12TH INTERNATIONAL COMMAND AND CONTROL RESEARCH AND
TECHNOLOGY SYMPOSIUM

"Adapting C2 to the 21st Century"

Information and Knowledge Management as Competitive Advantage Sources
in Information Age

<u>(student abstract)</u>

- Interoperability among organizations;
- Centralized Knowledge organizations vs knowledge based organizations;
- Self-synchronized organizations.

Organizational Issues

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Abstract

Information and knowledge have an increasing important role in organization's performance. In the so called information age there's an emerging tendency to seek and develop tools that allow organizations to reach and keep a competitive advantage. Competitive Intelligence rises as a response for this search but, as can be proved, its simple implementation is not enough. There are other solutions – the organization, itself, will have to change its structure and attitude concerning its surrounding fields of interest, where it operates.

The competitive environment between organizations has become more tumultuous and very dynamic. Information, and knowledge that can be generated from it, have become essential resources for all organizational activities. Management processes are following the internal and external environments tendencies which lead decision makers in the right way. Effective management procedures used today may lead, a few months later, to a complete ruin of an enterprise. Concerned with this situation, organizations should developed methods and techniques that allow them to survive in a marketplace or even in a battlefield.

In such a competitive and complex environment, cooperative relations at internal and external level may become a powerful weapon against other competitors. These relations can only be better performed if the organization is capable to set up a cooperative network, change its internal structure, embrace communication's standards and learn how to build situation awareness and situation understanding based on information and knowledge sharing. Beyond the establishment of cooperative relations, it's also necessary to learn how to work in groups and networks which implies the development of the necessary flexibility to respond faster according to new environmental conditions and relationships.

Synchronized actions are faster achieved if organizations are able to coordinate all its resources in an effective way. The finest coordination capability, able to respond to the most critical situations, can only be reached in organizations where all its members are subject to periodic professional training and education, in organizations that clearly disclose its business strategy to its members, share high quality information and follow a thrust politics among all its members. Additionally, organizations business process may also be affected at a global level by international events and Information warfare activities. Everyday, alert systems are being optimized trying to anticipate the effects of those events and try to identify possible emergent risks and opportunities. Simultaneously, information analysis processes and protection mechanisms are being created.

Within this context, success will only be accomplished by organizations that are able to implement mechanisms that, for some means, can give them competitive advantage over others. This paper intends to identify what kind of tools and methods have been developed by commercial and military organizations and the way that they should be used to generate competitive advantage in the information sphere.

Key Words