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Knowledge and Information Management

Skills for the Workplace

In this report, it will be present and defined, the purpose and concept of knowledge and information management. Alongside, the relationship between data, information and knowledge as well as the difference of organizational knowledge and individual knowledge.

An individual can possess different kinds of knowledge, analysing them will determine which is important and which is not for the organizational benefit. Actual and potential knowledge will be evaluated in order to determine which will be an asset for the organization.

Cultural knowledge will be another topic of discussion as well as the importance of create, store, apply and integrate knowledge.

The organization that will be present in the report which will stand as an example in order to expose and explain the way knowledge and information works.

The company is called Byron Hamburgers, it is a chain of restaurants serving delicious American type burgers, along with other dishes.

It was established back in 2007 when a man called Tom Byng came back from America and brought back the flavour and style of an American restaurant called Silver Top.

(1) About Us (Byron Hamburgers, 2 0 2 0)

Byron had a massive success offering high quality products and establishing connections with the customers, to ensure sustainability and profit.

Back to the main topic, of **data, information** and **knowledge** where these three major factors are influencing the organization management structure.

First of all, what is knowledge, and does it have a definition? Well according to Wikipedia it's the understanding of a subject which can be theoretical or practical, also it states that knowledge is gained by time, practice and experience or education.

(2) *Knowledge* (Wikipedia, 2020)

However, **Organizational Knowledge** has a different approach towards its users, Yang, defines knowledge as a perception of reality by humans throughout personal familiarity, cognitive and mental processing and emotional affection, these are standing for **perceptual, conceptual and affectual** knowledge.

(3) (2003, cited in Andrew Maud, 2018, p.453)

Organizations require knowledge in order to obtain advantage towards its competitor. A key part of obtaining advantage by using knowledge is to acquire it, contain it within the organization and none the less, to transfer it to the organization members as well as external parties as associates or suppliers.

For knowledge to be an asset in an organization it requires to be enhanced and to be absorbed by individuals who can understand it, so when applied it improves the competitive performance of the organization.

Knowledge acquisition-is a process in which the key elements are creativity and innovation, in addition, it can be implemented in the organization by new employees who have their own knowledge, which at the entry in the firm it will be shared within the existent employees.

Existing workers can also bring new knowledge into organization by absorbing it from outside the firm. A different major key for absorbing knowledge is throughout database machinery which has a purpose to gather information and transform it in knowledge.

A short example of a major organization using technology who gather information and to transform it into knowledge is Tesco.

Tesco's club card is made in order to collect information every time customers are using it. Record the number of sold purchased products, this then allows

Tesco to combine all that information from all their customers Clubcard's and to transform it into knowledge.

"Knowledge is power" with that knowledge Tesco now can anticipate what are the customer demands and to be competitive as well as a sustainable organisation. ⁽⁴⁾ (Andrew Maund, 2007 p.63).

Taking Byron into consideration and applying the same model as Tesco did, it may be slightly different because Byron does not have as many products as Tesco, which makes it easier to monitor.

Byron uses data base to monitor the activity of the restaurants by collecting live information and store them into a computer.

Information can be visualised as number of products sold by each employee, the revenue generated by the restaurant in a day, month or year, labour hours and so on.

These types of information are used to determine and anticipate how the restaurant should perform in a busy night, how many employees need to be working on that night and how much of the food stock is needed to ensure high standards in quality and service.

Further, the point of sale will determine every item the customer has purchased, in order to be stored and used as an information which will become knowledge at the point where the organization has to provide customers' needs and demands.

Knowledge retention- As mentioned above "*Knowledge is power*" as it has the ability to provide a competitive advantage due to its complexity and that is difficult to imitate.

In order to sustain a competitive advantage, organizations have to restrict its knowledge so the competitors will not have access to that information or knowledge. Powerful information left unsecured can be vital for the organization, causing sale drop, losing the competitive advantage, leading to destruction. ⁽⁵⁾ (Andrew Maund, 2007 p65).

A different aspect of knowledge being restricted or held without use for too long can cause value decrease which eventually will be worthless.

A given example can be the AirPods for Apple which had a massive success at the launching point, however, the completion which would be Samsung, came fast forward with their own product called Samsung Earbuds and created a

challenge for Apple, who were forced to come with a different idea, in order to regain the leading market.

Storing knowledge is another ramification of knowledge retention, which consist in accumulating the knowledge for current and future use.

Storing knowledge over time and then transfer it to generations to another with the help of system and institution that can store knowledge, for example libraries, one of the timeless forms of storing was and still is nowadays, which demands additional knowledge in order to access it.

In order to access a library an individual needs to possess abilities like understating the language and cultural norms as well as the idea of a library.

(6) (Andrew Maund, 2007 p.66).

In current times multimedia and internet are offering a huge and vast potential asset to anyone who is interested to obtain information and transform it in knowledge.

Knowledge Transfer- Exchange, sharing and transfer are three terms with different meanings.

Knowledge sharing is one type of giving the knowledge in a mutual “*exchange of knowledge*” which in one point will become a one-way direction and over time the flow of the knowledge sent, may come bouncing back.

Exchange of knowledge, as the name stands for itself, is an exchange of knowledge for something else, for example other knowledge or different assets which will benefit the company.

Knowledge transfer; it happens when knowledge is diffused from one or a group of individuals to different parties. It can be transferred through education, socialization and learning. Knowledge transfer can be identified when the process does not include a return flow of the resources or knowledge given. (7) (Andrew Maund 2007, p.76).

Individual Knowledge and Organizational Knowledge

When talking about knowledge and the fact of someone having knowledge, it can be defined as predictable. Anyone who has knowledge can predict the future, on a small scale, of course, for example if a glass is dropped, it's been known that it will break before it actually breaks.

Knowledge is different than information, a dictionary for example is full of information that can be transformed into knowledge.

(8) (Mayo Clinic, 2012).

Organizational Knowledge can be distinct as *action orientated, contextual* and *collective* by nature which can justify a team or a group working together in order to achieve a set goal within the organization

Knowledge can be divided in two categories, Tacit and Explicit.

Tacit knowledge (Individual Knowledge) comes down to each individual who has a high amount of experience, it has expertise and is able to bound with the organizational beliefs and values. A different aspect of tacit knowledge is culture, which can be identified in individuals who share same goal but have different ways of achieving it. Tacit knowledge is difficult to track because it lives within the individual who possess it, making it intangible. Tacit knowledge is more important than explicit knowledge as it contributes to capital knowledge with a bigger impact, it also demands trust between individuals in order to be shared or even transferred.

Explicit Knowledge (Organizational Knowledge) as the opposite of tacit knowledge, explicit knowledge lives in different components like, computers, manuals, documents and data base, making it easier to access.

(9) (Sydney Hamilton, 2018).

For a better and explicit understanding of knowledge, different knowledge management models will be displayed and analysed, in order to discover the perfect model for the organization plan.

SECI-MODEL It was first developed by Nonaka in 1991 and later expanded with the help of Takeuchi in 1995. The main purpose of the model is to explain how tacit and explicit knowledge is generated, transferred and recreated in an organization.

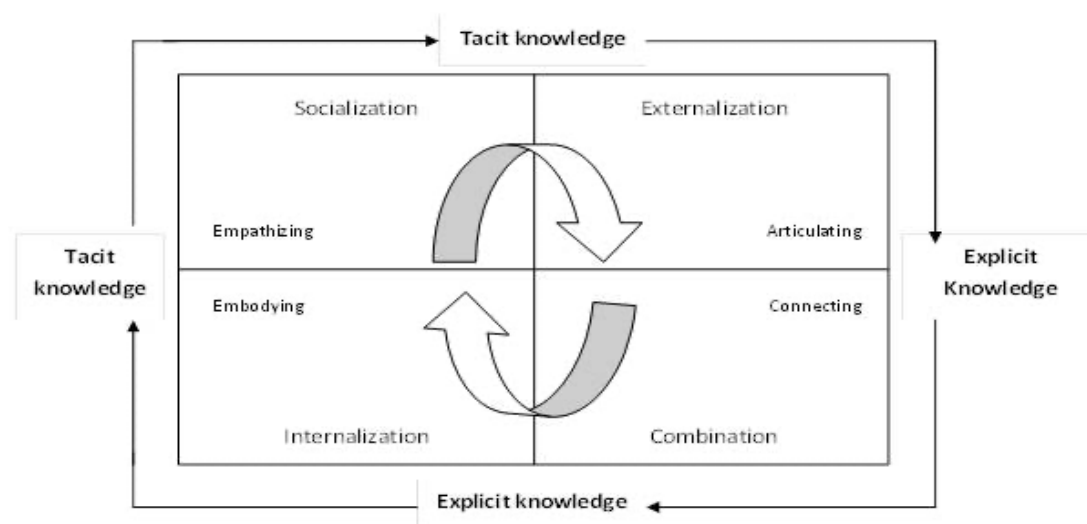
SECI MODEL is composed from four models of knowledge:

SOCIALIZATION (TACIT TO TACIT)-Process of sharing tacit knowledge through observation, imitation and practice.

EXTERNALIZATION (TACIT TO EXPLICIT)-Process of highlighting the tacit knowledge into explicit concepts.

COMBINATION (EXPLICIT TO EXPLICIT)-Process of integrating concepts into knowledgeable systems.

INTERNALIZATION (EXPLICIT TO TACIT)-Process of incorporating explicit knowledge into tacit knowledge.



(10) (Latonya Thornton, 2011)

Knowing the model's main points, it can be integrated in companies such as Byron Hamburgers.

Starting from the beginning with the SOCIALIZATION, which is Tacit to Tacit knowledge, meaning that is personal and based on own beliefs of an individual or a group.

- Byron Hamburgers chief executive, organizing a face to face meeting with the executive head chef in order to develop a new and delicious dish, which will potentially generate more income.
- At the end of the meeting, the result of tacit knowledge which in this case is the personal knowledge of the Head Chef and the Executive

Chief. The outcome of the conversation (tacit) will be converted in data base, containing (measurements, ingredients, labour work, preparation time and cost).

- The third step belongs to Head Chef to transfer the information's from data base to the menu, which holds the same info as in the data base, so the customers can be inform of any ingredient that causes allergic reaction.
- The last step, after displaying the new product in the menu with success, the finish part is to give appropriate training to the staff members, explaining, the sauce ingredients, meat consistency and the bun type.

In conclusion, this is how knowledge migrates from tacit to explicit, by accumulate, share and apply knowledge.

STRENGTH- The strength of this model, in regards of the Byron Hamburgers knowledge management is the ability to integrate and embrace the process of creating and sharing new knowledge with employees and customers, which later on will become a competitive advantage.

WEAKNESS – weaknesses are everywhere, either small or large, they can be identified in most of the organizations. Management weaknesses, when talking about knowledge and information's, is the communication gap between chief executive and employees. Most of the top company's, perform the lunch of the new product in a testing manner, in order to accumulate information of the new product and the customers feedback. However, Byron decided to implement the new menu and the last action they took was to inform the employees of the new product without performing any testing. Action like this can have a dramatic outcome and can destroy the company.

Different knowledge model will be The von Krogh and Roos Model of Organizational Epistemology.

The model was made public in 1995 and is distinguishing the relation between Individual Knowledge and Social Knowledge.

Four major point are giving sense to the model which should be analysed.

- How and why the knowledge gets to the employees of the company.
- How and why the knowledge reaches the organization.
- What does it mean knowledge for the employee/organization

- What are the barriers for organizational knowledge management.

(11) (Tutorial Points, 2020)

According to Krogh and Roos model, Byron Hamburgers will be used to answer the points listed above.

1. Knowledge can be absorbed by the employees, through different ways, for example, experience, teamwork, and new employees entering the organization, bringing new knowledge, which can be more suitable to work with.
2. Knowledge can be achieved by an organization, like Byron with the help of its employees, who gather information's and customers feedback from each table served. Database is a different type of start point for knowledge to be created. Database is collecting numbers, which later become information, and by harvesting the information the knowledge will be present.
3. Knowledge can be defined as an asset for an organization.
In order to be an asset, knowledge has to have a past transition or event, to be own and controlled by the organization and to generate revenue for the organization.
In Byron case, 45 restaurants have been modernized and a new terrace, has been build, which attracts customers and generate income.
4. The main obstacle Byron needed to be aware of, is the way market is moving, nowadays everyone is turning towards a healthier life, and by having a menu with 90% of the products made out of meat and bread and the rest of 10% salads and vegetables, will be a huge barrier for the organization.

Furthermore, the connection between **data, information and knowledge** which is use often in organizational management.

Data is the raw material which can be justified as numbers or words, data is the root of information and knowledge in an organization. Information is the key point where data starts to make sense and have a meaning, which is interpreted or precepted by individuals who will use that information to create knowledge by using personal experience, which further relate to blueprints, idea and resulting in making decisions. (12) (Knowledge MT, 2017)

Knowledge Assets can be categorized in a vast way, for example store location, customers profile, techniques, strategic business plans and so on.

In most of the cases knowledge assets can be divide in two ways, which is actual and potential. Actual knowledge is present, and it can be expanded in order to develop new knowledge. The actual point of knowledge assets is to visualise the company's knowledge needs analysis and the connection between present and future actions gap.

Byron uses information and knowledge all the time, from training its staff members all the way to how to time management and customers attraction.

In the last couple of years Byron had a good leadership, being a tall form of organization. According to *the Guardian* Byron had 67 restaurants with over 1800 employees has managed to be sustainable and competitive by offering high standards of quality and making sure the staff members are well trained and well look after.

The word "*Look after your employees and they will take care of your business*" that's one of the principles Byron has prioritised. Overall is an input of data followed by a process and information which will end up in knowledge and even wisdom.

The way Byron managed to sustain its position in the market, considering that the menu was much lighter compare to its competitors, like Bill's, Nando's, Burger King and so on.

Using knowledge as an asset in order to overcome its competitors, as mentioned above, is an input of data which contains gathered numbers and statistics of employees, showing performance of each restaurant and individual who later on will be selected to initiate or train new staff members.

Byron approached training new staff using the idea of letting experienced members hand over with the training. Usually the manager is in charge with explaining and training, although, adding the responsibility on the shoulders of an experienced employee, allows the new individual to meet and work as a team from the beginning of the training. As a result when the time comes for manager to make a decision and declare if the new employee is able to deal with customers and stress it will be a conclusion based on the person who was in charge with the instruction, a feedback will be delivered, providing information in regards of how the training was fulfilled and the individual performed.

Furthermore, a SWOT analysis will be present in order to discover Byron's knowledge assets.

Knowledge assets can be identified by using different techniques, knowledge management for this case it requires the organization to *ANALYSE* and *PLAN*, *IDENTIFYING* and *ACQUAIRING*.

To discover the points above, first an inside-out analysis will define:

STRENGTH: As mentioned earlier, Byron Hamburgers has a very strong way of motivating its employee, by offering attractive salary, paid holidays and it's flexible to any inquiries made by the staff members. Using motivation, Byron is able to deliver great customer service, next to fresh products. Delivering high standards could be understood as assets, which will make Byron's customers to come back over and over again, only if the standards are met all the time.

A different knowledge define as **STRENGTH** for Byron is the quality of the meat, next to house made sauces, which cannot be copied by any other restaurant. A beer with Byron's signature on it, made by Camden Town Brewery, is another asset that Byron possess.



WEAKNESSES: Even if Byron delivers high standards of food and service, and spends time and money to motivate its employees, the limited items in the menu, makes Byron easy to predict and it becomes monotonous towards customers.

OPPORTUNITY: Byron has a massive opportunity to surpass its competitors even more by implementing breakfast and bring new flavours to its existing and eventual customers.

THREATS: One of the major threats of Byron and not only the hospitality industry knowledge, that can be easily accessed, by any other individual who can come and ask information in regards of the signature sauce, beer or different assets Byron possesses which can be duplicated and turned against its creator.

Related to the above, is the relation between actual and potential knowledge assets of Byron Hamburgers. The actual knowledge Byron possesses is the fact that is one of the top chain restaurants in the hospitality industry. The information that makes Byron stand tall, even with a light menu is its workers, and the data base, which monitor every item sold, concluding which item is popular and which one is not. Customers feedback can be a different form of information in relation with the quality of food and service.

A different system Byron has, is to test its workers knowledge, by appointing an individual who will play a customer role, by being an audit.

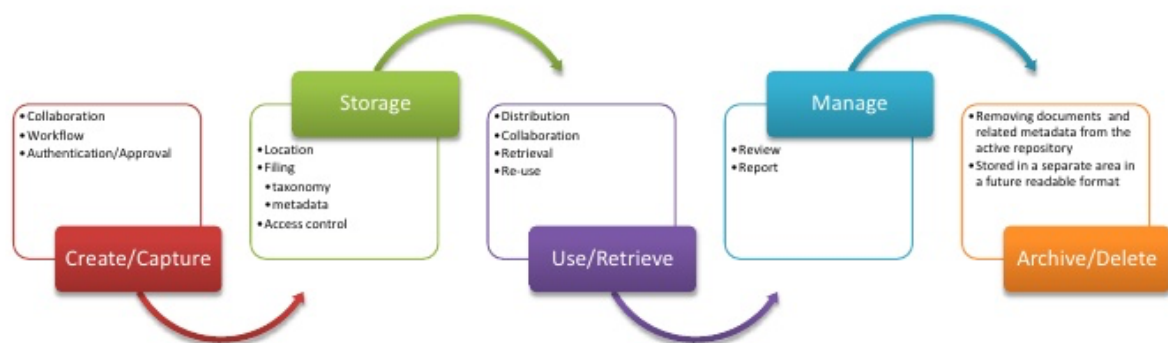
The potential Knowledge that Byron deliver is to implement breakfast, which potentially will bring more customers, profit and a much better competitive advantage. The second potential knowledge is to expand the main menu by adding new dishes and flavours.

In any organization, customers are needed in order for the organization to survive and prosper by selling their product.

The main question is, how do the organization know what, where and who to sell, for profitable outcome. The terms of *create, store, apply and integrate* knowledge are the key factors in an organizational management knowledge.

As mentioned above, in order to create, store and apply knowledge, organization innovation have to identify the right CULTURE, PROCESSES and INFRASTRUCTURE.

Documented Knowledge Lifecycle Process



Innovation is a word or term used when individuals discover new ideas, who has a major effect over a customer and even entire Earth population. 98% of innovation takes place outside of the box, informally.

Informally stands for the aptitudes of employees, in our case, sharing the knowledge informally. Managing to come with ingenious ideas by bonding with others, and as mentioned, 98% of the time, innovation, comes far away from formal meetings and being in front of a computer all day. The task organizational culture should achieve workers motivation, by offering time and flexibility in order for knowledge to be shared.

Process, is the organizational ability to learn and adapt in extreme circumstances, for example releasing a new product in the market which will have a great success or it will fail, the company needs to have enough resources to adapt and overcome any obstacle, that includes, studying the competitors market and learning from their mistakes. Either is a success or a failure, accumulating data and creating knowledge, by learning and capturing

from different organizational processes, failures can be avoided, and successful products can be evolved and shared.

Further, infrastructure is a way of combining computerised technology with human intellect. Gathering data to sustain human decision making is a great way of achieving success, however, many organizations relied on the computer to make the decision, which later leads to issues and failure.

A different way of understanding infrastructure is throughout being able as an organization to offer your workers a place to trespass the office and meeting life, by allowing them to socialize and interact with others, where innovative and refreshing ideas will come to life. A short example is a coffee shop, a food canteen and even a garden, where organization can provide for their workers with informal environment where tasks can get shortcuts, and goals can become closer. ⁽¹³⁾ (TEDx Talks, 2018)

Byron Hamburgers example of **infrastructure** is, as mentioned in the above, in ways where workers can interact. Being a chain of restaurants and having over 700 employees, the chances of all these people coming together non-organized is low. Byron head offices organize every month, a sport event between different restaurants, in this way the change of meeting and creating something together comes to reality. Knowledge, experience and information are exchanged and applied in different work organizations sharing the same goal.

Byron Hamburgers integrate **process**, by changing the menu over major holidays times, like Christmas, Easter, summer and winter time.

Changing the menu requires a new look, and erasing a dish by adding a new one, which sometimes can bring frustration towards customers who used to like the old dish, which would be the only reason for stopping by.

Bringing new dishes and drinks with summery vibes as an example, it could be a success and have the potential to attract more customers, and in the same time can drop the sales and end up as a disaster.

Spiking of **culture** in Byron Hamburgers, is not only the company's culture is the population culture. A good example is to imagine a restaurant like Byron,

performing in Turkey, taking in consideration that the meat served in Byron is not halal, the brand would not have any chance to survive.

Byron has its restaurants placed in busy and crowded central areas, next to offices and hotels, giving them a strategic and cultural advantage.

Knowledge can be created through formal or informal information, formal are created from data analysis, where informal are usually made out of individuals ideas, interaction and experience.

In Conclusion.

Concluding, this report explains how knowledge is created, store and applied as well as shared and transferred, including different ways and techniques, which some made with the help of technology. The relation between data, information and knowledge is describe and analysed. The reason it can't be one without another, continuing with the human intervention in the process of data and information, ending up enhancing the knowledge. Knowledge, can be found in individuals, passed from generation to generation, from individual to individual, called tacit knowledge, followed by explicit knowledge, which is stored, and conserved type of knowledge.

Actual and potential knowledge is a different topic covered in the report, it examines the knowledge management structure, in an organization.

Overall, knowledge is a tool who can help the firm to minimise and avoid unnecessary faults, next to, leading the way towards a better performance. Performance as said, comes most of the time, accompanied by knowledge, having a policy in place, in order to motivate and push boundaries, it will automatically boost the performance and the day by day acquisition of knowledge, by the employees.

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