# XIV Information Management Proposal for Fiducia Management Consultants

1. About Information Management/Knowledge Management in general

is the gathering, validation and analysis of information, as well as recommending strategies based on these finding. This resembles the Fiducia's value proposition which makes Information Management to its core competence.

A Consultancy's Value Proposition: A Flow of Information
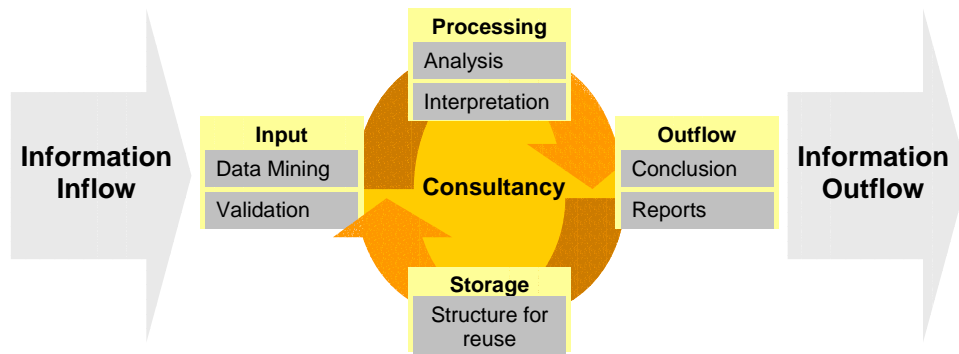
2. Fiducia's development

As FMC has been growing into four different locations, it has become increasingly difficult to manage the also growing base of information. That is:

1. FMC has recruited more consultants over time and increased its diversity how people think and deal with information. Everybody has its own way to structure and work with intangibles.

2. The geographical distance between the offices means an obstacle for communication in the day2day business which constrains the mutual understanding on what kind of information is present in each different location and how it is structured.

3. The Main Problem:

Adding value to information is Fiducia's core competence, but:

1. **There is nobody in charge of managing this information**
2. **There is no long-term strategy how to manage information and workflows**
3. Current information is widely fragmented
4. Information is not reusable on a company-wide basis
5. Current tools, like Powernet are not sufficiently used

4. Current Situation at Fiducia
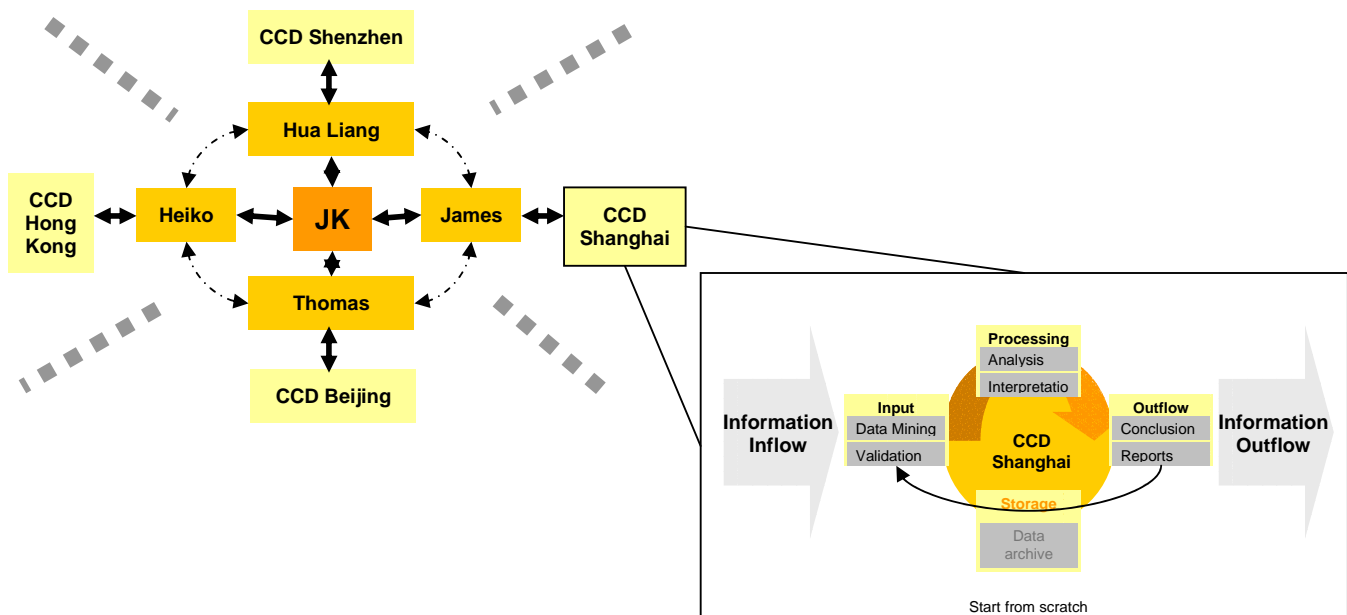
Currently, the information flow within Fiducia is quite different from the Consultancy example above. In the case of the China Consultancy Department (CCD), each office has its very own information flow.

5. Major improvements to be made at Fiducia

We see two major elements which can be improved by a more sophisticated information management:

The information flow: through an increase of internal communication

Current Situation		Improvement
Patchy communication between Senior Management and no communication between staff from different Offices	→	More internal communication establishes more interpersonal links. Issues and problems could be shared by the whole department, company-wide.
Example: CCD Beijing conducts a market research in the industry of super-alloys. The brother of an employee in CCD Shenzhen is a metallurgist. With increased communication between the staff, he would be aware of the Beijing market research, involve his brother and add substantial value to the project.		

An increase in internal communication would accelerate and broaden the information flow and therefore widen Fiducia's knowledge resources.

Additionally, further involving the employees in company-wide issues will make them feel more belonging to Fiducia instead of their respective department which will increase their loyalty to the company as a whole.

Information storage: Through centralization and structuring of information

Current Situation		**Improvement**
There is no central storage for current project data. Employees often work with files on many computers which can be inefficient because there is no central control and unified structure	→	With a central platform and unified structure, there would be no doubt at any time, where what information is located. This increases a departments effectiveness

Example: A team is working on one report file. Instead of each team-member working with its own version on his PC's desktop, there is one file on a central platform with a history function. That is all previous changes on the document can be tracked and reversed.

| **Current Situation**		**Improvement**
There is no central project archive where Fiducia's value added work is stored. Almost every project is started from scratch.	→	Archiving project data in a central structured storage enables employees to reuse value-added material which already has been created.

Example: CCD Shanghai has to assess the market size of turbochargers in mainland China. CCD Beijing previously assessed the market for Diesel Trucks for another client. Through the central storage, CCD Beijing can use large parts of their analysis.

The main idea is to have one central place where all data, being current or archived is stored in a structured and codified way so that it can be easily distributed and reused within the whole company.

Central Information Storage and Communication platform
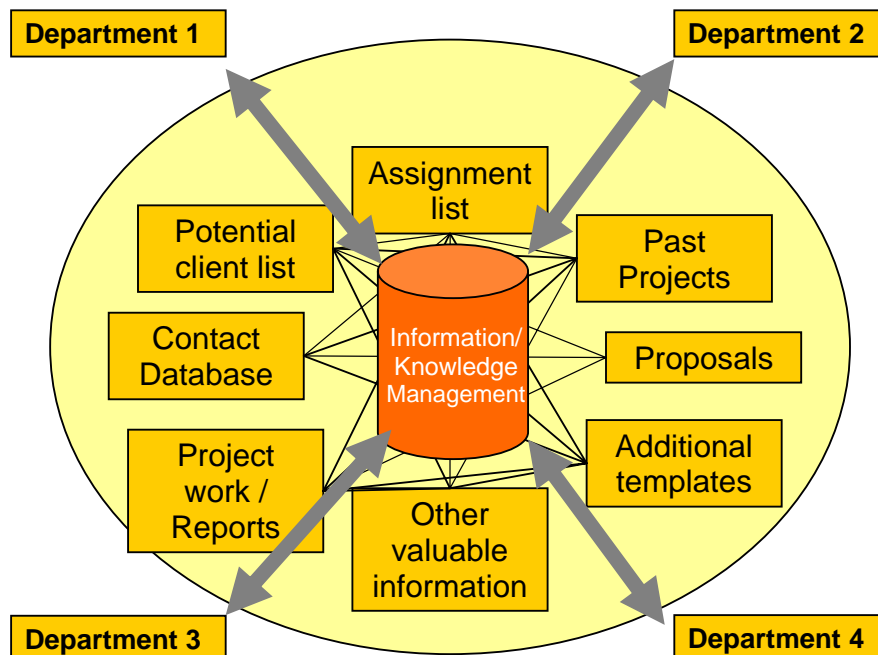
All central documents interact with each other and automatically communicate with the staff. With these improvements being implemented, Fiducia will further capitalize its knowledge resources which make the organization more efficient and effective.

6. How the industry implemented information management

Most of the worlds leading companies have experienced the same problems. And because in most companies intangible assets are the most mission critical, the position Chief Information Officer (CIO) was established who is in charge of streamlining and improving the company's internal IT organization, short Information Management.

7. How to implement Information Management in Fiducia

- **Developing an information management strategy needs to be top management priority**

Analysis of the current situation
- The Information Manager needs to examine each department in each office and analyze:
  - o The amount of information archived
  - o The structure of this information
  - o The workflow and information flow
  - o Communication with other offices / departments

Development of a long-term information management strategy
- The gathered information needs to be analyzed. Inefficiencies uncovered
- He then has to bring the senior managers together and agree on:
  - o A common structure of information storage
  - o A common workflow
  - o A common structure of communication

→ These will be the requirements for the information infrastructure

Strategy Implementation
- The agreement on information structure, workflow and communication will be turned into company policy
- All staff will be actively trained to comply with these policies
- The policy will be enforced and its compliance ensured

8. Dedicated position of Information Manager for to two reasons

Lack of continuity
Since most employees of Fiducia work on a project to project basis, they are not able to continuously work on a long-term internal undertaking. There would be a great planning session but after that, other issues would occupy the staff which makes it very difficult to realize these plans.

Conflict of interest
Archiving information and writing up the work done requires time for which in the beginning, many managers will not see the value. Hence, they will probably assign the documentation of employee's work insufficient priority in favor of working on new projects.

9. The work load of the Information Manager

The Information Manager has two major tasks:

1. *Implementing a central information management (Knowledge Management) system*
   → <u>30% of work</u>
   - Analysis of the current situation
   - Development of a long-term information management strategy

- Strategy Implementation
- The information bases need to be brought together brought into the agreed structure
- Management of the construction of the required information infrastructure by directing the offices' IT staff
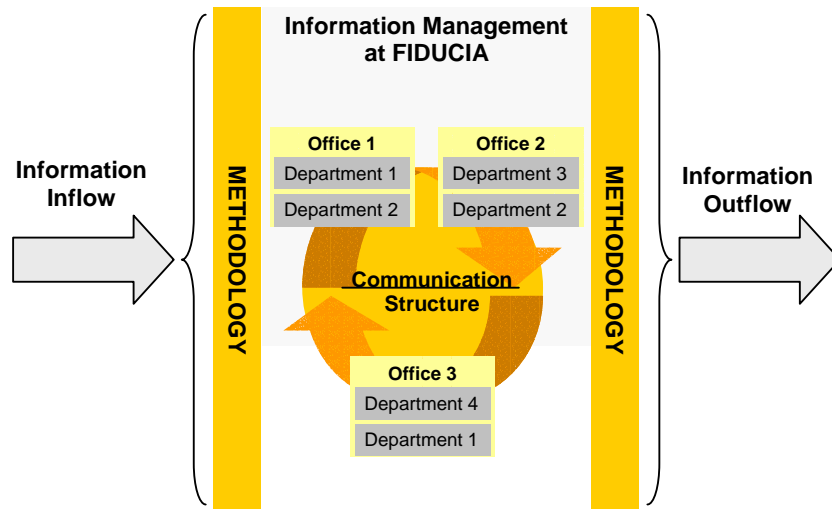
2. *To implement this system → 70% work*
   - Train whole staff to adopt the new system and working methodologies
   - Continuously fit the information infrastructure to staff's needs.

Step two will be the main work for the Information Manager with more than 70% of his time. The key success factor for the implementation is to win the support of the senior management. And as the Information Manager cooperates with the senior management in designing the information system, he must at least possess a senior management position. That is people always resist change which can mean a major obstacle for the Information Manager when this resistance is coming from above.

10. Requirements for the position

1. Managerial skill
2. Strong Leadership
3. Technical understanding, experience with Information Technology