

TOPIC NO:

7

**‘THE SURVIVAL OF A LARGE ORGANIZATION DEPENDS UPON
ACCESS TO HIGH-QUALITY INFORMATION THAT WILL ENABLE
THEM TO MAKE STRATEGIC CHANGE’**

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The survival of a large organization depends upon access to high-quality information that will enable them to make strategic change. Discuss this statement with relevant examples

INTRODUCTION

In the 1950s Drucker worked on theorizing the concept of 'Knowledge worker' where he explained the application of human intelligence in reducing physical labour in the future. Later supporting this fact Nesbitt in 1984 studied that the future will be driven by information: information float will attain profitability. With the evolution of computers and a digitized economy, the tool and techniques used in synthesizing data have become more advanced in synthesizing high-quality information. The impact of high-quality information in the business world has given importance to change management which is very important to an organization as it drives Strategically approaching challenges. The challenges are addressed through high-quality information with dependent, independent, or control variables which helps to work out an effective strategy. Living in an age of information, it is very important to understand that our technological tools are advancing day-to-day to store a vast amount of data about people and processes. Regardless of the size of the organization, every business is finding innovative ways to analyse, store, or use high-quality information for building business strategies for competitive advantage and sustainable growth. The growth of a digitized economy is developing the need for organizations to focus on high-quality information for managing strategic changes concerning factors driving the economy. The transformation of the digitized economy depends upon the synthesis of high-quality information on a broader sense which is going to get it connected with new technologies like 'Big data' analytics and 'Internet of Things'. With the evolution of computers and mobile phones, these breakthrough technologies have established the importance of high-quality information for the survival of large organizations for making strategic changes that help them to have a competitive edge and sustainable growth. efficient management of high-quality information is given high importance through management and technology. Before successful businesses managed well with high-quality Information but today it is driving towards the efficient management of high-quality Information through information management systems and Information technology.

HIGH QUALITY INFORMATION & ITS CHARACTERISTICS

To understand what is information, data should be addressed first for better clarity. Data can be simply explained as a statement, number, picture, or some form of variables which are unprocessed and is in its raw form. It can be structured or unstructured like qualitative or quantitative respectively. Data in its raw form is of no importance unless it is processed or polished to become information. Data that is processed can be called a piece of information. In 1994, Nonaka suggested that information is the knowledge that can be transmitted without loss of integrity once the syntactical rules required for deciphering it are known. Strategic changes in large organizations are initiated through high-quality information. High-quality information is generated using data that is finely collected, organized, and analysed using data processing tools. The characteristics of high-quality information can be addressed through ACCURATE model developed by the ACCA which stands for Accurate, Complete, Cost-beneficial, User-Targeted, Relevant, Authoritative, Timely, and Easy-to-use. High-quality information should be fair and unbiased. It should be error-free from a reliable source that is sustainable on its own to shows facts and figures which are complete and not partial. The cost of procuring the information should be analysed against the benefits which should be beneficial in some or other way depending upon the nature of the activity. The high-quality information addresses the need of the users in its style of communication regarding its detail and complexity which should be communicated to the right person depending upon the relevance for decision-making. The reliability of the source can be identified through previous experiences and qualifications while determining the authoritative nature of high-quality information. It should be noted that the information is of high-quality when it is communicated at the right time to strategize appropriate actions for its management rather than using outdated information. It should be understandable and easy to use without confusing the user with jargon. The impact of these characteristics will either have an effect on people, processes, or technologies which is most essential in successfully running a business. Unlocking the potential of information is what every business does while developing a business strategy. This is effectively done through effective management of high-quality information through Information systems used for gathering and processing data for day to day business activities. Organizations used these synthesized data for building effective strategies for gaining competitive advantages and sustainable growth. In today's world, Organizations are valued for efficient management and application of information through tools and technology.

CLASSIFYING HIGH QUALITY INFORMATION IN ORGANIZATIONS

Organizations classify high-quality information through dedicated information systems that operate in different levels of business. Information cannot be obtained through a unified system as different businesses operate giving importance to different levels of business depending on its nature of actions undertaken. Classifying Information systems helps easy access to relevant information for the decision-makers to formulate effective decisions for the organization with less time and more precision. As organizations are comprised of different activities from multiple sources, a structured approach is needed to classify the high-quality information for presenting it with logic and appropriate detail. The classification should be such that it gives more importance to the actions of key process indicators (KPI) of the users associated. The design of the information systems depends upon the flow of information from different levels of the organizations and the activities involved in its operations. The integration of high-quality information and KPIs proves the efficiency of levels in an effective information system which can help in strategic plan when required. These levels are classified as strategic, management, and operational levels. These are further divided into functional areas for gaining all the characteristics of high-quality information. Anthony(1965) suggested that systems are developed to serve business interests. The high-quality information supplied to each level serves different functions. At the strategic level it is managed by executive support systems(ESS), management level through management information systems (MIS) and decision support systems(DSS), and finally operational level through transaction processing system (TPS). Integrating these systems into the business helps for the free flow of information between the different parts of the organization which helps to understand the performance of the business in the short term and long term. This clearly states that the benefit of high-quality information comes with time, money, and complexity of its integration into the system. This information is critical or planning processes. Traditional organizations are transferred to information-based business due to these competitive advancements of information processing through technology which helps to understand market trends and competitive industry statistics for sustainability. The future is advancing towards an information era where high-quality information systems possessed by a business becomes its unique selling point of products or services. Businesses are finding strategic partners which can help them in advancing their information infrastructure either by merging or acquiring potential partners who can protect and develop the existing high-quality information and knowledge workers that make them unique in the market.

ASSESSING STRATEGIC ADVANTAGE: INTERNAL & EXTERNAL ENVIRONMENT

Organizing high-quality information with the help of technology led to the development of Information systems. They are crucial factors in achieving the strategic objectives of an organization. This information helps them to attain a competitive edge against competitors in the industry. Academics have developed several conceptual frameworks for developing competitive strategies or gaining sustainability and advantage in the industry. High-quality information can foresee risks and instability which helps organizations to proactively work on strategies. It helps firms and their employees to embrace the change without the traditional challenges of strategic change by analysing the dedicated information systems. It is to be understood that change management lies in the organization's capacity to adapt to new business models, innovations, and acceptance of technology trends. It is very important to understand that the information can foresee long term goals on tangible returns. This is widely seen in analyst jobs in every sector. It is crucial to develop strategies for change to outrun the competition in the industry by developing business models through established frameworks.

Assessing External environment:

In 1980, Michael Porter suggested the theory of five forces for gaining competitive advantage by analysing the nature of competition in the markets. The five forces for identifying the external environment are rivalry among existing competitors, the threat of new entrants, threat of substitutes, the bargaining power of competitors, and the bargaining power of suppliers. The role of strategic management in surviving these competitive forces is very important as this can be achieved through competitive strategies like Cost-leadership, differentiation strategy, Innovation strategy, growth strategy, and alliance strategy. High-quality information on a strategic change can be obtained if these strategies are analysed across the five competitive forces. Traditional companies looked upon the information as something which did not yield many benefits as it did not impact much on earnings, market share, or factors that earned immediate return. The new competition in the marketplace is bringing the importance of high-quality information which can influence short-term and long-term benefits of the organization through strategic planning. The strategic roles of information systems that are addressed by the competitive strategies for strategic change are as follows. The business process strategy enhances the operational efficiency, innovation helps to create new business opportunities, locking in customers and suppliers helps in creating valuable relationships with them, barriers

to entry helps to increase market share, building strategic technology platforms increase business opportunities, building strategic information database helps to enhance organizational collaboration.

Assessing Internal environment:

In 1985, Michael Porter theorized Porter's value chain analysis for analysing the internal environment of the organization. It is one of the most highly accepted models which helps to understand the strategically potential activities of an organization by clearly disaggregating the internal environment of a business. Based on the high quality information new value is created and strategic changes can be made. The value activities of the business are segregated as primary activities and support activities. Even though they form the structure for strategizing competitive advantage, they are a group of interdependent activities that are connected within the value chain. The primary activities comprise of activities which can create and deliver product or services to the market through inbound logistics, outbound logistics, Marketing & sales, and services. The support activities include those which focus on attaining a competitive advantage to the business by focusing on firm infrastructure, Human resource management, technology development, and procurement. Optimizing the linkages between these activities will ensure a competitive advantage is attained from the high quality information. These linkages are at times unrecognized which in turn results in the poor performance of the company without utilizing the potential of information that is possessed by the business. Depending upon the business segment, this information can be used to create and capture value for the business. Primary activities may add value to the business directly by gaining a cost advantage. At the same time, support activities can ensure to achieve the vision of the company by giving a differentiation advantage through innovations from technology developments or business processes. An excellent example is the UK's largest technology firm ARM holdings were acquired by the Japanese conglomerate Softbank group for a record 24.3 billion pounds. ARM is a semi-conductor designer giant that has supplied billions of chips throughout the world through computers, mobile phones, cars, sensors, and many other electrical devices. They are already working on the Internet of Things(IoT) and many other future technologies which can help Softbank and its subsidiaries distributed across the world through its knowledge workers and technology distributed across the world.

KNOWLEDGE DIFFUSION FOR COMPETITIVE EDGE

Information sharing is a dynamic process in the internal and external environment of an organization. Relating information and knowledge is very essential in business for crafting effective strategic management. In 1991, Nonaka suggested connecting the relationships between explicit knowledge and tacit knowledge is essential in the primary classification of knowledge. In 2004, Chen & Hicks stated that the part of the knowledge management process, realizing the proliferation of knowledge and information among different individuals across time and space as knowledge diffusion. The need for changing organizational needs forces decision-makers to provide unique insights from high quality information for strategic planning through knowledge diffusion. Knowledge diffusion has become one of the primary concerns of strategic changes as it involves promoting innovation and core competencies in the organization. The high quality information processed through the information systems helps to accelerate the process of knowledge diffusion. In 2003, Borghoff & Pareschi stated that one of the most essential contents of business strategy is knowledge diffusion. A business strategy that considers the knowledge diffusion will address organizational culture, leadership, business processes, and technological factors. It is a collaborative effort of connecting the producer and consumer of the product or services offered. The ideal knowledge diffusion will require high-quality information for formulating the effectiveness of dissemination of knowledge, modelling through an information flow map, understanding various factors associated, and factors outlining innovation, learning, and transfer of knowledge. The exchange of high quality information through knowledge diffusion in the strategic alliance will be the future of the large number of organizations involved in the technology sector. Strategic alliances help them to contribute their knowledge resources through the synergy of skills which helps them to strengthen their activities involved in the value chain and helps them to gain a competitive advantage in the industry. Innovation may not be successful always as the level of need that a producer or consumer requires at a time may differ. These differences in the requirement can be delivered to the organization through processed high quality information. It helps in knowledge diffusion which helps organizations to do strategic planning which can help the primary and support activities in the value chain for competitive advantage. In 1962, Everett Rogers, a professor in sociology suggested a framework for the diffusion of innovation which provides a clear understanding on which the knowledge diffusion and innovation in an organization are based. It involves 5 stages starting with processed high quality information as knowledge when the innovation is first exposed. Second, comes persuasion where the

marketers will seek information to convey the benefits in detail. Third, a decision which Rogers cites as the most difficult part which involves perceptions and feeling which in turn will be rationalized. Fourth, Implementation can be evaluated only based on the ease of access and high quality of information from the designers and marketers. Fifth, Confirmation is the point in which the user or associated users will evaluate the product and this process can continue until the product or service is abandoned. The work of Rogers in diffusion studies has contributed a lot to modern research and innovation which involves examining social networks and determining the right group of users during an innovation to gain positive feedback. The study of Rogers Knowledge diffusion suggests that high quality information promotes sustainability and innovation which contributes to strategic changes for a competitive edge.

STRATEGIC CHANGE IN CONTEMPORARY ORGANIZATIONS

Managing contemporary organizations became a challenge with the continuous evolution of technology and its adoption of high quality information in business. When more organizations started to adopt technologies, the need for implementing the usage of high quality information became the new normal through information systems. This, in turn, leads to the basis of competitive advantage. The microelectronics and telecommunications industry was the first to implement contemporary business models using high quality information. Therefore the competitive advantage and the growth of those industries were at the peak before the millennium. This was only because organizations did not believe in that strategic change that involved technology and the knowledge workers of high quality information. Change management led to abandoning the long-established traditional rules of the business environment and finally restructuring the business processes. The ability to handle such changes was only possible to the contemporary organizations that welcomed the adoption of high quality information through information systems. It changed the style of authority-driven business to participant-oriented business, these widespread strategies in contemporary business models give a clear idea of how change is best facilitated (Beddowes & Wille, 1990). For an effective and sustainable corporate performance, it is very important to establish a strategic change that should be implemented through a systematic framework while approaching competitors. To establish this, contemporary organizations continually work on innovative practices by gathering high quality information from markets around the globe. These help to have constant change on the inside as well as outside through knowledge diffusion in contemporary organizations. The business models in a contemporary organization are highly

competitive and dynamic as it addresses much more than the traditional business involving the producer and the customer at the same time. The changing environments in the fast-paced business environment should be addressed timely which could be possible only through clear information that can be reliable for strategic planning, control, and decision-support. Real-time monitoring of high quality information has become a crucial factor for every business that works in a complex environment of turbulence. Involving technology with high quality information as information systems has made change management in contemporary organizations adopt change management regardless of the size of the organization. Contemporary organizations with its new model address a lot of real-time information that the traditional organizational structures followed. They additionally addressed strategic changes through globalization, diversity management, corporate social responsibility, ethics, goodwill management, managing the green business through new business models. These models work on producing high-quality information which in turn is diffused into the information systems by focusing on customer segments, customer relationships, value propositions, value chain, key partnerships, and cost structure. These strategic changes help to identify these contemporary organizations to capture from all segments of business thereby making it capable to have sustainability by addressing factors outside the business. An example is adding Corporate social responsibility which in turn helps them to ignore criticisms if any as they consider the legal, ethical, economic, and philanthropic responsibilities. The adoption of contemporary business models for strategic change has clearly shown the importance of high quality information during the Covid-19 emergency which helped employees to work from fully utilizing the information systems and information technology. The contemporary business model and its organization hierarch have helped organizations to work in a virtual environment without shutting down important projects that need continuity. Universities in the UK have adopted the use of online classrooms and administering their operations online information systems would not have been possible without the idea of knowledge diffusion in contemporary organizations. Even though the involvement of high-quality information through technology is high in contemporary organizations, its main goal is to connect the people and the process of the business environment in the internal and external environment of a business which in turn helps to attain competitive advantage and sustainability. They make sure when the stakeholders are given participation-oriented space in the organization, and effective strategic objective is achieved in the value chain where it creates and captures value simultaneously.

CONCLUSION

I would support and conclude that transformation of larger organizations in the digitized economy depends upon the synthesis of high-quality information on a broader sense which is going to get it connected with new technologies like 'Big data' analytics and 'Internet of Things'. Unlocking the potential of information is what every business does while developing a business strategy. Classifying Information systems helps easy access to relevant information for the decision-makers to formulate effective decisions for the organization with less time and more precision. The integration of high quality information and KPIs proves the efficiency of levels in an effective information system which can help in strategic plan when required. Integrating these systems into the business helps for the free flow of information between the different parts of the organization which helps to understand the performance of the business in the short term and long term. This clearly states that the benefit of high quality information comes with time, money, and complexity of its integration into the system. Academics have developed several conceptual frameworks for developing competitive strategies or gaining sustainability and edge in the industry. High-quality information can foresee risks and instability which helps organizations to proactively works on strategies. It helps firms and their employees to embrace the change without the traditional challenges of strategic change by analysing the dedicated information systems. The ideal knowledge diffusion will require high-quality information for formulating the effectiveness of dissemination of knowledge, modelling through an information flow map, understanding various factors associated, and factors outlining innovation, learning, and transfer of knowledge. The exchange of high quality information through knowledge diffusion in the strategic alliance will be the future of the large number of organizations involved in the technology sector. Change management led to abandoning the long-established traditional rules of the business environment and finally restructuring the business processes. The ability to handle such changes was only possible to the contemporary organizations that welcomed the adoption of high quality information through information systems. It changed the style of authority-driven business to participant-oriented business. The changing environments in the fast-paced business environment should be addressed timely which could be possible only through clear information that can be reliable for strategic planning, control, and decision-support. These strategic changes help to identify those contemporary organizations to capture from all segments of business thereby making it capable to have sustainability by addressing factors outside the business.

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