

# Managing Information in Organizations

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## Chapter 6 Information Management Strategy

### Link 6.4 Answers to Cloze Exercise 6.1

An information MANAGEMENT strategy demonstrates the organization's COMMITMENT to improving the quality and accessibility of information in the organization. The strategy defines the VISION and specifies TARGETS for improving information management, establishing a framework of POLICIES, controls, and procedures to manage information throughout the LIFE CYCLE. The strategy JUSTIFIES the required investment in information and demonstrates that poor information management may lead to LEGAL penalties and loss of custom. Business BENEFITS of information management may be tangible such as COST savings or intangible such as improvements to decision-making and customer service. The information SYSTEMS strategy provides the information processes to manage information in accordance with the information management strategy.

Formulating a strategy requires PRACTICAL support from senior management and COLLABORATION from interdepartmental teams. An ASSESSMENT of the current situation with regard to information management is needed to identify the specific information management PROBLEMS in the organization. An information AUDIT can then be undertaken to identify existing information resources available and the information that the organization requires. There are four complementary approaches to conducting an audit; these are strategic, PROCESS-based, resource-based, and actor-based. The results of the information audit can be used to populate the data DICTIONARY and create the information ARCHITECTURE.

Barriers hindering implementation of the information management strategy are likely to be RESOURCE-based, culture-based, or fear-based. Barriers to implementing the strategy can be addressed by organizational commitment, intraorganizational collaboration, COMMUNICATION strategy, and by focusing the STRATEGY on practical issues. The progress of implementing the strategy can be reported using QUANTITATIVE measures such as the number of data owners appointed. The impact of the strategy is evaluated using meaningful PERFORMANCE measures defined in the information management strategy. Formulating and implementing an information management are CONTINUOUS processes responding to the changing information needs of the organization.