

KM SYSTEM IN PRACTICE AT THE INTERCONTINENTAL HOTELS’ GROUP

ABSTRACT

Purpose of the study: This study aims to understanding of how the InterContinental Hotels Group manages knowledge to create value.

Methodology: Publicly available data about the IHG (Pawlowski and Bick’s 2015)

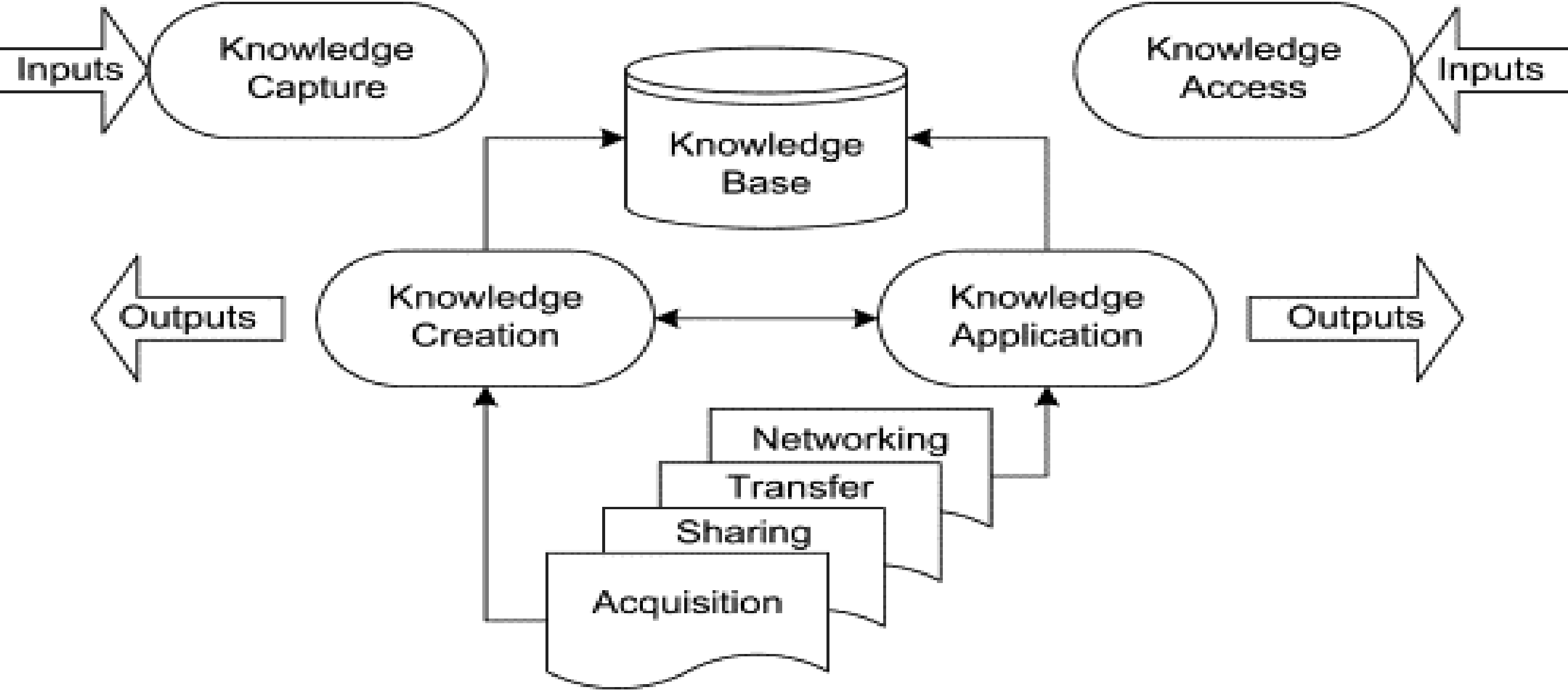
Main findings: Knowledge management (KM) practices are used by the IHG at a basic level. Data collected in this study indicate that the IHG is not connecting KM processes in its strategy. This research highlights that the IHG and potentially other hotel companies could integrate KM to enhance their performance.

Applications of this study: The study’s findings are important for hotel industry stakeholders (academics, hotel executives, owners, etc.), assisting them to better understand “hotel KM”. Stakeholders are encouraged to implement holistic and purposeful KM programs (i.e., a framework), potentially delivering more value to their organisations.

Novelty/Originality of this study: This study is the first attempt to investigate KM activities in one major standardsetting hotel company (SSHC(Boardman and Barbato 2008)).

AIMS AND OBJECTIVES

- To examine the hotel industry context related with using KM concepts(Singal’s 2015)
- - to define KM concepts and utility of those practices in adding values to the business (Ingram and Roberts 2000)
- - to asses what KM practices been used and with wich results, in a hotel industry(Voegeli, 2019a)



METHODOLOGY

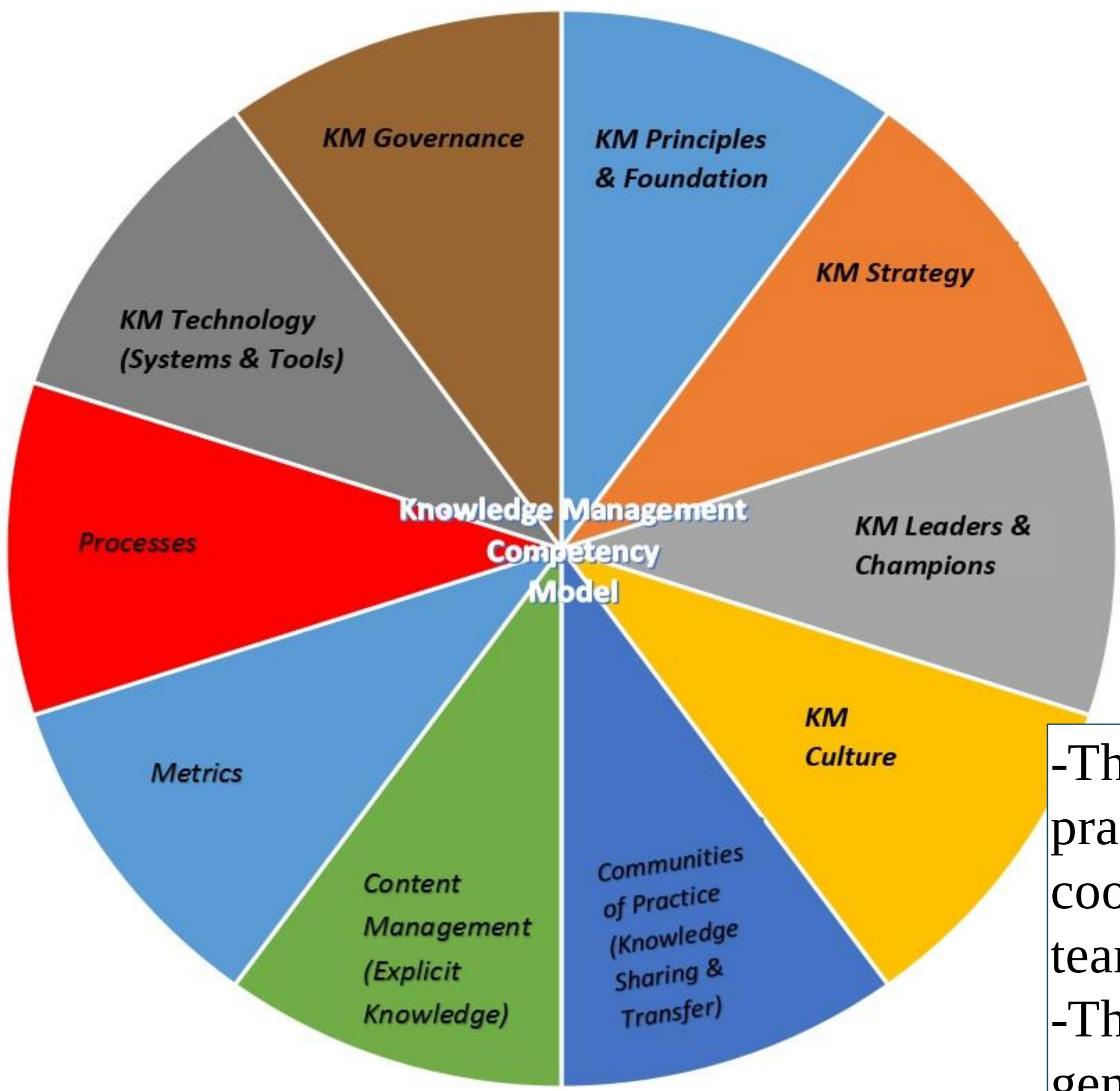
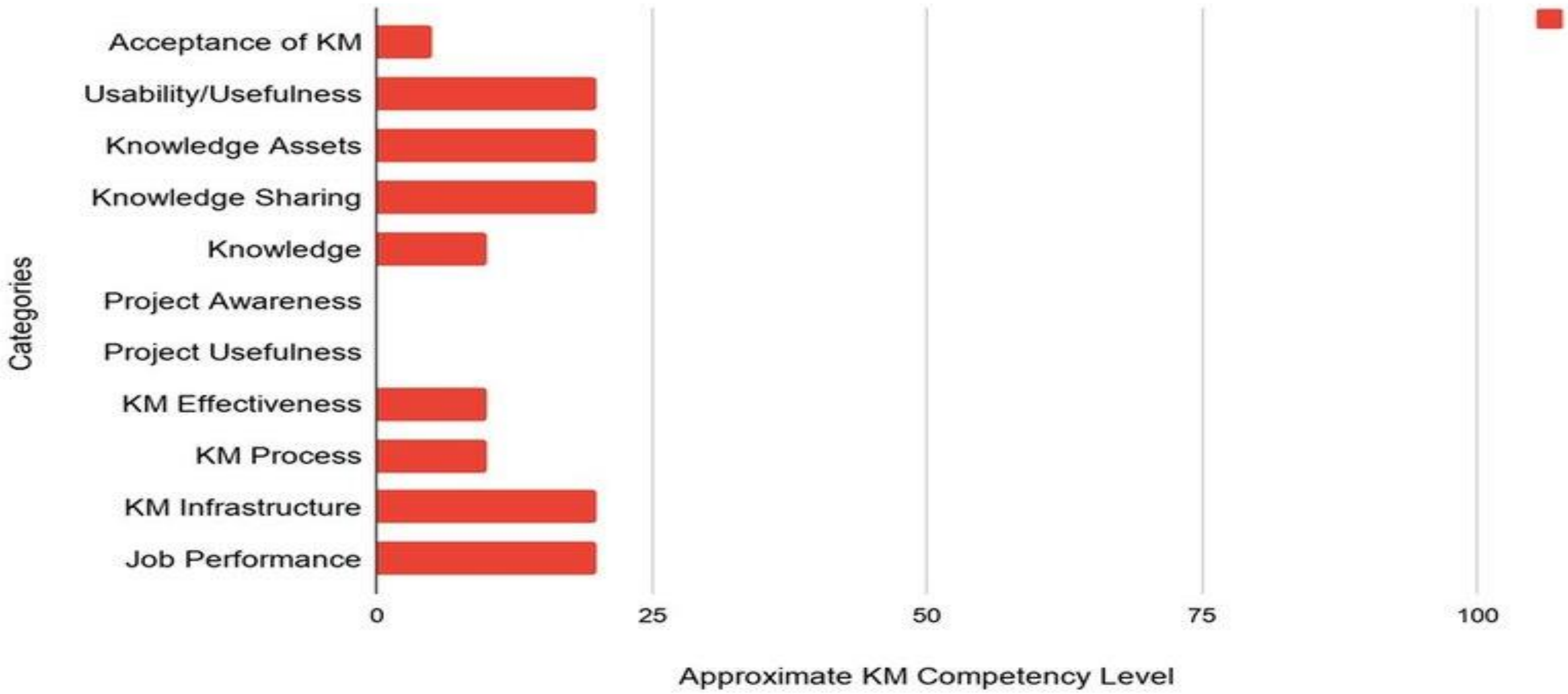
-The current research was conducted by analysing publicly available information about the InterContinental Hotels Group (IHG). Evidence on the application of KM in an SSHC(social sustainable health check) was gathered and compared to KM practices defined by the Global Knowledge Management Framework (GKMFW) (Pawlowski & Bick, 2015). The observed insights were also compared with the practices of KM programs by other organisations.

- The current research was conducted as well comparing and contrasting the sources considering the limitations and possible biases (Shelley, 2017).
- .Methodology also took in consideration all the limitations regarding ethics Bhandari, P. (2022, May 07)

ANALYSIS

-The study’s findings focused on two key areas of the GKMFW (procurement and human resources [HR]). The current study reviewed the IHG against all categories of the GKMFW to establish the extent to which the company applied KM and the consistency of its implementation, with these compared to best practice tools and processes. While the GKMFW is well respected as an integrated KM tool, it does not have a grading instrument. Some experienced subjective assessment needed to be made on the available data, as happens in most audits against any standard. In its assessment, the GKMFW covers over 60 categories to provide comprehensive feedback. Any company that performs in the top quartile (75–100 score range) in all categories is regarded as a top performer in KM practices.

Approximate KM Competency Level in the Result Categories



IMPLEMENTATION

-The study states a very complex practices in terms of including KM strategies in the business operations

- All findings shows IHG use KM system for Procurement,HR etc, using complex software and processes (InterContinental Hotels Group [IHG], 2020b)

EVALUATION

-This research supports the observation that, although KM has been practised at the IHG, it has not been done in a coordinated manner, especially since the removal of the dedicated KM team in 2018

-This limited use of KM has not generated sustainable results, with(presumably) the loss of the whole (KM) team occurring through a lack of communication of the benefits generated by the team. The IHG has used KM in an insular fashion which is disconnected and segregated and not part of strategy creation, thus limiting what it can achieve