

The Information Policy in the Activities of a Modern Enterprise

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Abstract--- *In modern conditions, a dynamically changing external environment, scientific and technological progress and a constant reduction in the life cycle of a product are forcing enterprises to look for sources to increase the efficiency of their activities. Work with information, the ability to use it productively is the main condition for the success of any enterprise. The main property of information, through which humanity has risen to the modern level of civilization, is its ability to endlessly replicate, without losing its original properties. No other nature resource has this property. Spending tremendous efforts to obtain new knowledge about the forces and laws of nature and directing this knowledge to the sphere of production, by replicating the results obtained, people repeatedly cover the costs of obtaining knowledge and receive additional benefits due to the additional involvement of nature forces in the production. The article is devoted to information policy, its evolution, and the impact on the efficiency of the enterprise. The article also considers the relationship of information policy with process management - a concept that changes the approach to enterprise management, when an enterprise's activity is considered as a continuous chain of business processes, and management - business process management.*

Keywords--- *Information, Information Policy, Enterprise, Efficiency, Technology.*

I. INTRODUCTION

For modern society, information, the transfer of new knowledge, technical and scientific ideas come to the fore. In this case, there is a need to centralize the supplied information resources. Not only the “rules of the game” characteristic of the information space appear, but also a new type of subjects of activity. The main purpose of the information policy is to show working tools and a set of rules on the basis of which the organization’s staff can determine the value of the information used, as well as the possibility of its application in personal and organizational interests. It must be borne in mind that the lack of necessary information can also harm the functioning and development of the enterprise, as well as its oversupply (Astafieva, 2016). The main purpose of the information policy is to “identify” an acceptable compromise between the need to disclose information and preserve the same amount of information that relates to trade secrets.

Information policy is a set of measuring scales, on the basis of which it is possible to evaluate the information that is available. An information policy is provided by a document management system (Trifonov, 2015).

The system that ensures the implementation of the information policy of the enterprise includes:

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- Provision on information policy and methods of its implementation;
- The totality of information operations and compliance with information policy requirements;
- Regulations on units and posts that implement the information policy;
- Documentation that ensures compliance with information processes.

Information technology support includes (Petrova, 2015):

- A system for the automated classification of information objects (processes) and tools for navigating, searching and providing users with access to information resources;
- Information tools of enterprise units;
- Resources to support intraorganizational activities;
- External information resources.

Corporate information should be periodically decoded (Bashin&Borisova, 2005).

Designing and maintaining an enterprise's information policy is ensured on the basis of a set of separate stages, the implementation of which depends on certain types of activities (Shepel, 2000).

Thus, for most enterprises it is necessary to perform the following tasks:

- Systematization of the main types of information according to various parameters;
- Development of operations and procedures to ensure the implementation of information policy;
- Creation of requirements for information technology support;
- Development of an information policy concept;
- Selection of automation systems in accordance with the requirements;
- Formation of information infrastructure;
- Introduction of electronic document management and information system;
- Implementation of a corporate dictionary of terms and definitions;
- Ensuring information security of the enterprise;
- Development of documentation support for information policy and process models;
- Organization of control over the implementation of information policy;
- Organization of processes for researching information policy and making changes.

II. METHODOLOGY

In the theory and practice of management, the term "information policy", although used by researchers and specialists in a wide variety of contexts, nevertheless, does not have a definite interpretation.

We share the point of view of Tatarenko V.N. (Tatarenko, 2014), where the information policy is defined as the art of information management aimed at achieving long-term strategic priorities of the enterprise. But in this case, under the art of management, the cited author, in our opinion, rightly understands not only the ability to set goals, plan, organize, control, analyze, etc., that is, to what constitutes the whole management function, but also "the ability to practically use the entire complex arsenal of methods, tools, instruments, strategies and technologies for

working with information that could ensure the maintenance of competitiveness and long-term sustainability of the enterprise in the system of competitive interactions Action »(Vorobyova, 2019).

At the same time, the information policy can also be described as the art of systemic action within the framework of such interacting systems as the activity sphere of the enterprise, the complex of the implemented policy, the system of strategic priorities and the information sphere of the enterprise (Safiullin, 2019).

Nesterov A.V. considers the information policy as a system of measures that allow you to create, transform and save information through the use of the most advanced means of storing and transmitting information in order to increase the level of informative social development (Vorobyova, 2019).

According to the results of the study, it can be noted that the information policy of a modern enterprise is a set of tools and techniques for managing information flows from the organization in the process of bringing them to public awareness. In the process of research and disclosure of the essence of this issue, it can be noted that there are a number of basic features characterizing the information policy, which are as follows:

- At the present stage of public life, the role of information policy as a means of shaping public opinion on a particular phenomenon is increasing;
- In the framework of the use of information policy, there are two main priority areas of its application, which include the state and public;
- A number of authors, when revealing the essence of the information policy of an enterprise, propose to consider three main areas of its implementation, which can be attributed primarily to social, then information and, finally, technical and technological.

Advanced information technology has influenced all areas of human life. This is a consequence of the general growth of information needs and the development of the information services industry (Ibatova et al., 2018). Therefore, the successful functioning of the enterprise is impossible without obtaining reliable information. New realities imply new priorities and require new management methods. In this paper, the authors investigated the problems and information policy when using information technology and the concept of enterprise management using information technology.

III. RESULTS

An enterprise is a multi-level dynamic system, which requires both external information that defines strategic goals and internal information that determines the optimal ways to achieve the strategic goals.

Since the end of the 80s, the activities of enterprises have been regarded as a continuous chain of business processes, and management as a management of business processes. There was such a thing as process management, changing the approach to enterprise management. While classical management sees the concept of enterprise management as a structure of organized functional units, process management considers management as a single process for creating a product and added value (Salikhzyanova&Gallyamova, 2012). Now, in order to meet the requirements of the external environment and be competitive, you need to have a clear idea of the structure of your business processes, their flow and ultimate effectiveness.

Today, the use of new information and communication technologies to automate areas such as accounting, manufacturing, and logistics is a prerequisite for doing business, increases labor productivity by accelerating workflow, elements of coordination, and information exchange. However, in most cases, the structure of processes within enterprises remains the same, and does not ensure the integrity of the vision of the situation.

The information system and business processes must be interdependent - in modern conditions, the implementation of a business process without information support is impossible, and the information system ensures implementation, and not only captures the results of the business process.

Russian enterprises working using outdated business models are beginning to lose in competition to their foreign competitors, both in the speed of launching new products on the market, both in their quality and in their distribution. Thus, the need for research and development of methods for improving the efficiency of enterprise management through scientifically and practically substantiated is through the integration of internal processes using information technology specifically for Russian conditions, taking into account the specifics of historically established methods of organizational management.

By and large, the majority of large industrial Russian enterprises still rely on the experience of management and planning that has developed in the USSR. We can talk about the emergence of a new discipline, emerging at the intersection of the sciences of management and computer science. Unfortunately, the contribution of Russian scientists to the development of this field is more than modest.

Many books by Russian authors contain references to the experience of foreign scientists, their ideas of building and effective application of innovative management systems based on information technologies are broadcast, but there is no mention of how to put this into practice, where to start. However, in practice, the application of foreign theories in their pure form, in Russian conditions (for example, controlling), is often unsuccessful. Western models are not focused on the specifics of the Russian economic conditions, the historically established mentality of managers and performers, and a new generation of top managers, trained and knowledgeable of modern Western-level management tools, has not yet been formed, largely due to the lack of relevant disciplines in the personnel training program.

The enterprise as a system is built on information flows characterized by different intensities, multidirectional and the presence of connections and exchanges. Information flows acquire a systematic nature, due to binding to interconnected elements that ensure the processes of collection, storage, and dissemination of information necessary for coordination, control and analysis of all processes in the enterprise.

Thus, an enterprise information system is a multi-level system of elements interconnected and united by information flows in order to provide all functional areas with the right information at the right time in the right place (Nikitin et al, 2007). For an information policy, no less important task than maintaining an image among your partners and consumers is the task of conveying this image to as many people as possible, regardless of whether they are potential partners for the company, consumers or not. One of the most important goals of the information policy follows from this - first of all, the accumulation of influence potential.

This goal is achieved through the use of communication elements such as packaging and merchandising strategies, advertising strategies and technologies, creating and promoting brands, lobbying strategies, patronage and sponsorship, financing research, developing and promoting educational programs according to the profile of the company, encouraging employees to participate in public and scientific activities, the production of promotional materials and periodicals, etc. In this regard, we can talk about the almost complete identity of the areas of responsibility of information and communication policies. Moreover, the essence and content of communication policy is defined as a promising course of action for the enterprise aimed at planning and implementing the interaction of the company with all entities of the system based on a sound strategy for using a complex of communication tools.

Information policy is also directly involved in creating a market for images, ideas, mental, emotional and artistic stereotypes. And in accordance with this provision, the most important task of the information policy, which follows from the main goal noted above (accumulation of influence potential), is the creation of technologies that could help make the process of creating these images not spontaneous, but in accordance with a certain plan and on strictly scientific foundations in the field of psychology, philosophy, medicine and physiology, semiotics, linguistics, theory and practice of modeling, advertising and many other private scientific disciplines.

To solve this problem within the framework of the information policy of a modern enterprise, it is necessary to use a complex of information support, which includes a certain set of elements. Among the elements of information support include the following:

1. The composition of the information, that is, a list of information units and their aggregates necessary to solve the problems of the specific interaction of business entities;
2. The structure of information and the laws of its transformation, i.e. rules for constructing indicators, documents, rules for aggregation and decomposition of information units, their transformation;
3. Characteristics of the movement of information, i.e. quantitative estimates of information flows, determination of document movement routes, construction of workflow schemes, determination of temporal characteristics of the functioning of information sources, receipt of primary data and their registration, determination of the duration and order of their storage, revaluation and updating;
4. Information quality characteristics, i.e. a system of assessments of usefulness, significance, completeness, timeliness, reliability, reliability, etc;
5. Methods for converting information, i.e. methods for the selection, delivery, distribution of information, methods for calculating indicators, schemes for providing information to structural units of the management system, methods and methods for preparing operational data for solving problems.

At the same time, the main principle of the information policy regarding information support is the principle of relevance, which means in practice the need to answer the question of what information and to what extent is necessary for the implementation of high-quality management of the interaction of market entities. In other words, the principle of relevance involves ensuring the consistency of information and executive management mechanisms. At the same time, an adequate information policy should not only control the resource supply of the information-management process, but also stimulate and guide its development.

Regarding the sphere of information technologies, which are an organic and integral part of the information policy of the enterprise, it should be noted that the most common opinion is to link this concept almost exclusively with computer or computerized processing of data and information, while the term “information” itself is actually technology ”does not imply such restrictions. From the point of view of interaction management, such an understanding of information technologies is too narrow, not taking into account the obvious fact that information and communication processes both in nature, in society and in the consciousness of an individual person are fundamental, naturally conditioned and primary to information technology complexes created by people . Therefore, on a broader plane, modern information technologies should be considered as a set of principles, means and methods that ensure the implementation of information and communication processes of human activity

The tasks of information technology include:

- Providing information both for making management decisions at the highest hierarchical level, and at the operational level of enterprise units.
- Assistance to the processes of setting strategic goals, methods for their implementation.
- Creation of a single information space within the organization, contributing to the integration processes.
- Structuring the process of functioning of the enterprise, as the continuity of information exchange.
- Display of the clear work of units.
- Mapping of the performance criteria of directions and units.
- Reducing the number of errors, eliminating unnecessary operations.
- Cost reduction of products and services due to process optimization.
- Support for forecasting and environmental assessment processes.
- Improving the organizational culture of the enterprise.

In the late 60s, information systems radically transformed the essence of enterprise management, the first standards of resource planning systems began to appear. Corporate information systems began to take the form of a chain of integrated functional subsystems built in a single technological key, combined in a single database and working on a single hardware-system platform (Sychugov et al., 2019). The first was the MRP (Material Resources Planning) standard. This system, first of all, solved the problems of rational planning of materials, partially automated production processes (Balakhonova, 2009). That is, the MRP system is a set of business processes that integrates the main production processes: production, planning and inventory management. The main impetus for the development of this system was the need to organize accurate management of materials and stocks in warehouses, to solve common problems with the “overloading” of some resources and a lack of others.

In the 80s of the last century, the MRP standard was supplemented by a financial unit containing elements of financial management and planning. Next comes the ERP (Enterprise Resources Planning) system, which is an integrated solution in the management of all types of enterprise resources - material, capital, production, information. The ERP concept has become the main business model used by enterprises to achieve operational efficiency. By 1994, 48,000 of the 60,000 manufacturers in the United States used either MRP or ERP systems (according to Advanced Manufacturing Research, 1995).

MRP / ERP have a big impact on business quality, help consolidate, reduce errors, reduce the number of unnecessary operations, and improve forecasting and planning abilities, thereby reducing costs (Belyukov&Zadorozhko, 2013). Manufacturers that have implemented resource planning systems have achieved a reduction in stocks, a reduction in the time to market for new products, and increased profitability of production. The use of ERP systems has become standard. To achieve competitiveness in the market, enterprises use planning standards only to match the level of competitors 'performance.

A logical continuation of the development of ERP systems is the CSRP system (Customer Synchronized Resource Planning), which implements the planning of production resources, synchronizing it with customer needs. ERP standards focus exclusively on internal processes, such as receiving orders, production planning, purchasing, manufacturing, delivery, and modernity defines a competitive advantage as creating and increasing customer value. Hence the need to integrate already with the buyer, redirecting production planning from production to the buyer, creating new products with high value for the consumer.

The synchronization of the buyer and the departments of the company responsible for working with customers with the administrative and planning departments of the company contribute to the identification and development of competitive advantages. Producers focused on the consumer, and not on the fact of production themselves, create their competitive advantages through the development of a systematic approach to assessing which goods and services to produce, as well as new markets to develop.

The main objectives of the information policy, such as: conducting business communication and negotiating, ways to influence the consumer, planning and developing advertising plots, organizing public relations, conducting brand policy, developing and analyzing trademarks and certification marks and service marks, researching consumer motivations, analysis of corporate culture, creating a corporate identity, creating and enhancing the image are, in essence, the tasks of the information and communication plan.

The information support system is necessary for the normal (high-quality and uninterrupted) functioning of the development and decision-making process in the network of relationships (communications) of business structures that are involved in the exchange of values (goods and services) on a commercial or non-commercial basis. At the same time, this system includes a number of subsystems, the main of which are subsystems of information, organizational, legal, economic, technical, software, mathematical, social, economic and security. Of particular importance is the information support of communications (Mullakhmetov et al., 2018).

The need to organize an information support system, as well as an information system for each of the business partners participating in active international entrepreneurship, is determined by a number of reasons and features of activities in international markets:

- Strengthening and developing world economic relations and increasing the importance of foreign economic activity.
- Continuous progress in the development of modern means of business communications (transport systems, computerization, informatization, etc.).
- Growth in international trade.

- Rapid development of international trade, integration and internationalization of international relations.
- Active implementation of philosophy and management tools in national and international economic relations.
- Intensification of the process of saturation with the necessary goods of domestic markets and their slow diversification, which makes foreign markets promising and attractive.
- Availability of free production capacities and unoccupied labor force at national firms.
- Increased volatility in the purchasing power of the exchange rate.
- Increased national and international competition.

As a consequence of ongoing processes in international entrepreneurship, the need for information is growing, in the development of an information support system, due to the fact that:

- Decision-making in international management is carried out in conditions of uncertainty and increased commercial risk;
- There are objective difficulties in predicting changes in environmental conditions of international management;
- there is an instability of the economic behavior of business and market participants (competitors, buyers, Intermediaries, partners), which increases the costs of communication processes, information support and transaction costs;
- There is not enough information about the use of management tools by business partners in changing conditions in the markets of foreign countries;
- Growing deficit of information on the potential of foreign markets, capital, productive forces, raw materials and fuel and energy resources, information and services markets.

As you can see, the generalizing factor objectively contributing to the increasing dominant role of information support, and, consequently, information policy, is uncertainty as an expression of the complexity and mobility of the modern market environment. To reduce uncertainty, it is necessary to use strategies for optimizing (differentiating) the environment, improving the quality and reliability of business information support in international markets. The reduction of this uncertainty naturally and significantly increases the efficiency of decisions and, thereby, to a large extent to level or reduce the commercial risks of business communications in both domestic and foreign markets.

IV. CONCLUSION

Thus, it is possible to ensure the survival of the enterprise against the backdrop of competition through effective reorganization of the enterprise, adaptation to changes in the external environment. The result of the implementation of a successful information policy is the acceleration of workflow, improving the quality and speed of processing orders. The introduction of production standards and regulations necessary for the implementation of the information policy entails a shift in the production philosophy towards the consumer, that is, when planning output, the main argument becomes “to produce only what has already been sold”. The implementation of the information policy at the enterprise with the help of information technology also helps to increase the level of corporate culture, as it requires more responsibility, activity and competence from all employees.

The clear, formalized work of the team providing the most complete use of all the capabilities of information systems in the aggregate will give the effect of increased competitiveness and profitability.

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