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Training Programme on Information Resources
Management in Food Enterprises
Seoul, Republic of Korea

1-12 November 1993

REPORT*

* This document has not been edited.

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C o n t e n t s

	Page
I. RECOMMENDATIONS	1
II. INTRODUCTION	2
III. WORKING SESSIONS	5
IV. ADOPTION OF THE REPORT	8
V. ACKNOWLEDGEMENTS	8
Annexes	
I. TRAINING PROGRAMME	9
II. LIST OF PARTICIPANTS	13

I. RECOMMENDATIONS

All the participants in their interior evaluation of the Training Programme on Information Resource Management in Food Enterprises stressed the importance and timeliness of the Programme which they considered to be a key element to develop a company competitiveness. The selection of participants from various regions was considered acceptable for the first Training Programme of such a kind.

It was recommended :

1. INTIB should continue to assist SMEs in developing countries to introduce the Information Resource Management concept in a company by organizing regularly training on regional and subregional and/or national level and by preparing a guide on IRM which should include overview of information systems/networks and sources in food (or any other sector chosen for the training programme) industry and consider a model for developing information resource management in an enterprise (hardware/software requirements, system development, communication means, organization of information flows, training requirements etc.) keeping in mind the size of the company.

2. The duration of the Programme may be shortened to 10 days by limiting the time for introduction to the state-of-the-art of information and communication technology. More participants should be invited to have a greater dispersion of experience in developing countries.

3. More time should be allocated for practical training in a computer class, exchange of experiences between the participants, video presentation, more extensive introduction to existing databases for the food industry and case studies of actual IRM in action.

4. The Training Programme may include a small exhibition of software/hardware needed to apply IRM in an enterprise.

5. The visits to companies applying IRM in their practice are very important.

They should be better structured and the participants may have an opportunity to have some practical training (to have more interaction with IRM managers of the company).

6. The Programme should include the introduction lecture on host country economic, political and social situation.

7. UNIDO/INTIB should develop a follow-up programme to evaluate how the experience gained was used by participants in their enterprises and/or develop the assistance projects to introduce the IRM concept into activities of particular SMEs.

II. INTRODUCTION

BACKGROUND INFORMATION

Greater and more efficient use of industrial, technological and business information by enterprises has today become an imperative without which many enterprises are doomed to poor performance or even total failure. Despite all the efforts of UNIDO and many other UN, international, regional and national organizations, as well as commercial information processing organizations, many enterprises still do not make full use of the available information resources and services.

The level of intensity of the use of information by enterprises depends on many factors, the most importance of which are the level of development of the national information infrastructure, the current economic policy of the country and the economic system within the enterprises operate. These are

also the factors which determine the level of utilization of UNIDO/INTIB (Industrial and Technological Information Bank) information services and products in various countries.

The current industrialization processes in the majority of developing countries should open new possibilities for intensifying the use of information in particular in the context of:

- the processes of industrial restructuring;
- the processes of revitalization of some industries;
- the restructuring and reorganization of the enterprises;
- the aspirations of enterprises to higher levels of performance, productivity, quality and exports;
- the adoption of new technologies; and
- the protection of environment

In many countries the creation of small private enterprises, spinoffs linking the holding corporations to the private and ancillary sector enterprises etc., will lead to a greater demand for new technologies and consequently a rise in the demand for industrial, technological and business information. Furthermore, the new wave of techno-entrepreneurship is expected to increase the demand for industrial and technological information not only in medium and small enterprises but also in large public sector enterprises.

The Advisory Group Meetings of INTIB have urged that the capability of enterprises to define their information needs, to access, handle and make use of information - actually making enterprises aware of the source of information and of the possibilities, ways and means to access, handle and organize it in accordance with the concept of Information Resource Management (IRM) - is a question to be solved yet.

In line with the recommendation of the Advisory Group of INTIB as well as the Human Resource Development (HRD) Programme of UNIDO, a number

of workshops have been organized by INTIB in the field of industrial and technological information to provide know how in the area of hardware and software development, use of various databases and networking for exchange of information. Agro- and food industry manufacturing enterprises are the major customers of the information services of these information centres. An analysis of the Industrial Inquiry Service of UNIDO and the Intermediate Technology Development Group (ITDG) of U.K. shows that 35 percent of the technical inquires are related to food manufacturing sector. By introducing the concept of Information Resources Management to the food enterprises managers it is intended to help them to increase their efficiency of information exploitation and facilitate decision-making. Thus, the training on Information Resources Management to food enterprises managers is an innovative sub-programme within the framework of the UNIDO training programme for information services.

WHAT IS INFORMATION RESOURCES MANAGEMENT (IRM) and WHY?

It is typical for all business activities today that the information economy dominates them. External information is linked to the company's internal information to create new products which have added value to the company. Additionally, information is a competitive advantage of the company. IRM is a process to co-ordinate and integrate the operational and management planning information systems with a view to achieve the business goal.

IRM is a concept to manage information. One method to handle it consists of the following five steps :

1. Inventory of information resources, flows and holdings;
2. Costing information sources, services and systems;
3. Price and value of information assets;
4. Analyze overlaps and gaps in relation to cost/benefits; and
5. Synthesize restructured policies, systems and programs.

Now innovative methods of coping with an unprecedented amount of industrial, technological and business information are sought. The concept of IRM in enterprises helps in identifying the proper sources of information, in assessing the validity of the information obtained, in being selective in the acquisition of industrial and technological information, and what is the most important, in organizing and handling information in such a way that it has an impact on the sound economic performance of the enterprise.

The unsystematic gathering and processing of information in enterprises in developing countries has been found to be not only very costly but also lacking the necessary impact on business operations. The enterprises suffer considerably in terms of economic performance, from ineffective handling and communication of information.

The need for the timely development of new products, their manufacture and sales, heavy investments in new technologies, strong competition on

markets - in short, the complexity of both the environment in which the enterprises operate today and of the internal business operations have implications not only for the management and organization of the enterprises, but are also continuously engendering new requirements for information and new ways and means of meeting those requirements.

In both developed and in particular developing countries enterprises are utilizing only a very small part of the scientific, technological, industrial and business information at present available through the national, regional and international information systems and networks. The level of utilization largely depends on the extent to which the enterprises understand and implement the IRM concept to increase the efficiency of information use and facilitate decision-making by managing information resources in cost-effective manner.

Food industry, being the predominant productive sector of most developing countries, has been selected for the UNIDO conducted first training programme on IRM in enterprises.

The training was divided into separate modules of lectures, round-table discussions, seminars, case studies, laboratory exercises, practical use of personal computers and visits industry plants/science parks/research centres.

OBJECTIVE

The main objective of the training programme was to upgrade skills of managers on information resources management and extensive use of industrial, technological and business information resources in order to improve the productivity of food enterprises.

The Training Programme has reviewed and discussed the following main themes :

- Information as a resource and a support to industry
- Information Resource Management - new information and communication technologies
- Information Resource Management and External Information resources
- How to organize Information Resource Management in a company
- Information services, networks and products, including INTIB activities
- Total Quality Management and Marketing of Information Services and products
- Practical workshops on Information Resource Management application in a company
- Study visits to industrial information services at selected Korean food companies

ORGANIZATION

The Training Programme was attended by 10 participants from various UNIDO member countries and 4 participants from Republic of Korea (see Annex II for the List of participants).

In the opening speeches of the President of KINITI Mr. Hong Shik Park, Chief of Industrial and Technological Information Section of UNIDO and the Chairman of the Korea Food Industry Association Mr. Myung Ki Chun the importance of industry and business information in a rapidly changing world political, economic and social spheres was stressed. It was reiterated that the Training Programme was rightly chosen in view of the importance of information resource management in enterprises, especially for food enterprises to increase their efficiency of information, use and facilitate strategic planning and decision-making.

ELECTION OF THE BUREAU

The participants of the Training Programme unanimously elected :

1. Chairman : Dr. Laszlo Dinya
General Director
Higher School Faculty of Food Industry (Szeged)
of the University of Horticulture and Food Technology.
Hungary
2. Rapporteur : Mr. Harry Abrikian
Chief Financial Officer
Jamaica Flour Mills Ltd.
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III. WORKING SESSIONS

Dr. Jin-Ho Seo of Seoul National University presented an overview of the Korean Food Industry. It has gone through four stages of growth - the Lag phase(1945-1960), the Early Growth phase(1961-1979), the Exponential Growth phase(1980-1989) and currently the Stable Growth phase(1990 to the present). Consumption patterns of food are changing in Korea, from a diet of cereal and potatoes towards vegetables, fruits, milk and eggs. The level of technology in the industry varies with canning, milk processing and food additives using high level technology in their production processes. Dr. Seo expected a consolidation in the industry (which is currently very fragmented) that R&D will grow in importance, (especially in Value Added Food Materials) and that the industry will grow but at a slower rate than the Korean economy. Hence it will have a smaller proportion of National Income in the future.

1. STATE OF INFORMATION TECHNOLOGY

UNIDO consultant Mr. A.E. Treloar reviewed current state and trends in information technology. He divided the technology into three areas - Analysis / Processing, Storage / Retrieval (which he combined under the heading Information Technology), and Communications.

Storage/Retrieval technologies have been undergoing rapid transformation in recent times. While the most common technology used was magnetic storage (either in disc or tape form), CD-ROM and WORM (write one / read many) technologies were being developed to store large archival data bases. He expected trends in multimedia to continue, the trend towards the combining of sound, video, text and numerical data in a single database.

Mr. Treloar indicated that databases can be categorized in four ways - the content of data, the use of data, the organization of data and whether the data is external or internal to the organization. Databases can be textual or numerical, and in the future, multimedia. Most data bases used today are transactional or operational, but he expected greater use of databases for decision support and strategic management in the future.

The first database used flat file technology but most new programmes were Relational databases. The first databases were internal to the organization but over the last ten years many external databases that could be accessed had been developed, among them Dialog, Lexis / Nexis and BRS.

Through computer and communication technology had developed along independent lines, both had developed to the point where they could be linked resulting in synergies. Mr. Treloar divided the discussion into the four parts - computer hardware, communication hardware, communication media and software - needed to integrate communications with computers. He expected greater use of wireless communications media in the future.

In summary, Mr. Treloar expected rapid growth of communication and information transfer in the future, larger organizations, the continuation in the trend towards open systems and the rapid development in data communication networks.

Dr. Sung Been Moon introduced Expert Systems and International Networks. He indicated that expert systems were being used as search intermediaries in three ways - handling certain questions on a particular database, assisting in decision making and offering advice. He indicated that expert systems had certain limitations - they are limited to a narrow subject domain, they cannot learn and they tend to be specialized. Expert systems will become more advanced and user-friendly in the future.

Dr. Moon also introduced the group to Internet and WAIS and the opportunities in applying there to IRM in a company.

2. APPLICATIONS OF INFORMATION RESOURCE MANAGEMENT IN THE KOREAN FOOD INDUSTRY

Mr. Dong Youl Jeong gave a theoretical overview of IRM in a company setting. He defined the five stages of IRM a company as Paperwork Management, Management of Automated Technology, Management of Corporate Information Sources, Business Competition Analysis Intelligence and Strategic Information Management; he indicated that most companies were at stage 2. An overview of the IRM programmes was laid out, with four stages. First, the Survey stage, then Cost/Value measurement, Analysis and Synthesis stages.

The group made field trips to two Korean food companies - the MIWON Group and the Doo San Group. During the visit to the MIWON Group (a company involved in the Food Products, Feedstuff and Chemical sectors), the group attended a lecture on the development of the patent system and strategy at the company and how the company used information systems as a critical tool in implementing this strategy. The group then toured the laboratories and the information management facilities. The group also visited the Doo San Group, a food brewing, material and distribution company. A presentation on the company and its information system facilities preceded a visit to their laboratories and information management facilities.

The Group also visited KINITI headquarters. They were given an overview of the organization and introduced to their information management facilities and capabilities.

3. APPLICATIONS OF INFORMATION RESOURCE MANAGEMENT

UNIDO Consultants Ms. Ritva Launo and Ms. Merja Karivalo spent the second week of the seminar dealing with the practical applications of Information Resource Management. They begin by reviewing trends in international business and the world economy, indicating the increased role information services was playing globally. Information and competence were a critical part of corporate strategy and thus should be incorporated into the planning process of the organization.

The consultants outlined a Strategic Information Planning process and an approach to the implementation of Information Resources Management in a organization. At all times information should serve the business and not the other way around. The group was introduced to the Continuous Analysis Process and SWOT analysis, and group work was done on this latter topic. A case study of the implementation of IRM in a Finnish food company, ALKO, was presented as well as a method to inventory and analyze the existing information resources and activities in an organization.

The role that Information Service has in catalyzing IRM was given extensive treatment. SWOT analysis, analysis of the information service environment (customers, competitors, suppliers to name a few), the analysis of strong and weak signal and the use of joint ventures and strategic alliances were discussed. In addition product development and quality issues was covered. An overview of Total Quality Management (TQM) was presented.

Among the areas covered included the role of quality in the information services, market analysis, customer analysis and market segmentation. Lastly the consultants dealt with the costing and pricing of information services, the measurement of productivity and Cost/Benefit analysis.

The Closing Session included an evaluation of the seminar, the conclusion of the seminar and closing speeches by the representatives of UNIDO and KINITI.

IV. ADOPTION OF THE REPORT

After detailed discussions, the participants of the Training Programme adopted the recommendations and the report as a whole. They expressed the support to UNIDO, INTIB in particular, to continue activities to strengthen the capability of SMEs in defining their information needs, accessing, assessing and making efficient use of information applying Information Resources Management concept. UNIDO was also requested to take necessary action for implementation of the recommendations and to provide support and advice in introducing IRM to SMEs in other sectors.

V. ACKNOWLEDGEMENTS

The participants of the Training Programme expressed their deep appreciation for the efforts made by KINITI and UNIDO for the organization of the Training Programme and offered special thanks to KINITI for providing excellent support and host facilities and organizing visits to Korean food companies.

Training Programme on IRM in Food Enterprises

November 1 -12, 1993

Seoul, Korea

TRAINING PROGRAMME

● November 1 (Mon)

14:00 - 14:30 **OPENING SESSION**

Opening Remarks

KINITI Hong Shik Park, President
UNIDO Representative of UNIDO

Welcoming Address

Korea Food Industry Association
Myung Kee Chun, Chairman

15:00 - 16:30 **Presentation of UNIDO**

Presentation of KINITI

Get-together : presentation of participants and
their companies/countries

● November 2 (Tue)

09:30 - 12:00 **Recent Development of Korean Food Industry**
Dr. Jin-Ho Seo, Seoul National University

Information Resources Management in a Company
Dr. Dong Youl Jeong, Ewha Womans University

14:00 - 16:00 **What is information: data/information/knowledge,**
information as a resource, characteristics of information,
information hierarchies

Support for IRM : Information technology (Computer
technology, communications technology), information
resources (Print and electronic), information services
Mr. A.E. Treloar, Deakin University

● **November 3 (Wed)**

- 09:30 - 12:00 **NEW INFORMATION TECHNOLOGIES AND DBMS**
Modern Information Technology : Expert System, and Database
Using Network (Internet)
Dr. Sung Beon Moon, Yonsei University
- 14:00 - Database Management Systems as support for IRM
Mr. A.E. Treloar, Deakin University
Hands-on session of UNIDO/INTIB Databases - UNIDO staff

● **November 4 (Thu)**

- 09:30 - 12:00 **IRM AND COMMUNICATION TECHNOLOGIES**
Communication Technologies and IRM
Mr. A.E. Treloar, Deakin University
- 14:00 - 18:00 Visit to MIWON Group. Case study on IRM in MIWON
Group and Tour
Mr. E Nam Hwang, MIWON R&D Center

● **November 5 (Fri)**

- 09:30 - 12:00 **INFORMATION RESOURCES MANAGEMENT AND EXTERNAL
INFORMATION RESOURCES**
Case study on IRM in Doo San Group
Mr. S. K. Hwang, Doo San Technical Center
- 14:00 - 17:00 Visit to Doo San Group & Tour

● **November 6 (Sat)**

- 10:00 - 12:00 Visit to KINITI

● **November 8 (Mon)**

09:30 - 16:00 INFORMATION SUPPORTS BUSINESS

Trends in industry and economy.
Information and competence as a part of corporate strategy.
Business Analysis. Continuing analysis process.
Strategic information planning process.
Information Resources Management in a company
The need to organize IRM in a company
Benefits of IRM.
Cost-benefit thinking in IRM.
Governing rules of IRM.
SWOT and critical success factors for IRM.

● **November 9 (Tue)**

09:30 - 16:00 HOW TO ORGANIZE IN A COMPANY

A case study from a Finnish food industry company.
Inventory and analysis of the existing information resources and activities
Lectures and team work, discussion, cases
Merja Karivalo & Ritva Launo

● **November 10 (Wed)**

09:30 - 16:00 INFORMATION SERVICE HAS A ROLE IN CATALYZING IRM

Information Service

- Business idea, strategies
- SWOT analysis of information service
- Analysis of the environment of the information service
 - customers (existing, potential)
 - competitors (" ")
 - financing bodies, subcontractors
- Analysis of strong and weak signals
- Joint ventures and strategic alliances

Information products and services

- Product development and quality
e.g. competitor intelligence, corporate profiles,
executive information system consultant services,
database management

Lectures and team work, discussion, cases
Merja Karivalo & Ritva Launo

● **November 11 (Thu)**

**09:30 - 16:00 TOTAL QUALITY MANAGEMENT AND MARKETING OR
INFORMATION PRODUCTS AND SERVICES**

Total Quality Management in a company.
Keywords of TQM
How to develop quality in the information service
Customer loyalty and quality

Market analysis, customer needs and segmentation
Marketing strategies. The need to combine knowledge
marketing, service marketing and product marketing in
marketing of information service

Information economy

- productivity, cost/benefit thinking
- cost accounting for information products
- price and value of information products and service

Lectures and team work, discussion, cases
Merja Karivalo & Ritva Launo

● **November 12 (Fri)**

09:30 - 16:00 CLOSING SESSION

Evaluation of the workshop
team work

Conclusions
Closing Speeches
UNIDO
KINITI

**Training Programme on Information Resources Management (IRM)
in Food Enterprises**

November 1 - 12, 1993, Seoul, Korea

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