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The Management of Building Industry Knowledge. (April 2023)

Jose Torrech[1].
[1] Agrarian University of Ecuador; ORCID 0000-0002-7852-1717; jtorrech@uagraria.edu.ec

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***Abstract*— Due to the information-centric nature of the architecture and construction sector, knowledge management has been implemented. However, there are several obstacles to implementing knowledge management (KM) in the construction industry because of the prevalence of outdated methods. Therefore, methods must be developed to address inefficiency, boost KM, and combine technological advancements with creative thinking. Such methods are critical to improving KM's efficiency and laying the groundwork for future success. With the use of cutting-edge technology and creative thinking, this research analyzed the most effective models and procedures for knowledge management in the building and construction sectors. The study employed a descriptive research design and a qualitative technique. Content analysis was used to decipher responses to open-ended questionnaires. The findings call for the implementation of both organic and mechanized approaches, as well as software systems, building information management (BIM), digitization, and the blockchain. Due to the ever-changing nature of knowledge management, it is essential for companies operating in this industry to continually strengthen their internal resources and adapt their approach.**

Keywords: Architecture, knowledge-based systems, management, construction/building industry

I. INTRODUCTION

Improving data creation, utilization, organization, and management are all made much easier using knowledge management (KM) in the architectural and construction sector. This is based on the significance of data in the A&C sector. Data management and information transformation are essential tasks for each building and design project. The construction industry is so knowledge-intensive that it cannot function without effective knowledge management [1]. This further supports the connection between KM and institutional knowledge. Due to the dynamic and varied nature of building operations, it is important to keep track of recent shifts, conduct an audit, and plan a comprehensive KM study. Knowledge management can lead to better results [2]. This suggests that construction organizations benefit from knowledge management that is both efficient and effective. This is due to several variables, including training employees better and making better decisions. New models of KM based on technology and innovation are emerging, and this has expanded the role of innovation and technology in KM in the architectural and construction industries. The Integrated Electronic Requirements Information Management Framework (eRIM) and Building Information Modeling (BIM) are two examples. The term "Building Information Modeling" (BIM) refers to an automated method that improves data management throughout the construction process. Knowledge management (KM) innovations include IS and ICT (Information and Communication Technology). Knowledge management in the building business is bolstered by technological automation. This is an improvement over older methods of managing data and information. Only by distinguishing between data and knowledge can the importance of KM in the architecture and construction industry be grasped. Construction and building projects create a great deal of raw data.

Information like this relates to activities like planning and enactment. Information systems generate knowledge. This means that information is analyzed to produce knowledge, a refined kind of learning useful for making choices and enhancing operations. b. Statement of the Problem/Research Gap

In the field of architecture and building, there is a lack of information on how to improve KM. While there are several studies that highlight challenges in the field of wealth management, no research has examined which models are most effective at improving knowledge management in this area. Consider the challenges inherent to implementing successful KM in the building and design sector. Some of these issues are the lack of an established company culture and the inactivity of upper management. Due to inefficiency, a lack of lessons learned, and the repetition of mistakes, many projects still do not make full use of knowledge management. The internal failure cost component of the overall cost of reduced quality on building projects is also identified by

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the authors as being caused by omissions, poor skills, errors, and design revisions. Technology and new ideas are also seen as important contributors to KM in most of the research. The contribution of an integrated blockchain and digital framework to improving KM on building projects is affirmed, for instance, by Lee et al. [5]. BIM, blockchain, and eco-friendly construction are all interconnected, as demonstrated by Liu et al. [6]. However, there is no study of the most effective models for reducing waste and improving KM in the building industry. Poor knowledge management (KM) practice in the architecture and construction sector calls for research that thoroughly investigates the most effective models and solutions for this problem. This research analyzes the most effective knowledge management (KM) approaches and models that the AEC industry can implement to address inefficiencies and boost effectiveness through the application of new technologies and ideas.

Research Purpose

The purpose of this research is to identify the most successful models and methods of knowledge management (KM) that can help the building and design sectors become more efficient and innovative. This is due to the construction industry's lackadaisical approach to knowledge management. As a result, this research will help improve KM methods generally.

Research Objectives

The research looks at successful KM strategies in the building and design sectors. For more efficiency, higher productivity, and more satisfying results, the strategies must be founded in cutting-edge technology and creative thinking. This research aims to accomplish the following:

- To identify the most effective KM methods and models in the building and construction sector
- To determine the most effective strategy for addressing KM ineffectiveness.
- To analyze efficient strategies for enhancing KM
- To learn how technology and new ideas affect KM.

Research Questions

The study questions will direct the investigation into the most efficient KM processes in the building and design industries. Here are some questions to guide your investigation:

- What are the most effective KM methods and models for the A&C sector?
- What are the most effective strategies for addressing KM bottlenecks?
- How may the efficiency of KM be maximized?
- Where do technology and new ideas fit into knowledge management?

II. LITERATURE REVIEW

It is generally agreed that intellectual resources are crucial to gaining a competitive edge, making knowledge management (KM) a core business issue. Strategic knowledge management is gaining recognition in the AEC industry [7] because of the need for innovation and improved commercial performance, both of which are dependent on the proper placement and application of project knowledge. Many obstacles exist for government agencies when it comes to AKM. They consist of, among other things, unhelpful company cultures, the loss of valuable architectural expertise, and insufficient information sharing [8]. Policymakers around the world are interested in fast-expanding businesses because of the positive effects they can have on competitiveness, employment, and innovation. In a turbulent business climate, a growing organization's knowledge and success can be a significant resource for accelerating expansion [9]. When it comes to expansion, construction firms benefit from knowledge management. But this is mitigated by the efficacy of knowledge management and application. Knowledge becomes useless and irrelevant in businesses when it is not managed effectively. Without adequate management or application, it loses its potential to affect growth performance.

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Creating a learning organization calls for introspection, experimentation, feedback, and a commitment to ongoing development and growth. The construction and architectural industries are unable to apply organizational knowledge to promote a learning

culture that would lead to better performance [11], despite the growing importance of continuous learning in boosting organizational performance. Fragmentation in the architectural design process causes important details to be forgotten. Because of this, it is hard to capture and share information. Low involvement from upper management and a lack of organizational culture are the main obstacles to implementing KM and developing a learning culture.

In the AEC industry, knowledge is generated during the design and construction phases of projects. Numerous businesses in the AEC industry are implementing strategies for managing this knowledge, such as conducting project closeout interviews and establishing databases of lessons learned, as well as implementing informal techniques, best practices, and communities of practice [12, 13]. Building information modeling cannot be approached in the same way as a conventional project. As a result, data is generated and kept in silos using a wide variety of forms. This hinders our ability to effectively disseminate, capture, and catalogue knowledge. This highlights the importance of implementing BIM throughout the AEC industry. Organizations can avoid the problems inherent in using analog methods by switching to this modern digital technology. This will help in the management of knowledge more efficiently.

Managing information on client desires effectively can enhance the quality of constructed facilities and associated services. Nevertheless, this process has been posing diverse difficulties in building project management, leading to failed projects. There is a need for a superior approach to information management. eRIM denotes a service-anchored enterprise construction and evidence-centric necessities management perfect [14, 15]. This provides a model for enhancing evidence control. When managing building projects, the eRIM architecture outline can contribute towards enhanced effective and efficient administration of client requirements in all project stages.

Engineers and on-site construction workers can benefit from sharing and reusing data. It reduces building time and costs while improving quality. This is a giant leap toward fixing the industry's myriad problems. Practitioners' access to feedback from on-site personnel is greatly enhanced by BIM technology. It aids in keeping tabs on what's going on in the field [16, 17, 18]. This highlights the importance of integrating data collection and dissemination procedures during project execution.

Despite the growing complexity and size of construction projects, most evidence is still stored in unorganized paperwork. The construction sector loses a great deal of efficiency because of poor BIM management. Building information modeling (BIM) is widely used in the industry, but its high level of detail makes it difficult to perfect the data collected throughout the project's implementation phase. There is a need for a BIM-based framework that efficiently links records with 3D design objects to make searching and storing data for construction projects easier [19, 20]. Crucial to this procedure is both the data breakdown structure and the longitudinal breakdown structure. The proposed methodology is crucial for resolving information management challenges such as reducing conflicts, improving lines of communication, and amassing knowledge. This is founded on the principle that the best methods should be continuously refined and applied more widely.

The efficient dissemination of project information is greatly aided by the sharing of knowledge among architects. Knowledge exchange amongst these experts can be predicted by several factors. Loss of informational dominance, pleasure in assisting others, shared speech/vision, social communication, and group identification are some of the predictors of information dissemination [21, 22]. The inability to rely on one's own expertise has a negative impact on information sharing, indicating a tendency to hoard knowledge. Predictions of knowledge diffusion among practitioners rely heavily on the use of communication and information technology [23]. The ability to learn is intrinsically tied to knowledge management. A learning culture can be fostered using KM strategies [24]. As a result of this breakthrough, performance, market share, and competitiveness have all increased.

III. Propositions

To improve on things like feedback, constant communication, and real-time data transmission, it is assumed that the architectural and construction business should use BIM, digitalization, and blockchain. These models provide a streamlined and mechanized method of implementing KM in the building sector.

IV. Methods and Measurements

The study analyzed KM in the building and design sector through a qualitative research lens. To conduct an in-depth analysis of a topic without resorting to statistical data is an example of qualitative research [25, 26]. This allows for a more thorough analysis of a phenomenon by looking for recurring or new characteristics. Since KM is still a relatively new and evolving field, this methodology was ideal for this investigation. This meant that a thorough analysis of the past, present, and future was required. No quantitative approaches were used in this investigation. Problems are analyzed utilizing quantifiable data in quantitative research [27]. Due to the extensive nature of the research, a qualitative approach was chosen. A descriptive research strategy was used for this investigation. Gathering data methodically to characterize a problem, occurrence, or condition is the goal of a descriptive research design [28]. Instead of focusing on the "why," it helps with queries like "how," "what," "where," and "when" [29]. This study's methodology was well-suited since it provided a thorough analysis of how the building and design industries

may improve their KM using proven approaches. It analyzed the various means via which businesses might enhance their KM.

V. Data Collection and Analysis

Eight (8) people filled out open-ended questionnaires to contribute to the data set. Professionals in the fields of architecture and building made up the bulk of the participants. The data were analyzed using content analysis by the researcher. Content analysis is a flexible strategy for analyzing large datasets [30]. It's useful for examining information in a variety of media, including text, audio, and video [31]. This improves the analysis and understanding of primary data. This study was a good candidate for content analysis because it involved numerous data types.

a. Ethical considerations

All research ethics considerations were considered during the project. Approvals, secrecy, and permission all fall under this category. To improve transparency, consent must be uncoerced and unrestricted [32]. Participation in this study is voluntary, but all participants must give their informed consent. This made sure that no one was pressured into taking part in the study. Pseudonyms were employed in place of real names for conducting the study. This helped ensure that they would remain anonymous. The confidentiality of the data was ensured by following strict data security and protection guidelines. No outside parties gained access to the data.

b. The Assumptions

The architectural and building industries are among those where knowledge management is already common practice. The purpose of this research was to identify and analyze successful KM models in the building and construction sectors. The ensuing assumptions were represented in the project:

- All firms are aware of KM
- All firms have KM activities and strategies
- All firms have embraced KM as a model of organizational learning
- All firms want to improve their KM capabilities and effectiveness

c. Boundary Conditions

The boundary conditions denote factors that limit the research processes. The researcher faced several limitations. The limitations of the study are as follows:

- Time
- Resource
- Participant cooperation
- Data availability

VI. Findings

Table 1 Response Rate. Note: Prepared by the author

Response Rate	**Frequency**	**Percentage**
Response	8	100
Non-Response	0	0
Total	8	100

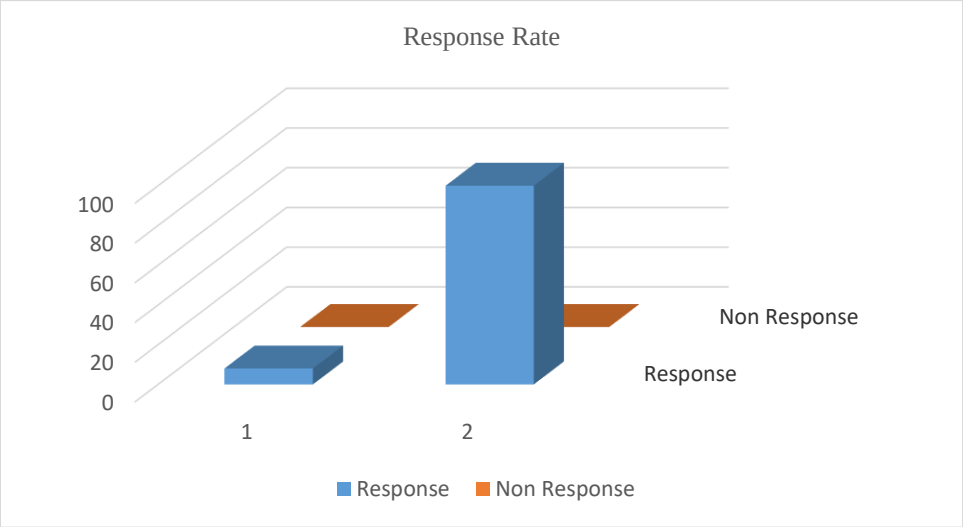

Fig. 1 Response rate. Note: Prepared by the author

Table 1 and Figure 1 (above) present the response rate. There was a hundred percent rate of response. All eight participants who were given surveys returned them. This points to a high rate of responses.

Table 2 What are the most effective models and practices of knowledge management in the building industry? Note: Prepared by the author

Challenge	**Respondents**	**Percentage**
Maintaining regular contact	0	0
Using a Hybrid Approach of Organic and Mechanical Means	5	62.5
Computer programs	3	37.5
Total	**8**	**100**

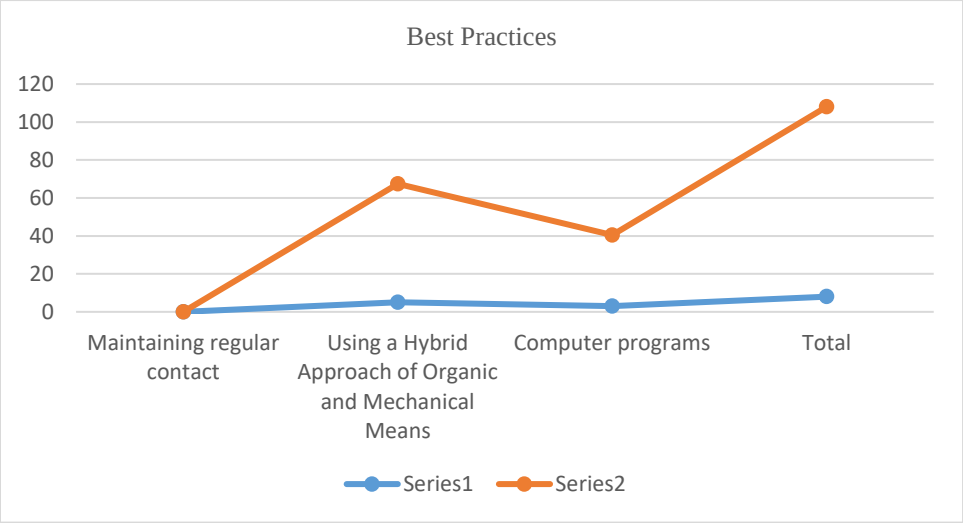

Fig. 1 What are the most effective models and practices of knowledge management in the building industry? Note: Prepared by the author

Table 2 and Figure 2 (above) showcase state-of-the-art KM models and procedures applicable to the building and design sectors. The best KM practices and models for the architecture and construction sector were selected by the majority of respondents as those that combined organic and mechanized processes and software technologies.

How might inefficiencies in KM be best addressed?

The following were proposed by respondents as the most effective means of addressing KM inefficiencies:

- Management support
- Improved tool support
- Community building
- Quality control

a. How may the efficiency of KM be maximized?

The following is, according to the majority of respondents, the best ways to increase the efficiency of knowledge management:

- Engaging all participants
- Augmenting communication capabilities
- Advancing information systems
- Developing knowledge technologies

b. How can we best describe the function of innovation and technology in KM?

The majority of respondents noted the following about the impact of technology and innovation on KM:

- Automation
- Real-time data management
- Relaying data in real-time

The following are the methods in which respondents think businesses adopt new technology and innovations:

- Adopt BIM
- Digitalization
- Blockchain to enhance feedback

VII. Discussion Of Findings

Blended strategies and methods constitute the best knowledge management approaches and models in the building and construction sector. This is based on the value of incorporating multiple KM tools. The most effective models and practices of KM in the architecture and construction sector combine organic and mechanized processes and software solutions. Knowledge management that is both efficient and effective will use an integrated approach that syndicates cultural/organizational and technology challenges, combining organic and mechanistic methodologies. Knowledge management is improved when multiple problems are tackled at once using a combination of strategies. As a result, it's useful for reconciling differences in culture and technology. Since KM is influenced by both technological and cultural factors, this is a significant advancement. While cultural concerns are universal, concerns about the use of technology to improve knowledge management (KM) are more specific. The organizational climate, for instance, may either foster or discourage KM. To foster KM, companies should encourage employee input and encourage open lines of communication. Data storage, management, and retrieval can all be improved using technology.

There is a lot of information to process when designing software systems. Modeling, domains, and technology related to architecture are the focus here. The proper generation, storage, processing, and use of this knowledge is ensured through a set of processes and procedures. Due to the importance of automation, software plays a larger role in supporting this process. Automation is fundamental to the application of technology in KM. The strain and demand for processed information or knowledge will be easier to manage once all information processes are automated. Real-time generation, processing, and transmission of knowledge on various architectural processes, such as. Through effective knowledge management, processes can be coordinated invisibly. This highlights the significance of technology in promoting KM in the built environment. It facilitates the communication and dissemination of information, the lifeblood of every operation, in a timely and efficient manner. The use of automated software increases the efficiency of KM in building design. Innovations in technology enable the creation, manipulation, and transmission of architectural data. Sharing such critical data in real-time paves the way for integrating previously siloed activities, such as design and maintenance. Knowledge management in the discipline of architecture, known as architectural knowledge management (AKM), is a particularly costly area of study. To combat KM inefficiencies, design, and construction companies need the right tools and procedures. This is since most companies only use very basic KM strategies. Greater inefficiencies in KM in the design and construction business are recognized by Mizintseva & Gerbina [33]. This is because there aren't any established controls over KM. The five phases of knowledge management are data creation, storage, organization, management, and application. Traditional approaches are still widely used by businesses today [34]. These approaches fail because the data is stored in disjointed documents that are cumbersome to retrieve [35]. Accessing critical information in real-time is hampered by manual and outdated processes.

Technology is essential for businesses to automate processes and increase productivity.

Management backing, enhanced tool support, community building, and quality control are four of the most effective means of addressing KM inefficiencies. AKM practices in businesses need help to improve [36]. Challenges in AKM can be overcome with the right combination of management buy-in, community development, quality assurance, and enhanced tooling. These techniques allow businesses to pinpoint the causes of inefficiency and work to eliminate them. Organizations working in the design and construction sectors must increase the efficiency of their KM efforts. This is focused on using the most effective methods to build upon past achievements. Firms in the design and construction business have had some KM success, as recognized by Serenko & Bontis [37]. On the other hand, the author maintains that KM is inherently fluid and that it is crucial to continuously enhance its capabilities to ensure its efficacy. Companies can boost their KM efficiency by encouraging participation from all employees, enhancing communication channels, modernizing data infrastructure, and creating innovative KM tools.

The AEC sector, often known as the construction business, is currently characterized by increased demands for information and communication systems and technology [38]. Investors, architects, and contractors all need a lot more automation while working on a construction project. As a result, there is a greater requirement and burden to employ data systems to defend these practices. Knowledge management (KM) is a continuous process that adapts to new circumstances and makes use of new technological models. The efficiency and quickness of data processing are both improved with the help of these models. Knowledge management (KM) relies heavily on technological advancements and novel ideas because it creates, saves, and processes data. The standards of KM are innovation and technological advancement. Therefore, technology's importance in elevating KM's efficacy cannot be overstated. Consistent innovation in KM-enhancing models, systems, and processes is also ensured by this mindset shift. This is since improvement is required for all aspects of knowledge management (KM). Faster and more accurate automated models can be created with the use of technology [39, 40]. Because of this, advances in both innovation and technology are crucial to improving KM's efficiency. In reality, they can aid businesses in overcoming the flaws of more traditional models and improving their success in reaching their objectives.

Automating processes, managing data in real time, and transmitting information instantly are all crucial to the success of KM's technological and innovative side. All knowledge management (KM) operations are automated by adopting BIM [41], including data creation, storage, retrieval, processing, and use. Because of this, KM becomes a more powerful tool for improving project delivery. The efficiency of storing data, processing it, and retrieving it are all boosted by digitalization. As a result of digitalization, all KM procedures can be automated, resulting in the creation of management systems that can provide real-time feedback and support for project implementation [42, 43]. As a result, digitization is a crucial tool for advancing KM [44]. Using blockchain, businesses can better monitor how their data and knowledge is being use [45]. This is a crucial tool for ensuring smooth implementation by allowing for back-to-back access to data systems.

VIII. Strengths/Weaknesses

There are several strong points and weak points in this study. Successes can be attributed to one's strengths, while failures can be traced to one's limitations. The study's strengths consist of its well-defined topic and objective, its efficient approach, and its thorough analysis of its results. The paper has a well-defined issue, objective, and field of study to base its research on. This study is concerned with addressing the problems associated with KM in the building and construction industries. The procedure was clear and efficient, and the data was thoroughly analyzed. The low number of participants, the broad breadth, and the lack of data are all weaknesses. The paper's findings were based on a relatively limited sample size, leading to broad generalizations. The study's focus was broad, but its data were scant. However, the researcher was successful in accomplishing the research objectives by employing appropriate methods. The peculiarities of knowledge management in the architectural and construction industries should be considered in future studies. This is because KM is not uniform across all knowledge-intensive industries, including construction, architecture, and engineering. There is some doubt about the viability of the widespread implementation of KM models in the building and design sectors. Therefore, studies are required to prove that KM has its own distinct characteristics in the building sector. Here are two inquiries that could lead to promising new lines of inquiry:

1. First, what are the unique facets of KM in the building and construction sector?
2. Second, what can businesses do to put knowledge management in the context of the building and design sector?

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First A. Author – **José Rolando Torrech Jr** born in New York, USA, received his Doctor of Business Administration from Florida Tech, Master of Business Administration from City University of New York and a Bachelor of Science in International Business from Quinnipiac University. He has over 17 years of experience in business consulting and provides pro bono consulting to small size farmers in Ecuador. His research interests are in entrepreneurs and innovation in developing countries.