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MANAGEMENT PRACTICES FOR ORGANIZATIONAL KNOWLEDGE CREATION: RETAIL SECTOR ENTERPRISE CASE STUDY IN BRAZIL

Marcelo Macedo[*]
Ozéias Espíndola[**]
Fernando Gauthier[***]
Fernando Luiz Freitas Filho[****]
Antônio José dos Santos[*****]

Abstract:

This paper discusses the process of knowledge creation as a tool to support the practices of the monitoring system of a retail company in southern Brazil. Through the use of technology foresight analysis methodology a model containing the concepts of support, context and confidence from the relationship between the theory of Nonaka and Takeuchi (1997) and the practices of the monitoring system of the company studied is applied. The results of the model's application are demonstrated by the analysis of the characteristics of support, context and confidence. The analysis of the values of trust indicates how the practices adopted by the company contribute to knowledge creation in the end. The main contribution of this study is to show a useful methodological approach to assess the contribution of the practices to organizational knowledge creation in the company.

Keywords: Management practices. Knowledge creation. Organizational knowledge. Retail sector. Monitoring system. Prospective analysis. Technology prospecting. Support. Context. Confidence.

[*]Professor do Instituto Superior Tupy/SOCIESC marcelo.macedo@sociesc.org.br
[**] Professor do Instituto Superior Tupy/SOCIESC ozeias.st@gmail.com
[***] Professor do Programa de Pós Graduação em Engenharia e Gestão do Conhecimento da UFSC
[****] Professor do Instituto Superior Tupy-SOCIESC fernando.freitas@sociesc.org.br
[*****] Professor do Instituto Superior Tupy-SOCIESC ajsantos@sociesc.org.br

1 INTRODUCTION

Brazil presents stable economy and growth projection for the retail market that attracts the attention of international groups. The world's most developed markets are currently saturated. Thus competitiveness in the Brazilian retail sector is driven by possible new players and new means of access to goods. The current moment is one of growing fusions and incorporations of Brazilian retail furniture and household appliances companies. Several moves in this direction have been observed recently, and according to information on the *O Varejista* (The Retailer, 2011) portal, more similar businesses are possible, leading to management models based on "bargaining", which are well exemplified in Graziotin's work (2006): "*O Pulo do Gato está nas Compras*" (The ace in the hole is in shopping). These moves make small local chains search for growth in a solid manner, preparing for a market with large competitors.

Since the client is currently quite demanding, the need to offer services that add value to the marketed products which then become commodities emerges. The retail company needs to generate attraction at the sale site (FRANÇA, 2004).

Within this context, knowledge management can contribute to the establishment of competitive advantages for, according to Oliveira (2001), these are not necessarily related only to abundant financial resources. Knowledge can guide actions that although apparently simple, are attractive to the client's choice of a specific product and service, and those who have had the sensitivity and audacity to innovate somehow, escaping from price commoditization, are successful.

This study was developed from questioning of which would be the practices adopted for knowledge creation by a retail chain based in Joinville (SC) and what these practices contribute to the company studied. This company has had great expansion lately, with a large number of branches and concentrates its efforts in obtaining revenue of one billion *reais* until 2012. The goal is the identification of how knowledge creation driven by the result monitoring system has contributed to this challenge.

This article is divided into eight chapters in addition to the introduction. The second chapter presents the work's methodological procedure. The third chapter offers a descriptive analysis of the five phases of the Nonaka and Takeuchi (1997) knowledge creation model. The fourth chapter lists the management practices in the company studied, particularly those related to the monitoring system components in the organization. The fifth chapter presents the formal definition of the proposed analysis model, with definitions of the support, context

and confidence concepts. The sixth chapter shows the model's application. The seventh chapter analyses the results and the final considerations are presented last.

2 METHODOLOGICAL PROCEDURE

The methodological procedure used for achieving this work's objectives can be divided into four main phases. Initially, Nonaka and Takeuchi's (1997) scientific foundation of the knowledge creation process is presented, as well as the practice of the management monitoring system components in the company studied. This is followed by the application of the model proposed from the theoretical foundations of knowledge management presented and the practices of the management monitoring system components in the company studied using the technological prospective analysis methodology.

The results of the application are shown by analysing the support, context and confidence characteristics. The analysis of the confidence values will indicate how the practices adopted by the company contribute to knowledge creation. Finally, interviews will be performed with branch managers to evaluate the approach proposed in the model application.

3 THE PROCESS OF KNOWLEDGE CREATION ACCORDING TO NONAKA AND TAKEUCHI

The five phases of the Nonaka and Takecuhi knowledge creation process (1997) adopted to model the relationship between knowledge management and the practices of the management monitoring system components are: sharing tacit knowledge, concept creation, concept justification, archetype building and cross-levelling knowledge.

Tacit knowledge is the type of knowledge acquired predominantly through experience. Thus, sharing tacit knowledge involves sharing the individuals' emotions, feelings and mental models. The creation of concepts corresponds to the transformation of tacit knowledge into explicit knowledge. The shared tacit mental model is transformed into explicit concepts. At some phase in this process, the new concepts created by the individuals or the team must be justified. The conduction of the concept justification process should be more explicit, to evaluate whether the organizational intention remains intact with the new concept; and to ensure that the concepts created supply society's needs. Thus justified concept is transformed into something tangible, i.e. an archetype. Building an archetype occurs through the combination of recently created explicit knowledge and existing explicit knowledge. The new concepts created, justified and transformed into a model, are submitted to new

knowledge creation cycle at a different ontological level. Whether inside an organization or between organizations, the cross-levelling of knowledge is a spiralling interactive process. Choosing to use the Nonaka and Takeuchi (1997) organizational knowledge creation process in the model application phase, the next section characterizes the management monitoring system components in the organization.

4 MANAGEMENT MONITORING SYSTEM PRACTICES IN THE COMPANY STUDIED

The management practices adopted by the company studied are formed by components belonging to a monitoring system. This monitoring system was developed to provide a clear positioning as to the revenues obtained in relation to the targets, in addition to ensuring minimum deviation towards the company's objectives which expects revenue of one billion reais by 2012. The elements that form the monitoring system for revenue generation are: sales targets, monitoring system; monitoring process flowchart; monitoring meetings; business procedures; GMR matrices; action plan; action plan management; visible management, and responsibilities of the involved parties.

The sales goals are defined by the package managers and approved by the sales and business management. The targets are defined on a yearly basis, and may be reviewed periodically. All the changes must be submitted to sales management approval. The results are followed by the GMR system - matrix revenue management, available in the company's intranet to the branch managers, package managers and company directors.

The monitoring process flowchart presents the logical sequence of the necessary activities for target control, in addition to the involved areas and their respective responsibilities. The monitoring meetings are divided in two formats: regional managers meeting and results meeting. The regional managers meeting should include the regional branch managers. They should raise pendencies from previous meetings; managers should present their results per store and expose action plans with the greatest deviations to obtain validation for these actions by the regional manager. The second monitoring meeting is the results meeting. It should be held by the sales management, with participation of the board of directors, business managers, package managers and regional managers. The results should be presented using graphs and all the pendencies should be recorded in the minutes indicating the person in charge and the deadline, to be presented at the next meeting.

The actions proposed in the action plans should comply with the company's rules and procedures manuals. The manuals have the aim of clarifying the conduct to be followed by staff at all hierarchical levels in accordance with the organizational culture. The matrices present the daily, monthly and accumulated results per entity, grouped according to their respective packages. It is possible to see target deviations, i.e., where the actions should be focused. The action plan should be created both the by the entity manager and by the package managers for all the negative deviations prioritized by the headquarters. The store managers should consult the best practices and analyse the possibility of implementing them while the regional managers should analyse the store managers' action plans, elaborate a complementary action plan checking the best practices in the stores and regions.

The measures taken to reach the targets and the countermeasures proposed as a consequence of a negative deviation should be followed-up by managing an action plan that is available in the company intranet. As the action plans are executed the manager should update its status in the system. The results obtained at all levels should be exposed in a visible and easily accessible site, and be updated on a monthly basis. In the stores, these should be posted in a place that is easily and exclusively accessed by staff members. Finally, the role and responsibilities of each party involved in ensuring that the GMR monitoring is run according to the plan is highlighted.

Once the theoretical foundations on knowledge creation and the management practices adopted by the company and to be used in the model application are defined, the model will be applied as a base to analyse the contribution of the monitoring system management practices to the organizational creation process.

5 FORMAL STUDY DEFINITION

An adaptation of the analysis of the use of Interactive Digital TV on Knowledge Management by Macedo (2008) was used to analyse the contributions of the management monitoring practice for a retail company in southern Brazil for the knowledge creation process, presented below.

Five phases of knowledge creation: Definition 1 – The Nonaka and Takeuchi phases of knowledge can be represented by a vector F= {Sharing, Creation, Justification, Construction, Diffusion}.

Management monitoring system practices in the company studied: Definition 2 - The management monitoring system practices in the company studied can be represented by a vector S = {Sales targets; Monitoring system; Monitoring process flowchart...}.

Characteristics inherent to the phases and practices of the monitoring system: Definition 3 - The phases and practices of the monitoring system have characteristics that can be represented by a vector C = {Sharing of feelings, emotions and mental models; Development of trust between individuals; Interaction by means of personal dialogues....}.

Phase context: in the phases of the Nonaka and Takeuchi knowledge creation model, it is possible to establish a context for each one of the phases, represented by the characteristics they exhibit. Definition 4 – The phase context is formally given by Kf = (F, C, FC) which consists of a phase set F, a characteristics set C and a binary relationship $FC \subseteq F \times C$.

$(f, c) \in FC$ reads as "phase f exhibits characteristic c".

FC is given by a matrix [Phases, Characteristics] with values 0 and 1 where the value is when the characteristic is present in the phase and 0 the characteristic is not present.

Monitoring system context: the monitoring system practices allow the establishment of a context for each one of the phases represented by the characteristics they exhibit. Definition 5 – The monitoring system phase context is formally given by Ks = (P, C, PC) which consists of a phase set S of monitoring system practice, a characteristic set C and a binary relationship $PC \subseteq P \times C$.

$(p, c) \in PC$ reads as "practice p exhibits characteristic c".

PC is given by a matrix [Practices, Characteristics] with values 0 and 1 where the value is 1 when the characteristic is present in the phase and 0 when the characteristic is not present.

Support for each phase: provided by the number of characteristics present in each phase. Definition 6 - the phase support is formally given by SupF = (F, SF) which consists of a set F of phases and a set SF of full values, where: $SFi = \sum FCi,j \quad j=1 \ldots 13$.

Support to the association of the monitoring system practices to the phases of the knowledge creation model. The support to the association of the monitoring system practices to the phases of the Nonaka and Takeuchi knowledge creation model can be evaluated by the number of characteristics shared by the practice and the phase. Definition 7 - Support to each practice's association in the phases of the Nonaka and Takeuchi knowledge creation model is given by SupA (PC,FC, SPF) which consists of a PC practice context relationship, an FC phase context relationship, and an SPF support relationship $SPF \subseteq PC \times FCT$. SSF is given by a matrix SSF [Practices, Phases].

SPF [Practices, Phases] = PC [Practices, Characteristics] × FCT [Characteristics, Phases].

Confidence on the association of each monitoring system practice in the model phases: the confidence of the association of each practice is given by the relationship between the support of a practice association (definition 7) and the phase support (definition 6). Definition 8 - Confidence on the association of each practice in the Nonaka and Takeuchi knowledge creation model phases is given by the proportion of the number of characteristics present simultaneously in the practices and in the phases, by the number of phase characteristics.

Confidence factor associated to the phase service = Support of Association of practices to phases / Support to each phase ConfPF [Practices, Phases] = SPF [Practices, Phases] / SF [Phases]

6 MODEL APPLICATION

The first step of the model application is an analysis based on the bibliographic material presented of the relationship between the five phases of the Nonaka and Takeuchi creation process (1997) and their characteristics; the relationship between the characteristics of the five phases of the knowledge creation process and management monitoring system practices; and, finally, of the relationship between the characteristics present simultaneously in both the management monitoring system practices and in the five phases of the Nonaka and Takeuchi theory (1997), knowledge creation process mentioned according to the number of subject characteristics. The research results will be obtained through the evaluation of the phase context; management practices of the monitoring system context; support for each phase; support for the association of practices to phases; and confidence on the association of each practice in the phases.

6.1 Five phases of the Nonaka and Takeuchi knowledge creation process

The five phases of the knowledge creation process presented in this section (Table 1) are described in more detail in this article's theoretical context in section 3.

Table 1 - Five Phases

Five phases of the knowledge creation process:	
1	Sharing Tacit Knowledge
2	Creating New Concepts
3	Justifying Concepts
4	Building an Archetype
5	Cross-levelling Knowledge

Source: Nonaka and Takeuchi (1997)

6.2 Management monitoring system practices

The organization studied can rely on several management practices. Among them are the monitoring systems, shown in Table 2.

Table 2 - Monitoring system practices

	Monitoring system practices
1	Sales target
2	Monitoring system
3	Monitoring system flowchart
4	Monitoring meetings
5	Business procedures
6	GMR Matrices
7	Action plan
8	Action plan management
9	Visible management
10	Responsibilities

Source: Monitoring system from the company studied (2011).

6.3 Characteristics inherent to the phases and practices of the monitoring system

Each one of the phases presented on Table 1 has a series of characteristics, presented on Table 3. The basic constructs developed within the theoretical context of the Nonaka and Takeuchi (1997) theory was used to name these characteristics. These characteristics also extend to the monitoring system practices.

Table 3 - Characteristics inherent to the phases and practices of the monitoring system

	Characteristics inherent to the phases and practices of the monitoring system
1	Sharing of feelings, emotions and mental models.
2	Development of trust among individuals
3	Interaction through personal dialogues
4	Experience sharing
5	Formation of self-organized team
6	Collective reflection
7	Crystallization of explicit concepts
8	Determination of the value of newly-created concepts
9	Transformation of created concept into prototype
10	Combination of explicit knowledge created with existing knowledge
11	Meeting of people with different abilities
12	Development of approved specifications by all
13	Allows client, supplier, customers, mobilization or feedback, through the created knowledge

Source: Adapted from Macedo (2008)

6.4 Phase context

The five phases of the knowledge creation process presented previously were analysed as to their characteristics, with the determination of their respective contexts. It is possible to establish an adequate context to facilitate the knowledge management process. This context is described in each of the phases and is represented by the characteristics they exhibit, as shown in Table 4.

Table 4 - Phase context

Five phases	**Characteristics inherent to the phases and practices of the monitoring system**												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Sharing Tacit Knowledge	1	1	1	1							1		
Creating New Concepts	1	1	1	1	1	1	1	1	1	1	1		
Justifying Concepts				1				1		1		1	
Building an Archetype			1	1		1	1		1		1	1	1
Cross-levelling Knowledge	1	1	1	1		1	1			1			1

6.5 Context of monitoring system practices

The practices of the monitoring system presented previously were analysed as to their characteristics, with the determination of their respective contexts. Table 5 presents the relationship between the 13 characteristics inherent to the five phases and the monitoring system practices.

Table 5 - Context of monitoring system practices

	Characteristics inherent to the phases and practices of the monitoring system												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Sales target		1		1		1		1	1	1		1	
Monitoring system	1					1	1	1				1	1
Monitoring system flowchart		1	1	1		1		1		1		1	
Monitoring meetings	1	1	1	1	1	1	1	1	1		1	1	
Business procedures								1			1	1	
GMR Matrices	1	1	1			1	1			1			1
Action plan	1	1	1	1	1	1	1		1	1		1	1
Action plan management	1	1	1	1		1	1	1	1		1	1	1
Visible management	1	1	1	1	1	1				1		1	1
Responsibilities	1	1	1	1		1		1	1	1	1	1	1

6.6 Support in each phase

Table 6 presents the support for each phase, i.e. the number of characteristics present in each of the five phases of the Nonaka and Takeuchi (1997) knowledge creation process.

Table 6 - Phase support

Support in each phase	
Sharing Tacit Knowledge	5
Creating New Concepts	12
Justifying Concepts	5
Building an Archetype	8
Cross-levelling Knowledge	8

6.7 Support to the association of the monitoring practices to the phases

As shown in Table 7, the association of monitoring system practices to a phase can be evaluated by the number of characteristics shared by each of the system's practices and phases.

Table 7 - Support to the association of the monitoring practices to the phases

	Sharing Tacit Knowledge	Creating New Concepts	Justifying Concepts	Building an Archetype	Cross-levelling Knowledge
Sales target	2	7	4	4	4
Monitoring system	1	5	3	4	4
Monitoring system flowchart	3	7	4	4	5
Monitoring meetings	5	11	4	7	6
Business procedures	1	3	2	2	0
GMR Matrices	3	6	2	4	7
Action plan	4	10	4	7	8
Action plan management	5	10	4	8	7
Visible management	4	8	3	5	7
Responsibilities	5	10	4	7	7

6.8 Confidence on the association of the monitoring practices to the phases

The confidence values are calculated from the support values. As shown in Table 8, the confidence of the association of the monitoring system practices to the phases is given by the relationship of the number of characteristics present simultaneously in the monitoring

system and in the phases according to the number of phase characteristics. The higher the confidence value the greater the contribution of the monitoring system practices to the phases.

Table 8 - Confidence on the association of the monitoring practices to the phases

	Sharing Tacit Knowledge	Creating New Concepts	Justifying Concepts	Building an Archetype	Cross-levelling Knowledge
Sales target	40%	58.33%	80%	50%	50%
Monitoring system	20%	41.66%	60%	50%	50%
Monitoring process flowchart	60%	58.33%	80%	50%	62.50%
Monitoring meetings	100%	91.66%	80%	87.50%	75%
Business procedures	20%	25%	40%	25%	0
GMR Matrices	60%	50%	40%	50%	87.50%
Action plan	80%	83.33%	80%	87.50%	100%
Action plan management	100%	83.33%	80%	100%	87.50%
Visible management	80%	66.66%	60%	62.50%	87.50%
Responsibilities	100%	83.33	80%	87.50%	87.50%

7 RESULTS AND DISCUSSION

The formulation of Sales Targets phase presents four out of five characteristics related to justifying the concept, i.e. 80% confidence in the association of this phase to the knowledge creation phase. It also presents seven out of 12 expected characteristics related to creating new concepts, or 58.33%. One can thus consider that Sales Targets is useful to create and justify concepts, for the confidence is 80% and 58.33%. The Intranet monitoring system is useful for justifying the concept, building the archetype and cross-levelling knowledge, for the associated confidence at this phase is 60%, 50% and 50% in relation to these knowledge creation phases. The Monitoring Process Flowchart aids the justifying the concept, cross-levelling knowledge and concept creation, presenting confidence of 80%, 62.5 and 58.33% respectively when associated with knowledge creation. The Monitoring Meetings proved to

be extremely useful for the company knowledge creation exhibiting confidence level when associated with sharing tacit knowledge, creating new concepts, justifying the concept, archetype building and cross-levelling knowledge of 100%, 91.66%, 80%, 87.5% and 75% respectively. The Business Procedures contributed little to the company's knowledge management; the best confidence index, 40%, was obtained when associated with justifying the concept. During interviews with the managers, information that can be used to leverage this phase of the company's Monitoring System was obtained and stratified in suggestions to the company.

The GMR matrices are useful in sharing tacit knowledge and interactive knowledge diffusion, exhibiting confidence level of 60% and 87.5% when associated to knowledge creation. The Action Plans are useful to sharing tacit knowledge, creating new concepts, justifying the concept, building an archetype and cross-levelling knowledge, presenting confidence of 80%, 83.33%, 80%, 87.5% and 100% when associated with these phases of knowledge creation. Action Plan Management is useful to sharing tacit knowledge, creating new concepts, justifying the concept, building an archetype and cross-levelling knowledge, presenting confidence of 100%, 83.33%, 80%, 100% and 87.5% when associated with these phases of knowledge creation. Visible Management is useful sharing tacit knowledge, creating new concepts, justifying the concept, building an archetype and cross-levelling knowledge, presenting confidence of 80%, 66.66%, 60%, 62.5% and 87.5% when associated with these phases of knowledge creation. Responsibilities are useful sharing tacit knowledge, creating new concepts, justifying the concept, building an archetype and cross-levelling knowledge, presenting confidence of 100%, 83.33%, 80%, 87.5% and 87.5% when associated with these phases of knowledge creation.

To evaluate the results obtained and the confidence level pointing to the model applied, interviews were conducted with three managers of the company studied. After demonstrating the confidence results in the association of the knowledge creation model system practices, the interviewees were asked to complete a table giving a score ranging from one to four to define the importance of each phase in the Monitoring System for knowledge creation in the company. The managers were then invited to answer some questions: Do you agree with the results? What do you think of the model in action? What would you change? What improvement suggestions would you give so that the Results Monitoring System can help the Company's Knowledge Management even more? Thus an analysis relating the confidence results with the managers' assessment was obtained.

The primary results are presented below: in the confidence table, it is observed that Sales Targets has an 80% affinity with the concept justification; according to the managers' response this phase of the Monitoring System is important for knowledge creation in the company. In the confidence table, a 50% affinity of the monitoring system with the building an archetype and cross-levelling knowledge is observed. This practice has been important according to Manager 1 and extremely important for the other interviewees. A 60% affinity of the flowchart in the monitoring table with the sharing tacit knowledge and 62.50% affinity with the cross-levelling knowledge are also observed. This practice has been of little importance according to Managers 1 and 3 and important to Manager 2. A 100% affinity is observed in the monitoring meetings with the sharing tacit knowledge sharing; parallel to this Managers 2 and 3 evaluate this phase of the monitoring system as extremely important and Manager 1 evaluates it as important for the company's knowledge creation process.

The confidence table presents low level of association between the business procedures and the Nonaka and Takeuchi knowledge creation phases; also, Managers 1 and 2 evaluated it as having little importance for the knowledge creation process while Manager 3 was more categorical, stating it had no importance at all. A 60% affinity of the GMR Matrices with the sharing tacit knowledge phase and 87.50% affinity with the cross-levelling knowledge are observed. Managers 1 and 2 classified it as extremely important and Manager 3 classified it as important for the process of knowledge creation in the company. In the confidence table, a 100% affinity of the action plan with the cross-levelling knowledge is observed. Managers 2 and 3 classified it as extremely important and Manager 3 classified it as important for the process of knowledge creation in the company. A 100% affinity between the action plan management and the tacit knowledge sharing and building an archetype. Managers 2 and 3 classified it as important and Manager 3 classified it as of little importance for the process of knowledge creation in the company. In the confidence table, an 87.50% affinity of the visible management with the cross-levelling knowledge is observed. Managers 1 and 2 classified it as important and Manager 3 classified it as extremely important for the process of knowledge creation in the company. In the confidence table, a 100% affinity of responsibilities with sharing of tacit knowledge is observed. Managers 1 and 3 classified it as important and Manager 2 classified it as of little importance for the process of knowledge creation in the company.

8 FINAL CONSIDERATIONS

Initially, this work involved an investigation regarding the creation of knowledge in organizations. This study entailed some postulations on the phases of knowledge creation defended by Nonaka and Takeuchi (1997), authors who inspire a reflection on this study topic.

After identifying the Results Monitoring System implemented in the company studied, which brings elements such as Target Formulation, Revenue Matrix, Visible Management, Action Plan Management and Persons in charge of the monitoring and fulfilment of the plans made, a relationship between this monitoring system and the five phases of Nonaka e Takeuchi' knowledge creation was established. The search for similarities and for the association between the creation of knowledge and the monitoring system was elaborated according to the analysis model proposed by Macedo (2008), which revealed the characteristics that are inherent to the phases of knowledge creation and management practices of monitoring systems.

Based on the results obtained through the application of Macedo's model (2008), it was observed that the Monitoring System is valid for the creation of knowledge in the company studied; however, some points that can be improved will be mentioned below with the aim of aiding the company.

It is suggested that the company goes through an evaluation regarding the "Business Procedures" with the aim of pointing routes that make this phase in the Monitoring system more productive for the creation of organizational knowledge, for a very different performance, lower than the others, was noted both in the confidence table and in the table of responses from the three managers interviewed, and even in the responses given to open questions. Following the theoretical suppositions of Nonaka and Takeuchi (1197), one can identify that the Business Procedures could be of utmost importance for concept justification. What is observed, however, is a 40% confidence on this phase of the result monitoring system associated with the knowledge creation phase mentioned. Using the business procedures in their mental models and justifying concepts like price formation and local business strategies the branch managers would need to have access to minimal profit margins and margins expected per product line. This could insert them in a strategic context and strengthen the concepts established in the organization as its business policy.

It is suggested that the Sales Target phase is used to reinforce Concept creation and justification, since when branch managers plan targets they actually build strategies aimed at

reaching revenues in the coming year per product line based on their branch history and the behaviour of the market in which they operate. It is possible to establish different strategies for each product line, through marketing actions and training directed at involving people in the set objective. The Monitoring Process Flowchart can be used to strengthen the cross-levelling of knowledge and concept justification, for it connects the areas involved in a specific deviation as to the expected results for a specific branch, identifying the people who are in charge of the corrective actions.

The Monitoring Meetings are the basis for Sharing Tacit Knowledge, so the company can dedicate more time to divulge the good practices in order to maximize this phase. The GMR Matrices can significantly leverage the cross-levelling of knowledge; it is suggested that this should not be focused only in correcting target-related deviations but that the positive performances are valued to create an adequate atmosphere for learning in the organization. The Action Plans can be developed by a multidisciplinary team or between parties, to exchange experiences to stimulate Sharing Tacit Knowledge and cross-levelling of knowledge. In this sense, the Action plan management should have the primary aim of Building an Archetype using each manager's creative potential to the most.

Through the determination of the responsibility for the conduction of the Results Monitoring System, actions that should be performed from the branch manager level to the board of directors are observed. The actions indicated above deal with the identification of the causes for revenue deviation in relation to the targets, cost analysis and benefit actions proposed, among many others. It is worth noting that certain actions such as Responsibility can improve the Sharing of Tacit Knowledge, especially when best practice exchanges are also stimulated. It is also suggested that the company evaluates the possibility of working in such a way as to foster the disclosure of "good practices" enriching its ideas database, which is where the managers can find successful means of facing adverse situations.

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PRÁTICAS GERENCIAIS PARA A CRIAÇÃO DE CONHECIMENTO ORGANIZACIONAL: ESTUDO DE CASO PARA O SETOR DE VAREJO NO BRASIL

Resumo:

Este artigo discute o processo de criação do conhecimento como uma ferramenta para apoiar as práticas do sistema de monitoramento de uma empresa de varejo no sul do Brasil. Através do uso da metodologia de análise de previsão tecnológica é aplicado um modelo contendo os conceitos de apoio, contexto e confiança a partir da relação entre a teoria de Nonaka e Takeuchi (1997) e as práticas do sistema de monitoramento da empresa estudada. Os resultados da aplicação do modelo são demonstrados através da análise das características do suporte, do contexto e de confiança. A análise dos valores de confiança indica como as práticas adotadas pela empresa contribuem para a criação de conhecimento no final. A principal contribuição deste estudo é mostrar uma abordagem metodológica útil para avaliar a contribuição das práticas de criação do conhecimento organizacional na empresa.

Keywords: *Práticas de gestão. Criação do conhecimento. Conhecimento organizacional. Setor de varejo. Sistema de monitoramento. Análise prospectiva. Tecnologia de prospecção. Suporte. Contexto. Confiança.*

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