

Role & Extent of Knowledge & Information Management in Contemporary Organisations

BMSW 5106 Knowledge and Information Management Skills for the Workplace

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Executive summary

The data will be converted into knowledge, by different methods of information acquisition, depending on how creative and inventive the individual possessing that knowledge is and how successful their management judgements will be. The organisation may develop and implement business plans as a result of using this knowledge management.

Implementing knowledge management processes offers tangible benefits that drive value, by showing knowledge management positively influences dynamic capabilities and organizational performance.

knowledge is considered into 3 different types, that is explicit, implicit and tacit. Knowledge and facts that can be easily documented and taught are considered explicit knowledge, information that demonstrates the optimal way to use explicit information is referred to as implicit knowledge. And the tacit knowledge is understanding that comes from experience. "Know-hows", creative thinking, and reading body language are examples of tacit knowledge (*Andreev, 2022*).

knowledge is something we acquire over time. There is always something new to learn. Learning and knowing become synonymous with knowledge. This core principle is a component of human knowledge, and as we develop, we continue to acquire new things long after. As we develop and gain experience, our knowledge expands. Knowledge must be deliberately created, consolidated, applied.

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Introduction

Many businesses are successful by using their own knowledge management. Knowledge is described as information that has been created from data, that has been obtained from a certain fact.

This data will be converted into knowledge in some way. Different methods of information acquisition will exist, depending on how creative and inventive the individual possessing that knowledge is and how successful their management judgements will be. The organisation may develop and implement business plans as a result of using this knowledge management.

Anyone who reads this study will benefit from understanding the basic concepts of knowledge theory, specifically how knowledge is used in the workplace and by enterprises. Furthermore, examines knowledge management strategies used from the company to help customers to achieve their objectives in a intuitive and customized way, and give suggestions to assist the organization to operate more efficiently, as knowledge is power, and are one of the factors that makes us successful in life.

In this report, it will be two parts, the first part focussed on Knowledge Management System in the organization chosen, that is Mandarin Oriental Hotel Group. A poster about a “better KM system” is included in the report’s second part.

Knowledge Management in Mandarin Oriental Hotel Group

1. Overview of Mandarin Oriental

Mandarin Oriental, a global hotel development and operations, company that offers luxury hotels, resorts, and residences. The company with Asian roots, had established more than fifty years ago, and today it operates with 36 hotels and 7 houses throughout 24 countries, with each one showcasing its own character and ambience.

The hotel group continues to lead the way in providing innovative hospitality, with a passion and zeal on brand development to boost profitability and long-term shareholder value (*Limited, 2022*).

Mandarin Oriental Hotel Group have announced a refreshed plan for 2021–2023 with the goal of further integrating sustainability into the culture of Mandarin Oriental. The implementation of sustainability commitments related to environmental impact, food and beverage impact, green spas, green development, support for hotel sustainability committees, human rights and inclusivity, marketing and communications, and residences will be carried out more efficiently and effectively thanks to this strategy, which will also improve groupwide sustainability governance (*Group, 2020*).

By engaging their guests, engaging with the neighbourhood, and exchanging expertise at business gatherings like the Phuket Hotels for Islands Sustaining Tourism (PHIST) virtual conference, it can bring the issue to the attention of more people. Now with Fans of M.O, guests they can specify what are their preferences, and place if they would not like to have the toiletries from the hotel group (*Group, 2020*).

2. Knowledge Management

What humans comprehend about things, concepts, ideas, theories, methods, and practises is what is referred to as knowledge. It might be referred to as expertise or knowledge when it is specialised. By knowing how and knowing that, are not the same. Knowing how to do something is different from knowing that something is something you have in your head (*Armstrong & Taylor, 2020*).

According to (Armstrong & Taylor, 2020) mentioned that Knowledge management is the process of storing and sharing the wisdom, understanding, and knowledge acquired within an organisation with their procedures, methods, and processes.

To improve organisational performance, the goal is to transfer information from those with it, to those who need it.

By (N, N,d), identifying, collecting, storing, and transferring knowledge inside an organisation is the process of knowledge management. It may be extremely expensive for a corporation when knowledge is not immediately available within the organisation since valuable time is wasted for looking for pertinent information rather than finishing task-focused activities.

As (Andreev, 2022), knowledge management main objective is to make it easier for staff members who have a need for information or knowledge about the organisation to interact with those who already possess it.

Organisations may increase the amount of expertise possessed by certain people or teams and disseminate information by putting in place practical knowledge management. This will increase the effectiveness of their practises.

Knowledge is an organisational asset that is intangible and must be handled similarly to other assets. It needs to be created, consolidated, maintained, shared, changed, and put into practise so that employees can solve issues based on their prior experiences and fresh insights into the future. The goal of knowledge management is to maximise the utilisation of knowledge to improve learning and effectiveness while adding value to the organisation. The evolution of current processes and strategies is supported by knowledge management (30401:2018, 2018). knowledge must be deliberately created, consolidated, applied.

As (30401:2018, 2018) mentioned, the guiding principles of knowledge management are:
Nature: Knowledge is complex and intangible idea that human beings generate.

Value: Value of knowledge may be measured by how it affects an organization's mission, goals, policies, procedures, and performance.

Focus: Objectives, strategies and needs of the organisation.

Adaptative: On the requirements and environment, organisations may design their own approach to the scope of knowledge and knowledge management, as well as how to implement these efforts.

Shared understanding: People develop their own knowledge by understanding the information presented to them. Knowledge management should involve interactions between people, applying material, procedures, and technology.

Environment: The goal of knowledge management is to promote the lifecycle of knowledge through controlling the workplace

Culture: Implementation of knowledge management is depending on cultural organisational, in which support knowledge management system values, attitudes and behaviour. The knowledge management culture, structure, governance, and leadership of the organisation, as well as the roles and responsibilities, planning, technology, procedures, and operation, are system aspects.

Iterative: To pass the information, integrate feedback with development cycles.

From my perspective, knowledge is something we acquire over time. There is always something new to learn. Learning and knowing become synonymous with knowledge. This core principle is a component of human knowledge, and as we develop, we continue to acquire new things long after. As we develop and gain experience, our knowledge expands.

3. Evaluation of Knowledge Management approaches

By Andreev, knowledge is considered into 3 different types, that is explicit, implicit and tacit.

Knowledge and facts that can be easily documented and taught are considered explicit knowledge, information that demonstrates the optimal way to use explicit information is referred to as implicit knowledge. And the tacit knowledge is understanding that comes from experience. "Know-hows", creative thinking, and reading body language are examples of tacit knowledge (*Andreev, 2022*).

By, (*30401:2018, 2018*), a knowledge management system is when a collection of interconnected or cooperating organisational component, that work together to produce policies, goals, and procedures for achieving those goals. The system elements include organisation structure, roles and responsibilities, planning and operations. Management system's scope include the entire organisation, particular and specified organisational functions, specific and identified organisational divisions, or one or more functions throughout an organisation core.

For staff, clients, and stakeholders who need information, knowledge management systems can offer searchable databases. They may also automate some procedures and incorporate these data sources into the business process workflow of an enterprise resource planning (ERP) system (D, 2022).



(Karme, 2013)

The key issue in knowledge management is frequently how to link staff members to the system being utilised for knowledge transfer and distribution. It is the relationship between the two key components, knowledge and systems, and people and motivations. Since the fundamental function of operational knowledge management is the distribution and transfer of knowledge from the information system to the employees (R, et al., 2000).

Implementing knowledge system like Louts Notes, workflow management and expert system are just a few examples of operational knowledge management. (R, et al., 2000), cultural obstacles to effective operational knowledge management require a well-planned, long term and robust organizational change process. Collaborative tools, competitive models, transparent structure and clear company vision and mission are essential for successful change.

4. Why it is important for Mandarin Oriental to invest on Knowledge project.

Businesses that use a knowledge management approach get faster business results as a result of team engagement and organisational growth, which accelerates decision-making across the board.

The hotel group have a customise view control, permission control, and document security levels using knowledge management systems to make ensuring that information is shared only through the proper channels or with the right people. Able for the staff, the freedom to access information securely and confidently.

Additionally, it enhances additional administrative processes like hiring and training, which is thought to boost employee satisfaction and retention (N, N, d).

(Andreev, 2022) every year, knowledge management increases in significance. Building and keeping the business in an intelligent, adaptable approach is one of the finest ways to keep one step ahead of the competition as the market grows more and more competitive.

Implementing knowledge management processes offers tangible benefits that drive value, by showing knowledge management positively influences dynamic capabilities and organizational performance.

As in ISO mentioned and given a list of the importance of knowledge management, one of them is, by through learning, practise, and exchanges, increased knowledge and access, it will come opportunities for personnel to further their careers within the organisation (30401:2018, 2018).

Companies can utilise a hybrid management system, which combines the ideas of many standards and frameworks, to provide an efficient solution that satisfies the demands of organisational stakeholders (RiskOptics, 2021).

5. Challenges and opportunities of KM system

ISO standards are a collection of best practices that promote product compatibility, sharing of solutions and know-how, and identification of safety issues. The standards present an approach that has been agreed on by international experts. (RiskOptics, 2021).

ISO 27001:2013, a standard for Information Security Management Systems. The hotel group acknowledge that data privacy and security need to be taken seriously in a world that has become more digital. This commitment to managing personal data with the highest levels of integrity, security, and care is clearly demonstrated by the Data Privacy Policy. The hotel group put in place in the administrative, organisational, and technical protections and security measures to defend against unauthorised access, acquisition, disclosure, destruction, or modification, as well as accidental loss, misuse, or damage to the personal information under our control.

Every year, all the staff members undergo training on data privacy and security measures, and these protections and procedures are frequently evaluated and monitored (*Group, 2020*).

Information Security Management Systems, ISO/IEC 27000
Businesses can utilise the standards in ISO/IEC 27000 to protect their information assets. These guidelines can be used by businesses that handle sensitive customer data, financial information, intellectual property, or personal or financial information about individuals (*RiskOptics, 2021*).

As in ISO mentioned and given a list of the importance of knowledge management, one of them is, by through learning, practise, and exchanges, increased knowledge and access, it will come opportunities for personnel to further their careers within the organisation (*30401:2018, 2018*).

The risk of ISO can be external context or internal (*N, N,d*).
External context with the environment PESTLE, political, economic, social, technological, legal, environmental. Whether is a global or local issue, the key drivers that are having an impact on the organization goal.
Internal where the organisations where the main issues are inside the organisation like organisational structure, information system and decision making – process.

The challenges that knowledge management can have been that the tools can be complex and costly (*Huettich, 2020*). By Jill Huettich, they are 3 issues that knowledge management faces most frequently, that are, information accessibility, employee motivation and obsolete technology.

Obsolete technology, as technology is constantly evolving, leading to outdated knowledge management systems that are inefficient, time-consuming, and difficult to use.

This can lead to organizations not reaping the benefits of knowledge management, so it is important to have the right tools in place.

Employee motivation, company leaders must communicate goals, reports on progress, and enforce compliance when it comes to knowledge management, setting expectations and evaluation.

Making information easy to find, it is important to invest in an effective, well-designed knowledge management tool to ensure that people can find the resources, expertise, and information they need, as technology is key to the success of a knowledge management system.

6. How new sources of Knowledge will be identified and distributed to business partners, clients and other stakeholders.

Incorporating information sharing in the organization's culture is one of the best methods to realise its advantages. The following seven suggestions can help the hotel group to increase information sharing within the employee and stakeholder (*Starmind, 2022*).

By starmind there are seven ways to improve knowledge sharing across the company.

1. Encourage & foster a knowledge sharing culture, the organisation needs to use intrinsic motivation and autonomy, to make work enjoyable, experiment with learning, make knowledge sharing part of the company values, create a centralized platform to store and share knowledge.
2. Create spaces for knowledge sharing to happen, companies need to create virtual and physical spaces for employees to share knowledge with others, additionally, provide to employees an intelligence platform that can facilitate knowledge sharing, retain know-how and provide access to expertise.
3. Encourage knowledge sharing activities, provides staff members with multiple ways to share knowledge, have weekly learning, change up to the scenery to inspire colleagues.
4. Lead by example, Management teams should foster a culture of knowledge sharing and be a role model by providing opportunities and building trust. Leaders and managers should be openly and transparently sharing their successes and failures to encourage employees to do the same. Collaboration over hierarchy helps normalize knowledge sharing.
5. Have experts share their knowledge, expert knowledge is essential for an organisation success, but it requires an efficient and scalable way to share it. Tech tools should capture employee skills and expertise in accurate real-time.

6. Formalize a knowledge management process, create a formalized knowledge management process to retain an expert intelligence and insight.
7. Use effective knowledge sharing tools, artificial intelligence (AI) powered knowledge-sharing platforms are essential and part of productivity, as they can identify, retain and capitalize knowledge. An AI knowledge platform can be used to empower employees by allowing them to have access and share knowledge in one centralized place, overcome expertise and skill gap.

Stakeholder engagement and stakeholder management are essential for successful project delivery (*N, N,d*). For the association for project management, the 10 principles of stakeholder engagement are, communication, consult, understand stakeholder behaviour, plan it, relation as increase confidence between, simple, being part of managing risk, compromise, understand the context and last, take responsibility.

7. Plan to promote KM system and making all stakeholders beware of the system and helping them to make the best use of it.

Knowledge management is how to capture knowledge from one person or team and make it accessible to the rest of the company, such as Google Drive or Slack channels (*Deanna Debara, 2019*).

An efficient knowledge management plan needs to support the general objectives of the organisation, balance procedures, people, and technology. Enhance your organization's capacity to act quickly. Technology and shared procedures can be used to promote collaboration. And transform the way people view KM by producing noticeable outcomes (*N, N,d*).

Conclusion

The value of knowledge increases for organisations as knowledge is crucial for many reasons, including decision-making effectiveness, process efficiency support and improvement, resilience and adaptability creation, competitive advantage creation, and even the potential to become a product into itself.

The ISO is a global organisation that have a big impact on business, in a lot of different ways, including to quality management and environmental performance. Is frequently applied in standard for quality management systems and the industry leader. In order to operate their business and hospitality organisations effectively.

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KNOWLEDGE MANAGEMENT SYSTEM IN PRACTICE AT MANDARIN ORIENTAL HOTEL GROUP

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Abstract

The concept of knowledge management system is going to be presented in this poster presentation, the evaluation of the framework with the challenges and opportunities inside of the hotel group. Knowledge management systems is an IT solution that allow the storage and easy access of information stored within an organisation, facilitating to the teamwork and more efficient in problem-solving (Andreev, N,d).

Due to the installations' success and the leading food and beverage enterprise solution provider's innovative capabilities, flexibility, and round-the-clock global support, the renowned luxury hotel chain decided to keep implementing Infrasy Cloud POS across the Mandarin Oriental Hotel Group (Escobar, 2022)



(Group, N,d)

Infrasy Cloud POS System

Point of sale (POS) is a device that handles retail, hospitality customers transactions, as POS include cash register and handle credit cards and debit (Escobar, 2022).

Cloud based POS has applied in all Mandarin Oriental Hotels, and continue collaborate with Shiji, and apply Infrasy in the new constructed facilities (Escobar, 2022).

A POS integration establish a direct link between the point of sale (POS) system, in which handles all transactions, and a crucial company software application including accounting, marketing, e-commerce and payment processing. POS system receive real time data from the company software tools through the direct link, automating, tracking and record keeping activities for more efficient business operations (Brophy & Dizon, 2023).

Evaluation of KM framework

Mandarin Oriental choose Cloud POS because is a cloud-based and fiscally compatible, as well as Shiji all over the world that understand the required languages and offer 24/7 assistant (Group, 2022). The software for POS elaborates to allow the hotel group to monitor inventory, track pricing accuracy and collect data. Customers also interact directly with POS systems (Hayes, et al., 2023).

Training to the staff member is essential to ensure competent using the hardware and know what is expected, provide guidelines and upskill the staff (Lacalle, 2022)

Conclusion

Infrasy Cloud System it allows to manage, track and control, this knowledge management system encourage information exchange between staff members.

This system is faster service in obtaining receipts and sales,

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Challenges and Opportunities of KM application

The benefit of POS is that you can connect between different information sections and generate an insightful result, with the support of integrations, it can manage clients, inventory, staff member, cash flow. POS improves data, decision making and enhance customer satisfaction (Brophy & Dizon, 2023).

Infrasy Cloud POS is adaptable and is fully independent hardware and accessible from a variety of devices, including tablets and smartphones, it saves information and is accessible anytime and anywhere from any device from the hotel group, also include a hybrid installation of Infrasy on the device and in the cloud, ensuring that a smooth and uninterrupted services is still possible even if there is no good internet connection (Product, 2021).

The POS system calculate customer's purchase amount and processes the payment and logs the time and date of the transaction realized.

One of the challenges can be that need a good internet connection.

By tooily tips, it cannot personalise setup to add or remove records for all accounts payable and receivable, it does not have an account profiling for customers, if the hotel group wants to include more like live support, the hotel group have to pay an extra cost (N, N,d).