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Valuation of Knowledge Management in Analysis of Blockades and Performances in Maturity Phases of the Startups

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Abstract: The aim of this paper is to discusses and to find the alternative ways to tackle the barriers which one might be possibly face during the process of the business and during the running a group of the people as an organization or even to provide the services related to the queries come against any product while using by the people. The fact is that organizations must possess some high capabilities to meet expectations of the highly uncertain, cumbersome and motivated commercial market. The factors are needed to emphasis, to address the problem in the business and three factors are the agile organization, dynamic capabilities and knowledge management. A questionnaire session with the interview session have been used for the study and 85 people out of the 35 startup have been interviewed. These factors are spread among the field search, interviews, processes, approaches, in addition to the handling of the information. Innovation-stage start-ups with greater maturity, level of response growth and stage of innovation of scalability present an advanced degree use of knowledge management performs, approaches besides tools. It is predictable that the findings of research discussed in depth will be able to illustrate detailed examples of large-scale practices, procedures, and information reporting tools fashioned by organizations searching for start-ups to be operationally agile.

Keywords: Business, Co-working spaces, Dynamic capabilities, Knowledge management, Startups.

INTRODUCTION

The business scenario has become dramatically very unpredictable as various new technologies emerges that have a substantial effect on the way of doing businesses and these new technologies has also not left untouched on existing technologies of the doing businesses but also changed the way of the thinking of the customers also [1]. Because of the tides of the new technologies, business has certainly become more and more dynamic and these dynamics has brought along with various pros and cons in term of the uncertainty, unpredictability and future growth. The nations development depends upon the economic growth and economic growth depends upon the way of the businesses grow and develop in order to support the financial inclusion.

In light of the above, organizations that want to be agile need to build skills that empower them to accomplish the appearances of an agile association. Continuous and thorough monitoring of the business climate, continuous planning in addition to execution of synchronization, dexterity in the arrangement of the instruments and control aimed at improvements are some of the main ones. In this context, the definition of dynamic capabilities is therefore useful, referring to organizational capabilities that enable organizations to respond rapidly and uninterruptedly to consumer demands for change. Considering this market context, knowledge management is understood to be an organizational activity associated with the new principles of agile organization and dynamic-capable organizations [2]. Knowledge organization is an administrative discipline aimed at gaining, transforming, storing, utilizing and discarding knowledge important to an organization's value generation.

The research is defensible by its position, contribution, viability besides originality. The study attentions on the condition-problem presented, where client demands invention for corporations that need to remain committed and successful in the future. Our research contributes to the study of information management in start-ups known as agile companies with a highly diverse capacity to respond to vicissitudes in the market situation. While information organiza-tion is a powerful strategic resource for making start-ups operational with these characteristics, the study offers a list of information management hurdles that can help other start-ups to perform better in their processes. The report also provides a list of information management strategies, approaches and techniques implemented by startups which can support other start-ups in the planning, organization, and implementation and monitoring of their information management processes.

Another redistributive argument to the hypothesis is that those with the highest degree of organizational learning adoption are the majority in existing startups. In addition to contributing to start-ups, our research on applying

the current mentality will provide existing businesses with a collection of information [3]. A proposed model for study, where for information gathering expert interviews conducted and conducting extensive field research with beginning of co-work spaces and the regional GDP (Gross Domestic Product), which accounts for about 10% of Brazil's GDP, has been developed. The definition itself is unique in terms of originality because of the creativity created by start-ups, the agile management model and the research's competitive potential.

Research Questions

The following research question has been identifying for the study and try to find out the reasonable solution to these questions. The question are as follows:

1. What resources are needed to start a new venture and how to utilize the new resources to give a desired boost to businesses initiatives?
2. How to build an ecosystem to nurture the new business in coordination of the old business at small level or having low capital investment?
3. What are the barrier and what is their impact on the businesses?

LITERATURE SURVEY

Agile Organization

C. Phelps et al describe the idea of organization, the corporate environment has shaped its development and administration. In pursuit of top-level performance, the focus of the classical school was on production. In the development of the managerial cycle in the centuries since 1942, lean architecture has expanded prominence, where primary objective of concern is the fulfillment of the client's basic requirements, regardless of organizational efficiency [4]. The lean paradigm embodies the perfect balance among both efficiency and productivity. Even authors say that in this sense the basic concepts of the agile organization were born.

A big pillar of corporate change has been handling creativity. One of the company's key strategies for developing, changing and thriving in ever-competitive markets remains to concentrate on meeting customer demands. In order to meet local and global market demands, current educations show the value of organized invention management within organizations through supremacy processes and knowledge administration. In that way, the ability to cope with changes emerging from the market climate is a crucial difference that complements value to company.

The idea of the agile organization has born out of the generation of the revolutionary trends in the business practices after the starting of the 2000. The emerging trends have focused on the creativity, data management as well as collective vision of the members of board of the organization apart from the digital transformation to keep the organization equipped with the modern technologies. In that way, an agile organization is described as the organization capable of implementing and redirecting its resources efficiently and effectively to build, protect and restore them to gain interest in higher-income operations as assured by internal as well as external circumstances.

Dynamic competences

P. toytari et al explained that Companies, that are not able to survive in the market because of the increasing competition, can be evolved again by integrating a reinvented aim in their vision of doing the business. The formalized and non-formalized sectors both are trying hard to reinvent their business by achieving the demand requirement of the changed business climate. The growing business will help to increase the stake of the company and thus investors also will get benefitted by this way of booming business [5].This will helpful to plan promptly create effective plans, assign the strategic resources required to fulfill the perceived potential and continuously track the operation, generally speeding up the administrative cycle, preparing, coordinating, implementing and monitoring.

In an explanatory note, organization have to face many changes in different market field whether it is international market or national market or even local market. The undergoing changes such as economic, political, as well as social reasons are the crucial factors and also must take into consideration while making the path way to proceed in forward direction for businesses. The many changes have the tendency to bring a divergent or same have to introduce the convergent changes in the businesses therefore it is necessary to take care of those factors before making any decision. At the same time, agile organizations are needed to use their dynamic capacity to notify the changes, and restructure them in order to meet the customer’s volatile demands.

Consequently, this tendency has proved that the sense of the entrepreneurship must be like that which are able to identify the changes comes in the course of the processes and how they have the capacity to effect the business environment at international as well as national level and this will help to change the opportunities into the goods and services to make some profit at available fronts. The experts have proposed that the dynamic capacity capability has used incorporating and reconfiguration of the internal as well as external factors in an organization that are converted easily into the market climate. It recommends a hypothetical model grounded on three supports to operationalize the concept of dynamic capability:

1. Chances identification capability;
2. Learning how to build systems, procedures, programs and resources to take advantage of the observed opportunities; and
3. Continuous coordination and readjustment of tangible as well as intangible assets in search of value creation.

Knowledge management

C. M. Raymond et al defined as knowledge management is the process or management of the knowledge that can always be readily available to further use in processes or by the organization to make the more and more fruitful output of the endeavors taken by the management of the organization. Basically, knowledge is the assets of the people's cognitions power that comes out because of the use of the brain power more and more. The knowledge management has become the subject of the study when it has been included in to the organization's processes [6]. The fact is that knowledge management has become an essential tool for the organization to achieve the growth as per the pre decided path. Obviously, from the days of the Delphi oracles to the present day, knowledge of mankind has increased in quantity and consistency. So it becomes ever more necessary to adopt standardized information evaluation, acquisition, storage, usage, and dismissal activities. In this way, defining the degree of maturity in knowledge management must be regarded as a significant measure of the organization's competitiveness potential.

When the knowledge management has been analyzed with a close view, it has been divided in to the seven different perspective as goals of knowledge, recognition of knowledge, acquisition of knowledge, creation of knowledge, sharing of the knowledge, retention of knowledge and evaluation of the knowledge. The knowledge management can only affect the organization in positive sense when the practices make out within the organization are having the good intention and best in implementations. Some of the key good practices that promote improved organizational learning within organizations are the adoption of formal processes and computational methods, a higher strategic focus for knowledge management, and the implementation of experience and understanding knowledge.

Digital approaches and techniques have emerged from excellent practices in knowledge organization that increase the efficiency as well as effectiveness in evaluation, attainment, storage, awareness use as well as disposal. Computers, control systems, Facebook, artificial intelligence, data processing, big data, Facebook, cloud computing and smart machines are some of the computational technologies that have revolutionized the world and business management of organizations, and especially information management. Even as best practices, strategies and techniques encourage the effectiveness of knowledge management in organizations, there may also be an obstacles stopping knowledge management from reaching its fullness.

The agile organization, vigorous capabilities and knowledge management:

The agile organization is considering as organization which acts and responds upon these action is quite fast to adjust its tactics, structures, procedures, services and goods in order to accomplish the demand of the customers and also full fill the volatile demands of the other small and big firms in the same market segment. The diverse capabilities that make it stand out are:

- The ability to identify entrepreneurial opportunities;
- The ability to adapt the organization to meet new requirements;
- The desire to build constantly

Startup are considered as the organization with a dynamic capability in order to face the volatile demand in the market through the suppliers and also make themselves strong enough to handle risk at different risk factors. The knowledge management has helped the individual in obtaining, identifying, disseminating, implementing and analyzing the information that further used in preparing the people and bring the potential changes within the organization. According to experts, learning organizations are the ablest governments to adapt to the requirements of the business climate. Awareness of the market environment and ongoing monitoring allow the organization to find openings. The ability to express overt and implicit information and its cyclical changes strengthens the organization's structure and internal procedures to alter.

METHODOLOGY

Design

The study has been carried out to study and recognition of the different procedures, barriers in the planning, approaches and tools implemented in the procedural system of an organization. The undergoing work has been spread in the various phases as bibliographic analysis, expert analysis, startup studies and desk study. Desk investigation was based on relevant Startup environment publications. It is the emphasis on texts from the major organizations supporting the development and startup development: co-working spaces, accelerating mean, newspapers, associations and other parts of government. The aim was to conduct the investigation along with experts to recognize the principal fences, practices, knowledge management methods and tools to format the start-up research tool. Four start-up interviews were conducted, the experts are: startup founder, consultant and

development specialist, professor of exponential technologies courses targeted at startups and the person who motivated the all concerned person associated with that start up.

Sample

The sample size has been considered as per the level and type of the questionnaire session. As per the current study, a total number of the 85 people interview for collection of the required information. The questions developed depends upon the literature available and also depends upon the circumstances faced by an organization and solution of the various cumbersome conditions, most importantly depends upon the client's feedback. In order to collected the information, the various people having different portfolio have been interviewed such as the founder, director, CEOs, CTOs in addition to managers. The interview session with the different people was prudential and every session has been divided in the enough time span so that all aspects of the interview session divides in enough time span to thoroughly analysis. The respondent having the vast experience of the concerned field are proved to collected the required information and also help to validate the other person responses[7].

Instrument

Based on literature review, desk research, and review, the conceptual model shown in Fig. 1 was developed with experts. The model represents the knowledge management cycle, which includes the stages of knowledge definition, development, distribution, storage, implementation, and evaluation, as well as consideration of obstacles, practices, approaches, and resources that affect the efficiency as well as usefulness of organizational learning in startups. It should be noted that for each of the six stages in the study of obstacles, processes, approaches and techniques is managing information process. Especially for the obstacles, one must evaluate the three environmental, organizational and human forms of barriers for each of the six phases of the managing [8].

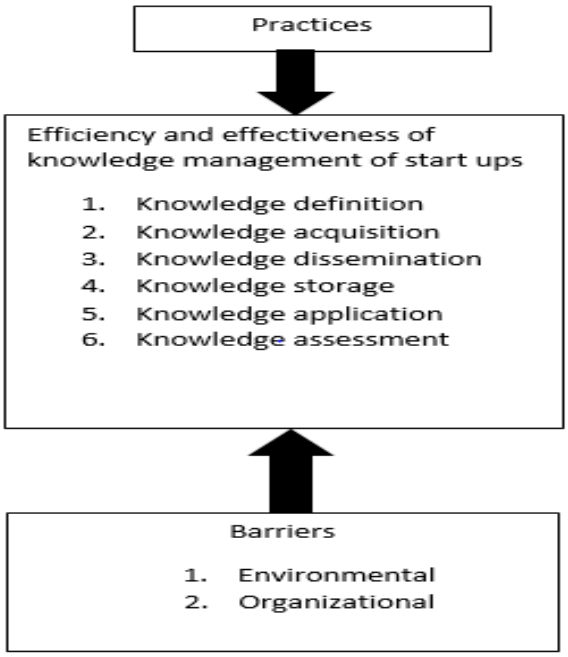

Fig.1: Model of Practices and Barriers for the Knowledge Management in Start Ups

Data Collection

Table 1 has been showing the different data used for the analysis purposes. It has been showing the selected co working space. It also shows the number of the startup (NSE) owner who has been interviewed for the study purposes. The number of the resident start up (NSR) also interviewed. Habitat, CIETIC, CUBO, WEWORK, OXIGENIO are the organization, who are integrated with one more organization or supported by in order to proceed their operations.

The co working space has been chosen in such a way that it covers all types of the organization in businesses to keep the point of view of the study broad. The co working space has been chosen belong to different countries. The percentage balance of the sample (NSE / NSR) is also checked, that is, the proportions. The total startup co working (TSTC) has also evaluated and included in the percentage form in the Table 1 .The number of startups interviewed for each co-working is very similar to the number of startups resident [9].

The 50 numbers of the startup have identified for the study who working in co working spaces, out of this available number of the startup, only 35 startups are agreed to take an active participation in the questionnaire session. For the random sample between the finally available start up a confidence level of 95 has assumed with standard deviation of the 3 and sampling error of 0.50.

Table 1: Population and Sample

Co working Space	NSR	TSTC (%)	NSE	NSE/NSR
Habitat	90	32	31	34.4
CIETIC	75	27	27	36
CUBO	66	23	24	36.4
We Work	32	12	12	37.5
OXIGENIO	24	9	8	33.3
Total (TSTC)	287	103- 35.8	102	35.5

Data Analysis

The data has been analyzed by identifying the possible barrier in the process of the knowledge management procedure. Generally, the barriers have identifying as in the three forms as Ambient, organization and person. The key activities are given more emphasis during the process to identifying the main barriers during the process. In the process, the key activities are relating with the outcomes of the process. Alternatively, use the linear regression for the foremost methods besides tools used to justify interviewee's awareness of the concentration of use of knowledge management methods as well as tools are obtained. Finally, using the conglomerate method, it can classify two classes of startups, a collection with a higher gradation of developmental prime of life, taking into account innovation, explanation, and scalability variables and additional with significantly lower developmental maturity. It can be confirmed that group with a developed degree of developmental maturity also demonstrated a greater degree of practice of the techniques, methods as well as knowledge-management methods.

RESULT AND DISCUSSION

Main barriers to knowledge management in startups:

The interview process with the different individual help in order to identified types of the barrier during the processes. The knowledge management has various barrier during the forward movement of the processes. The interview questions are mainly based upon the relationship between the organization, business environment and the people and discussion further reached up to the way to acquiring the knowledge. The rest of the question are covering the area of the obtaining the knowledge, and its storage option within and outside of the organization. It has been obtained the mean answers for each project, for each barrier, for every types of barriers besides each stage of the information created on the 104 valid questionnaires of process management. The five key obstacles identified are discussed, beginning with the most significant knowledge management obstacles for startups [10].

Main practices adopted in knowledge management of startups:

Based on evidence collected in the startup discussions described the key knowledge Management Practices. This interview questioned the significance of performs for every stage of knowledge management: description, acquisition of the distribution, storage, implementation, and assessment of information in someone's startup. It has been obtained the mean score on the responses for:

- startup;
- practice; and
- stage of the information management process.

Table 2 grants the main performs found, as from the performs of major position in the startups' knowledge management.

Table 2: Main Practices adopted in Knowledge Management at Startups

Practice	Process	Average
Internal Meeting with brain storming session	Definition	9.12
Internal meeting with in house seminar	Dissemination	8.46
Calculations of market or experts	Achievement	8.12
Authentication with clients	Description	8.13
Consultation with mentor	Definition	7.56
Creation of knowledge	Valuation	7.89
Calculation of market with customers	Assessment	7.45
Market research, benchmarking	Acquisition	7.34

The report, history of prototyping	Storing	7.34
Social interaction	Acquisition	7.21
Co-working	Application	7.33
Paired programming	Application	7.23

CONCLUSION AND IMPLICATION

The research study has found five main strategical plan that are primarily needed for the co working are internal meetings with brain storming session and also in house with the other member of the team, frequent assessment of the market, validation and verification process with the client and mentorship of the client. The consumer landscape has been prejudiced by revolution in products, amenities, processes, approaches and commercial models. Policy labor institutions, investors and businesses play different roles and interests in this atmosphere of innovation, but when they agree, they take advantage of social change. Organizations seeking many ways to generate value for themselves and for society in general are the corporations at the center of this research and are therefore key participants in this study. Start-ups thus show a significant role in challenging current market patterns as well as creating technologies that create value for the majority of society and destroy the interest of a smaller society that surrenders to modern times.

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