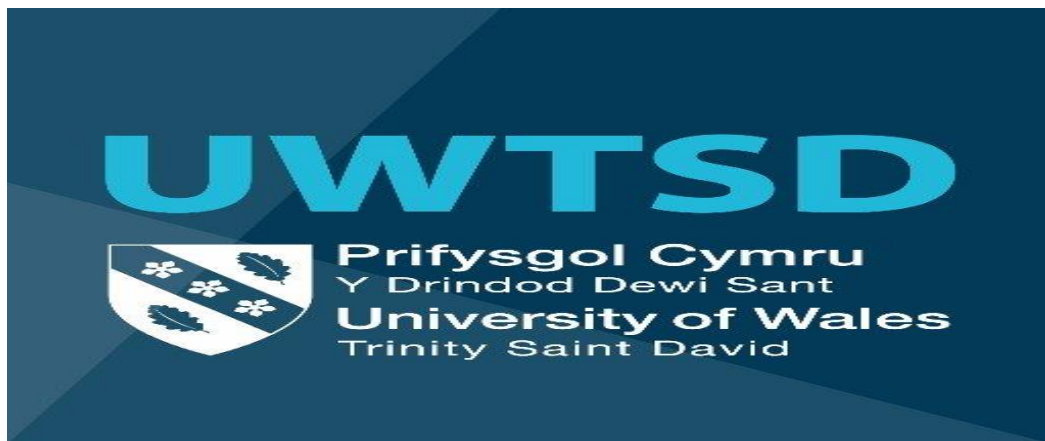




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Executive summary

This paper examines the understanding of the workplace context and culture in respect to enhance the ability of one to operation within the organizational norms, with regard to sustainability problems the context of the workplace.

In this report, the significance and concept of knowledge management of Marks and Spencer's knowledge assets has been evaluated. It has been analysed how why it is important to understand knowledge management processes in the context of OD. A framework has been developed to establish a knowledge management culture, where knowledge needs and knowledge assets contributions of M&S can be identified. In the end, recommendations are given for the enhancement of M&S' current framework. The study highlights the effectiveness and importance of knowledge asset for the business organisation

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Introduction

In contemporary companies, information is an essential resource. In this study, Marks and Spencer have been selected to establish an understanding of the risks of maintaining knowledge as well as information within the UK Company. In fact, through this appropriate management information systems can be identified and applied in the company.

Relation between knowledge, information and data

As per Ichijō and Nonaka (2007), data is the raw observations or facts which are contemplated to possess no or little value until they have been transformed and processed into information. In Marks and Spencer, the record of their event, the collection of their non-random facts, the series of their facts gathered from their recorded customers and the National Insurance number of their company, product number, purchasing date are their data.

Information is the data which has been progressed so that they become meaningful content. The data which have been progressed for any purpose of their company and those are understood and interpreted by the customers are their information. The balance sheet and the bank statement are the information of Marks and Spencer.

After information and data, knowledge is the next phase of evolution. When the company implements their judgment, jurisdiction and experience to the information, they basically generate knowledge. This is the outcome of learning, internalization of experience, data and information. In their sells data, they can conclude that more promotions and marketing efforts are needed in the northern region rather than the southern part in order to enhance their sells in that particular area. According to Sanchez (2003), the relation in between knowledge, information and data is not as easy as the 3 is a linear progression. Knowledge is one which the company needs to sum up to information rather than this is one which emerges from information.

Information is divided into 5 types, these are as follows:

- **Selection:** It engages discarding or selecting products of data related to the set of choice criteria. The sales in Marks and Spencer may make a list of potential consumers by choosing such with the incomes above a specific scale.
- **Performing calculation:** The calculation of the gross of the staff of Marks and Spencer by multiplying the number of times performed by them at the hourly rate of pay.
- **Aggregating:** It engages summarizing information, for instance, by computing subtotals, totals and averages.
- **Sorting or rearranging:** It engages with arranging data so that products are teamed jointly or located into a specific order. Data of staff may be arranged as per the payroll number or last name.
- **Classification:** It includes locating data into sections, for instance, grouping an expense as either as a variable or fixed cost.

For example, it can be said that the products of customers are the data, by billing the products of their customers, they can able to calculate how much they need to pay and this is information. This is because, by calculating, the company can able to conclude from the bill, thus, this is information. Thus, it can be said that knowledge, data and information are all interlinked with each other.

Relation between organizational knowledge and individual knowledge

According to Collinson and Parcell (2004), companies do not have learning abilities. This is rather individuals in a company who actually learn. Moreover, Davenport and Prusak (2000) have added that companies emerge with the aid of their learning abilities. Marks and Spencer acquire and learn knowledge with the aid of their repertoires and routines which are implanted in their organizational histories. The sells figure of Marks and Spencer are kept in a spreadsheet on their own cannot provide any conclusion but by statistical techniques or on observation, the company can look that in the south region, their sells are better than the northern region. The way in which the various routines or repertoires' knowledge is amalgamated as well as fresh knowledge is made is framed by the culture and history of this UK brand. In such context, Marks and Spencer are referred to as an issue facing as well as issue solving entity. The learning which occurs in this company is importantly influenced by the complicated of activities as well as the environment of this organization.

Easterby-Smith and Lyles (2003) have mentioned that organizational knowledge and individual knowledge are unique yet bilateral. The area to which every individual communicates with the other relies on the culture of the company. It has been seen that in the current environment, individuals in Marks and Spencer requires to create most of the rapid decisions in order to resolve issues of the customers. Moreover, it can be said that instead of utilizing regulations as guided from their hierarchy, staffs are pushed to create most of the judgments in order to solve business issues efficiently. However, Ebel *et al.* (2013) have demonstrated that in complicated conditions, where the activities of a company are greatly interdependent as well as individuals do not have essential scales of a specialist in order to solve interdisciplinary issues, staffs are needed to cooperate with each other in order to share their expertise and knowledge. By according to common analytical frameworks and presumptions, staffs can communicate diverse sets of tasks as well as resolve company-wide complicated issues.

Most of the types of activities are confronted by Marks and Spencer, where every individual has to specialize in a particular section, due to their work practice and their educational background. As long as one in professional companies confronts activities which are throughout their sections of specialist, they can easily discharge such activities without needing communications with each other.

Application of modeling techniques and analysis to recognize knowledge assets

Marks and Spencer is one of the top retailing companies in the market of the UK, this sells great value, quality and stylish home products and clothing as well as food. They have about 500 stores in the UK, application of new strategies and management of services as well as value stored on adding to the accomplishment of this company. as opined by Griseri (2002), modeling techniques and analysis have been developed in order to support the management of knowledge assets. The ideas explained are related to the experience of performing with Marks and Spencer in order to develop knowledge management support and initiatives to their personnel in applying the interlinked knowledge management programme. The company is also related to over 10 years of experience of guiding knowledge engineers in a methodological loom to modeling and analyzing knowledge. For any circulation, Hussain and Hussain (2002) have added that there is a requirement to identify the applicability of various scales of guidance needed. In such a case, knowledge management at the scale of strategic needs the company, Marks and Spencer to plan and analyze their business on the basis of the knowledge this presently has. In fact, knowledge this requires for their future business procedures is also analyzed.

At the scale of tactical, Marks and Spencer is concerned with formalizing and recognizing present knowledge, gaining new knowledge for future usage, filing this in organizational memories as well as making systems which enable efficient and effective implication of the knowledge throughout the company. As coined by Lips (2014), at the operational scale, knowledge is utilized in each day practice by the professional personnel who require access to the proper knowledge in the proper location at the proper time. Thus, such 3 perspectives as well as from contemplating the knowledge management circulation needs of Marks and Spencer have performed with, 3 unique target profiles have evolved:

The entire loom which the company takes for knowledge management is a modeling tool that is decisions are related to the models of the company.

- **Professional personnel** require understanding regarding the presence of appropriate knowledge assets as well as need to understand the way to implement them at the operation scale.
- **Knowledge developers** require a comprehensive understanding of individual knowledge assets. They require knowing all the methods, constraints, rights and roles interlinked with every knowledge asset so that they can showcase everything which may be appropriate while explaining or implementing which knowledge asset (Lilley *et al.* 2004).
- **Knowledge development manager** requires a strategic perspective on all knowledge assets. They require to know the present state of assets as well as to create a vision of the way such knowledge assets can be enhanced or used to shift Marks and Spencer forward.

Evaluation of the potential and actual knowledge assets

According to Mosconi and Marie-Christine (2013), the knowledge assets are the drivers of knowledge of the success of a company and they can be unframed, tacit knowledge. They may be the dense specialize of the prime personnel. Moreover, knowledge assets can be framed, codified and explicit knowledge. In Marks and Spencer, design of their clothing and food ingredients which they make, those intellectual proprietary rights and copyrights are codified form. Very framed can be shared in a few seconds with the aid of the internet, however dense experience or specialize; this takes much time in order to share this with the rest of the people. There are some sections of knowledge which are just not worthy of the opinion of the company. Thus, Newell *et al.* (2009) have commented that there are some others where such knowledge is mainly fundamental to their capability to finish. In fact, it is where they begin to differentiate in between the strategic knowledge assets and knowledge assets, these are the sections of knowledge which create a variance in their capability to prosper and compete (Alam, 2018).

Rationale for managing and capturing knowledge

The most essential reasons which knowledge management is required within Marks and Spencer are as follows:

- This actually speeds up access to knowledge and information of the company. This makes easier to search the data or the customer who detains the information and the company needs. This makes productivity and efficiency as well as permits the company to perform better, minimizing the tendency to recreate the circulation (O'Dell and Hubert, 2011).
- This promotes cultural change and innovation. This encourages and enabled the sharing concepts, access and collaboration to the latest data.
- This enhances decision-making methods and staffs can enhance the speed as well as standard of decision making by accessing the knowledge of the overall company while they require this. While creating decisions, collaboration tools in a company assist the access to experiences and opinions of various people, which may provide additional perspectives to the selections created (scnsoft.com, 2019).
- They also enhance the efficiency of operating units of Marks and Spencer and business methods. With quicker access to resources and information in the company, knowledge staffs can perform rapidly (Laudon and Laudon, 2016).

Explanation of what is needed to make, keep, implement and combine knowledge

In order to implement and combine knowledge within the organisation as well as at the workplace, Mark and Spencer's needed to develop certain strategies. The employees need to enhance their skills as well as increase their knowledge in order to increase organisational performance and productivity. Knowledge

provides a competitive advantage in the market which is very essential for business organisations. As suggested by Kong and Ko (2018), appropriate and authentic knowledge allows the business organisation to operate the business for the long term as well as allows growing in the market. Knowledge allows the managing bodies of Mark and Spencer's to analyse and observe the business environment, rivals and market's demand. Most of the business organisation focuses on developing the products and services based upon the knowledge gathered from the business market and society. Knowledge also allows the organisation to provide an appropriate workplace for the employees. Knowledge brings transparency and intellectuality in the business operation as well as the workplace. Employee's performance and productivity depend upon the workplace and this is the reason a business organisation needs to implement and combine knowledge within the organisation. Knowledge helps the business organisation to enhance the business operation as well as improves growth, productivity and sales (Pugh, 2016). Business models and strategies are developed by the organisation managing bodies and they need appropriate knowledge and data to develop the models and strategies.

Mark and Spencer's want its employees to knowledgeable and skilled and in order to do so, Mark and Spencer's focus on providing training and development programs. The programs are more focused on educating the employees as well as enhancing their knowledge. As per the view of Mao *et al.* (2016), employees need to well educated and skilled as their action creates an impact on the organisation. Employees need appropriate data and information in order to perform the job effectively and efficiently. The organisation focuses on implementing modern technologies in order to improve data and information sharing. Information communication and technologies allow the business organisation to make the business operation simple, easier and more effective. The business organisation could store their data, information and valuable records online, the information could be accessed by authorised employees of the organisation and from anywhere. Information communication and technology has been adopted by each and every business organisation as it provides a competitive advantage as well as save a lot of money. Effective communication helps the employees, managers and leader to gain knowledge as well as understand the activities going around at the work that needs attention (Fuller *et al.* 2017). Knowledge is one of the most important assets of business organisation and this is the successful organisation like Mark and Spencer's focuses on implementing strategies and methods that improve the knowledge capability of the employees as well as the organisation as a whole. Knowledge helps the organisation to gain stakeholders trust and loyalty. A stakeholder provides financial support only if the organisation has a transparent business structure and values. Knowledge allows business organisations to set future goals and objectives. According to Collet *et al.* (2015), the business organisation needs to make sure the data and information are safe and secure so that it cannot be breached by any outsiders. The organisation could end up losing a competitive advantage if the data and information get leaked.

Significance of intellectual property rights

Intellectual property rights have to be accepted all over because of some reasons. The intellectual property is recognised due to the acceptations of these rights:

- The intellectual right provides extra incentives to any individual for new innovation and creation
- The intellectual property rights provide recognition to the inventors and creators for their contribution
- The intellectual property right ensures the invention gets rewarded
- The intellectual property right ensures the availability of original products
- Enhances the economic advancement and growth in the technology sector as well as it provides protection to the ideas, concept and innovation behind the products
- Allows the business to grow mainly in the field of modern technologies

Intellectual Property Law

Intellectual property law involves:

- The laws that could be related to patents and blueprints (The Patent Act, 1970)
- The laws mainly related to brands and trademarks (Trade Mark Act, 1999)
- The laws that could be related to the geographical indications (Registration and Protection Act, 1999)
- The laws related to Industrial architecture and designs (Design Act, 2000)
- The laws that involve copyright (Copyright Act 1957), mainly covers audio-video records, artistic work, software and literary work
- The law that could be related to the Internet (Information Technology Act, 2000)

The intellectual property law allows Mark and Spencer's to carry their business operation without worrying about copying or data leak. As stated by Laudon and Laudon (2015), innovators and employees can also focus on developing unique and innovative products for the organisation as they know they are going to get rewards for their contribution.

Contribution knowledge assets in a company

According to Colombi (2016), knowledge is at the basis of the capabilities of the company, a company can enhance their abilities and skills over time by developing and managing knowledge assets. The application of knowledge management initiatives is 2 developing blocks which need to be contemplated together. These are as follows:

- The evaluation and identification of knowledge assets.
- The creation, acquisition, renewing and effectually implementation of knowledge assets.

Knowledge assets are mainly divided into two parts; stakeholders and structural resources. The structural resources mainly involve the activities and involvement of stakeholders in the business operation. The stakeholders provide financial support to the business organisation; the organisation needs to gain the trust and loyalty of stakeholders and investors. As suggested by Metzendorf and Featherstone (2018), the stakeholder's resources block mainly involves stakeholder's relationship as well as human resources. The managing bodies of Mark and Spencer's make sure to maintain a good relationship with the stakeholders. The organisation also needs to fulfil employee's needs and demands in order to motivate them as well as retain them. The structural resource block involves physical infrastructure and virtual infrastructure. The physical infrastructures mainly refer to organisation design and architecture (Mat *et al.* 2018). The virtual infrastructure mainly involves intellectual property, routine, culture and working environment. The knowledge assets allow the business organisation to carry out the business operation successfully in the market without breaching any policies and rules. Mark and Spencer's pay great importance to knowledge asset.

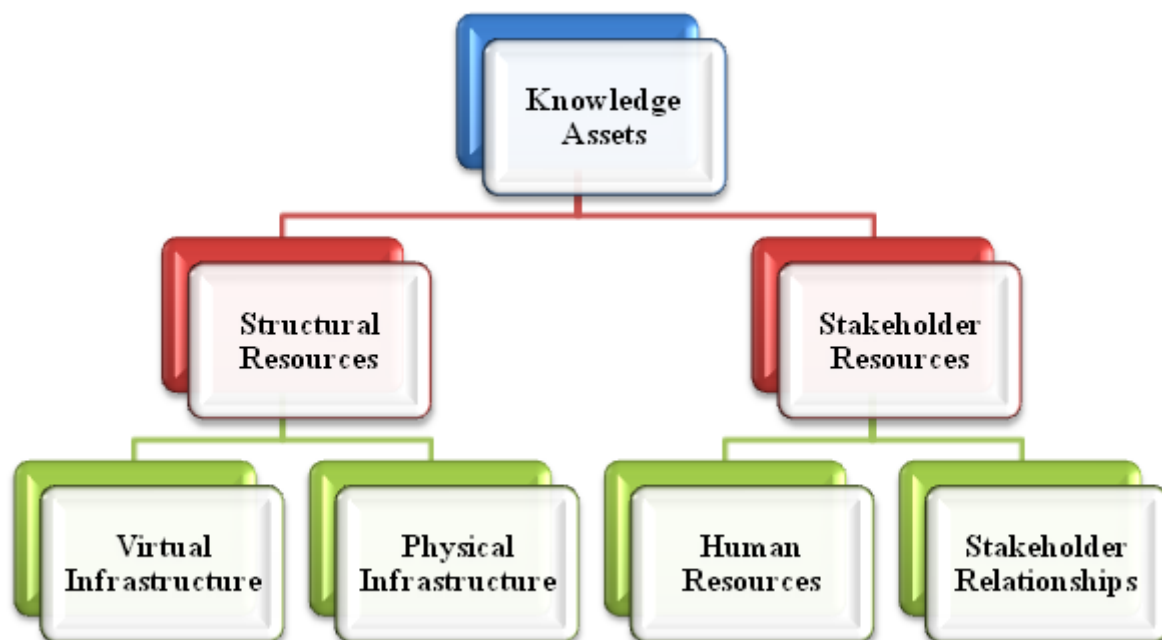


Figure 1: Map of Knowledge Asset

(Source: Created by Author)

Requirement of knowledge for the company

According to Neligan (2014), personal enhancement or growth engages the measures which improve personal knowledge as well as an entity of individual, enhance the potential and hidden talent and establish talents. This enhances the living standards of one and creates them professional one which can simply shift their dreams into reality. Knowledge management is a procedure which assists recognize, choose, arrange,

disseminate and shift essential expertise and information which are section of the memory of the company (Avis, 2016). In fact, this is typically located within the company in an unframed way. The retailing company requires SAP programme in their workplace. This is because; this focuses to contribute the company with proper business data as well as core procedures in order to enable business enhancement initiatives in functioning efficiencies and cost. In fact, this may enhance the management of information and stock visibility. When maximizing procedure efficiency which this company trusts may improve the customer experience as well as run higher manages over their margin.

In addition, Marks and Spencer have finished the 1st phase of a prime SAP roll out around their UK functions. This company has explained SAP as their future core business procedure as this standardizes business procedures globally. Such rollout being drive by services provider IBM is a section of Information Technology as well as supply chain service termed as 2020-performing the proper thing pricing £350 million. By applying SAP company resource mapping for financials as well as SAP business intelligence, this company needs to take partnership with Deloitte as it may assist them to enhance payment procedure and enhanced the ability to report to the prime head office. This can assist this company to enable to shift products more rapidly, minimizing lead times as well as the number of times their stock is managed. In their store, SAP is also applying an enhanced stock management system with real-time information (Olan *et al.* 2015).

Evaluation of the framework of the company for enabling knowledge sharing

As opined by Travis (2017), the procedure utilized for the framework growth can be featured by some facts. The growth of the framework for sharing in an energetic sales environment is the focus which the company may accomplish in their store. Marks and Spencer use the DIKW model for their knowledge management.

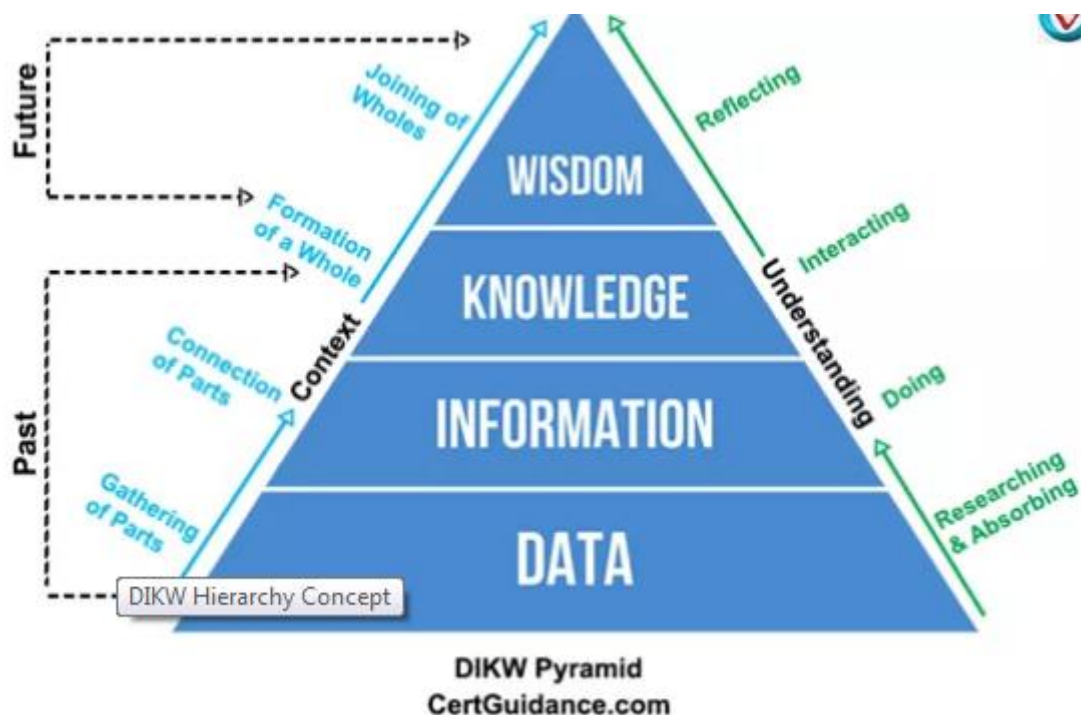


Figure 2: DIKW model

(Source: Brahmachary, 2018)

According to Collet *et al.* (2015), knowledge sharing system supports the procedure with the aid of which tacit or explicit knowledge has interacted to others. Such systems are also termed to as knowledge archives. Knowledge management framework assists the company, Marks and Spencer to amalgamate all the knowledge management factors into a comprehensive knowledge management solution. This focuses on planning, making, distributing, increasing and enhancing their corporate knowledge. The framework of Marks and Spencer involves important phases aspired to enlarge their corporate knowledge as well as let them excel on the business scale as well as improve the efficiency of their employees. In addition, this also gets a dense understanding of their services, products, vendors, customers and market (Trauth *et al.* 2016).

Knowledge acquisition: The prime factor based on the acquisition of knowledge is innovative and creative; the knowledge is gained with the aid of the growth of new knowledge. With the help of this, the company can be permitted to explain knowledge owners, present knowledge products and also knowledge gaps. This assists to determine present knowledge assets and knowledge items. In addition, they assess present knowledge as well as understand the knowledge to be gathered, divested, improved or preserved (Cetin *et al.* 2016).

Knowledge retention: The way the company protects and stores knowledge so as to control or prevent their widespread circulation. In case, a specific knowledge base is vastly present there is no unique advantage to be earned with the aid of their acquisition. This needs prolonged contact between the individuals. This includes the database kinds like Relational Database Management System, Hypertext Database, Free Form Database and Flat File Database (Misra and Khurana, 2017).

Knowledge distribution: The company gets assistance one to stimulate dynamic knowledge circulation around various branches and departments through push and pull modes. They can make hands-on tools in order to secure knowledge circulation in the push mode as well as encourage the utilization of the channels like collaborative knowledge shifting through CoP (Communities of Practice) and corporate courses and training (Campatelli *et al.* 2016).

Knowledge maintenance: The knowledge management solution may let the company perform to communicate knowledge assets and fill their gaps in the map of knowledge. In fact, this also makes knowledge brush ups on a regular basis to check up on knowledge relevance (Serrat, 2017).



Figure 3: Knowledge management procedure
(Source: Created by Author)

Recommendation for the enhancements to the present framework

- In the knowledge-driven work environment, Marks and Spencer needs to implement the SECI model that is Socialization, Externalization, Combination and Internalization model. This is because; this deplores knowledge sharing tasks as a mean to handle unresolved issues, reduce price and innovation. Moreover, the application of successful knowledge sharing practices has more advantage to this company as this enhances performance as well as decision making.
- The company needs to use various types of questions for various aim areas in order to cover all contexts which are important for knowledge sharing.
- The KMS framework of Marks and Spencer is not user-friendly, scrambled pages or URLs embedded in iFrames create this tougher for the people to mention exactly where helpful data is kept. The KMS which is browser related and delivers straightforward URLs is far simple to share, curate and organize.
- They need to distinguish between the inputs arising from more experienced people and arising from other team members in Marks and Spencer.
- It has been seen that the users of the current KM framework in Marks and Spencer feel difficult to perform out. Thus, they need to make sure that all sections within the Knowledge Management System are established across the framework which answers Why, Where, When, What and Who for all their users.
- Organization-wide events and webinars can be very helpful with respect to activating an entire cultural transfer in attitudes towards knowledge management. They need to implement gratified factors which can be developed into their KMS in order to reward top providers but making

knowledge management and offering prizes part of their performance desiring can be essential in respect to switch their employees towards creating providing on a daily basis.

Conclusion

The way such resource is maintained, for better or for poor, is thus a key strategic concern as well as may have a prime influence on the accomplishment of the company. It can be concluded that effective sharing, creation, storing and management of data is a crucial proper prerequisite of the growth in Marks and Spencer.

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