конкурентноздатності фірми та полегшення введення на ринок нових товарів.

Таким чином, як свідчить дослідження, фірмовий стиль — основа іміджу, головний засіб його формування. Створення фірмового стилю це перший фундаментальний етап у становленні організації, а значить і її іміджу.

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NECESSITY OF INFORMATIONAL MANAGEMENT IN ORGANIZATION

Information management is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. This sometimes involves those who have a stake in, or a right to that information. Information management is practised in organisations. Yet information is used by individuals in those organisations. The counterpoint between the organisation and its individual members has particular relevance to information management because of its responsibilities to both the organisation at one level and to individuals at another level. This counterpoint means that we need to consider both the

organisation and its members in information terms as a starting point for developing strategies for effective information management in small and medium sized enterprises.

The organizational structure must be capable of managing this information throughout the information lifecycle regardless of source or format for delivery through multiple channels that may include cell phones and web interfaces. Given these criteria, we can then say that the focus of Informational management is the ability of organizations to capture, manage, preserve, store and deliver the right information to the right people at the right time.

Organizations must be held and must hold its employees accountable to capture, manage, store,share, preserve and deliver information appropriately and responsibly. Part of that responsibility lies in training the organization to become familiar with the policies, processes, technologies and best practices in Informational management. Information management is contextualised by the organisation and is value-laden. The earlier discussion of images of organisations suggests different approaches to information management in organisations. While the objectives of information management will be linked to the effectiveness of organisations, information management practice will vary across organisations. For example, in the organisation which is like a machine, the information management function might be centrally located in a unit established to control internally generated information. This unit would have links to an IT unit. There might also be a library in the organisation which provides an information service based on externally generated information.

Depending on the industry sector, the market place, the culture and the nature of work in the organisation, such a structural arrangement for information management might be appropriate. The objectives and priorities for information management will be framed within this context. If information management is to influence the development of the organisation then it should recognise as many categories of information as possible, as broad a range of sources and media as possible, and as broad a range of uses of information as possible. Information acquisition has become a critical but increasingly complex function in information management. Information acquisition seeks to balance two opposing demands. On the one hand, the organization's information needs are wide-ranging, reflecting the breadth and diversity of its concerns about changes and events in the external environment. On the other hand, human attention and cognitive capacity is limited so that the organization is necessarily selective about the messages

it examines. The first corollary is therefore that the range of sources used to monitor the environment should be sufficiently numerous and varied as to reflect the span and sweep of the organization's interests. While this suggests that the organization would activate the available human, textual, and online sources; in order to avoid information saturation, this information variety must be controlled and managed.

A powerful way of managing information variety is to involve as many persons as possible in the organization in the gathering of information, effectively creating an organizationwide information collection network. People, not printed sources or electronic databases, will always be the most valuable information sources in any organization. People read widely; communicate frequently with customers, competitors, suppliers; work on a variety of projects; and accumulate specialized knowledge and experience. Unfortunately, information acquisition planning typically does not include human sources. This is a serious deficiency. Human sources are among the most valued by people at all levels of the organization: human sources filter and summarize information, highlight the most salient elements, interpret ambiguous aspects, and in general provide richer, more satisfying communication about an issue.

Information acquisition planning should therefore include the creation and coordination of a distributed network for information collection. Complementing the network could be a directory or database of experts: both the business and subject experts who work within the organization, and the external consultants or professional specialists who have worked with the organization. A well maintained database of internal and external experts can become a prized information asset of the organization, as people seeking information use it to connect with the best available expertise. The database may also be used to locate knowledgeable experts who can assist in evaluating current information resources, recommending new materials, assigning priorities, and so on. Organisations are increasingly aware of the potential of information in providing competitive advantage and sustaining their success as evidenced in a number of published case studies and commentaries. The descriptions of information as an asset and a resource are no longer unusual. However, the origin of these descriptions in classical economics ignores the place of information in the fabric of a political system or culture of an organisation. If information is to provide competitive advantage then its full potential needs to be considered. I want to introduce six key principles to ensure that information management activities are effective and successful in any organization.

The first principle is recognise (and manage) complexity: Organisations are very complex environments in which to deliver concrete solutions. As outlined above, there are many challenges that need to be overcome when planning and implementing information management projects. Focusing on deploying just one technology in isolation. Purchasing a very large suite of applications from a single vendor, in the hope that this can be used to solve all information management problems at once.Rolling out rigid, standardised solutions across a whole organisation, even though individual business areas may have different needs.Forcing the use of a single technology system in all cases, regardless of whether it is an appropriate solution.Purchasing a product «for life», even though business requirements will change over time.Fully centralising information management activities, to ensure that every activity is tightly controlled.

Second – focus on adoption: Information management systems are only successful if they are actually used by staff, and it is not sufficient to simply focus on installing the software centrally. In practice, most information management systems need the active participation of staff throughout the organisation. Staff must save all key files into the document/records management system. Decentralised authors must use the content management system to regularly update the intranet. Lecturers must use the learning content management system to deliver e-learning packages to their students.Front-line staff must capture call details in the customer relationship management system.

Third Principle is deliver tangible & visible benefits: It is not enough to simply improve the management of information «behind the scenes». While this will deliver real benefits, it will not drive the required cultural changes, or assist with gaining adoption by staff. In many cases, information management projects initially focus on improving the productivity of publishers or information managers. While these are valuable projects, they are invisible to the rest of the organisation. When challenged, it can be hard to demonstrate the return on investment of these projects, and they do little to assist project teams to gain further funding.

Fourth Principle: prioritise according to business needs. It can be difficult to know where to start when planning information management projects. While some organisations attempt to prioritise projects according to the «simplicity» of the technology to be deployed, this is not a meaningful approach. In particular, this often doesn't deliver short-term benefits that are tangible and visible.

Fihth Principle: take a journey of a thousand steps. There is no single application or project that will address and resolve all the information management problems of an organisation. Where organisations look for such solutions, large and costly strategic plans are developed. Assuming the results of this strategic planning are actually delivered (which they often aren't), they usually describe a long-term vision but give few clear directions for immediate actions. In practice, anyone looking to design thecomplete information management solution will be trapped by «analysis paralysis»: the inability to escape the planning process.

Sixth prinsiple: provide strong leadership. Successful information management is about organisational and cultural change, and this can only be achieved through strong leadership. The starting point is to create a clear vision of the desired outcomes of the information management strategy. This will describe how the organisation will operate, more than just describing how the information systems themselves will work. Effort must then be put into generating a sufficient sense of urgency to drive the deployment and adoption of new systems and processes.

Implementing information technology solutions in a complex and ever-changing organisational environment is never easy. The challenges inherent in information management projects mean that new approaches need to be taken, if they are to succeed.

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