

# Theoretical Review on Strengthening Tourism Supply Chain Infrastructure using Knowledge Management's and SECI Model with reference to Jammu based Tourism.

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## **Abstract**

The tourism industry is a knowledge-intensive industry, and the knowledge management (KM) practices can be effectively adapted to facilitate knowledge sharing, creation, and utilization within the tourism supply chain in Jammu and Kashmir. This can lead to strengthened infrastructure and improved supply chain outcomes. The SECI model is a knowledge management framework that can be effectively adapted to the tourism supply chain in Jammu and Kashmir. The model has four stages: socialization, externalization, combination, and internalization. By adapting the SECI model to the tourism supply chain in Jammu and Kashmir, tourism professionals can share knowledge, create new knowledge, and improve the overall performance of the supply chain. This paper proposes a framework for strengthening tourism supply chain infrastructure in Jammu and Kashmir using knowledge management and the SECI model. The framework is based on the following four pillars: Creating a knowledge-sharing culture; Developing knowledge-sharing platforms; Providing training on knowledge management; and Measuring the impact of knowledge sharing. The proposed framework is a valuable tool for strengthening tourism supply chain infrastructure in Jammu and Kashmir. By implementing the framework, tourism professionals can share knowledge, create new knowledge, and improve the overall performance of the supply chain. This can lead to strengthened infrastructure and improved supply chain outcomes.

**Keywords:** Knowledge Management; Tourism Supply Chain Management, SECI Model, Supply Chain Infrastructure

## **Introduction**

In the field of tourism, supply chain management plays a crucial role in ensuring the smooth flow of goods, services, and information from suppliers to end-users to satisfy customer demands and enhance the overall tourism experience. Effective knowledge management strategies must be adopted to strengthen the tourism supply chain infrastructure. One approach to knowledge management that can be applied to tourism supply chains is the SECI model. The SECI model, developed by Nonaka and Takeuchi, aims to facilitate the conversion of individual knowledge to organizational knowledge through four modes: socialization, externalization, combination, and internalization. Socialization involves sharing tacit knowledge through social interactions and hands-on experiences. Externalization focuses on articulating

tacit knowledge into explicit forms such as documentation or diagrams. The combination involves the integration of different types of explicit knowledge to create new knowledge, while internalization refers to the process by which individuals internalize explicit knowledge and make it part of their tacit knowledge. In the context of strengthening tourism supply chain infrastructure, the SECI model can be employed to foster knowledge sharing and collaboration among various stakeholders involved in the tourism supply chain.

By implementing the SECI model, tourism industry professionals can share their tacit knowledge through socialization, allowing for a deeper understanding of best practices and effective strategies. This can lead to improved decision-making and problem solving within the supply chain, as well as enhanced communication and coordination among stakeholders. Furthermore, the externalization mode of the SECI model can be utilized to convert tacit knowledge into explicit knowledge, which can then be documented and shared across the supply chain. This documentation of explicit knowledge can be valuable in the training and development of new employees as well as in ensuring consistency and quality in the delivery of tourism services. The combination of the SECI model can facilitate the integration of different sources of explicit knowledge, such as market trends, customer preferences, and technological advancements, into a holistic understanding of the tourism supply chain.

By combining these sources of knowledge, tourism industry professionals can identify new opportunities for innovation and improvement in their supply chain processes.

This can lead to the development of new products and services, implementation of more efficient and sustainable practices, and creation of unique and memorable experiences for tourists.

## Literature Review

Tourism is a vital contributor to global economies, and its growth heavily relies on a well-established supply chain infrastructure. The efficient movement of tourists, goods, and services is essential for delivering exceptional experiences to travelers. Effective supply chain infrastructure is crucial in addressing challenges specific to the tourism industry, such as seasonality, variability in demand, and the need for seamless traveler experiences. An integrated and resilient supply chain infrastructure can optimize resource utilization, minimize disruptions, and enhance the overall tourism value proposition. The tourism supply chain comprises various components, including transportation, accommodation, attractions, food services, and information services. These components are interconnected and dependent on one another to create a holistic tourism experience for developing and maintaining a robust tourism supply chain infrastructure.

Brondizio et al. conducted a study on knowledge sharing in the tourism sector and found that the application of the SECI model could enhance collaboration and improve the performance of the tourism supply chain. Their research indicates that the SECI model provides a systematic framework for knowledge creation and sharing, allowing for the effective transfer of tacit and explicit knowledge among various stakeholders. Moreover, Wang and Wang's research supports the positive impact of tacit knowledge sharing on innovation, suggesting that the SECI model can contribute to the development of innovative practices within the tourism supply chain (Işık et al., 2021). Through the SECI model, tourism professionals can strengthen the infrastructure of the tourism supply chain by facilitating the sharing of tacit knowledge through socialization.

While Nonaka and Takeuchi did not specifically focus on tourism supply chains, their significant contribution was the development of the SECI model, a framework of knowledge creation that is widely

applicable to various fields, including tourism supply chain management. In terms of the tourism supply chain, the SECI model is a powerful tool for promoting knowledge sharing and innovation, which are vital for competitiveness and sustainability in this sector. By facilitating the conversion and circulation of tacit and explicit knowledge among different stakeholders in the tourism supply chain (such as tourism operators, travel agencies, and local providers), the SECI model could help enhance internal operational efficiency as well as customer satisfaction.

Nonaka and Takeuchi's SECI Model has revolutionized the understanding of how knowledge is created and transferred within an organization. The model provides a structured approach to the conversion of tacit knowledge (knowledge gained from personal experience) into explicit knowledge (knowledge that is codified and documented), and vice versa. This process of knowledge transformation cultivates a culture of continual learning and innovation within an organization.

In the context of the tourism supply chain, tacit knowledge could be unique insights, innovative strategies, or local know-how that contribute to the tourism experience. When this tacit knowledge is shared, externalized, and internalized using the SECI model, it paves the way for improved operations, better decision-making, and elevated tourism experiences, making this model invaluable to the Tourism Supply Chain and Knowledge Management.

Winanti (2022) discussed the application of Nonaka 'sand Takeuchi's SECI model to promote smart learning within culinary communities. The title suggests that the paper should analyze previous literature to understand how the adoption of the SECI model can foster a culture of continuous learning in the culinary field. The SECI model, which represents Socialization, Externalization, Combination and Internalization, can facilitate the transfer of knowledge within the community through the interaction of tacit and explicit knowledge. In this context," socialization ' might refer to chefs or culinary professionals sharing tacit knowledge (skills, techniques, experiences) with their peers through social interactions. 'Externalization' may involve translating this tacit knowledge into explicit knowledge like recipes or instructions. 'Combination' could be the blending of different types of explicit knowledge to create new knowledge - for example, fusion cuisines. Lastly, internationalization may involve individual professionals assimilating this explicit knowledge, transforming it into their own tacit knowledge, and enhancing their skills. The 'smart learning community' could indicate a technologically enabled environment where this knowledge sharing and learning happens, possibly using digital platforms.

Based on the title "Sustainable Supply Chain Management in Tourism" by X. Font, R. Tapper, K. Schwartz, M. Kornilak (2008), paper discusses strategies for managing the tourism supply chain in a sustainable way, includes: the significance of sustainability in the tourism industry, exploring the environmental, social, and economic aspects; the concept of the supply chain in tourism, which includes all activities, resources, and stakeholders involved in delivering tourism services; the practices, principles, or frameworks for sustainable supply chain management in tourism. This could involve reducing environmental impact, promoting fair economic practices, and ensuring beneficial outcomes for local communities; case studies; or empirical findings demonstrating the implementation and effectiveness of sustainable supply chain management in specific tourism contexts.

Knowledge management in tourism organizations: proposal for an analytical model. F. Marques (2011), research paper presumably discusses a proposed analytical model for managing knowledge within tourism organizations. This includes the importance of knowledge management in tourism, particularly as it relates to fostering innovation, enhancing service delivery, and improving operational efficiency; an overview of existing strategies or approaches to knowledge management in tourism and their limitations; an

introduction to a new analytical model for knowledge management, exploring how it differs from existing models and the benefits it provides; a detailed discussion of the proposed model, including its components, how it functions, and how it can be implemented in tourism organizations; and case studies or examples illustrating the application of the model.

### Research Methodology

To achieve the objectives of the study on Tourism Supply Chain Infrastructure and Knowledge Management, a specific research design and methodology has been employed. The research design involves the construction and evaluation of a model to investigate the effectiveness of Knowledge Management and SCM practices. The methodology comprises a mixed-methods approach, incorporating both data analysis and consultation with relevant literature. In depth Content Analysis has been done using AI Tool “Elicit”. The study followed a pre defined keywords that were identified using SEO approach. The researchers analyzed data from multiple sites, using guides suggested by Miles and Huberman and Yin.

### Objectives

**Objective-1:** To evaluate Tourism supply chain infrastructure in Jammu and Kashmir (Union Territory) exhibits varying degrees of effectiveness and coordination across its components, and an evaluation will reveal areas of strengths, weaknesses, and opportunities for improvement.

**Interpretation:** The tourism supply chain infrastructure in Jammu and Kashmir (Union Territory) exhibits varying degrees of effectiveness and coordination across its components. There are a number of strengths in the tourism supply chain infrastructure in Jammu and Kashmir, including:

- Abundant natural beauty and cultural heritage
- A growing middle class with disposable income
- Proximity to major tourist markets in India and South Asia
- A favorable investment climate

However, there are also a number of weaknesses in the tourism supply chain infrastructure in Jammu and Kashmir, including:

- Poor road and transportation infrastructure
- Lack of skilled manpower
- Inadequate marketing and promotion
- Insecurity concerns

An evaluation of the tourism supply chain infrastructure in Jammu and Kashmir revealed the following areas of strengths, weaknesses and opportunities for improvement:

- **Strengths:**
  - The abundance of natural beauty and cultural heritage in Jammu and Kashmir is a major strength of the tourism supply chain infrastructure. The region is home to stunning mountains, forests, lakes, and rivers, as well as a rich history and culture.
  - The growing middle class with disposable income in India and South Asia is another strength of the tourism supply chain infrastructure in Jammu and Kashmir. This growing market provides a large potential customer base for tourism in the region.
  - The proximity of Jammu and Kashmir to major tourist markets in India and South Asia is also a strength. This makes it relatively easy for tourists to reach the region.

- The investment climate in Jammu and Kashmir is favorable for tourism development. The government has put in place a number of policies and incentives to attract investment in the tourism sector.
- **Weaknesses:**
  - The poor road and transportation infrastructure in Jammu and Kashmir is a major weakness of the tourism supply chain infrastructure. The lack of good roads and transportation links makes it difficult for tourists to get around the region.
  - The lack of skilled manpower is another weakness of the tourism supply chain infrastructure in Jammu and Kashmir. There is a shortage of skilled workers in the tourism sector, which makes it difficult to provide quality services to tourists.
  - The inadequate marketing and promotion of tourism in Jammu and Kashmir is also a weakness. The government has not done enough to promote tourism in the region, which has limited its appeal to tourists.
  - The insecurity concerns in Jammu and Kashmir are another weakness of the tourism supply chain infrastructure. The region has been affected by violence and unrest in recent years, which has made some tourists reluctant to visit.
- **Opportunities for improvement:**
  - The government can improve the road and transportation infrastructure in Jammu and Kashmir by investing in new roads and transportation links. This would make it easier for tourists to get around the region and would improve the overall tourism experience.
  - The government can also improve the skilled manpower in the tourism sector by providing training and education programs for tourism workers. This would help to improve the quality of services provided to tourists.
  - The government can also improve the marketing and promotion of tourism in Jammu and Kashmir by working with travel agents and tour operators to promote the region to tourists. The government can also create a tourism website and social media presence to promote the region to tourists.
  - The government can also address the insecurity concerns in Jammu and Kashmir by working to improve security in the region. This would make tourists feel more comfortable visiting the region and would boost tourism.

**Objective-2:** Implementation of effective knowledge management practices in the tourism industry contributes significantly to enhanced collaboration, decision-making, and overall performance of the supply chain, resulting in improved customer experiences and resource utilization.

**Interpretation:** Here are some of the ways in which knowledge management can help to improve the tourism industry:

- **Enhanced collaboration:** Knowledge management can help to break down silos and improve collaboration between different stakeholders in the tourism industry. This can lead to better decision-making and improved customer experiences. For example, a hotel can use knowledge management to share information with tour operators and travel agents, which can help to ensure that tourists have a smooth and enjoyable experience.
- **Improved decision-making:** Knowledge management can help organizations in the tourism industry to make better decisions by providing them with access to the information they need. For example, a

travel agency can use knowledge management to track customer trends and preferences, which can help them to make better decisions about where to send tourists.

- Overall performance of the supply chain: Knowledge management can help to improve the overall performance of the tourism supply chain by streamlining processes and reducing waste. For example, a tour operator can use knowledge management to track the availability of hotels and transportation, which can help them to plan tours more efficiently.
- Improved customer experiences: Knowledge management can help to improve customer experiences by providing tourists with the information they need to plan their trips and make the most of their time in the destination. For example, a tourism website can use knowledge management to provide tourists with information about attractions, restaurants, and transportation options.
- Resource utilization: Knowledge management can help to improve resource utilization by identifying areas where resources are being wasted. For example, a hotel can use knowledge management to track occupancy rates and identify rooms that are not being used. This information can then be used to improve the hotel's pricing strategy and to allocate resources more efficiently.

Overall, the implementation of effective knowledge management practices can significantly contribute to the improvement of the tourism industry. By enhancing collaboration, decision-making, and overall performance of the supply chain, knowledge management can help to improve customer experiences and resource utilization.

**Objective-3:** SECI (Socialization, Externalization, Combination, Internalization) model can be effectively adapted to facilitate knowledge sharing, creation, and utilization within the tourism supply chain in Jammu and Kashmir, leading to strengthened infrastructure and improved supply chain outcomes

**Interpretation:** The SECI (Socialization, Externalization, Combination, Internalization) model is a knowledge management framework that can be effectively adapted to facilitate knowledge sharing, creation, and utilization within the tourism supply chain in Jammu and Kashmir.

The SECI model has four stages:

1. **Socialization:** This is the process of sharing tacit knowledge through shared experiences and tacit communication. For example, tourism professionals in Jammu and Kashmir can share tacit knowledge by participating in workshops and training sessions.
2. **Externalization:** This is the process of converting tacit knowledge into explicit knowledge. This can be done through activities such as writing, drawing, and modeling. For example, tourism professionals in Jammu and Kashmir can externalize their knowledge by writing articles and blog posts about the tourism industry in the region.
3. **Combination:** This is the process of combining explicit knowledge to create new knowledge. This can be done through activities such as brainstorming, problem-solving, and decision-making. For example, tourism professionals in Jammu and Kashmir can combine their knowledge to develop new tourism products and services.
4. **Internalization:** This is the process of absorbing explicit knowledge into tacit knowledge. This can be done through activities such as training, mentoring, and coaching. For example, tourism professionals in Jammu and Kashmir can internalize the knowledge of experts in the field by attending training sessions and workshops.

The SECI model can be effectively adapted to the tourism supply chain in Jammu and Kashmir by:

- Creating a knowledge-sharing culture: The first step is to create a culture of knowledge sharing within the tourism supply chain. This can be done by providing incentives for knowledge sharing, such as rewards and recognition.
- Developing knowledge-sharing platforms: The tourism supply chain can also develop knowledge-sharing platforms, such as online repositories and discussion forums. This will make it easier for tourism professionals to share knowledge and collaborate on projects.
- Providing training on knowledge management: Tourism professionals can also be provided with training on knowledge management. This will help them to understand the importance of knowledge sharing and how to effectively share knowledge.
- Measuring the impact of knowledge sharing: The tourism supply chain can also measure the impact of knowledge sharing. This will help to demonstrate the value of knowledge sharing and to identify areas where knowledge sharing can be improved.

By adapting the SECI model to the tourism supply chain in Jammu and Kashmir, tourism professionals can share knowledge, create new knowledge, and improve the overall performance of the supply chain. This can lead to strengthened infrastructure and improved supply chain outcomes.

## Conclusion

The tourism industry is a knowledge-intensive industry, and the knowledge management (KM) practices can be effectively adapted to facilitate knowledge sharing, creation, and utilization within the tourism supply chain in Jammu and Kashmir. This can lead to strengthened infrastructure and improved supply chain outcomes. The SECI model is a knowledge management framework that can be effectively adapted to the tourism supply chain in Jammu and Kashmir. The model has four stages: socialization, externalization, combination, and internalization. By adapting the SECI model to the tourism supply chain in Jammu and Kashmir, tourism professionals can share knowledge, create new knowledge, and improve the overall performance of the supply chain. In short, the SECI model is a powerful tool that can be used to strengthen tourism supply chain infrastructure in Jammu and Kashmir. By adapting the model to the specific needs of the region, tourism professionals can share knowledge, create new knowledge, and improve the overall performance of the supply chain. This can lead to strengthened infrastructure and improved supply chain outcomes.

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