

## The impact of the new technologies creating new organisational intelligence: the case of SITCAT

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The new information technologies have been the single most important force of change and the main challenge for organisations. In the eighties and beginning of the nineties, information systems were used solely to store data. Nowadays, information systems manage knowledge and support decision-making processes. This has resulted in significant organisational restructuring; paradigms of centralised structure and hierarchy have changed in favour of more decentralised structures and long-standing processes of control of operations have been replaced by integrated systems and holistic visions more conducive to collective intelligence.

This shift in focus involves greater interference in the life of the organisation and its members. Indeed, at the initial stages of implementation of an information system, mainly technological aspects are emphasised, whereas at the second stage, aspects of management of the organisation's knowledge tend to be considered, and are gradually integrated into every-day life of the organisation: it's routine, team culture, strategies, image and communication. In the so-called New Information Age, it is ultimately the knowledge of the organisation rather than the number of employees that determines the capacity and scope for action and influence of the organisation. The new information and communication technologies should contribute to a work process based on interdisciplinary teams and capable of defining and maximising the talents of the individuals at any one given moment by monitoring their performance and redefining their objectives as appropriate. Knowledge and corporate intelligence of an organisation is more than the sum of the knowledge of the composing members.

Data, information, knowledge or decision-making are all distinct concepts integrated into the leadership and management processes of any organisation. Despite ever so sophisticated data bases and forecast models, organisation leaders continue to rely on the advice of experts and people they can trust over and above data or any type of formal analysis methods. The main challenge for organisational knowledge systems is to combine these two not-incompatible sources of knowledge and draw on the value generated by information systems or formal knowledge and on the advice of trustworthy experts alike. When dealing with public administrations, all these problems are compounded by the democratic requirements of consensus-finding and transparency.

SITCAT and SIRGA are two concrete examples of, respectively, the process and end-product of the implementation of new technologies in organisational intelligence and structure.

SITCAT is a valid example of the complex process involved in creating organisational intelligence and restructuring in a large public entity, namely, the Department of Spatial Planning and Public Works of the Regional Government of Catalonia (DPTOP). The basic aim of

this process is to introduce gradually innovative information and communication technologies into the Department according to its evolving needs and capacity. Conceptually, SITCAT is a spatial planning and management support system for Catalonia. It operates as an information, forecast, evaluation and communication system all in one, and is based on various working methods, information and knowledge management protocols, and resources.

SIRGA (Support System for the Territorial Management of Terres de l'Ebre) is an example of an integrated system of information, forecast and evaluation applied to the territorial dynamics of a region. The system includes a geographical information system (GIS), several socioeconomic forecast models that enable analysis and projection of key territorial trends, a data base with all the public investment projects in the region and indicators to help monitor and evaluate the territorial dynamics. All these results are contrasted and compared against the baseline objectives set out in the strategic territorial plan for the Terres de l'Ebre.