRM strategy has numerous benifit:

- React quickly to market change
- IRM assists in development of systems that are targeted to support and Reach strategic goals with transparency accross organization and management control
- Possessing the authority and responsibility for the development and maintenance of management information systems (MIS) operations;
- Ensuring system integration and impartial service;
- IRM Assist in identification and adoption of appropriate information technology standards, minimizing dependence on specific suppliers of hardware or software;
- Ensuring data confidentiality, security, and retention
- Achieving higher performance by inventing and deploying new ways of doing work.
- Increase ability to monitor performance, and ensure assignemments are heeded
- There is prioritization of projects to be implemented and greater cost-justification of system development and maintenance activities.
- IRM helps in identification of additionnel opportunities to automate and eliminate redunded activities. As well, to improve the relevance and adequacy of information provided and activities performed;
- IRM offers a technological infrastructure and keeping abreast of technological developments that will support the strategic plan of the organization;
- Enforce standards, policies and procedures across an organization
- Strategic planning allows the organization to become more proactive than reactive.

3.3 Barriers to IRM

Ineffective information resources management strategy often results in massive cost overruns, long schedule delays and systems that do not perform as intended. Some of the causes to this ineffectiveness are [6]:

- Lack of well defined IRM strategy,
- Lack of IRM trainning or awareness,



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- Lack of agreement on objectives,
- Lack of ability to attract and retain skilled people.

That's why many organisations are afraid to do strategic planning because :

- The costs of engaging in strategic management are huge,
- The process is complex,
- Success is not guaranteed.

4. Useful Advice and Recommendations

- Establish a professional IRM department, where Chief information officer leads the organization as a successful information age enterprise, capable of strategically managing the complexity of information resources and focusing on performance and results, enabling IT&C technologies and collaboration within and across organizations. Managers involved in strategic management must know all the required information as soon as possible and use it to strengthen firm's strategic efforts.

- Promote learning and knowledge growth

- A strategic plan that is well communicated gives you access to greater productivity, culture, empowerment, and overall effectiveness.

- Management Information System software in an organization is a big step that will result in many changes in its operations. Be prepared for these changes and prepare workforce for them. Buying and installing a Management Information System software is the way to go for businesses to perform better. Here are recommendations to choose a convenient software:

- Know your need from the outset
- Evaluate a number of vendors
- Train your employees well in purpose to achieve good job.
- Investing in enough devices improves the accessibility of the system, go for something that addresses the immediate needs of enterprise architecture management.
- The chosen system should be able to adapt to changes in the company

- Protect networked systems and the critical infrastructures they support are so vital to the organization, that their incapacitation or destruction would have a debilitating effect on security of assets and integrity of capital resources on information.



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-Cybersecurity: Protecting capital information and assets is paramount to successfully executing the organization's mission. It must proactively assess and detect cybersecurity risks and vulnerabilities [7], resolve threats when they do occur, and continually monitor the effectiveness of our cybersecurity solutions. When an organization has a strong sense of network security and an effective incident response plan, it is better able to prevent and mitigate these attacks.

1. Conclusion

Information resources have become strategically very important in all kinds of enterprises. In modern era, organizations are escaping from traditional "bureaucracy" to the "inverted pyramid" structures with the application of information technologies. In this context, organization structure, the communication of information and adequacy of shares are particularly important. It is necessary to establish a professional IRM department, which undertakes core functions and tasks, such as decision to make change, communication, coordination, command, feedback, research and integrates information resources on distribute cooperation of that enterprise, like suppliers, users, agent, research institutions, followed by issuance of instructions in an efficient and accurate way to appreciate the business objectives.

Every organization must have some form of strategic management, to evaluate "where is the organization going? And "where the organization should be going? Consideration of these questions is essential, for pro-active response to the changes and uncertainties of the business environment. Conventionally, in 'consultancy speak', the process of strategic management has involved managers answering questions such as: Where is the organization now? Given the external trends, where does the organization want to be [8]? What actions must be implemented to achieve the specified goals? As part of this process, information is gathered and used in management formulating an explicit plan of priorities for actions with appropriate allocations of resources that will take the organization forward. Explicit attention must be given to the changing nature and scope of the industry, together with the particular competencies of the organization. Situation analyses are completed, such as SWOT analysis, as are portfolio analyses and KPIs for measures strategic priorities, to determine an organization's best performance of business, products and services. Strategy formulation is undertaken at different levels, usually: corporate, business and functional based on information and its interpretation.

If CIO think strategically and there is cohesion between manager and teamwork and employee by communication collaboration, IRM Strategy is an important stage, that lead to the success of the organization and put highly their performance. Health care organizations operate in an environment of constrained resources, and must **maximize productivity, quality, and market share** while containing costs and minimizing the use of ineffective services.

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