

Student Name: Mohammed Shahed Ahmed
Student Number: 1810430

Module Name: Knowledge and Information Management Skills for the Workplace
Module Number: BMSW5106_LON
Lecturer Name: Mohamed Kalam

Due date: 19/05/2020

Table of Contents

Introduction

1. Knowledge management and its importance in terms of Burberry's knowledge assets and their management

1.1. Relationship among data, information and knowledge

1.2. Relationship between individual knowledge and organizational knowledge

1.3. Analysis and modeling techniques to identify knowledge assets

1.4. Actual and potential knowledge assets

2. Important knowledge management processes for organizational development

2.1. Requirement to create, store, apply and integrate knowledge

2.2. Importance of intellectual property rights

3. Framework for establishing a knowledge management culture

3.1. Contribution of knowledge assets on Burberry

3.2. Knowledge requirements of Burberry

3.3. Burberry's Framework for enabling knowledge sharing

3.4. Recommended improvements to the current framework

Conclusion

Reference

Introduction

Knowledge management is the process through which an organization creates, records, shares and manages all the necessary information. Data, information, knowledge, skills and experience and wisdom possessed by an organization are the knowledge assets to them (Amine Chatti, 2012). Proper management of knowledge provides an organization with the necessary data and information that can help the decision makers in taking effective decision for the business. Knowledge management also refers to the process by which an organization manages its internal knowledge. Knowledge mapping can provide an organization to find any job done by the best who is expert on the specific task (Cheema, 2010). It is goal of the business organizations achieve the organizational goal by making the best use of their available internal knowledge. Knowledge management offers the organizations with the opportunity to make the best use of the available knowledge. Proper use of available knowledge is necessary for ensuring competitiveness of an organization in the market (Debowski, 2010). This assignment has been prepared to make an understanding about knowledge and information management skills for the workplace. To make a clear understanding, example of Burberry has been used. Proper management of knowledge has made this British luxury fashion house as one of the most popular fashion houses around the world.

1. Knowledge management and its importance in terms of Burberry's knowledge assets and their management

1.1. Relationship among data, information and knowledge

Data, information and knowledge possessed by an organization are the knowledge assets for them. To make an understanding about knowledge management, it is necessary to know about data information knowledge and the relationship between them (Frappaolo, 2012). This section has discussed about these three components of knowledge and the relationship among them.

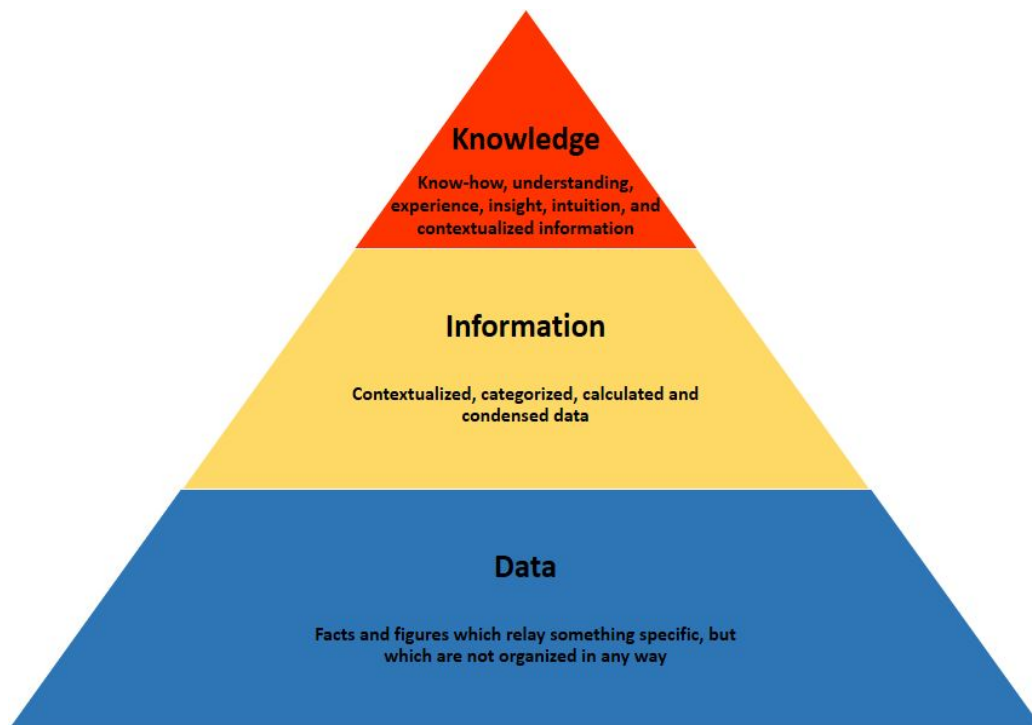


Figure 1: Data, information and knowledge

Source: (Hall, 2016)

Data

Any specific information and facts that are been collected through a systematic for using them in any particular task is known as data. Some of the scholars have defined data as a set of objectives, facts, results issues and events on a specific situation. Data is some kind of information but the main difference between data and information is that data is unprocessed and unorganized which is not true in case of information (Gebert, Geib, Kolbe and Brenner, 2013). Data is raw information. Organizations collect, process them into information by organizing them and use them for organizational purposes. For example, the net amount of sales shown in the balance sheet by Burberry is data. It will be turned into information when any stakeholder will use the data for their own interest.

Information

Information is the processed and organized set of data. When any data shows a meaningful result and can be used for any purpose, then the data is called information. When any meaningful result does not come out from data or they cannot meet any interest of anyone, then the data cannot be called information (Hall, 2016). Burberry can use the data of the net amount of sales to compare it with the previous year. This data can help Burberry in finding the effectiveness of their sales activities. Data give base for information and information give base for knowledge.

Knowledge

Data and information becomes knowledge when they are processed by experience, judgment and jurisdiction. Knowledge can be expressed as internalization of data, information and experience that has been collected by an organization (Hislop, 2010). The collected data about net sales of Burberry gives an idea about the effectiveness of the sales activities by the organization. Burberry can gather experience about effective promotional and sales activities. These experiences and ideas can be considered about knowledge of the organization which can be used in organizational development.

1.2. Relationship between individual knowledge and organizational knowledge

Employees are considered as a single unit of an organization. Knowledge possessed by an individual employee that they use in performing their organizational tasks is known as individual knowledge. Individual employee uses individual knowledge to perform their task in the better way and develop their employability (Maier, 2010). Knowledge possessed by an organization that is used in organizational decision making for developing sustainability and compatibility in the market is known as organizational knowledge. Organizational knowledge is being used by the organizations in developing their sustainability and ensuring continuous growth. Knowledge possessed by the employee of an organization collectively can be called as organizational knowledge (Takahashi and Vandenbrink, 2014). All the employees of Burberry work together by using their knowledge information, experience and expertise in achieving organizational objectives. This knowledge can be called organizational knowledge of Burberry. Data, information, experience possessed by an individual employee of Burberry can be called as knowledge when they are being used for organizational purposes. Making the best of individual knowledge available within the organization will give the opportunity to make Burberry more successful and competitive in the market.

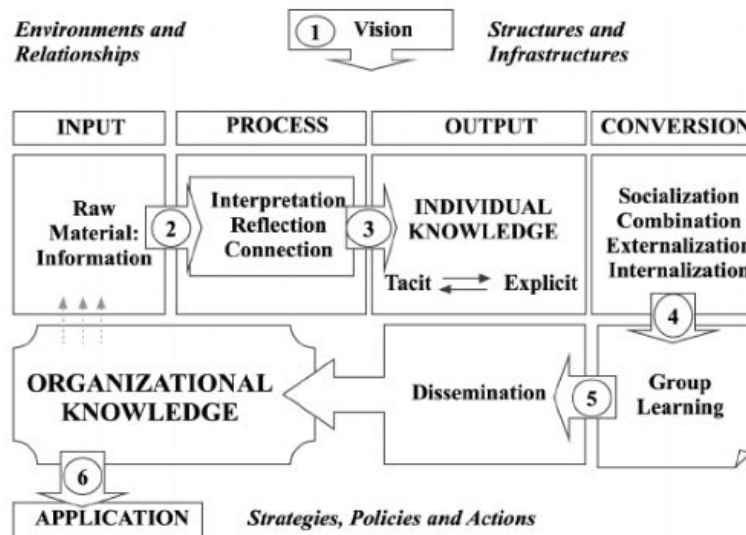


Figure 2: Relationship between individual and organizational knowledge

Source: (Tiwana, 2012)

Figure two shows a relationship between individual knowledge and organizational knowledge. The figure shows that individual employees collect raw data as input. Individual employees of Burberry collect these raw data to use them for organizational purposes. Then they connect this raw information by interpretation, reflection and by connecting them with their past experience. All these processes provide an individual employee with the knowledge of some specific aspects (Wiig, 2016). Then the employee shares this knowledge with the other employees and many of the employees use these processed data and information. This individual knowledge converts into organizational knowledge. This acquired knowledge gets shared with many other employees by group discussion and dissemination when they are thought to be useful for the organization. The shared knowledge is being applied by many other employees as organizational knowledge and that put impact on achieving organizational goals (Amine Chatti, 2012). Individual knowledge owned by the employees is the base for organizational knowledge. Individual knowledge possessed by individual employees of Burberry becomes organizational knowledge when they are shared with the others in the workplace and applied for the benefit of the organization.

1.3. Analysis and modeling techniques to identify knowledge assets

It is necessary for Burberry to identify their available knowledge and need to make proper planning for using those knowledge so that the best use of the available knowledge can be ensured. There are a number of models which are being used by the organizational managers for managing their knowledge (Cheema, 2010). Some of the popular knowledge identifying models has been discussed in this section.

Skandia navigator

This technique was developed by Leif Edvinson in 2007. Skandia Navigator technique measures the knowledge assets of an organization on the basis of their impact on achieving organizational goals and objectives (Debowski, 2010). Burberry can measure performance and importance of the knowledge assets are being measured by this technique. According to this model, knowledge assets are being measured on five perspectives. They are being measured by their human focus, financial focus, customers focus, process focus and development focus.



Figure 3: Skandia navigator

Source: (Frappaolo, 2012)

Intangible asset monitors

Intangible asset monitor technique identifies the intangible assets possessed by an organization by classifying them into three classes. Classification is done by their external structure, internal structure and their competence (Gebert, Geib, Kolbe and Brenner, 2013). Using the intangible asset monitors, Burberry can identify available knowledge within the organization. They can use a knowledge map using the model and can make the best use of their organizational knowledge.

	External Structure	Internal Structure	Competence
Growth/Renewal	Profit/customer Growth in market share Satisfied customer index	IT investments R&D investment	Number of years' education Share of sales from competence-enhancing customers
Efficiency	Sales per professional Profit per customer	Support staff % Values	Value added/employee
Stability	% large companies Devoted customer (repeat orders)	Turnover "Rookie" ratio	Professional turnover Relative pay

Figure 4: Intangible asset monitor technique for Burberry

Source: (Hall, 2016)

Meritum guidelines

Meritum guidelines give a framework of knowledge management with a specified definition of it (Hislop, 2010). In these guidelines, knowledge management has been defined in organizational perspective. This guideline has been developed to provide the organizations with clear guidelines in case of measuring their knowledge resources. Burberry can use this model in measuring their knowledge resources, executing them in the proper way so that they can ensure the best use of their available resources.

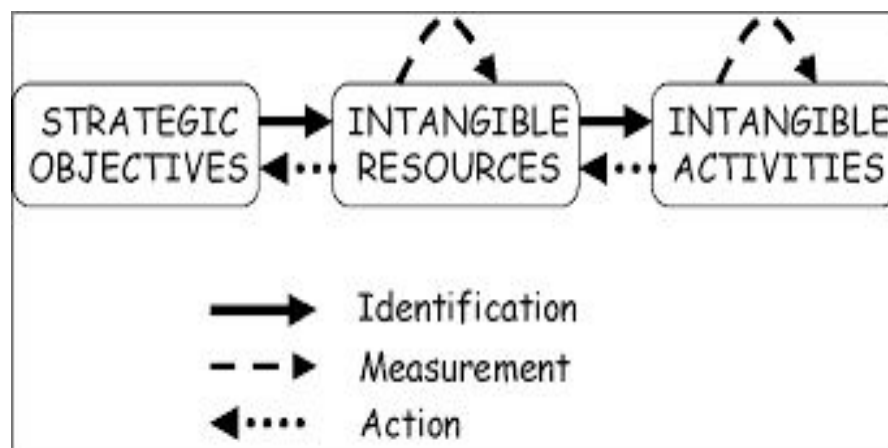


Figure 5: Meritum guidelines

Source: (Maier, 2010)

Danish guidelines

Danish guidelines provide the organizations to identify their knowledge assets by developing intellectual capital statement (Takahashi and Vandenbrink, 2014). These intellectual statements are mostly like a balance sheet which focuses mainly on knowledge management strategies used by an organization. There are four elements under the Danish guidelines which are knowledge narrative, management challenges, management initiatives and management indicators. Burberry can follow the guidelines in identifying and managing their organizational knowledge.

1.4. Actual and potential knowledge assets

To use the available knowledge resources within the workplace, it is first necessary to identify the knowledge assets. Previous section has discussed about the tools for identifying the knowledge assets within an organization. Knowledge assets of an organization can be in the form of organizational knowledge or in the form of individual knowledge. Knowledge assets of an organization can be defined into actual knowledge and potential knowledge (Tiwana, 2012). Besides identifying actual knowledge, it is necessary to find out potential knowledge and let them flourish so that they can put a positive impact on the development of the organization. Generally the organizational workforce, database, documents, records, policies, guidelines, patents and all the other intellectual rights are considered as the actual knowledge for an organization. Actual knowledge assets refer to the assets that Burberry possesses at a specific point of time (Amine Chatti, 2012). On the other hand, potential knowledge assets of Burberry are the assets that the organization will achieve the knowledge in the future. Organizations need to convert their potential organizational knowledge into actual knowledge by sharing potential knowledge with the employees, encouraging the employees in idea generating, storing the knowledge and implementing them in the workplace (Wiig, 2016). Research and development are done to find out potential knowledge and once the result is known, then the potential knowledge turns into actual assets for the organization. In this competitive business world, increasing organizational knowledge is important for ensuring survival in the market. Burberry needs to find their potential knowledge and turn them into actual knowledge to make the greatest benefit.

2. Important knowledge management processes for organizational development

2.1. Requirement to create, store, apply and integrate knowledge

Organizational knowledge management means to create, store, apply and integrate knowledge. These are the parts of the total knowledge management process (Cheema, 2010). The process of knowledge management starts when an organization identifies the knowledge and their location within the workplace. This process is known as knowledge mapping. Organizations need to manage a knowledge map by which necessary information and knowledge can be found out when it is necessary. Other employees can find necessary help on time with the help of a knowledge map. It is the responsibility for the knowledge managers in Burberry to ensure the better management of knowledge so that the available and potential knowledge can be used for the betterment of the organization. There are some requirements for creating, storing, applying and integrating knowledge. The requirements are as followed.

1. Acquiring necessary knowledge on the related field.
2. Knowledge format and content.
3. Management of content for knowledge base.
4. Integration of knowledge management into the organizational process.
5. Sharing the acquired knowledge within the organization.
6. Increasing knowledge retention.
7. Developing knowledge capital.
8. Enabling the employees for sharing knowledge.
9. Developing and supporting a knowledge sharing culture.
10. Developing knowledge sharing partnership within and outside of the organization.
11. Creating knowledge benchmark and performing according to that benchmark.

The above requirements are needed to be met by Burberry in ensuring better management of their knowledge resources. It also needs to be ensured by the organization that the employees working for the organization are well known about the process of creating, storing, applying and integrating organizational knowledge (Frappaolo, 2012). The employees will be able to know about the location of knowledge and it will be easy for them to find and share knowledge. So, it will be beneficial for Burberry if they engage their employees in the process of knowledge creating, storing, applying and integrating process. The more knowledge will be created and shared, the more it will be beneficial for Burberry. The organization will get a number of skilled and expert employees which will help them to go far in the competitive market (Gebert, Geib, Kolbe and Brenner, 2013). The employees also find interest in creating and sharing knowledge when they are involved in the knowledge management process by the organization. Burberry can also have its own requirement for the knowledge management process in collecting, designing and applying knowledge within the workplace for the employees. Meeting the above mentioned knowledge management requirements; Burberry can ensure a knowledge developing culture within the organization and can manage organizational knowledge effectively.

2.2. Importance of intellectual property rights

It is necessary for the organizations to implement intellectual property rights to ensure maintaining their competitiveness in the market. The issue of maintaining intellectual property rights is much important in the case of a popular firm like Burberry in the fashion industry. While performing business internationally, organizations rely on proper implementation of patent, copyrights, trademarks and the other intellectual properties (Hall, 2016). An intellectual property right ensures that no organization can claim the knowledge of invention of others as its own. When the organizations are aware about their intellectual property rights it also puts a positive impact on their brand name, customers can be assured about the quality of the product and the brand when the organization follows the safety measures for intellectual property. It has been found in the researches that organizations driven by property rights tend to have higher output than the non-IP organizations (Hislop, 2010). More than 50% of the world's economic growth is being done by the companies like Burberry who are driven by intellectual property. Organizational growth of the IP driven companies are higher than the other companies and

employees also show more interest to work for these kind of organizations. Intellectual property right also help in protecting the rights of the consumers by ensuring them with safety and reliability.

3. Framework for establishing a knowledge management culture

3.1. Contribution of knowledge assets on Burberry

In this competitive business world, there is no better way than developing knowledge to increase competitiveness in the market. Modern business world has become more competitive in this modern world and increasing knowledge assets is the best way for ensuring survival in the competitive market (Maier, 2010). Developed knowledge, information, skills and expertise provide an organization with the opportunity to increase their acceptability to the customers. The more they will develop their knowledge, the more they will be able to serve the customers with developed product and services. It will increase their acceptability to the customers and it will be helpful for expanding their market (Takahashi and Vandenbrink, 2014). Increased knowledge assets help in creating and spreading brand name. Thus, it puts impact on the expansion of business. An organization can grow more with the satisfied consumer base which is one of the prime business objectives for most of the business organizations.

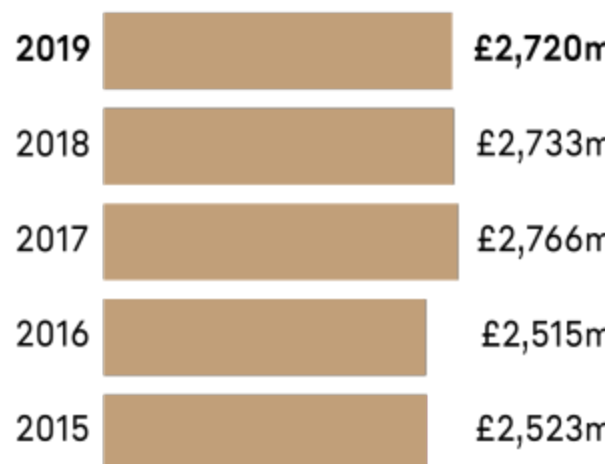


Figure 6: Revenue trend of Burberry

Source: (Burberry, 2020)

Burberry is one of the popular fashion brands in the United Kingdom and the firm is also successfully operating their business in 50 other countries around the world (Burberry, 2020). One of the major reasons for this success of the organizations is proper management of knowledge assets. Figure 4 indicates that the company is performing well by increasing their profit year by year. This has been possible for managing their organizational knowledge efficiently. There are a number of other local and international fashion brands, but Burberry is ensuring a top position in the fashion industry by managing their organizational knowledge assets successfully. Knowledge assets owned by Burberry is ensuring their sustainability in the world fashion industry. The organization put much emphasis on research and development so that they can develop their knowledge and can satisfy their customers with new designs and developed clothing and other fashion items. Protection of patent, trademark and other intellectual property rights has made it easy for the customers of Burberry to know about the brand. By managing the knowledge assets properly, it has become possible for the organization to protect the rights of the customers.

3.2. Knowledge requirements of Burberry

Organizational knowledge requirements differ from organization to organization. Different organizations have different knowledge needs. Any kind of knowledge that is crucial for one organization may be unnecessary for any other organization (Wiig, 2016). Some specific individual and organizational knowledge are required for the organizations to perform the business activities effectively. Knowledge is required for the business organization not only to earn more profit, organizational knowledge is also necessary for ensuring compatibility and sustainability in the market. Burberry is always aware about developing individual and organizational knowledge so that they can ensure their sustainability in the world fashion market. The knowledge requirements for Burberry are as followed.

Market Research

The top requirement for developing organizational knowledge is research (Amine Chatti, 2012). Organizations can gather a lot of information while conducting research and this information helps in finding the necessary knowledge that an organization needs. Burberry put much emphasis on their research and development activities so that they can continuously develop their products and services provided to the customers. Regular market research is required for Burberry to fulfil the need of developing knowledge about the market and in developing their products according to the market need.

Documents

Proper documentation and recording of acquired data, information and knowledge is another important requirement for the organizations in the knowledge management process (Cheema, 2010). These documents can help Burberry with necessary data and information while making any crucial organizational decision. Burberry should be more aware about doing proper documentation of their information and knowledge for driving the greatest benefit from them in the future.

Experience

Experience is also considered as another important knowledge requirement for the business organizations (Debowski, 2010). Experience of the employees working for Burberry is considered as one of the most valuable knowledge assets for the organization. The more experienced and skilled employees they have within the organization, the more they can increase their compatibility in the market. Burberry should be aware about increasing the skill and experience of the employees so that they can apply them in their workplace and can contribute in the betterment of the organization.

3.3. Burberry's Framework for enabling knowledge sharing

Burberry is aware about maintaining a knowledge sharing culture for the employees. The organization believes that they can develop their human resource by developing their knowledge and skills and the easiest way for developing knowledge of the employees to create a knowledge sharing environment so that their employees can help each other in developing knowledge (Frappaolo, 2012). Many of the modern organizations follow some specific frameworks for developing knowledge sharing culture with the workplace. Burberry also has such knowledge sharing framework of its own. This framework allows the employees to help each other in developing their knowledge. As in this process, the employees develop their knowledge by themselves, this framework helps Burberry by saving some amount of cost that they need to spend for developing their employees. Burberry uses its knowledge management culture, social networking platform and informal technology to motivate the employees for helping each other in the knowledge sharing process.

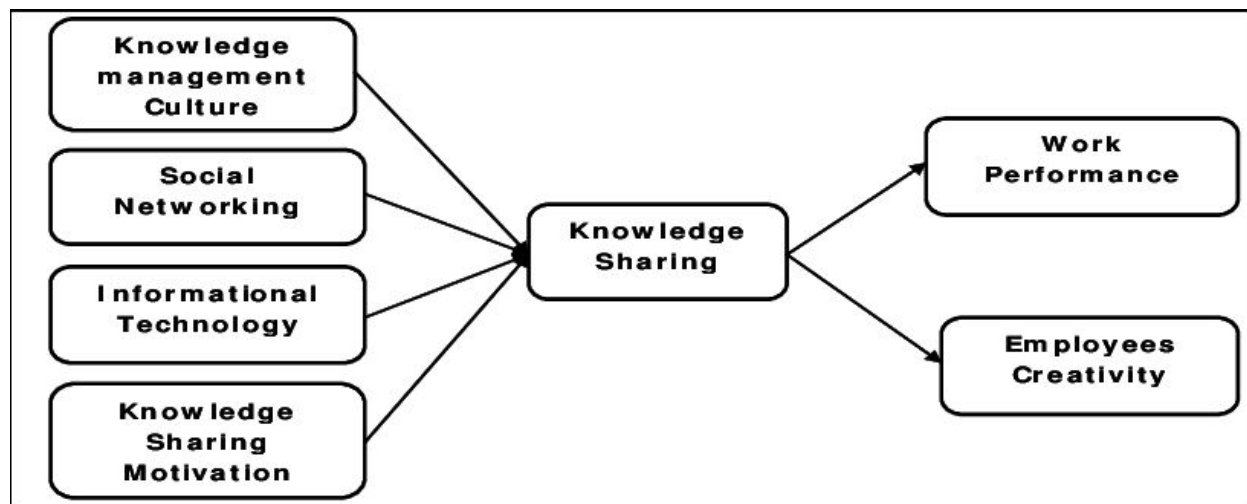


Figure 7: Knowledge sharing framework of Burberry

Source: (Burberry, 2020)

The above figure shows the knowledge sharing framework followed by Burberry. The figure shows that the organization has its own database in which they record the incidents, malfunctions and the incidents that the organization has faced different times. The organization is performing internationally and it has faced a number of unpleasant situations. It is possible to face the same incidents in the future. In the database, they record the incident and also the way by which they have overcome those adverse situations. This is helpful for the employees of Burberry in finding the possible solution when they face the same problem while performing their activities in the workplace. Burberry is transparent in its knowledge management activities (Burberry, 2020). The organization follows an easy and transparent communication system within the workplace and it has made it easier for the employees to share knowledge with each other. Burberry maintains an online platform for their employees where the employees can share information and knowledge with one another.

3.4. Recommended improvements to the current framework

To develop organizational knowledge, it is essential to have such an environment within the workplace that allows the employees to share knowledge with one another. Burberry can create a knowledge sharing environment within the workplace for promoting knowledge development within the organization. When the managers will encourage the employees to share their knowledge with one another, they will feel valued and will be more motivated toward their work (Amine Chatti, 2012). Burberry always encourages its employees to share their knowledge with one another and they have their personal framework for knowledge sharing in this regard. More development of these frameworks can be done to ensure more effective knowledge management within the workplace. As a move for developing knowledge sharing framework, Burberry can develop their database where necessary data and information are being stored. They can make it easier to access for the employees so that they can find out their necessary information within the shortest possible time. This database can be helpful for the employees to find solutions for technical problems.

Communication is the key for sharing knowledge. The communication process within Burberry can be more developed. Sometimes the employees face problems which need help from the experts to be solved. The communication process needs to be more simplified form the employees so that they can reach the experts for help who have knowledge for solving any specific problem (Debowski, 2010). A healthy communication system within the organization also improves relationships among the employees which fosters the knowledge sharing process easier. Besides developing the communication system, Burberry can start an expert locator system for the employees within the workplace. There can be a knowledge map where the experts on specific subjects will be mentioned. This map will help the other employees to find the expert easily and quickly when there is need of any technical help. This system will help in increasing productivity for the organization.

Conclusion

Proper management of knowledge provides an organization with the necessary data and information that can help the decision makers in making effective decisions for the business. It is the goal of the business organizations to achieve the organizational goal by making the best use of their available internal knowledge. Knowledge management offers the organizations with the opportunity to make the best use of the available knowledge (Frappaolo, 2012). Proper use of available knowledge is necessary for ensuring competitiveness of an organization in the market. Knowledge mapping can provide an organization to find any job done by the best who is expert on the specific task. Modern business world has become more competitive (Gebert, Geib, Kolbe and Brenner, 2013). Burberry is competing not only with the domestic competitors but also competitors from different other countries. It is required for the organizations like Burberry to manage their knowledge properly to ensure their survival around the world. Burberry can develop a knowledge sharing culture within the organization for ensuring better management of knowledge. In this regard, they can follow an appropriate framework for developing knowledge sharing culture. The vision of the organization to be the leading organization in the fashion industry can be possible when they can ensure the best use and management of their knowledge.

Reference

- Amine Chatti, M., 2012. Knowledge management: a personal knowledge network perspective. *Journal of Knowledge Management*, 16(5), pp.829-844.
- Burberry.co.uk. 2020. *Burberry*. [online] Available at: <<https://www.burberry.co.uk/>> [Accessed 17 April 2020].
- Cheema, D., 2010. *Knowledge Management*. New Delhi: Abhishek Publications.
- Debowski, S., 2010. *Knowledge Management*. New Delhi: Willey India.
- Frappaolo, C., 2012. *Knowledge Management*. Oxford: Capstone.
- Gebert, H., Geib, M., Kolbe, L. and Brenner, W., 2013. Knowledge-enabled customer relationship management: integrating customer relationship management and knowledge management concepts[1]. *Journal of Knowledge Management*, 7(5), pp.107-123.
- Hall, M., 2016. Knowledge management and the limits of knowledge codification. *Journal of Knowledge Management*, 10(3), pp.117-126.
- Hislop, D., 2010. Knowledge management as an ephemeral management fashion?. *Journal of Knowledge Management*, 14(6), pp.779-790.
- Maier, R., 2010. *Knowledge Management Systems*. Berlin: Springer.
- Takahashi, T. and Vandenbrink, D., 2014. Formative knowledge: from knowledge dichotomy to knowledge geography – knowledge management transformed by the ubiquitous information society. *Journal of Knowledge Management*, 8(1), pp.64-76.
- Tiwana, A., 2012. *The Knowledge Management Toolkit*. Upper Saddle River, N.J.: Prentice Hall PTR.
- Tiwana, A., 2012. *The Knowledge Management Toolkit*. Upper Saddle River, N.J.: Prentice Hall PTR.
- Wiig, K., 2016. *Knowledge Management*. Arlington, Tex.: Schema Press.