

Proposed Knowledge Management for Business Development at Relife Property Management

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Abstract

The pandemic has affected various business sectors, including the property management industry. Restrictions on movement and gatherings of people have caused some difficulties, especially in the events, travel and tourism industries. Relife Property Management is one of the companies impacted a lot by the pandemic because their business is related to these industries. In this uncertain world of business, the only sure source of lasting competitive advantage is knowledge. Therefore, activities of managing knowledge in this company are analyzed. With knowledge management (KM), businesses will not only survive the pandemic, but develop. The purpose of this study is to identify practices that have been carried out by companies in managing their knowledge, identify KM programs that are suitable in the digital era and propose plans for implementing KM system and programs for the company's business development. The research methodology was conducted using qualitative data collection which includes primary data collected from observations and interviews, and secondary data from documents and reports. The interviews conducted are semi-structured interviews. The results of this study indicate that the company has already been practicing activities related to managing their knowledge, but they have not implemented a well-structured KM system, and their activities are not based on KM theory. Therefore, KM system and programs are designed and proposed based on theories such as the SECI and PPT models for the company's business development. The proposed business solution consists of a diagram with a goal orientation, the formulation of a KM model, a proposed KM conversion mechanism, and a KM roadmap. The implementation plan for the company is also proposed in this study.

Keywords: *Knowledge Management, Business Development, Digital Age, SECI Model, Property Management Industry*



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INTRODUCTION

Knowledge management is the process of capturing, storing, sharing, and effectively managing the knowledge and experience of employees to increase the knowledge of the entire workforce (Girard, 2015). By leveraging the company's most valuable assets, employees' expertise and knowledge, you can maximize efficiency and empower employees to enhance their decision-making abilities. The reduction in activities including mobility and gatherings of people due to the lockdown is clearly very influential on this various business sectors, especially property management industry because property is a product that needs visitors and a place to hold events. This industry is very related to hospitality industry, food and beverage industry, especially travel and tour industry, and also event industry. After two years of living in the midst of a pandemic, many adjustments and adaptations have been made to sustain business performance in this sector. According to Head of Real Estate Management Services at Colliers Indonesia, various uncertainties that have arisen regarding the property business due to the pandemic are influenced by various factors. These various impacts are mainly due to the VUCA factor which greatly affects the operational aspects of the property business being run. For example, the financial condition of tenants are going through unstable dynamics condition, the property owners are feeling the impact on their financial performance, and the trends

are shifting in needs due to changing market developments. The various trends that the pandemic has brought include social contracts, society and customers, government and regulation, technology and innovation, energy and environment, and work habits. Office activities have also undergone many changes and are currently run with a hybrid work system, which is a combination of working in an office and working from anywhere, including from home (Lath et al, 2020). This provides benefits for workers such as work-life balance, employee engagement, so employees who want to focus on completing tasks can choose WFO.

Relife Property is one of the companies in property industry which are struggling during the pandemic crisis. Relife Property has subsidiaries which are in the property development which is Relife Realty, and in the property management which is Relife Property Management. As a company that manages the use of several public and semi-public buildings such as wedding venues, meeting venues, resorts, and sports centers, the focus of Relife Property Management is very closely related to the event industry, and also the tour and travel industry. Therefore, this company is currently facing several business problems. The main problem overall is the decline in sales of the property management business due to the restrictions, regulations, and shrinking economy due to the pandemic. This company's business activities have high dependence on government regulations. Besides, the other issues are the shifting behavior of people from offline to online, and the struggles of competing in digital marketing. Relife lags behind their competitors in showing digital or online presence. The difficulties they experience is due to the scattered explicit data of the company which makes it hard to process for the shifting behavior and digital marketing needs. Another business issue in this company also includes the unpredictable workers' turnover due to the pandemic which is also caused by unmanaged and unintegrated knowledge management of the employees. The turnover of the workers sometimes caused difficulties in the business process activities because some of the employees are gone with their knowledge in their head, which is not maintained in the company. The cause of this issue is the unmanaged tacit knowledge of the workers. All of the business issues of the company mentioned above are mainly caused by to the Covid-19 pandemic and the poorly managed knowledge management system in the company. These issues are found from the interviews with the employees, and the observation during the author's time while working there. In the company's early years, they didn't have any knowledge management practices because the employees back then weren't as many as now. As the time goes by, the company started applying some practices in managing their knowledge such as sharing together, which later created new programs such as trainings and routine meetings.

Based on the background and the business issues of the company, the research objectives of this study include three points which are to identify existing practices in the company in managing its knowledge, to identify compatible knowledge management programs in the digital era to improve the company's business development, and to propose a knowledge management system implementation plan for the company to improve the company's business development. The company lacks a good system of knowledge management in both tacit and explicit knowledge which leads to the problems in various business aspects of the company including product and service, human, especially in sales and marketing. The proposed knowledge management programs and system for Relife Property Management will be expected to improve the development of those business aspects which will later lead to the overall business development of the company. The importance of this study towards education and science is to give learners the opportunity to gain a better knowledge about knowledge management for business development and give preferences in adapting the knowledge management system in company for business development. The importance of this study towards corporate is to help in applying knowledge management for business development by giving real life example of application in a company and to reduce risk of failure by giving analysis of a real life business example.

LITERATURE REVIEW

The theoretical framework of this research includes Porter’s Five Forces, Resource Audit, SWOT, Knowledge Management for Improving Business Development, People, Process, Technology, and The SECI Model. Porter’s Five Forces theory is used for analyzing the external factors, and Resource Audit theory is used for analyzing the internal factors. Afterwards, SWOT analysis is used for analyzing both the external and internal factors of the business situation of the company which is continued with TOWS matrix analysis. In TOWS, some strategies with topics related to knowledge management and the pandemic situation including the digitization, which are the main roots of the business issues of the company, are proposed in points for the business development at the company. Subsequently, People, Process, Technology and The SECI Model theories are used for analyzing the knowledge management of the company for the company’s business development.

Porter's Five Forces

Porter's Five Forces is a framework for understanding the competitive forces at work in an industry, and that drive the way economic value is shared among industry players (Porter, 1979). Porter’s Five Forces Framework is the most influential contribution to thinking about competitive strategy as it can help companies assess industry attractiveness, how trends will affect industry competition, which industries a company should compete in, and how companies can position themselves for success. The five forces include the threat of entry, the power of suppliers, the power of buyers, the threat of substitutes, and the rivalry among existing competitors.

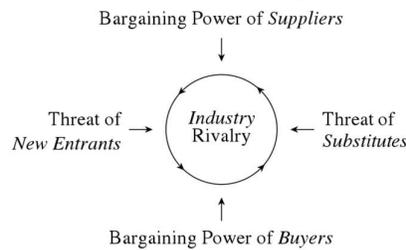


Figure 1. Porter’s Five Forces
 Source: HBR The Five Forces

For property management industry, the threat of entrants is low because it’s not easy to enter this industry by building the property projects that needs large land, high cost, and specific knowledge and skill. The bargaining power of suppliers are normal. The bargaining power of buyers are high, since they can choose other companies which provide similar products and services. The threat of substitute products is normal because there are other companies providing similar products and services with similar functions, but not the exact same because Relife’s products are quite unique and they already have quite good branding. The substitute products to resort are hotels and villas, which are the same as the substitute products for wedding venues. The intensity of competitive rivalry in the industry is high because there are relatively many competitors in the industry. Right now, Relife is only a little behind the competitors in their digital presence.

Table 1. Porter’s Five Forces Analysis

Porter’s Five Forces	Level	Description
The Threat of Entrants	Low	The barrier to entry to this industry is high since it’s not quite easy to build buildings which need large land and high cost, and start property management.
Bargaining Power of Suppliers	Normal	The bargaining power of suppliers which in this case are constructors are normal.

Bargaining Power of Buyers	High	The buyers have quite high bargaining power since they can choose other companies which provide similar products and services.
Threat of Substitute Products	Normal	The threat of substitute products is normal because there are other companies providing similar products and services with similar functions, but not the exact same because Relife's products are quite unique and they already have quite good branding. The substitute products to resort are hotels and villas, which are the same as the substitute products for wedding venues.
Rivalry Among Existing Competitors	High	The intensity of competitive rivalry in the industry is high because there are relatively many competitors in the industry. Right now, Relife is only a little behind the competitors in their digital presence.

Resource Audit Analysis

To analyze the key areas of a company's internal factors in order to identify the resources that will enable business change, Resource Audit technique is used for the analysis (Cadle, 2014). The five areas of resource to examine are financial, physical, human, reputation, and know-how.

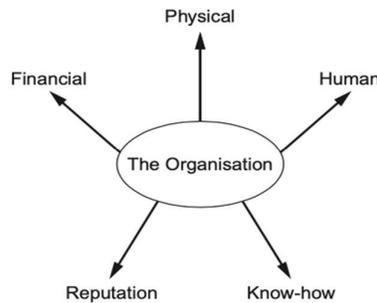


Figure 2. Resource Audit
 Source: Business Analysis Techniques, 2014

In financial area, Relife Property Management manages to survive and keep the financial health in good state during the pandemic. In physical area, the company has various physical resources in the form of lands and buildings including their business projects which are wedding venues, meeting venues, resort, and sport center. In human area, the company has advantages over competitors because the people who work there have a high culture of solidarity and kinship among employees. In reputation, the company has a good reputation in the market. In addition, the company has more than 10 years of experience in the property industry, and has received various awards such as green building awards such as the 2010 Green Property Award, the Indocement Awards for several years, and also the Swarna Karya FTUI. In know how area, the company has already applied some existing practices in managing the information held within the company and the way it is used to support the company's work. Yet, the practices are not in a well managed and structured system, and the practices are not created based on the knowledge management theories.

SWOT and TOWS

SWOT analysis is a strategic planning and strategic management technique used to identify strengths, weaknesses, opportunities, and threats related to business competition or project planning. Based on the HBR Tools SWOT Analysis, the maximum results from a SWOT analysis can be carried out by considering certain business objectives. Analysis can be used to determine

whether a company should pursue a new product or project. This can help to decide whether to take advantage of a new business opportunity, restructure the team, or implement a new technology. Some individuals even use analytics to assess and plan their careers. When conducting a SWOT analysis, it is important to consider both internal and external factors to clarify the world in which a business operates. The four SWOT categories include strengths, weaknesses, opportunities, and threats. A SWOT analysis begins with the company's internal strengths and weaknesses. Afterwards, TOWS analysis is generated by combining the internal factors and external factors. The strengths as internal factors are combined with opportunities as external factors and create S/O strategies, the weaknesses as internal factors are combined with the opportunities as external factors and create W/O strategies, and so on.

Table 2. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ● S1: Over 10 years experience in property business industry ● S2: Has achieved awards such as Green Property Award in 2010, Indocement Awards for several years, and Swarna Karya FTUI ● S3: Has a high culture of solidarity and kinship among employees 	<ul style="list-style-type: none"> ● W1: Lack of well-managed knowledge management system ● W2: Lack of knowledge in digital marketing
Opportunities	Threats
<ul style="list-style-type: none"> ● O1: The rise of digital marketing due to the shifting behavior in people from offline to online ● O2: New and big opportunities in creating viral marketing 	<ul style="list-style-type: none"> ● T1: The competition in digital marketing nowadays is stiff ● T2: The unpredictable pandemic situation which affects the business activities ● T3: The turnover might be unpredictable due to the pandemic situation, which is affected to the knowledge sharing management system

The TOWS Analysis include S/O strategies, W/O Strategies, S/T Strategies, and W/T Strategies. The S/O strategies consist of building the better brand's digital presence with well management of social media, creating viral contents using existing property projects, and creating contents about the daily life at the office and projects. The W/O strategies are creating courses about digital marketing for the staffs, and creating good digital knowledge management system especially in explicit knowledge. The S/T strategies include learning to shift from offline to online, and transforming old and traditional strategies to new and modern way. Lastly, the W/T strategy is creating good knowledge management system especially in tacit knowledge.

Table 3. TOWS Analysis

	Strengths	Weaknesses
Opportunities	S/O Strategies: <ul style="list-style-type: none"> ● S1-01: Build the better brand's digital presence with well management of social media ● S1-02: Create viral contents using 	W/O Strategies: <ul style="list-style-type: none"> ● W2-01-02: Create courses about digital marketing for the staffs ● W1-02: Create good digital knowledge management system especially in explicit knowledge

		existing property projects
	● S3-O1-O2:	Create contents about the daily life at the office and projects
Threat	S/T Strategies:	W/T Strategies:
	● S1-T1-T2: Learn to shift from offline to online	● S3-T3: Create good knowledge management system especially in tacit knowledge
	● S1-T1-T3: Transforming old and traditional strategies to new and modern way	

Knowledge Management for Improving Business Development

In an economy where the only certainty is uncertainty, the one sure source of lasting competitive advantage is knowledge (Nonaka, 1991). As markets shift, technology proliferates, competitors multiply, and products become obsolete almost overnight, successful companies are those that continually create new knowledge, disseminate it throughout the organization, and rapidly incorporate it into new technologies and products of the company. These activities define "knowledge-creating" companies whose sole business is continuous innovation. Despite the talk of "intelligence" and "intellectual capital," few managers understand the true nature of a knowledge-creating company—let alone how to run it. The reason: They misunderstand what knowledge is and what companies must do to exploit it.

Knowledge Management is used for improving the company's business development in order to gain business competitiveness so that they can compete among competitors. Business development entails tasks and processes to develop and implement growth opportunities within and between organizations (Therin, 2007). Business development is the creation of long-term value for an organization from customers, markets, and relationships (Pollack, 2012). Business development is defined as the tasks and processes concerning the analytical preparation of potential growth opportunities, and the support and monitoring of the implementation of growth opportunities, but does not include decisions on strategy and implementation of growth opportunities (Price, 2014).

In the simplest terms, business development can be summarized as the ideas, initiatives, and activities that help make a business better. Business development can include many objectives, such as sales growth, business expansion, the formation of strategic partnerships, and increased profitability. Successful business development impacts every department within a company, including sales, marketing, manufacturing, human resources, accounting, finance, product development, and vendor management. Business developers should be aware of new market opportunities, possibilities for expansion, competitor developments, and the current sources of the company's revenue (Seth, 2022).

People Process Technology

There are three components in knowledge management, which are people, process, and technology. These three components are equally important to each other and overlap in knowledge management. People, process, and technology must be included to produce an effective knowledge management system (Tjakraatmadja & Kristinawati, 2017). People are the determinants of the knowledge management process. A company or organization should consist of people from different backgrounds, and different levels of knowledge and skills, which results in a unique culture that the company has. Therefore, these people, who need a different set of knowledge, should be included in the knowledge management system in order to achieve its goals and

objectives. In knowledge management perspective, process is a set of activities or programs that reduces complexity and increases the effectiveness of knowledge transfer. Process in knowledge management needs to be formed on the basis of The SECI Model. Technology plays an important role in facilitating the process of knowledge transfer. The use of technology in a knowledge management system is to store, seek, and distribute knowledge. According to Edwards in an international journal of knowledge and system sciences, a knowledge management system will not be effective to operate without the right information technology.

The SECI Model

The most influential and widely referenced theory to represent the knowledge conversion study of is Nonaka's theory of knowledge creation created in 1995 which is the framework of the SECI model (Hislop et al, 2018). The SECI model is a two-dimensional matrix that describes four possible scenarios for interacting or changing explicit and tacit knowledge. The SECI model involves four knowledge conversion processes that do not end in one loop.

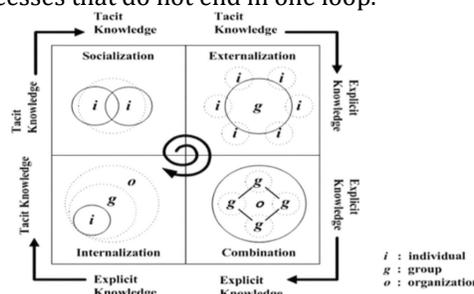


Figure 3. SECI Model Framework

Source: A Dynamic Theory of Organizational Knowledge Creation

The spiral begins with the Socialization mode, in which tacit knowledge is exchanged among individuals through shared experiences in everyday social interactions. Tacit knowledge is converted, through the Externalization mode, into new explicit knowledge in the form of concepts, images, and written documents. Here, individuals use dialog, metaphors, and team confrontations as effective methods to make tacit knowledge codifiable. For this mode to be successful, knowledge is required to be imparted through a process of reflection-on-action, inserting the distance between subject and object (Gherardi, 2000). Creative use of computerized communication networks and large-scale databases can facilitate this mode of knowledge conversion. Finally, the SECI spiral concludes with the Internalization mode, where explicit knowledge is absorbed by individuals, enriching their tacit knowledge base: formal knowledge is connected to personal experiences to be subsequently transferred and used in practical situations, becoming the base for employees' renewed routines. Overall, these training activities allow people to integrate new knowledge in their own mental models and enrich their professional knowledge, paving the way to new generations of tacit knowledge.

The results of the analysis show that there are some existing program practices in the company in managing their knowledge which are not based on the SECI Model, though it can be analyzed from the SECI Model theory. The company's existing practices in the socialization process in the SECI model are overall good, as we can see in the relationship between the employees with each other, as well as the relationship between the employees with other parties such as customers, business partners including vendors and suppliers, and also the government. The company's existing practices in the externalization process in the SECI model, are considered not bad, though there are some changes and fixes that can be made to improve the practices. The weakness of the practices in externalization is the tacit knowledge of the employees is not really well managed and stored as

explicit data, so there is some knowledge that is missing and can't be learned by other employees. The company's existing practices in managing their knowledge in the combination process in the SECI model, are considered not bad, as we can see that the company already uses some platforms to manage their explicit knowledge such as excel, office cloud, Mokashop, and VHP in some of the projects, even though they don't have a system that integrates all of the systems in one platform yet. The company's existing practices in managing their knowledge in the internalization process in the SECI model, are considered good, though they could use some improvements.

Lastly, it can be summarized about the company's knowledge management that based on the interview, there are a lot of existing practices in the company in managing their knowledge, but the practices are not really well structured, and can be developed again. The existing practices in the company are not based on the theory of the SECI model. Even though overall, the company already manages their knowledge pretty well. According to the analysis based on the observation and interviews, the knowledge management practices can be developed and managed into a more structured knowledge management system.

RESEARCH METHOD

This research is conducted using a qualitative method. Qualitative research is conducted for problems that need exploration and a complex detailed understanding. Besides, it's also used to empower individual and collective voices. The collection method consists of primary data collection and secondary data collection. The primary data collection is collected through observation and interviews. The observation is based on the experience of the writer of this research while working in the company. Qualitative interviews have been categorized in a variety of ways, with many contemporary texts loosely differentiating qualitative interviews as unstructured, semi-structured and structured (Bernard H, 2006).

The interview in this research is conducted using semi-structured interviews with the workers in the company. Whereas the unstructured interview is conducted in conjunction with the collection of observational data, semi-structured interviews are often the sole data source for a qualitative research project and are usually scheduled in advance at a designated time and location outside of everyday events. They are generally organized around a set of predetermined open-ended questions, with other questions emerging from the dialogue between interviewer and interviewee. Semi-structured in-depth interviews are the most widely used interviewing format for qualitative research and can occur either with an individual or in groups. Semi-structured interview questions are fully decided, whereas others might not be fixed. The researcher has leeway in asking follow up questions. This is the ideal compromise, it gives a structure to the interview, but also gives flexibility.

To analyze the company's current business situation and the company's existing practices in managing their knowledge based on the SECI Model, the interviews are based on these questions.

Table 4. Interview Questions Topic

Topic	Questions Topic
Business situation	<ul style="list-style-type: none"> ● The impact of Covid-19 to the property management business ● The competition with other similar companies in the same business industry
Knowledge management topics to know existing practices:	
Socialization tacit to tacit	<ul style="list-style-type: none"> ● The employee relationships with one another, including the way of sharing ● The relationships between employees and other parties
Externalization tacit to explicit	<ul style="list-style-type: none"> ● How to convert employee's knowledge into readable form ● How to convert customers' testimonials into data

Combination explicit to explicit	● How to storage all data related to the company ● The media and platform used to college the data
Internalization explicit to tacit	● How to adsorb data into employee's knowledge ● The media or program used for employee to learn

FINDINGS AND DISCUSSION

Based on the business process obtained from the interview and observation, and also the external and internal analysis of the company using Porter's Five Forces, Resource Audit, SWOT, and TOWS analysis, the goal oriented diagram is created to examine the actions that can be taken to improve the company's business development. The diagram consists of four business goals with a series of actions in order to reach the company's major goal which is business development. The goals include marketing development, human development, sales development, and product and service development.

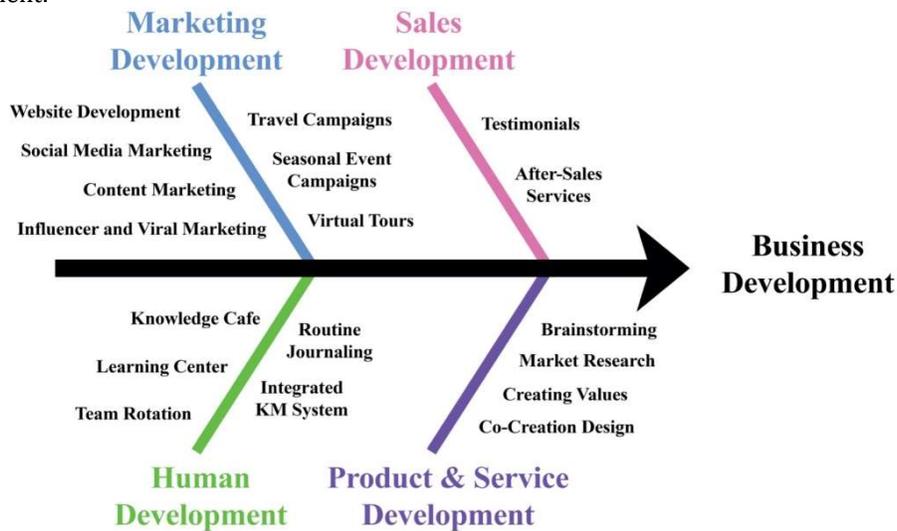


Figure 4. Goal Oriented Diagram
 Source: Processed Data, 2022

Based on the Figure 1, in marketing development, the company needs to create unique and interesting content that is usually also emotional in order to go viral. The company can also offer virtual events or video content tours such as traveling on the beach, and knitting with Lombok craftsmen, or even virtual reality technology that feels more realistic if the technology resource is advanced enough. In sales development, the company must maintain the activity of collecting testimonials from each customer of each project the company must keep in touch with customers by providing after-sales service. The purpose is getting the customers to keep coming back for the company's products and services and make them refer to the company's products and services to their friends and family.

The company also needs to increase brainstorming activities among employees for product and service development. In times of pandemic, because meetings are often restricted, companies must take full advantage of technology for brainstorming such as video conferencing, and Miro. The company needs to always be updated, adapt quickly and quickly learn. To stand out in the competition, the company needs to create value in their products and services in order to have a more value proposition to stand out among competitors.

Based on the following Table 1, the formulation of the knowledge management model is created. In each business goal, the actions that are needed to be taken are described in detail with the critical knowledge needed and the KM objectives, including the knowledge creation methodology created using PPT theory which consists of people, process, and technology. For example, to reach marketing development, the development of the company's website is needed with critical knowledge about website in information and technology. The objective of this action is to make both the internal and external parties of the company including the employees and customers able to know about the company's information about products, services, and other projects in a better and easier way. The people needed in this process is the collaboration of the IT team and the marketing team. The technology for this action contains website builder, and the company's website itself.

Table 5. Formulation of Knowledge Management Model

Business Goals	Action	Critical Knowledge	KM Objectives	Knowledge Creation Methodology		
				People	Process	Technology
Marketing Development	Develop the company's website	IT website knowledge	To make the employees and customers able to know about the company's information better	IT team, marketing team	Website development	Website builder, website
	Do social media marketing	Creativity, content creation and social media knowledge	To build a better brand's presence in the digital world	Marketing team	Social media activities	Social media platforms
	Create content marketing		To be insightful and informative in order to build followers	Marketing team, outsourcing such as photographers, videographers	Content creation	Website, social media platforms, photography, videography, copywriting
	Create viral marketing	Creativity, content creation,	To catch attention	Marketing team, content	Content creation and	Social media platforms, photography,

Business Goals	Action	Critical Knowledge	KM Objectives	Knowledge Creation Methodology		
				People	Process	Technology
Marketing Development		social media, and connection with creators	and stand out in the digital world	creators, outsourcing such as photographers, videographers	collaboration	videography
	Create influencer marketing	Connection with the content creators	To grow the brand awareness and gain trust via third party	Marketing team, influencer and content creators	Collaboration with creators	Social media platforms
	Hold travel campaigns	Connection with the government and tour-related vendors	To grab attention from audience, build connection	Marketing team, government, tour-related vendors	Collaboration with government and vendors, travel activities	Photography, videography, social media platforms for publication
	Hold seasonal event campaigns	Connection with the government and event vendors	s, promote the industries, and grow brand awareness	Marketing team, government, event-related vendors	Collaboration with government and vendors, event activities	
	Hold virtual tours and events	Content creation, virtual reality, connection with other vendors	To promote tour and event industries and grow brand awareness	IT team, marketing team, vendors	Travel activities, content creation and virtual tour creation	Videography, virtual reality
Sales Development	Collect testimonials	Connection with the customers	To learn from customers' testimonials to grow better	Marketing and sales team, customers	Interaction with customers during/after services	Social media platforms, messengers, and email

Business Goals	Action	Critical Knowledge	KM Objectives	Knowledge Creation Methodology		
				People	Process	Technology
	Provide after-sales services	Connection with customers and social media knowledge	To maintain the customers to get repetitions and referrals		Social media updates, contacts for updates and promos	
	Conduct knowledge cafe	Social skill, and KM knowledge	To improve the employees' knowledge	All employees, led by HR team	Sharing between the employees	Video conference, calls, messengers
	Conduct routine journal	Journaling, consistency, and bookkeeping	To maintain the tacit knowledge of the employees		Inputting journals, bookkeeping	Documents, photography, videography
Human Development	Create learning center	Bookkeeping, IT knowledge	To facilitate the employees learn	IT team, HR team	Bookkeeping explicit data and tacit knowledge, create accessible learning system	Documents, photography, videography, KM platform
	Implement team rotation	Adaptability skill and social skill	To improve the employees' knowledge and skills	All employees, led by HR team	Schedule and implement team rotation for each job desk	Video conference, calls, messengers, email
	Create integrated KM system	IT knowledge	To maintain both tacit and explicit	IT team, HR team	Bookkeeping explicit company's data and employee	Cloud, KM platform, documents, photography, videography

Business Goals	Action	Critical Knowledge	KM Objectives	Knowledge Creation Methodology		
				People	Process	Technology
			knowledge of the company and the employees		s' tacit knowledge, create platform	
	Improve brainstorming activity	Social skills	To generate more ideas and make better decisions	All employees	Discussions and brainstorming between employees	Video conference, calls, messengers
Product and Service Development	Conduct better market research	Research and creativity skills	To create better products and services for the market	Business development team	Discussions, browsings, surveys	Search engines, digital forms or pollings, social media
	Create more values		To have value propositions to have better image and stand out among competitors		Discussions, browsings, research, and brainstorming	Search engines, social media, digital forms or pollings
	Conduct co-creation design	Social and research skills	To create better products and services which the customers want and need	Business development team and marketing team	Discussions, research, brainstorming and product testing	Digital forms or pollings, social media or other platforms, messengers

Proposed Knowledge Conversion Mechanism

The processes in the knowledge creation methodology in the formulation of knowledge

management model are divided into four parts to The SECI Model of knowledge conversion mechanism. The parts include socialization, externalization, combination, and internalization. Therefore, the actions in the formulation of knowledge management model as proposed program practices implementation of SECI for the company are listed and added with the company's existing practices in managing their knowledge which are not yet based on the SECI theory in the following table.

Based on the table 2, socialization in SECI is the process of transferring people's tacit knowledge to other people's tacit knowledge. Transfer of tacit knowledge from employees to other employees includes discussions, brainstorming, meetings, training, team rotation, and also a knowledge cafe. Externalization at SECI is the process of converting people's tacit knowledge into explicit data in a readable form. Externalization processes include training modules, excel, office cloud, social media platforms, testimonials, and routine journaling. Combination in SECI is the process of compiling some explicit data into a compilation or set of explicit data. Explicit company data is stored in a combination process. The processes as tools in this combination are excel, office cloud, social media platforms, company's website development, learning center, and a system proposed which is the integrated knowledge management system platform. including excel, office cloud, social media platform, company website, and integrated KM platform. Internalization in SECI is the process of converting explicit knowledge in a readable form into people's tacit knowledge. Activities to convert explicit knowledge into employee tacit knowledge include training and learning centers. Digital marketing activities which include virtual tours, social media marketing, viral marketing, influencer marketing are included in this process. Training plays a role not only in the socialization process, but also in the internalization process because in training, some knowledge in a form that can be read is learned by employees.

Table 6. Proposed Knowledge Conversion Mechanism

Socialization Tacit-Tacit	Externalization Tacit-Explicit
1. Discussions and brainstorming	9. Training modules
2. Routine meetings	10. Excel
3. Training	11. Office cloud
4. Travel campaigns	12. Social media platforms
5. Seasonal event campaigns	13. Testimonials
6. After-sales services	14. Routine journaling
7. Knowledge cafe	
8. Team rotation	
Internalization Explicit-Tacit	Combination Explicit-Explicit
1. Training	11. Excel
2. Virtual tours	12. Office cloud
3. Social media marketing	13. Social media platforms
4. Viral marketing	14. Company's website development
5. Influencer marketing	15. Integrated KM system platform
6. Content marketing	16. Learning center
7. Learning center	
8. Co-creation design	
9. Market research	
10. Creating values	



Figure 5. Proposed Knowledge Management Road Map
 Source: Processed Data, 2022

Based on Figure 2, the people involved in the knowledge management process come from internal and external parties of the company. External parties include the government, vendors such as event vendors and tour vendors, creators such as influencers, videographers and photographers, as well as customers and target customers.

Key points in process activities are shown in roadmaps such as knowledge cafes, learning centers, journaling, digital marketing, campaigns, after-sales service, co-creation design, and market research. The technologies needed to implement knowledge management practices include integrated KM platforms, cloud, websites, social media platforms, content, virtual reality, video conferencing, messengers, and email.

CONCLUSION

It can be concluded that the company already applied practices in managing their knowledge pretty well, but their practices are not well managed, and not based on the knowledge management theories such as the SECI model.

Based on the research, the existing practices in the company in managing their knowledge include discussions and brainstorming, routine meetings, training, travel campaigns, training modules, excel, office cloud, social media platforms, and testimonials. The activities that are needed to be taken to reach the human development goal include various programs and a proposed system. The programs include knowledge cafe, routine journaling, learning center, and team rotation.

LIMITATION & FURTHER RESEARCH

The company currently already applied some practices in managing their knowledge, but the practices are not well managed and structured, and not based on knowledge management theories including the SECI model framework. Based on the research, the existing practices in the company in managing their knowledge include discussions and brainstorming, routine

meetings, training, travel campaigns, training modules, excel, office cloud, social media platforms, and testimonials. In order for the company to improve their business development, this research proposed various programs and a system.

The main goal is the company's business development which also leads to business competitiveness. This research proposed a set of various digital activities for the company, which includes website development, social media marketing, content marketing, influencer marketing, viral marketing, and also virtual tours and events. The second business goal is sales development. To reach the third business goal, human development, the programs include knowledge cafe, routine journaling, learning center, and team rotation. The proposed system is an integrated knowledge management system which integrates all the tacit and explicit knowledge of the company in one platform.

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