

Managing Information in Organizations

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Chapter 4 Role of Business in Information Management

Link 4.2 Information Content of Strategic Analysis Models

Modelling Tool	Brief Overview of Model	Information Needs Derived from Model
Business Process Modelling (Melão & Pidd, 2000)	<p>Provides a detailed understanding of the main activities in the organization and may identify opportunities to improve efficiency and effectiveness.</p> <p>Processes can be viewed as:</p> <ul style="list-style-type: none">○ Deterministic machines (for example, data flow diagrams).○ Complex dynamic systems (for example, event simulation).○ Interacting feedback loops (for example, system dynamics).○ Social constructs (for example, soft systems).	<p>Information needed as input to and output from the business processes.</p> <p>Additional information needed to measure the efficiency and effectiveness of the processes and to act as control processes, providing feedback to ensure that processes are working correctly.</p>
Business Segmentation Model (Hussey, 1982)	<p>Reviews how products are positioned in their market and assesses the potential for a product to improve its position.</p>	<p>Information needed about the size and potential growth of the market(s) in which the organization trades, including its current market share.</p>
Critical Success Factors (Rockart, 1979)	<p>Identifies the things that an organization must do in order to survive, providing directives to which the organization's resources and processes need to be aligned.</p>	<p>Information needed to monitor critical success factors.</p>
Cultural Web (Johnson <i>et al.</i> , 2008)	<p>Explores elements of culture to improve understanding of the current organizational culture and to identify the key values that need to be retained or challenged.</p>	<p>Characteristics of information that are needed to reflect the values and philosophy of the organization.</p>

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Modelling Tool	Brief Overview of Model	Information Needs Derived from Model
<p>Customer Resource Process (Ives & Learmonth, 1984)</p>	<p>Focuses on the relationship between an organization and its customers. It identifies the main stages that a customer goes through as they interact with the organization.</p>	<p>Information that customers need the organization to provide to them.</p>
<p>Five Forces (Porter, 1980)</p>	<p>Provides a structured means for analysing the competitive environment. It focuses attention on the organization's relationship with business partners, identifying the dominant forces in the marketplace which require further investigation.</p>	<p>Information needed to monitor potential sources of competition and to develop barriers to reduce potential threats.</p>
<p>Industry Life Cycle (Robson, 1997)</p>	<p>Positions the industry in its life cycle and indicates potential opportunities for growth or the need to diversify into other industries and markets.</p>	<p>Information needed to identify, monitor and respond to each stage of growth of the industries in which the organization trades.</p>
<p>Mission Analysis (McTavish, 1995)</p>	<p>Focuses on the business benefits an organization can offer customers beyond the direct provision of goods and services. A mission statement is formed from analysis of four factors: customer function, technology dimension, customer segment dimension and stage in value chain.</p>	<p>Information about customers, their needs and how their needs may be met. This includes information needed concerning the benefits the organization can provide to its customers.</p>
<p>PEST (Johnson <i>et al.</i>, 2008)</p>	<p>Explores the business climate and identifies factors that may affect the organization but that are out of its control.</p>	<p>Information needed about the external factors to be monitored by the organization. Information is also needed to demonstrate how the organization has responded to issues, for example, providing evidence of adherence to legislation.</p>

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Modelling Tool	Brief Overview of Model	Information Needs Derived from Model
Product Life Cycle (Levitt, 1965)	Examines the stage of the product in its life cycle and may highlight the need for further product development or product diversification.	Information needed to identify, monitor and respond to each stage in the product life cycle.
Resource Audit (Johnson <i>et al.</i> , 2008)	Identifies the resources that the organization currently has, or has available to it, and the quality of the resources.	Information needed about the resources available and the status of the resource (such as age and condition).
Skills Needs Analysis (Perkins <i>et al.</i> , 2005)	Audits the skills required in the organization, identifying any knowledge gaps and training needs in the organization.	Information needed about existing skills of individuals in the organization and about skills that need to be developed to support the organization's strategy.
Systems Reference Model (McFarlan & McKenny, 1983)	Examines the role of information systems and IT in the organization in terms of the value provided to the organization	Information needed about current and planned information systems and IT in the organization and their value to the organization.
TOWS (Wehrich, 1986)	Explores the business climate and matches the threats and opportunities in the external environment, against the weaknesses and strengths of an organization, compared with those of its competitors.	Information needed to monitor strengths and weaknesses of the organization and its competitors. Information needed to monitor opportunities and threats both in the organization, its market, environment and business climate.
Value Chain (Porter & Miller, 1985):	Explores the business processes in an organization based on the premise that a series of activities take place to provide a product or service. Each activity has the potential to add value to the product or service offered.	Information needed as input to and output from the activities in the value chain. Additional information needed that can add value to the activities of the organization.

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