



Applied Leadership and Management in the Workplace

Module Assignment Submission

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Introduction

This report will explore the concept of knowledge management, knowledge management culture and go into depth explaining the relationships between data, info, and knowledge in reference to the DIKW model. Will explore the tacit and Explicit knowledge and break down its relationship with the seci model, this report will also have a business case that will provide steps implementing a developed frame for knowledge management and Key performance indicators (KPI) will also be created within this business case.

Evaluation of Knowledge Management

In present organisations, knowledge management (KM) is essential because it encourages the effective use of information to enhance decision-making, encourage innovation, and provide a competitive edge. In addition to providing a useful framework for building an effective knowledge culture inside a company, this research assesses the idea of knowledge management. (Majka,2024).

Relationship Between Data, Information, and Knowledge

Understanding the relationship between data, information, and knowledge is fundamental to effective Knowledge Management (KM). by clearly defining the meaning of the words "knowledge", "information" and "data". It is important to understand what forms knowledge and what falls under the category of information or data. We will explore the differences between knowledge, data, and information.

Data- consists of raw facts and figures. When processed, organised, or structured, data becomes information. believes Every organization needs data and some companies depend more heavily on data than others

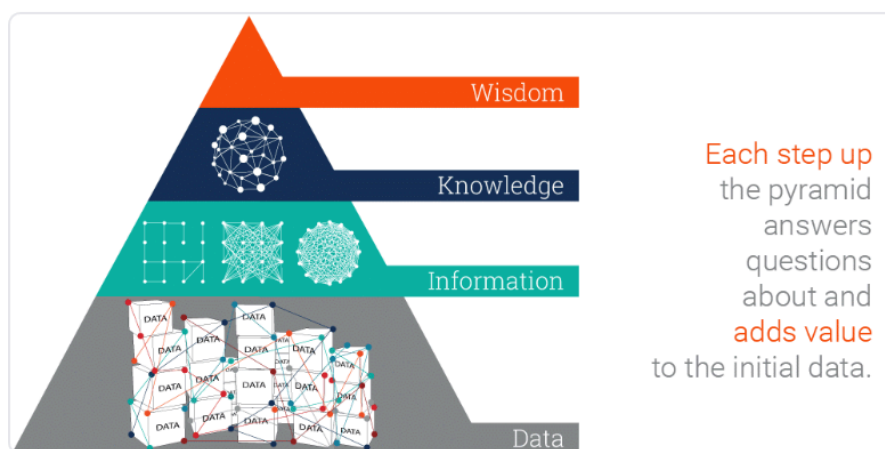
Information- This data has been "cleaned" of mistakes and then processed further to facilitate measurement, visualisation, and analysis for a particular goal. It answers basic questions such as who, what, where, and when

Knowledge- is derived from interpreting information, drawing on experience, values, and insights. It explains the "how" and "why," enabling informed decision-making.

These three components form a chain often described through the DIKW hierarchy: Data → Information → Knowledge → Wisdom. Each level represents a transformation in value and meaning.

In Knowledge Management, Russell Ackoff is frequently credited with articulating the foundational concepts of the DIKW (Data–Information–Knowledge–Wisdom) hierarchy, particularly in his 1988 presidential address to the International Society for General Systems Research (ISGSR), titled *"From Data to Wisdom."* (Ackoff, 1989).

According to Garrod,(2024). The DIKW pyramid shows an understanding and the relationship between data, information, knowledge and wisdom. The pyramid presents a building block display showing each step going towards a higher level. Each step will answer different questions about the initial data and add value to it. The more questions we answer, the higher we move up the pyramid. In other words, the more we enrich our data with meaning and context, the more knowledge and insights we get out of it. At the top of the pyramid, we have turned the knowledge and insights into a learning experience that guides our actions. below you will see the DIKW pyramid in picture form-



(Ontotext,2000).

Relationship Between Individual and Organisational Knowledge

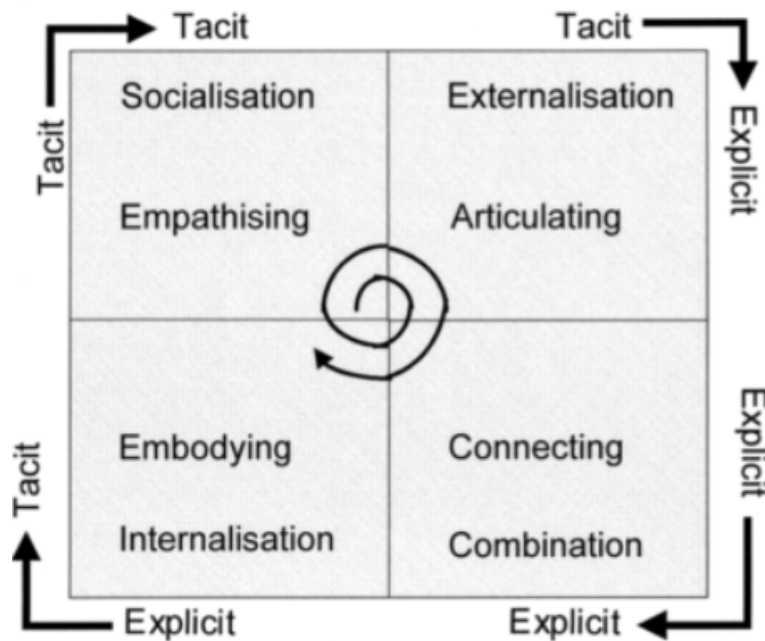
Effective knowledge management is based on the interaction between organisational and individual knowledge. Employee skills, experiences, and insights are referred to as individual knowledge. These can be either explicit (easily expressed and disseminated) or tacit (personal, context-specific, and more difficult to formalise). According to Avelino.(2023),. Explicit knowledge is formal, objective, and can be written down easily. It's the type of information you typically find in books or documents, it is the information that can be easily shared through writing or digital means. It can be stored in manuals or databases, so workforces can easily access it. This is extremely different from tacit knowledge, which is generally harder to transfer. It requires personal interaction and hands-on experience. One has to observe and learn from others to gain their tacit knowledge.

Meanwhile Tacit knowledge, on the other hand, is more personal and subjective. It is gained through years of practice, observation and hands-on experience, it includes things like task expertise, problem-solving abilities, and even social skills. Tacit knowledge is often embedded in a person's mindset, behavior, and actions, which makes it hard to pass on directly to others.

Most organisations rely on individuals to create, share, and apply knowledge, while individuals/employees draw on organisational knowledge to inform decisions and improve performance. The transformation of individual knowledge into organisational knowledge typically occurs through processes such as **socialization**, **externalization**, **combination**, and **internalization**, as described in Nonaka and Takeuchi's SECI model (1995).

The SECI model, developed by Ikujiro Nonaka and Hirotaka Takeuchi (1995), is directly concerned with the interaction between tacit and explicit knowledge. it's a framework for understanding how knowledge is created and managed within the organization. The seci model stands for four stages involved in knowledge creation: Socialization, Externalization, Combination, and Internalization. It outlines four key processes: Socialization, Externalization, Combination, and Internalization, which involve the conversion of tacit and explicit knowledge. It explains how knowledge is created and converted within organizations through a dynamic process involving both types of knowledge. By understanding and utilizing the SECI model, organizations can improve their ability to create, share, and utilize knowledge effectively, ultimately leading to innovation and competitive advantage. (Gouw,2025).

Below will be a diagram giving you a clear understanding of a Seci model and how the model is used and how you can transfer it to explicit knowledge-



3. Developing a Framework for a Knowledge Management Culture

This section of the report, steps will be implemented to develop a framework for a knowledge management culture, and improve the efficiency of Greggs- a leading Uk bakery chain, this process will be based on the knowledge management value chain, the Knowledge Management Value Chain (KVC) is a framework that outlines the processes an organization uses to create,manage,and utilise knowledge to achieve its goals. The framework also helps organizations understand how knowledge flows through various stages, ultimately leading to improving businesses and their outcome. The Knowledge Management Value Chain (KMVC) can significantly improve efficiency at Greggs by optimizing how knowledge is captured, shared, and applied across its operations. Applying the KMVC at Greggs to Boost Efficiency

Knowledge Acquisition

Gather data from POS systems, customer feedback, loyalty cards, and employee suggestions.

Ensures relevant and timely information is available for operational decisions.

Knowledge Creation

Analyze trends and insights from acquired data to develop new products, services, or improvements.

Fosters innovation and better response to customer demands.

Knowledge Storage

Store knowledge assets (e.g., recipes, training materials, process manuals) in central systems like SharePoint or an intranet.

Ensures consistent access to reliable information across all stores and departments.

Knowledge Sharing

Use digital tools (Teams, intranet, LMS) to share best practices, training, and updates between staff and branches.

Encourages collaboration and reduces duplicated effort.

Knowledge Application

Apply insights from data to adjust baking schedules, personalize promotions, and improve customer service.

Enhances day-to-day decision-making and service delivery.

Knowledge Evaluation

Track performance using KPIs such as waste reduction, customer satisfaction, and staff productivity.

Allows for continuous learning and refinement of processes.

(RBV) will also be incorporated. According to futurelearn,(2025),. The Resource-Based View (RBV) is a framework for strategic management that highlights a company's internal resources and capabilities as the key to achieving sustainable competitive advantage,including VRIO.

VRIO stands for value, rarity, inimitability, and organization. This framework is a useful tool designed to help organizations identify and leverage the unique resources and capabilities that make long-term (OnStrategy,2024).

The framework/tool was originally developed by Barney, J. B. (1991) in his work 'Firm Resources and Sustained Competitive Advantage', this tool will be used to identify knowledge assets and identify gaps in available knowledge in order to develop a strategic plan.

Business Case

Greggs, a well-known food-on-the-go shop in the UK, works in a cutthroat, hectic market where sustaining profit margins and customer happiness depends heavily on operational effectiveness. In order to enhance decision-making, save waste, speed up training, and simplify store operations, this business case suggests putting in place a more comprehensive Knowledge Management (KM) strategy.

According to Jenkins,.(2022) *“A business that uses common efficiency measures — and takes advantage of techniques to improve efficiencies — can reduce waste across its organization, which often leads to higher profits, a happier and more productive staff, and more satisfied customers”.*

to Create an efficient business, it requires ongoing monitoring and regular adjustments. Here are 10 strategies for improving business efficiency.

- Automate more processes
- Encourage open communication
- Reduce the need for multitasking
- Delegate responsibilities
- Keep morale high
- Make calculated cuts
- Minimize meetings
- Follow documented practices
- Work on your company culture
- Spot trends early

By embedding a strong knowledge management culture and system and implying strategies like above , Greggs can significantly improve operational efficiency, adapt more quickly to market changes, and deliver a more consistent customer experience, ultimately supporting sustainable growth and profitability.

Creating, Storing, and Implementing Knowledge

According to indeed editorial team,(2025),Tangible assets provide the operational backbone, enabling day-to-day performance.To improve efficiency in greggs, it is important to look at identifying current knowledge assets, this includes tangible and intangible assets, these are both considered in the framework of resource based view, according to the actual property and assets that a business owns and utilises to provide its goods and services are known as tangible assets. For investment or financing reasons, tangible assets can offer insight into the financial health of a firm, organisation, or organisation since they are tangible, physical, and have a limited lifespan and

worth. varied kinds of physical assets are held by businesses for varied lengths of time.

Tangible Assets-

Examples in Greggs:

Assets	Contribution to efficiency
Food stores & Equipment	Enables fast service, consistent product delivery
Supply chain infrastructure	Supports efficient distribution of fresh goods daily
IT systems & Hardware	Automate tasks like stock control and sales processing
Delivery service	Ensure timely product delivery to stores or customers ordering through local food chain deliveries like just eat or deliveroo

Intangible Assets-

Unlike tangible, intangible assets or objects that are known as something that cannot be touched, it does not have a physical nature or presence but still has value and that's why it's hard to describe, or assign an exact value to it. Even though they are often more difficult to measure they are critical for long-term success and sustainable efficiency. especially when aligned with knowledge management and strategic capabilities.(Cameron,2020).

Examples in Greggs:

Assets	Contribution to efficiency
Brand reputation	Drives customers loyalty and repeat business
Employee expertise (Tacit knowledge)	improves service,speeds up problem solving
Organizational culture	promotes consistency, collaboration and innovation
Customer data & analytics	Enables demand forecasting and product optimization
Recipes and proprietary product knowledge	ensure quality and consistency across locations

To further our knowledge, VRIO will also come into play to assess certain qualities of those assets, to keep up with the efficiency in greggs, the company and food chain design new bakes during different seasons making them rare to that specific season. By doing this it not only makes them unique to the store but also gets customers talking and draws them in. Below will be a chat breaking down the VRIO of these rare bakes.

VRIO Element	Evaluation	Result
Value (V)	Rare Bakes create customer excitement, boost seasonal sales, and support brand engagement.	Valuable
Rarity (R)	Limited-time recipes and seasonal exclusivity are uncommon and difficult for competitors to match exactly.	Rare
Imitability (I)	Taste profile, branding, and anticipation are hard to copy—even if a competitor mimics the concept.	Hard to Imitate
Organization (O)	Greggs has the infrastructure, marketing channels, and supply chain to successfully roll out Rare Bakes at scale.	Well Organized

The VRIO analysis, conceived by Jay Barne (1991), is such a popular tool. He created the VRIO framework to help organizations assess their resources and capabilities to identify. The framework goes beyond identifying strengths, it reveals the factors that determine whether these strengths can lead to a lasting advantage. Mooncamp,(2025) also believes *“By assessing resources against these four dimensions, businesses can better understand their strengths and weaknesses in the competitive landscape”*.

By applying the VRIO framework it shows the strength within the company, however it also can identify any gaps, “gaps” in a business refer to areas that are lacking and have certain weaknesses in knowledge skill or the systems. It is important to identify these gaps and address them to improve efficiency, innovation and decision-making.

knowledge development

According to Bhandari,(2022) The practice of collecting measurements or observations in a methodical manner is called data collection. Regardless of whether you are conducting research for academic, commercial, or governmental reasons, gathering data enables you to obtain firsthand information and novel insights into your study topic.

The general procedure for gathering data is essentially the same, even though techniques and objectives may vary throughout areas.

Before you begin collecting data, you need to consider:

- The aim of the research
- The type of data that you will collect
- The methods and procedures you will use to collect, store, and process the data

To collect high-quality data that is relevant to your purposes, follow these four steps.

When collecting data it should be aligned with our goals, to get the best results from data collections market research, surveys, customer feedback and observational or testing are known to be the best forms of feedback to improve the companies or organisations goals. By collecting the data through surveys, customer feedback and testing the business can identify gaps. Below will be a table identifying these gaps and how to resolve them-

Gap Type	Description	Potential Impact	Improvement Strategy
Knowledge Gap	Staff may lack real-time access to product, allergen, or customer data.	Slower service, inconsistent customer experience	Implement integrated mobile KM tools on the shop floor.

Skills Gap	Limited digital/data literacy among shop staff or regional managers.	Underutilization of digital tools (e.g., forecasting systems)	Provide regular digital upskilling and microlearning programs.
Communication Gap	Disconnect between head office decisions and shop-level implementation.	Delays or confusion in rolling out promotions or processes	Strengthen internal communication with a unified, centralized platform.
Technology Gap	Inconsistent use of advanced analytics or AI in supply chain forecasting.	Overproduction, stockouts, or food waste	Upgrade to predictive AI-based demand forecasting tools and training.
Cultural Gap	Resistance to knowledge sharing between departments or across regions.	Duplication of work, lost innovation potential	Foster a knowledge-sharing culture with incentives, recognition, and leadership support.
Process Gap	Lack of standardized process for capturing frontline insights (e.g., feedback).	Missed opportunities for innovation or operational improvement	Create structured feedback loops using mobile apps or digital suggestion systems.
Data Gap	Customer data might be collected but not fully analyzed or actioned.	Low personalization and missed engagement opportunities	Leverage loyalty and CRM data to personalize offers, menus, and promotions.

Once the gaps have been identified it is important to create KPIs for them, KPIs (key performance indicators) are the primary goals you should monitor in order to maximise the influence on your strategic business outcomes. KPIs assist your teams in focussing on the most crucial aspects of your plan. They are an important way to ensure your teams are supporting the overall goals of the organization.(Qilk,2025).

Knowledge sharing in the Workplace

In Regards of knowledge sharing it is important to have systems in place to store and share, according to Jain,(2025) In many businesses, having effective organisational knowledge is a powerful competitive advantage. Knowledge management systems are among the many technologies available to capture today's varied technological world. Businesses can empower their employees and maximise information flow by knowing the different kinds of knowledge management systems (KMSs).

The capabilities of knowledge management systems vary greatly, and they are designed to satisfy strategic requirements. They include dynamic collaboration tools and strong document repositories. The many kinds of knowledge management systems, their strategic importance, and instances of their application in businesses are examined here.

Below will be some examples of knowledge sharing and Types of IS, IS known as an information system is a group of data sets that ensures that business operates smoothly, embracing change, and helping companies achieve their goal.

Knowledge Management System (KMS)

- **Purpose:** Centralized platform to store, manage, and share documents, FAQs, and best practices.
- **Example Tools:** SharePoint
- **Use at Greggs:** Document baking processes, training manuals, allergen guidelines, store opening checklists.

Enterprise Resource Planning (ERP)

- **Purpose:** Integrates core business processes, including finance, HR, inventory, and procurement.
- **Example Tools:** SAP, Microsoft Dynamics
- **Use at Greggs:** Share inventory levels, demand forecasts, and supplier information across locations.

3. Customer Relationship Management (CRM)

- **Purpose:** Stores customer interactions, preferences, and loyalty data.
- **Example Tools:** HubSpot
- **Use at Greggs:** Share customer behavior insights, personalize marketing, and drive loyalty app decision

4. Intranet or Internal Communication Platforms

- **Purpose:** Facilitate real-time communication and updates.
- **Example Tools:** Microsoft Teams
- **Use at Greggs:** Share company news, promotional campaigns, or quick updates between HQ and branches.

5. Learning Management System (LMS)

- **Purpose:** Deliver and track training content, certifications, and microlearning.
- **Example Tools:** Moodle, college courses
- **Use at Greggs:** Store training on hygiene, customer service, digital systems, and compliance.

6. Suggestion Platforms / Idea Management Systems

- **Purpose:** Capture and share frontline employee ideas for process or product improvement.
- **Example Tools:** social media, teams
- **Use at Greggs:** Allow staff to propose improvements to store layouts, menus, or customer experience.

7. Document & File Repositories

- **Purpose:** Cloud-based storage for important documents and templates.
- **Example Tools:** Google Drive, Dropbox Business, OneDrive for Business
- **Use at Greggs:** Store standardized forms, audit checklists, and procedural documents.

8. Data Dashboards & BI Tools

- **Purpose:** Visualize and share performance metrics and business insights.
- **Example Tools:** Teams, meetings
- **Use at Greggs:** Share sales performance, product trends, and efficiency metrics across departments.

Applying Knowledge

Applying knowledge is the final and arguably most critical stage of the Knowledge Management (KM) cycle. At this point, both explicit knowledge (e.g., documented processes, data reports) and tacit knowledge (e.g., staff experience, intuition) are actively used to inform decision-making and enhance performance. In the context of Greggs, applying knowledge effectively can yield substantial improvements in operational efficiency across areas such as supply chain management, customer service, and staff training.

For example, by analyzing and applying sales data from its stores, Greggs can optimize daily baking quantities to reduce food waste while meeting customer demand. Similarly, insights from customer feedback and loyalty programs can be applied to tailor marketing campaigns and product offerings, enhancing customer engagement and sales. At the operational level, when frontline employees apply procedural knowledge—such as allergen handling protocols or customer interaction strategies—they contribute directly to a consistent and high-quality service experience.

Moreover, the application of knowledge helps the organization to learn from its gaps. By recognizing areas where knowledge is underutilized—such as delays in communication, technology adoption, or training delivery—Greggs can take targeted action to close these gaps. This creates a feedback loop where applied knowledge leads to insight, which in turn fuels further knowledge creation and refinement.

Ultimately, fostering a culture where knowledge is not only captured and shared but actively applied empowers Greggs to become more adaptive, efficient, and competitive in a fast-moving retail environment

IP and GDPR

To ensure that companies like Greggs can safeguard their unique recipes, designs, and branding, intellectual property (IP) and general data protection regulation (GDPR) are very important as they are both essential frameworks for managing and protecting important assets in business.

Intellectual Property (IP)- refers to legally protected creations such as recipes, branding, and proprietary processes, which are essential assets in a business like Greggs. In practice, IP ensures that unique products and operational methods remain exclusive to the company, safeguarding its competitive advantage. Meanwhile, the **General Data Protection Regulation (GDPR)**- governs how personal data—such as customer information collected through loyalty cards—is handled. Practically, this means Greggs must ensure data is collected transparently, stored securely, and used only for legitimate purposes, with staff trained in data protection practices to maintain compliance and customer trust

Conclusion

In conclusion, modern businesses looking to increase productivity, creativity, and competitiveness must implement efficient knowledge management, or KM. It entails the methodical processes of knowledge creation, capture, exchange, and above all application to support well-informed decision-making and ongoing development.

KM makes it possible for employees to use both explicit and tacit knowledge more effectively, which benefits a business like Greggs by enhancing operational performance, fostering more customer involvement, and facilitating quicker reactions to changes in the market. Greggs may create a strong knowledge management culture that supports strategic objectives by resolving knowledge-related gaps, such as poor communication, underutilisation of data, or reluctance to share.

In the end, knowledge management as a valued resource empowers workers, improves organisational learning, and generates long-term value at all organisational levels.

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