

Applied Leadership and Management in the Workplace
Module Assignment Submission

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Introduction

Knowledge management is the process of identifying, organizing, storing and disseminating information within an organization (IBM, 2021). Within the hospitality industry it is one of the most valuable resources available. It provides a structured approach to creating, capturing, sharing and applying knowledge throughout your business.

This report begins by examining the relationship between data, information and knowledge. It analyses how individual and organisation knowledge contribute to the business performance. In the second part of the report, it develops a knowledge management framework to address the current challenges the hotel is seeing. These are a decline in repeat bookings as the hotel depends on repeated cooperative bookings especially during the week, a decline in guest satisfaction and a low average spend for guests as they are finding guests are preferring to leave the hotel to use outside facilities. Using knowledge management theories, VRIO, and gap analysis it makes recommendations to improve Knowledge sharing, staff performances, way to improve guest loyalty and how to improve the business overall. It then finishes with ways this knowledge can be shared within the Hotel while ensuring the hotel remains GDPR compliant.

Section 1 Knowledge management

Knowledge management is a structured framework used for creating, sharing, accessing and reusing knowledge, it is built on four key pillars people, processes, technology and content. It focuses on shaping the work environment to motivate and empower individuals to contribute ideas, share expertise and learn from one another, ensuring that valuable knowledge is captured and effectively utilized (*What Is Knowledge Management? The Essential Guide*, 2026).

In the hospitality industry repeated custom can be the backbone of a business having a good Knowledge Management system in place can help provide a consistent and high-quality service to guests. It allows the business to understand guests past behaviours and preferences and offer a more personalised experience. It can be used to provide a better experience for new guests helping them to feel valued this in turn encourages them to spend time within the hotel purchasing upgrades and choosing the hotels bar and restaurant rather than venturing outside. Effective knowledge management helps staff work more efficiently offering a more consistent service, reducing mistakes and keeping standards high.

1.1 Relationship between data, info and Knowledge

The relationship between data, information and knowledge can be explained using the DIKW Model. GeeksforGeeks, 2023 explains that the DIKW pyramid is a hierarchical model it represents the relationship between different levels of information processing. The model is usually represented as a triangle with Data at the bottom this is stuff with no meaning when you start to organise it into categories this becomes Information as it makes more sense, once you begin to understand what you are looking at this becomes knowledge to use to make informed decisions and choices creating Wisdom. Within the hotel industries this would start as guests' names, booking dates or a previous purchase history. On its own this has little meaning and needs to be sent to the right departments once this has been organised it becomes information allowing the right department to identify any patterns or guest preferences using this knowledge to make informed decisions when offering upgrades, spa packages and offering recommendations for food and drinks. This will enhance the guests overall experience and encourage repeat custom and the guest will be more inclined to make more purchases within the Hotel.

However, the DIKW model has several limitations when applied within the hotel industry. A key issue is that it always assumes data is accurately collected and correctly interpreted, but in practice hotel data can quite often be incomplete, outdated, or incorrectly entered by staff, which reduces its usefulness. In addition, the model suggests a clear step-by-step progression from data to wisdom, but in reality, this process is often more complicated and less structured, especially in fast-paced hotel environments where decisions need to be made quickly. Another limitation is that the model does not fully consider human factors such as staff judgement, experience, and bias, which can influence how information is interpreted and used. Furthermore, while hotels collect large amounts of customer data, it can lead to data overload, making it difficult for managers to identify the useful information. This can reduce the effectiveness of decision-making and limit the potential benefits of using knowledge within the organisation.

Conneally, 2025 states that Explicit knowledge is knowledge that is easily shared this information that is usually stored within a database or information from a handbook it is usually structured and accessible to a larger audience. Conneally goes on to explain that Tacit Knowledge is more personal based on experience and specific to the situation it can be more challenging to share as it involves insights, intuitions and skills learnt over time. By combining the explicit knowledge stored in the hotels database and the tacit knowledge gained by the staff the hotel can create a memorable and enjoyable

experience tailored to each guest which in turn leads to higher customer loyalty and increased revenue per guest.

The following table details examples of each within the hotel industry.

Explicit Knowledge	Tacit Knowledge
Guest Profiles	Remembering Guests preferences
Standard operating procedures	Understanding Guest behaviour
Internal reports	Communication

Data, information, and knowledge-based systems are an essential tool within the hotel industry, they support decision-making, customer service, and operational efficiency but they also present several limitations. These include the quality and accuracy of the data collected, incorrect or outdated guest information can cause a negative experience for the guest dietary requirements and guest preferences can change over time. Hotels hold a lot of personal and financial data that puts them at threat of cyber attacks or data breeches this can damage reputations and trust. Implementing and maintaining the systems needed to keep information safe can be expensive. The reliance on technology is another if systems were to go down and staff are not trained competently communication between departments may break down causing disruptions on check-in, reservations and when using the hotels facilities. So, although data and knowledge-based systems provide many advantages, hotels must carefully manage the risks and operational challenges.

1.2 Relationship between individual and organisational knowledge

The relationship between Individual and organisational knowledge can be easily explained using the four classes of knowledge and the SECI model. They demonstrate how knowledge is created, shared and transferred within the business. Individual Knowledge is the skills, experiences, ideas and expertise held by the employees this knowledge is always expanding and should be regularly assessed to see what level you are at. In 2020 Forte developed the four levels of personal knowledge management this is measured in four levels storing information, Managing knowledge, enabling action and personal knowledge mastery. When you start a new task assess where you are in the knowledge levels to be able to progress.

Organisational Knowledge is the knowledge held within the business, guest information, processes used, the way information is shared across departments and what information is shared where.

The four classes of knowledge include tacit knowledge, explicit knowledge, implicit knowledge, and embedded knowledge. Tacit knowledge is personal and experience-based, such as the hotel receptionist's ability to handle difficult guests through communication skills which are developed over time. Explicit knowledge refers to the documented information such as training manuals, policies, and standard operating procedures. Implicit knowledge is knowledge that can be transferred into explicit form when required such as the receptionist writing a how to guide for example, while embedded knowledge is what already exists within the business, routines, and systems such as always following the same check-in procedure and the restaurant having a specific table layout for the event they are hosting at the time.

The SECI Model explains how knowledge is shared and developed within an organisation through four stages: socialisation, externalisation, combination, and internalisation. Socialisation happens when employees learn from others through observation and experience, such as new hotel staff learning customer service skills from experienced workers. Externalisation is when personal knowledge is written down or explained, for example by creating training manuals or procedures. Combination involves bringing different pieces of information together into systems such as databases or company policies. Internalisation occurs when employees use this information in their daily work and gain experience from it, turning it into personal knowledge and skills.

They both demonstrate the strong relationship between individual and organisational knowledge, The business relies on employees to create and share knowledge, while employees depend on the operational systems within the business to learn, develop skills, and improve performance by combining the individual and operational knowledge the business can thrive and reach a new higher potential.

Section 2 Framework for a Knowledge management framework.

2.1 Business Case

Implementing a Knowledge Management framework within the hotel is essential to help increase repeat custom and increase the average spend per guest. Currently they are very low and poor reviews on booking sites are indicators that the hotel is failing to capture, share and apply the relevant guest knowledge to personalise services, encourage loyalty. It has been highlighted that guests are not receiving the tailored experience that the hotel used to be well known for. This has reduced the likeness of guests returning and the hotel has seen a reduction in loyalty from previously loyal guests. The hotel has identified that staff are missing opportunities for upselling across

all departments such as room upgrades, spa treatments and food and beverage purchases. By implementing a Knowledge management system this will allow the staff to better understand the guests, getting to know them in a professional manner, learning behaviours, preferences and previous spending patterns by doing this the staff can offer personalised recommendations which would increase guest satisfaction and revenue in the hotel.

Introducing Key Performance Indicators (KPIs) across the business can help to bridge the gap and bring the hotel back to where it was in previous years. Twin (2026) explains KPIs as defined measurements used to assess a companies long-term performance used to track progress on key objectives. When implemented corrected they can be used to judge progress, compare against competitors and set a benchmark for staff to work alongside making KPIs an integral part of the business model. Using the Knowledge management system that is in place these KPIs include things like increased repeated bookings rate, increased average spend per guest, improved guest satisfaction with more personalised and tailored KPIs for each employee based on skills, position and department within the hotel.

2.2 Knowledge inventory what is available.

The Resource-Based View (RBV) is defined as a strategic management framework that emphasizes the importance of internal resources and capabilities in achieving sustainable competitive advantage and superior performance for firms (Holz, 2026). Using RBV to first assess the hotels knowledge this can be divided into tangible (physical assets) and intangible (non-physical) resources that are available readily within the Hotel, as explained in section one this is where your data comes in identifying what you have available.

Tangible	Intangible
Booking System	Reputation
Guest database	Staff Knowledge of Guests
Amenities	Staff speciality skills
Food and Beverage	Customer Service Experience
Finances	Company Ethos
Housekeeping	Local Knowledge

From this data you can then sort into the relevant departments and use this information to develop your knowledge on what you have available and how the information is being used within the business.

Tangible	Intangible
Booking System- Cloudbeds allows you to store notes, amend booking and check guest history on one secure platform.	Reputation The Hotel used to be very popular with Local people for drinks and meals for special occasions. Recently has become less popular with many citing prices are too high and service slow during busy periods and when quiet staff seem to be standing around
Guest database- is it up to date, relevant or outdated.	Staff Knowledge of Guests Staff are good at remembering what regular guests like but not good at keeping records
Amenities Spa- Prices are significantly higher than local spas. Gym- top of the range equipment but is empty most of the day sometimes busy. early morning and evenings. Grade of rooms- Higher spec rooms are recently renovated but less sold. Mid spec- some are to spec others could use a renovation or reclassified. Lowest spec- most popular and furnished to a fair specification.	Staff speciality skills There are staff who have skills in areas that are not being utilised to their full potential. There is a qualified sommelier who has nothing to do with ordering and recommendations for wine. Housekeeping does not have a specific head of department and instead report to the hotel manager. Reception has a good knowledge of guests and are good at keeping records
Food and Beverage- Good variety of drinks local brands and name brands. Prices above average Small evening menu Set price menu on weekends in line with local area. Sunday lunch menu- prices in line with local area Afternoon tea- higher price point for the area	Customer Service Experience This can e an issue staff are either too busy to give the level of service expected or don't seem to care. Managers are not overseeing departments correctly.
Finances There is a limited amount of funds available to make changes	Company Ethos To provide good customer service champion the local community. Blending local history with modern luxury. This is not currently the case.
Housekeeping	Local Knowledge Staff have a good knowledge of the local area and will recommend paces to guest but only when asked.

50% of towel and linen have been replaced recently the other 50% are in fair condition	
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The VRIO Framework can be used to assess whether a business resource or capability provides a competitive advantage it works by analysing if it is Valuable, Rare, difficult to Imitate, and supported by the Organisation. According to Mayer et al (1995), organisations achieve sustained competitive advantage when resources are effectively utilised and difficult for competitors to replicate. This can be used to evaluate resources such as staff knowledge, customer service, reputation, and guest data systems. Using this for gap analysis helps identify areas where the hotel is not fully utilising its resources effectively.

Target Item	Current state	Gap identified	Desired future state
Guest Knowledge Management	Reception staff know guest preferences, but information is not consistently recorded or shared.	Valuable guest knowledge remains as tacit knowledge and is not available to all departments.	All guest preferences, spending habits and special requirements are recorded in Cloudbeds and accessible to relevant staff.
Customer Loyalty	Repeat bookings and guest loyalty have declined.	Lack of personalised service reduces customer retention.	Increased repeat booking rates through personalised experiences and improved guest relationships.
Upselling Opportunities	Staff regularly miss opportunities to sell upgrades, spa treatments, and dining packages.	Guest data is not being used to identify sales opportunities.	Staff actively use guest information to recommend relevant upgrades and increase average spend per guest.
Staff Expertise	Specialist skills, such as the sommelier's knowledge, are underutilised.	Employee knowledge is not fully contributing to business performance.	Staff expertise is incorporated into decision-making, training, and guest experiences.

Service Quality	Customer reviews report inconsistent service levels and slow service during busy periods.	Poor communication and lack of management oversight affect service delivery.	Consistent high-quality customer service supported by training, communication, and departmental accountability.
Knowledge Sharing	Departments operate independently and information sharing is limited.	Knowledge is not effectively transferred across the organisation.	Regular meetings, SOPs and shared systems ensure knowledge is communicated throughout the hotel

Upon completing the Gap analysis, the hotel has a clearer picture of where they are going and what they need to do to develop to get to where they plan to be.

2.3 Developing the Knowledge you have identified.

Following the knowledge inventory and identifying the gaps in Knowledge with the Gap analysis the Hotel can focus on developing that knowledge to get the stands back up to where they should be. The hotel has some valuable resources they are already using one of the best booking systems on the market, have experienced staff and a good local knowledge. There are quite a few gaps in where and how the knowledge is stored within the Business. One of the main areas that needs developing is managing guest information whilst the reception staff have a good knowledge of returning guests and their preferences this information is not consistently being recorded and shared throughout the other departments. A good, easy and effective way to improve this would be to use the software already available within the cloudbeds system this allows them to record all guest preferences, previous purchases, complaints, dietary requirements and special occasions they could even use this to record if the guest has a preference for still/sparkling water which the spa could use to make sure they have this available. If the guest has previously booked spa packages this could be prepared before arrival with an email send offering a small discount if booked before check-in. During check-in guests could be offered the option to upgrade rooms and encouraged to make dinner reservations.

Using guest satisfaction surveys like SurveyMonkey post stay can help identify any patterns with customer service they will also help with narrowing down any issues with staff by having them sorted into date of stay order can help develop any patterns when particular staff are working helping to identify which staff need training and target

specific areas to develop. A designated member of the management team should be assigned to regularly collecting all the data and organising it where necessary.

Monitoring reviews and analysing competitors they should work alongside the other department heads to monitor pricing, service, quality and guest expectations. Having the hotel identify recurring issues and working together to find the solution.

Regular staff meeting including separate ones for managers, departments and full staff meetings should be held to build communication and trust keeping everyone up to date with what they need to know depending on the position held within the company.

Appointing a housekeeping manager to oversee the day to day running of housekeeping is a very important step that needs to be taken this will improve accountability, keep standards high and consistent reduce pressure on the hotel manager. Allowing the qualified sommelier to contribute to ordering, including recommended pairings on the menu and training the restaurant staff will increase revenue across the department.

Department related KPIs should be introduced to ensure all areas of the hotel contribute towards increasing revenue, repeated custom and improve guest satisfaction. Dignam, (2023) explains that KPIs set clear objectives for business to have a realistic goal to aim towards it allows them to monitor progress and make informed decisions and adapt to the changing world.

Department	KPI	Purpose
Reception	Repeat booking rate	Measures how many guests return after previous stays
	Upselling conversion rate	Tracks success of room upgrades and package sales
	Guest profile completion rate	Ensures guest preferences and notes are accurately recorded in Cloudbeds
	Check-in/check-out time	Measures efficiency and guest convenience
Food & Beverage	Average spend per guest	Measures guest spending on food and drinks
	Wine/premium item sales	Tracks success of upselling premium products
	Customer satisfaction scores	Measures dining experience quality
	Table turnaround time	Measures operational efficiency during busy periods

Housekeeping	Room cleanliness score	Measures guest satisfaction with room standards
	Room turnaround time	Tracks efficiency between guest stays
	Maintenance issues reported	Ensures room problems are identified quickly
	Linen/towel quality ratings	Measures guest satisfaction with amenities
Spa & Leisure	Spa booking rate	Measures guest usage of spa facilities
	Revenue per spa guest	Tracks profitability of treatments and packages
	Gym usage rate	Measures effectiveness of promoting facilities
	Guest satisfaction with facilities	Assesses quality of leisure experience
Management	Average spend per guest	Measures overall guest revenue
	Online review ratings	Tracks hotel reputation and customer satisfaction
	Complaint resolution time	Measures responsiveness to guest issues
	Staff training completion rate	Ensures employees receive appropriate training
	Employee turnover rate	Measures staff retention and workplace culture
Marketing/Sales	Customer retention rate	Measures repeat customer loyalty
	Direct booking percentage	Reduces reliance on third-party booking platforms
	Email campaign conversion rate	Measures success of personalised marketing
	Social media engagement	Tracks brand awareness and customer interaction

2.4 Knowledge Sharing

None of the knowledge gained is useful if it is not shared in an effective way amongst the staff. It is essential that the right information is getting to the right departments. The hotel has a good software system that should be utilised and made accessible to all staff within the hotel, this may require some training for staff that are not used to using it and this can be done as a team training exercise to save time and money. Currently

reception staff hold good knowledge but are not recording and sharing the information which causes limitations when it comes to upselling, by recording if the guest has previously used the spa or the dining facilities it will benefit all departments and enable the department heads to put together personalised options for upgrades and offer a better service.

Implementing Standard Operating Procedures to ensure all staff are updating guest profiles to include spending patterns, preferences, complaints and dietary requirements.

Regular staff meetings and reviews will help to encourage communication between teams and assess what training is needed and where.

When sharing knowledge Cultural differences should be taken into consideration in a diverse environment staff and guests may interpret things differently so it is important to implement training in cultural awareness and communication to keep service consistent across all departments.

2.5 Applying the Knowledge

The final and most important part Knowledge management is applying the knowledge gained, using this knowledge to create the best possible experience for the guest. Using the guest data and stored in Cloudbeds the hotel will be able to tailor the experience before the guest even checks in. checking social media of new guests will allow a glimpse into their lives as well. When it's a returning guest the hotel can check for any preferences before arrival whilst discreetly letting the guest know they have prepared especially for their arrival. A small note placed in the room welcoming them back such as "Welcome back Mr X, we have prepared your preferred room type and arranged your chosen amenities. We hope you enjoy another stay with us." This can be personalised depending on the grade of room they have booked if they have booked a superior room prosecco/homemade bakes can be added into their room for an extra special touch, this can be purchased cheaply from suppliers and does not have to be the same brand that is used throughout the hotel with many using a different brand for stock keeping purposes and to keep these additional costs down. This improves customer loyalty and increases the likelihood of repeat visits as everyone loves feeling spoilt and like they are getting something for free.

If there is a repeat guest that always books a lower grade room and the availability is there to upgrade them for a stay, then offer a free upgrade it could encourage them to book that grade of room on their next visit.

Operational improvements should be driven by feedback from guests and monitoring of KPIs. Looking at rotas to see where staffing adjustments need to be made can improve service and also lower wage costs.

Using culture knowledge from training plays a significant role when dealing with international guests. They may have different expectations regarding the speed and level of service, communication needs and dining preferences.

Taking note of reviews on prices and adjusting where possible is another crucial factor if the restaurant is charging £60 a head for an evening meal but an outside one at the same level is charging £45 can the hotel afford to lower this price to encourage diners to eat in house. This also applies to breakfast including breakfast to the higher-grade room could encourage the guests to book the 'nicer' room as it includes breakfast.

2.6 IP AND GDPR

Using Guest data in a GDPR compliant way is essential it must be maintained and personal data must be securely stored and only accessible to authorised staff. It is only to be used for legitimate business purposes such as improving service and personalised service and never shared this ensures trust is maintained which is essential for long term loyalty. It is there to protect the public. The General Data Protection Regulation (GDPR) is the toughest privacy and security law in the world. Though it was drafted and passed by the European Union (EU), it imposes obligations onto organizations anywhere, so long as they target or collect data related to people in the EU (Wolford, 2018).

Conclusion

The knowledge inventory and gap analysis identified several areas where the hotel can improve. While the hotel already has valuable resources, including experienced staff, local knowledge and a good booking system, this knowledge is not always being recorded or shared effectively. This has led to missed opportunities for upselling, reduced customer loyalty and inconsistent service standards.

The proposed knowledge management framework provides practical ways to improve how information is captured and shared across the hotel. By making better use of Cloudbeds, introducing department KPIs, improving communication between departments and using staff knowledge more effectively, the hotel can provide a more personalised guest experience and encourage repeat business.

Overall, by applying the recommendations within this report, the hotel can improve guest satisfaction, increase average spend per guest and strengthen its reputation while ensuring all guest information is managed in line with GDPR requirements.

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