

## Information superiority: the why and how

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*“If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle.”*

Sun Tzu, The Art of War, 6th Century BC

Why—From Sun Tzu to Clausewitz, and today’s commanders, the speed and quality of decision making has always been a key determinant of military success. However, with the recent rapid advances in technology, the move to joint and coalition operations, and the requirement to maximize scarce resources, this is even more valid today. The ability to gain and share timely and relevant information is critical in modern combat. Thus, the concept of “information superiority” has become central to military success.

*“The right information in the right form, delivered to the right people at the right time is what this is all about. It is a simple, but challenging goal.”*

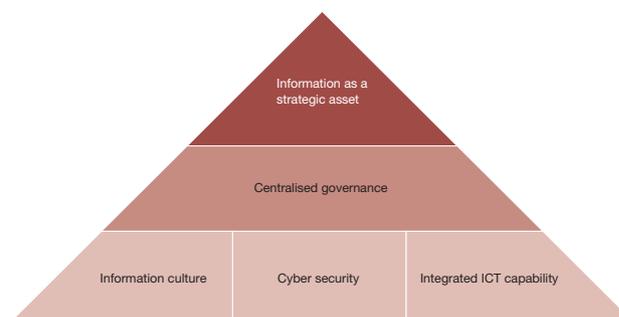
Admiral Luciano Zappata, NATO Deputy Supreme Allied Commander Transformation

How—To develop a battle-winning information superiority capability, organizations must start with an overarching strategy, which embodies the following strategic imperatives:

- Information is a strategic asset. Organizations must value and manage information as a strategic asset, including making suitable investments that are prioritized in line with the enterprise strategy.
- Information must be under centralized governance. A simple, centralized governance model establishes the right structure, policies, procedures, and controls to manage information at the enterprise level.
- An information culture is critical. All personnel must understand the importance of information and manage it in an appropriate manner.

#### Exhibit 1

##### Information Superiority Strategic Imperatives



Source: Strategy&

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