

ABSTRACT

Knowledge Management is the collection of processes that govern the creation, dissemination, and utilization of knowledge. To serve customers well and remain in business, especially in this globalization era, companies must: reduce their cycle times, operate with minimum fixed assets and overhead (people, inventory and facilities), shorten product development time, improve customer service, empower employees, innovate and deliver high quality products, enhance flexibility and adaptation, capture information, create knowledge, share and learn. None of this is possible without a continual focus on the creation, updating, availability, quality and use of knowledge by all employees and teams, at work and in the marketplace. Knowledge management is the management of the organization towards the continuous renewal of the organizational knowledge base - this means e.g. creation of supportive organizational structures, facilitation of organizational members, putting IT-instruments with emphasis on teamwork and diffusion of knowledge into place. This thesis then, attempts to analyze ways of how to build and implement an effective knowledge management solution for hotel organization, particularly at Meliá Purosani Hotel.

The research conducted through observations and interviews. First is to identify Meliá Purosani's knowledge resources and practices. The results indicate that Meliá Purosani have not yet conduct the knowledge management in its overall business aspects, yet, still haven't realize the importance of managing by knowledge. In order to implement knowledge management effectively, first of all, Meliá Purosani has to become a knowledge productive organization, by establishing facilities, policies, and culture, which support innovative, creativity, and risk-taking. Having accomplished those of prerequisite conditions, the company then begins to implement the practical principles of Knowledge Management. *Customer knowledge, deploying knowledge in information technology, and monitoring and measuring knowledge assets* are the places where knowledge management principles can be practically applied.

The development of knowledge management should be driven towards the alignment of organizational knowledge to a defined business strategy. This approach therefore considers knowledge management as processes that optimize creation, sharing, and market leverage of knowledge assets and core capabilities. Knowledge-based strategy analysis begins by mapping knowledge into three categories: *core, advanced, and, innovative knowledge*. Given the firm's strategy, it is crucial to identify and evaluate those pockets of strategic knowledge - the knowledge the firm needs to execute its strategy. To identify strategic knowledge strengths and weaknesses, the firm can benchmark what it does know against what it needs to know (internal knowledge gap). The firm also needs to benchmark its strategic knowledge against what its competitors know, to identify external knowledge opportunities and threats (external knowledge gap).

The internal gap of Meliá Purosani Hotel shows that they have not got enough knowledge to increase the average room rate and brand awareness. While

the external knowledge gaps shows that Meliá Purosani Hotel haven't got enough knowledge to facilitate and serve sport events, other big events, and leisure market. In other hands, Meliá Purosani Hotel has the knowledge strengths (knowledge to increase market share, to facilitate and serve commercial market, to enhance a good-relationship with customers, and knowledge about food and beverages products and services) that provide the company such business-knowledge opportunities to be exploited, which are: development of marketing and sales knowledge to penetrate competitors' market, knowledge to build a cooperative agreement with other companies, event organizers, etc, and knowledge to increase revenue from office rentals.

The identification and analysis results show that the firm's knowledge can be useful to support the accomplishment of firm's strategic intents. While those of firm's strategic intents represent the efforts to close the knowledge gaps. This phenomenon reveals close relationship between firm's knowledge and its strategic competitive intents.

Key words: Knowledge Management, Knowledge Strategy

ABSTRAKSI

Knowledge Management merupakan serangkaian proses yang mengendalikan penciptaan, penyebarluasan, dan pemanfaatan pengetahuan oleh suatu organisasi. Agar dapat bertahan dan berkembang dalam suatu kompetisi bisnis, terutama dalam era globalisasi, organisasi harus berupaya untuk mengurangi siklus waktu produksinya, beroperasi dengan minimum *fixed asset* dan *overhead*, meningkatkan *customer service*, memberdayakan karyawan, memproduksi produk-produk berkualitas tinggi dan inovatif, mempertinggi fleksibilitas dan adaptasi, menangkap informasi, menciptakan, menyebarluaskan, dan mempelajari pengetahuan. Tidak satu pun dari hal tersebut akan terwujud tanpa adanya *continual focus* dalam penciptaan, *up-dating*, penyediaan, kualitas, dan pemanfaatan pengetahuan oleh seluruh individu maupun tim kerja di dalam organisasi maupun di pasar. *Knowledge Management* merupakan upaya organisasi yang berfokus pada *continuous renewal*, untuk memperoleh, mengorganisir, menyebarluaskan, dan menganalisa pengetahuan secara efektif, efisien, dan komprehensif, demi mencapai tujuan-tujuan dan sasaran-sasaran strategik di masa mendatang. Thesis ini bertujuan untuk menganalisis upaya-upaya implementasi *knowledge management* yang efektif di Hotel Meliá Purosani Jogjakarta.

Hasil observasi dan wawancara menunjukkan bahwa Hotel Meliá Purosani belum menerapkan *management by knowledge*, dan bahkan belum mengenali arti penting *knowledge management* bagi organisasi. Agar dapat mencapai penerapan *knowledge management* yang efektif, Hotel Meliá Purosani harus melengkapi diri dengan fasilitas untuk mengembangkan gagasan-gagasan baru, serta pola pemikiran yang memungkinkan organisasi untuk tetap kompetitif, dan budaya yang mendukung kreativitas, inovasi, dan *risk-taking*. Selanjutnya, Hotel Meliá Purosani dapat mulai menerapkan beberapa prinsip praktis KM, yaitu: melekatkan *customers knowledge* pada produk/jasa bagi *customers*, memanfaatkan teknologi informasi untuk menciptakan, mengolah, dan menyebarluaskan pengetahuan, serta memonitor dan mengukur keuntungan yang didapat dari pengelolaan pengetahuan.

Lebih jauh lagi, *knowledge management* kemudian diarahkan agar dapat mendukung atau menyokong strategi kompetitif perusahaan, yaitu dengan menerapkan *knowledge-based strategy*. Dimulai dengan melakukan pemetaan terhadap aset-aset pengetahuan, yang terbagi ke dalam tiga kategori: *core knowledge*, *advanced knowledge*, dan *innovative knowledge*. Dilanjutkan dengan melakukan analisis gap (mengidentifikasi pengetahuan-pengetahuan yang menjadi *strengths*, *weaknesses*, *opportunities*, dan *threats*). *Internal knowledge gaps* menunjukkan gap antara *what Meliá Purosani knows* dan *what Meliá Purosani should know to execute strategy*. Sementara *external knowledge gap* menunjukkan gap antara *what Meliá Purosani knows* dengan *what competitors know*.

Berdasarkan analisis ini, diketahui bahwa Hotel Meliá Purosani belum memiliki pengetahuan yang memadai untuk meningkatkan *average room rates* dan *brand awareness* (*internal knowledge gap*), dan juga pengetahuan yang

ekstensif untuk memfasilitasi dan mengorganisir event olah raga, event-event besar lainnya, maupun memfasilitasi *leisure market (external knowledge gap)*. Di sisi lain, kekuatan-kekuatan kompetitif Hotel Meliá Purosani dalam hal kepemilikan pengetahuan (yaitu: pengetahuan dalam meningkatkan pangsa pasar, memfasilitasi dan melayani *commercial market*, meningkatkan hubungan baik dengan *customers*, dan pengetahuan mengenai *food & beverages*), menunjukkan peluang-peluang bisnis yang dapat dieksploitasi, antara lain: peningkatan pengetahuan *marketing* dan *sales* untuk mempenetrasi pangsa pasar kompetitor, menjalin kerjasama dengan perusahaan-perusahaan, *event organizers*, dan sebagainya, serta meningkatkan pendapatan melalui *office rentals*.

Hasil identifikasi dan analisis tersebut memperlihatkan, pengetahuan-pengetahuan yang dimiliki oleh Hotel Meliá Purosani, dapat dimanfaatkan untuk mencapai sasaran-sasaran kompetitif yang telah ditetapkan. Sementara strategi-strategi yang diterapkan Hotel Meliá Purosani, mencerminkan upaya-upaya untuk mengejar ketertinggalan dalam kepemilikan pengetahuan. Hal ini menunjukkan keterkaitan atau hubungan yang sangat erat dan saling mendukung, antara pengetahuan-pengetahuan yang dimiliki organisasi dengan strategi kompetitifnya.

Kata kunci: *Knowledge Management, Knowledge Strategy*