

# Knowledge management of consumer lived experience on digital platforms to enhance organisational performance

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## Abstract

*Rationale of Study* – The study is based on the proposition that the consumer knowledge management (CKM) approach can connect the consumer's lived experience through knowledge management and knowledge sharing on digital platforms.

*Methodology* – This research follows an explorative and interpretative conceptual reflection through a systematic literature review (SLR) to ascertain that consumer knowledge, retrieved from lived experiences, is vital in enhancing organisational performance and innovation.

*Findings* – Consumer knowledge is redefined by integrating the experience lived and shared online. Based on this and to address the research objective, a conceptual framework of CKM that integrates the consumer's lived experience with knowledge management and sharing is proposed. This presents a knowledge-based view of the organisation and states that these resources and capabilities are knowledge-related and knowledge-intensive.

*Implications* – Research on this is scant; therefore, the proposed conceptual theoretical framework sets out to address these gaps in the literature, stimulate future research, and propose CKM processes for enhanced organisational performance.

*Originality* – The main research gaps are highlighted through a critical review of the literature to give way to the proposition of the research implications through the proposed conceptual, theoretical framework.

## Keywords

Knowledge sharing, consumer knowledge management, consumer value, communities of consumers, prosumerism

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## 1 Background of the study

The need to involve consumers by considering them as producers of experiences is not new. A few decades ago, Cova (1996, 2) emphasised this when he said: “It was a fundamental shift in the role and purpose of marketing: from manipulation of the consumer to genuine customer involvement, from telling and selling to experiencing and sharing knowledge and emotions. This approach will help customers gain the status of being in control of constructing their world.” Within the rapidly changing digital world, this statement has become even more crucial to acknowledge the role of consumers in co-creating and sharing knowledge from their 'lived experiences'. What this means is that consumers should buy by what they live, where the consumption of knowledge is an act of production and sharing of lived experiences, identities or images of itself by being involved in building and reinforcing their identities (Carù & Cova, 2007). This is consistent with the argument by Maffesoli (1990) that ‘the lived’ becomes the most critical element to integrate an emotional consumer in search of sensitive experiences resulting from the interaction with products or services of the consumption system. Incorporating meaning through 'the lived' presents a rich source of knowledge based on the content, which is a prerequisite for innovation through knowledge sharing or exchange. According to Barker and Hanekom (2022), consumers should also become co-creators of messages, and organisations should involve the consumer as co-producers of their experience. Hence, this research adopts the view of ‘lived experience’ by consolidating the co-creation of knowledge by focusing on the consumer's lived experience as a source of tacit and explicit knowledge. This is in line with the viewpoint of Nonaka and Takeuchi (2007, 166) that “to convert tacit knowledge into explicit knowledge means finding a way to express the inexpressible” and that knowledge management as a tool to do so should not be overlooked, but rather be used to store metaphorical language and visualisations that they can draw from, to articulate their organisations and insights into the consumer. They also refer to this as the “how” of knowledge-creating organisations through structures and practices needed to attain innovation and enhance organisational performance.

## 2 Research rationale

According to Akbar and Tzokas (2013, 1592), knowledge sharing is dependent on CKM, which can be achieved through a “knowledge path” based on the stages of product development to consumer decision-making and purchasing. However, Handzic and

Hasan (2003) highlight the need for further research to understand CKM initiatives to address this. In addition, Carlson, Gudergan, Gelhard and Rahman (2019) indicated a need to research consumer behaviour in the context of knowledge sharing and CKM. Although these authors and other recent studies like Ghahtarani, Sheikhmohammady and Rostami (2020), Yoo, Jung and Oh (2021), Xie and Madni (2023) and Mansoor and Wijaksana (2023) highlighted the significance of KS in the consumer decision-making process, the mediating role to co-create knowledge has not been investigated yet. Hence, this research was conducted to investigate and address the research problem that a lack of studies exists to analyse and recognise the importance of consumer knowledge management (CKM) to promote knowledge sharing in digital platforms, as highlighted by Santhose and Lawrence (2023), and to involve the consumer in the co-creation of messages through the integration of interactive digital media for knowledge sharing of lived experiences highlighted by Alotaibi and Rigas (2008). One way the researchers look at this is to focus on both the use of digital data and technologies to produce a body of digital information as a shape-shifting proxy for the organisation and a body of data stored by other groups: the consumer as a user through lived experience; the organisation creating, collecting, or sharing the information; and the community members engaging with it. This accentuates the need to alter consumers from passive product receivers into active knowledge partners, thereby generating co-created knowledge. From a knowledge management (KM) perspective, this refers to the transference of tacit and implicit knowledge to explicit knowledge. CKM arises when organisations realise the significance of consumers as a valuable source of the organisation's knowledge. The willingness to 'share' knowledge is also a contentious issue, which is evident in the following definition by Barker (2019, 3): "Knowledge sharing is a process in which one unit is affected by the knowledge and expertise of another unit through formal collaboration or in informal interaction. This process depends on the source's knowledge's value, the source's willingness to share knowledge, the willingness of consumers to receive and acquire knowledge and the absorptive capacity of the recipient(s) to create new knowledge in support of the organisation strategies". This argument is further supported in a recent study conducted by Mantegh, Zandian, HasanZadeh and Sharif (2023), who emphasised that because of the difficulty in moving towards a consumer-centric approach in organisational strategies, policies, procedures and knowledge-sharing culture, reliance on consumers' willingness, aptitude and readiness to share this knowledge has become crucial to enhance organisational performance.

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Hence, this study aims to address the research problem that a lack of studies exists to explore and discuss the ‘lived experiences’ of consumers on digital platforms from a CKM perspective.

### **3 Theoretical framework**

Through an iterative and exploratory method, a critical interpretive synthesis was conducted from a knowledge management perspective. This was done through a systematic literature review using inclusion and exclusion criteria. The researchers used the intermediate approach that considers the merit of using both meta-analysis and the critical evaluation approach to include all relevant academic studies that met the predetermined threshold of quality available on the topic and exclude those studies that do not. Data extraction was informal, and different criteria evaluated the literature. After forming synthetic constructs, criteria and sub-criteria (also referred to as synthetic constructs in critical interpretive synthesis) were identified. The literature review presents an overview of knowledge, knowledge management, consumer knowledge management processes, organisational performance, and consumer lived experiences on digital platforms.

#### **3.1 Knowledge**

The word “knowledge” has been debated since 430 BC in the doctrines of Plato and since 550 BC in the lessons of Confucius. An example is Plato’s (369 BC) book *Theaetetus*, which is arguably his most excellent work on epistemology and, despite criticism from Socrates, presented an explanation of the nature of knowledge: ‘Knowledge is not only perception’, ‘knowledge is true belief’ and ‘knowledge is true belief with an account (logos)’ where logos present an ontology to analyse multiplexes into their elements, i.e. those parts which cannot be further analysed (Chappell, 2005; Pritchard, 2023). Aristotle distinguished ‘knowing what’ and ‘knowing how’ and argued that knowledge can be attained through an individual’s own experience or noting someone else’s experience, where individuals become both the medium or channel and source of knowledge (Nonaka & Takeuchi, 2007). Although this classical view of knowledge is still valuable today, the modern view of knowledge in knowledge-based organisations is correlated with competitiveness, power, and knowledge as a resource with voluntary participation between groups to allow for the co-creation, generation and sharing of knowledge.

In this context, knowledge occurs when a person is cognitively connected with reality. Hence, on the one hand, a relation exists that is a conscious subject; on the other hand, a portion of reality exists to which the knower is directly or indirectly related. Zagzebski (2017, 92) refers to this as follows: “Directness is a matter of degree; it is convenient to think of knowledge of things as a direct form of knowledge in comparison to which knowledge about things is indirect.” In the context of this paper, it is posited that to enhance the quality of knowledge, both indirect (subjective) and direct (objective) knowledge from consumers’ lived experiences must be shared to benefit organisational performance. According to Barker (2019, 2), “knowledge can be tacit (individually owned, which is difficult to set out in tangible form), explicit (knowledge set out in tangible form at team or organisational level), implicit (information or knowledge not set out in tangible form) or cultural (sharing of knowledge through socialisation or capturing it in digital form)”. According to Nonaka and Konno (1998), the main difference between information and knowledge is that knowledge renders in the use of information, whilst knowledge is the information that groups use. Regarding CKM, consumers should be considered one of the most significant external sources of knowledge to enhance organisational performance.

### **3.2 Knowledge management**

Knowledge management (KM) is a systematic process where the organisation encourages consumers to create, identify, acquire, select, organise, share, disseminate and store important information, knowledge and skills and use it for their benefit (Waititu & Barker, 2023). Managing organisational knowledge is crucial for organisations to improve their performance, become innovative and sustain a competitive advantage in the consumer sphere (Barker, 2019). The role of KM has, therefore, become vital in enhancing organisational performance (Nonaka & Takeuchi, 2007).

### **3.3 Consumer knowledge management processes**

For organisations to use consumer tacit and explicit knowledge created from their ‘lived experiences’ to their benefit, it needs to be managed to augment organisational innovation linked to performance ultimately. Cepeda-Carrion, Martelo-Landroguez, Leal-Rodríguez and Leal-Millán (2017) proposed three knowledge management processes, namely: “absorptive capacity, knowledge transfer, and knowledge application” as preconditions for the creation of consumer value. As previously alluded to, it is proposed that consumer-co-created, co-shared and co-produced knowledge on digital platforms should be managed to ensure the creation of organisational and consumer value,

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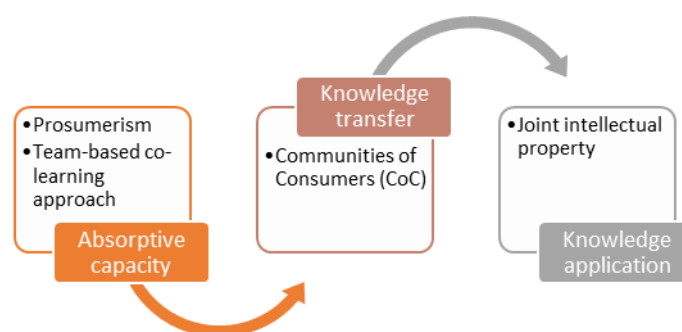
expectantly resulting in enhanced organisational performance. KM research typically focuses on knowledge processes internal to organisations (Cepeda-Carrion et al., 2017, p. 4); however, consistent with the aim of this paper, external knowledge, particularly consumer knowledge processes, is also explored here.

Replacing existing knowledge while developing new knowledge indicates absorptive capacity (Cepeda-Carrion et al., 2017). Albeit applied internally and externally to organisations, the context of this paper demands a focus on external consumer knowledge derived from 'lived experiences' as a valuable resource for creating value and enhancing organisational innovation and performance. New knowledge development and replacing existing knowledge can only be achieved through knowledge transfer between consumers and between the organisation and consumers. This transferred knowledge must be managed on different levels to ensure value transfer and heightened performance. In line with the emphasis on knowledge transfer, social capital theory underwrites the importance of social relationships to increase trust and facilitate knowledge transfer (Cepeda-Carrion et al., 2017, p. 3). While this paper is contextualised in the digital environment, it is maintained that social relationships are formed among consumers on digital platforms, resulting in communities of consumers (CoC) who share interests, needs and desires. It has been argued that organisations must put consumers at the core of innovation processes. Therefore, improved performance will only occur when knowledge shared among consumers, and between consumers and the organisation, is managed to extend their 'lived experiences' to the value for both. This tacit and explicit knowledge should be managed to confirm knowledge application, fundamentally the outcome of the absorptive capacity and knowledge transfer processes. On digital platforms, feedback results from knowledge application, which, in turn, results in the creation of new knowledge (Cepeda-Carrion et al., 2017, p. 3). Knowledge application further extends to include the value created for the consumer and organisation to benefit both.

Gibbert, Leibold and Probst (2002) explored five styles of CKM processes, which, in the context of this paper, suggest a partial way of using tacit and explicit knowledge from consumers' lived experiences to build trust, create value and enhance organisational performance. The "five styles of customer knowledge management" can be used to acquire, share, and develop knowledge from consumers (Gibbert et al., 2002, p. 460). Since consumers' lived experiences inform their tacit knowledge, it is subjective and shared as explicit knowledge on digital platforms. This view underwrites the need for

organisations to manage explicit knowledge to benefit both the consumer and the organisation; hence, there is a need to explore CKM processes and styles. Concerning prosumerism as consumers' roles as "producers" and "consumers" (Gibbert et al., 2002, p. 464), it is put forward that, in the context of digital platforms, consumers co-produce, co-share and co-create knowledge interactively. Consumers' lived experiences inform this co-creation and are subjective; however, enabling value co-creation could result in organisational innovation and enhanced performance. A team-based co-learning approach should be followed to ensure that prosumers' shared knowledge is managed appropriately to create learning relationships that utilise knowledge shared by consumers (Gibbert et al., 2002, p. 464). By approaching CKM from a team-based co-learning approach, mutual innovation becomes apparent in that consumers become "co-innovators" and "co-developers" (Gibbert et al., 2002, p. 465) of products, services and brands. When an organisation utilises consumers' co-shared knowledge, mutual innovation is evident in consumers' roles as producers and consumers. Following prosumerism, communities of creation are formed based on their expert knowledge to interact with each other and the organisation (Gibbert et al., 2002, p. 466). In line with the purpose of this paper, reference is made to communities of consumers (CoC), as the emphasis is on consumers who share their explicit knowledge with a unified community based on expert knowledge. The common knowledge created by these communities is shared and, as a result, managed by the organisation to utilise the co-created knowledge for value creation, innovation, and performance. This movement towards acknowledging consumers as prosumers in CoCs, regarding their knowledge contributions, resulted in joint intellectual property, referring to intellectual property partly owned by consumers and not residing exclusively at the organisation (Gibbert et al., 2002, p. 466).

This paper approaches KM from consumers' 'lived experiences' on digital platforms to enhance organisational performance. It is, therefore, put forward that Cepeda-Carrion et al.'s (2017) KM processes and Gibbert et al.'s (2002) five styles of CKM be integrated to propose an integrated view of consumer knowledge management processes, which emphasise consumers' shared tacit and explicit knowledge based on their 'lived experiences'. The proposed integrated consumer knowledge management processes (ICKMP) could provide procedures to create consumer and organisational value and improve organisational innovation and performance. Figure 1 presents the proposed ICKMP that includes the various styles.



**Figure 1: Integrated consumer knowledge management processes (ICKMP)  
(Authors' conceptualisation)**

The proposed ICKMP includes absorptive capacity, which indicates developing new knowledge and replacing existing knowledge. This process occurs when consumers become prosumers and, thus, knowledge producers. The process is interactive in a team-based co-learning approach where learning relationships are created in an interactive environment. Knowledge transfer takes place in communities of consumers (CoC), where knowledge is shared between consumers and between consumers and organisations to apply knowledge in the form of feedback, which can only occur as an outcome of knowledge development and replacement of existing knowledge and knowledge transfer. During this process, intellectual property is partly owned by consumers and not exclusively by the organisation.

### 3.4 Organisational performance and consumer lived experience

For an organisation to enhance organisational performance by managing the lived experience of consumer knowledge, consumers need to be put at the centre of a shared understanding of consumer knowledge transfer processes (Bidgoli & Owlia, 2021; Bagheri et al., 2019). Consumer knowledge derives from various sources, necessitating the management to be integrated into strategic organisational processes, levels and structures where knowledge creation processes can be supported (Bidgoli & Owlia, 2021, p. 1463; Fidel et al., 2015). Organisational performance is enhanced through the formation of relationships with consumers when external knowledge from consumer knowledge co-creation, co-sharing and co-production is managed to create inner organisational knowledge (Bidgoli & Owlia, 2021, p. 1464). The role of consumer knowledge and management for organisational innovation as a critical driver of organisational performance should be recognised. Innovation is vital in allowing organisations to cope with the fragile, volatile and changing environments, where the “current reality is riddled with volatility, uncertainty, complexity and ambiguity – the so-called VUCA world” (Barker, 2023, p. 41).



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The willingness of consumers to use and co-share, co-create and co-produce tacit knowledge is enhanced by the opportunities provided on digital platforms where emphasis is placed on knowledge from consumers, taking into consideration knowledge for and about consumers. The aim is to manage consumer knowledge of their lived experiences to ensure value co-creation based on trust for enhanced organisational performance. At the core of organisational performance is an organisation's ability to manage consumer knowledge as an essential resource of knowledge for, about and from consumers (Valacherry & Pakkeerappa, 2017, p. 40). Digital platforms create opportunities for consumers to co-share, co-create and co-produce knowledge and, similarly, create opportunities for organisations to manage consumer knowledge, resulting in consumers becoming 'empowered knowledge partners' (Valacherry & Pakkeerappa, 2017, p. 41).

From a qualitative phenomenological research perspective, lived experience refers to a representation of a given person's experiences and choices and the knowledge they gain from these experiences and choices. Johnston, Oprescu and Gray (2015, 31) posit that "lived experience research is the study of human experience and how people live through these experiences, making sense of them". Cahour, Salembier and Zouinar (2016) specifically focus on the subjective lived experiences of people during their activities, including the stream of actions, thoughts, emotions and perceptions that occur at a given moment while performing, where they are either aware of the time or can be subsequently made aware of it. Based on this, it is posited that the consumer's lived experience is a subjective viewpoint but can transform knowledge resulting from physical, praxiological and rhetoric dimensions, all integrated under a dynamic interaction between the consumer, the object and the situation to an objective viewpoint (Jaziri, 2018). According to Schwandt and Burgon (2006, 101), "the lived experience is embedded in and bears the imprint of a lifeworld – a world with historical dimensions extending backwards in time and alluding to the future as well, a world which is continually changing".

This view on the subjectivity of the lived experience links to the viewpoints of the pioneer, Weber (1947), who was concerned about the subjectivity of human research, although more recent research acknowledges that emotional processes are critical to the lived experience. This relates to the viewpoints of different leading researchers, as quoted by Lindseth and Norberg (2004, 147):

“This original experience is a basic relatedness to the world. It is not a special kind of lived experience, but rather the foundation for all lived experiences, the prerequisite that lived experience reveals a world that has a meaning content. Human consciousness is intentional, as Husserl puts it. It is always about the world, an openness to the world (and of the world). Human existence is being in the world, as Heidegger states. Moreover, this world, as it reveals itself to our consciousness, Husserl calls the life world and Heidegger simply the world, as different from the objective, outer world”.

In an organisational context, this externalised and explicit knowledge implies cumulative learning for the consumer and CKM. The importance of the consumer lived experience is that it comprises a corridor of touch points that the organisation can utilise to detect the gap between expectations and the lived and the gap between how to understand the organisation experience and the reality of interaction. In this case, the lived becomes a source of consumer knowledge that can be integrated into a global approach for CKM.

Based on the above, it is put forward that the management of consumer knowledge will, most likely, survive and improve performance if knowledge is recognised as a strategic resource (Fidel et al., 2015).

#### **4 Proposed conceptual, theoretical frameworks: consumers' lived experiences through knowledge sharing in CKM**

Based on the above discussion, Table 1 reflects the critical theoretical criteria and sub-criteria of the proposed conceptual framework of consumers' lived experiences through knowledge sharing in CKM and ICKMP to enhance organisational performance. The critical theoretical criteria include consumer lived experiences, knowledge, CKM, and organisational performance. The sub-criteria include knowledge sharing, quality of knowledge, tacit, explicit, implicit and cultural knowledge, absorptive capacity, knowledge transfer, knowledge application, prosumerism, team-based co-learning, and communities of consumers. The theoretical criteria and sub-criteria were derived through a critical interpretive synthesis of relevant literature and a cross-sectional comparison.

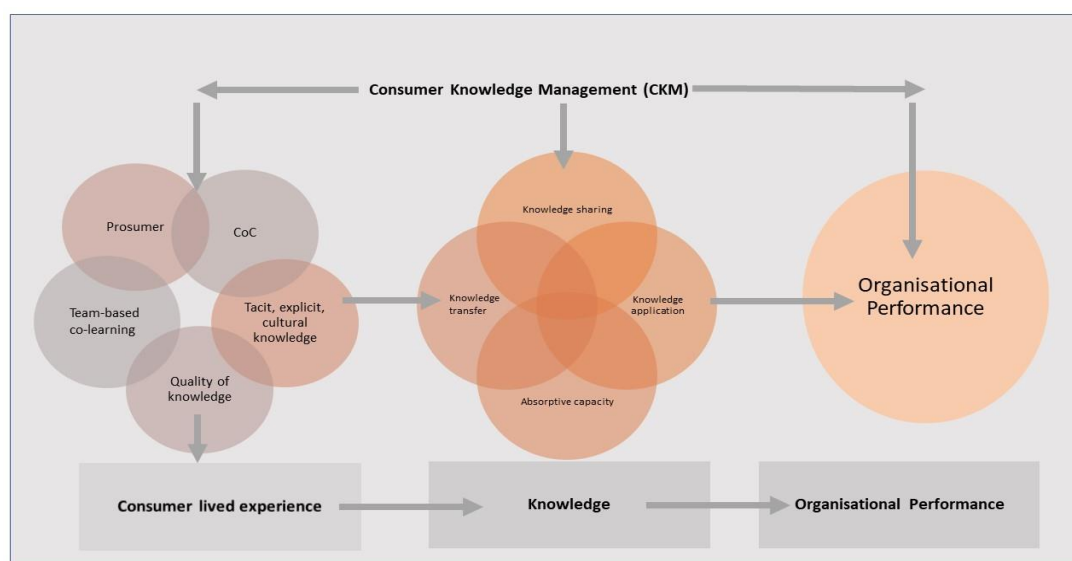
Table 1: Key theoretical criteria and sub-criteria

<b>Critical theoretical criteria and sub-criteria</b>	<b>Consumer lived experiences</b>	<b>Knowledge</b>	<b>Consumer Knowledge Management</b>	<b>Organisational performance</b>
<b>Knowledge sharing</b>	Consumers share experiences of	Knowledge is an asset	Consumers must consent to how	Knowledge sharing enabled

	cognitive contact with reality	organisations, which could result in competitiveness and power	the organisation manages knowledge to increase organisational value	by digital platforms used by organisations to monitor consumer needs and wants
<b>Quality of knowledge</b>	Differences in information and knowledge of lived experiences (knowledge renders in the use of information, whilst information is used by groups/organisations)	Indirect (subjective) and direct (objective) consumer knowledge	Adaptation of CKM processes to filter quality knowledge	Quality consumer knowledge could contribute to organisational innovation. Consumers are considered one of the most important external sources of knowledge.
<b>Tacit, explicit, implicit, cultural knowledge</b>	Lived experiences inform consumers of tacit knowledge shared online as explicit knowledge.	Tacit (individually owned); explicit (knowledge set out in tangible form); implicit (knowledge not set out in tangible form; cultural (sharing knowledge through socialisation of capturing it in digital form)	The lived becomes a source of knowledge in the management process	The organisation encourages consumers to identify, create, acquire, select, organise, share, disseminate and store knowledge
<b>Absorptive capacity</b>	External new knowledge of lived experiences replaces existing knowledge of lived experiences.	New knowledge is created, and existing knowledge is replaced	Organisations filter new consumer knowledge and replace existing knowledge	Consumer value could result in organisational value. Organisational value advances organisational innovation and performance
<b>Knowledge transfer</b>	Transfer of knowledge of lived experiences among consumers in social relationships to increase trust	Communities of consumers (CoC) are formed based on shared knowledge of mutual interests, needs and desires.	Manage knowledge on different levels to ensure value transfer	Transfer of knowledge between consumers and organisation to ensure heightened performance
<b>Knowledge application</b>	Knowledge of lived experiences gains value in the application process	Knowledge in the form of feedback, resulting in the generation of new knowledge	Management of tacit and explicit knowledge confirms knowledge application. Outcome of absorptive capacity and knowledge transfer	Value is created for consumers and organisations to benefit both, resulting in joint intellectual property. Touchpoints used by the organisation
<b>Prosumerism</b>	Consumers are producers of knowledge of lived	Knowledge is co-produced, co-shared and co-	Consumer co-produced knowledge is	Prosumerism enables value creation, which

	experiences; thus, they are subjective.	created interactively on digital platforms.	managed on different levels	could enhance organisational performance
<b>Team-based co-learning</b>	Learning relationships are formed in communities of consumers (CoC) where lived experiences are shared as knowledge that can be used.	Co-produced and co-shared knowledge transforms into co-learning	Consumer and organisational co-learning process to manage consumer knowledge	Mutual innovation-based, co-innovation and co-development of products, services and brands
<b>Communities of Consumers</b>	Formed based on related lived experiences and shared tacit and explicit knowledge in a unified community	Common knowledge grouped around everyday lived experiences	Consumers are grouped into CoC, which assists in the management of their knowledge	Knowledge shared and managed by the organisation for value creation and innovation

Based on the theoretical criteria and sub-criteria derived from the critical interpretive synthesis of extant literature, Figure 2 presents a conceptual, theoretical framework of consumers' lived experiences through knowledge sharing in CKM.



**Figure 2: A conceptual, theoretical framework for consumers' lived experiences through knowledge sharing in CKM**

## 5 Discussion

The discussion is based on conceptualising the proposed theoretical framework and elaborates on the main components to indicate the connection between consumers' lived experiences, as managed through CKM, to enhance organisational performance. It, subsequently, reflects the sub-criteria linked to the main components, namely, prosumerism; CoC; quality of knowledge; tacit, explicit and cultural knowledge; team-based co-learning; knowledge sharing; absorptive capacity; and knowledge transfer. It

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also focuses on the critical criteria identified from the preceding theoretical discussions: knowledge, knowledge management, consumer knowledge management processes, lived experience, and organisational performance. It is argued that it is a sequential and cyclic integrated process indicating a pro-active connection between consumer lived experiences and organisational performance, as managed through a CKM approach. Each step of the process to enhance organisational performance through CKM is subsequently discussed in more detail.

### **5.1 Consumer lived experience**

Consumer knowledge is derived from various sources, especially from individual experiences and choices, the knowledge gained from these experiences and choices, and how they live through these experiences. This paper connects consumer lived experiences with organisational performance through a CKM approach. In so doing, consumers are regarded as prosumers due to their ability to produce subjective knowledge of their lived experiences. In digital platforms, this subjective knowledge is co-produced, co-shared and co-created interactively and, if managed, can co-create objective knowledge. Through the CKM approach, this co-created and co-produced knowledge could be managed on different levels, especially on a strategic organisational level, where value creation is essential to enhance organisational performance.

Communities of consumers (CoC) are based on related experiences and shared tacit and explicit knowledge. Consumers are unified in communities where common knowledge groups them around everyday lived experiences. CoC augments CKM processes in that value is created in line with organisational innovation and improved organisational performance. Through the process of CKM, the quality of knowledge is considered to optimise contributions to organisational learning through shared knowledge. It is recognised that distinct information and knowledge of lived experiences are shared on digital platforms. Knowledge is rendered in information, whilst groups or organisations use information. Quality of indirect (subjective) and direct (objective) consumer knowledge is assessed and filtered through the adaptation of CKM processes, as it is expected that quality consumer knowledge could contribute to organisational innovation and performance. This is based on the notion that consumers are considered one of organisations' most excellent external sources of knowledge.

In so much as the quality of consumer knowledge is filtered to enhance organisational innovation and performance, consumers' tacit, explicit, implicit and cultural knowledge

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inform their lived experiences, resulting in tacit knowledge shared online as explicit knowledge. Tacit knowledge is an individual's owned knowledge. In contrast, explicit knowledge is set out in a tangible form instead of implicit knowledge, which is not set out in a tangible form. Of particular importance to the digital context of this paper is that cultural knowledge implies the sharing of knowledge through the socialisation of capturing it in digital form. This aligns with the notion that knowledge sharing of lived experiences is enhanced on digital platforms, where interactive capabilities make co-creation, co-production, and co-sharing possible. By managing tacit, explicit, implicit and cultural knowledge, the lived becomes a source of knowledge. The creation, acquiring, identifying, selection, organisation, sharing, dissemination and storing of knowledge are encouraged by organisations, as this enables them to manage knowledge created through lived experiences on digital platforms.

In CoC, consumers share their lived experiences as knowledge that can be used, resulting in learning relationship formation where co-production and co-sharing of knowledge are transformed into co-learning. On digital platforms, consumer co-learning and consumer-organisation co-learning is possible, provided that these co-learning processes are managed through a CKM approach. Hence, from a team-based, co-learning perspective, mutual innovation-based, co-innovation and co-development of products, services and brands are possible.

## **5.2 Knowledge**

It has been argued that consumers' lived experiences produce knowledge that must be managed on digital platforms to improve organisational performance. It is further put forward that knowledge sharing, transfer, and absorptive capacity are the primary constructs that could be managed from a CKM approach. Knowledge sharing and transfer are at the core of a CKM approach, as these are enabled by digital platforms used by organisations to monitor consumer needs and wants. Furthermore, consumers share experiences of cognitive contact with reality and produce elements of competitiveness, power, and knowledge as assets. Hence, in a CKM approach, consumers should consent on managing these assets to add to organisational value.

In a CoC, knowledge of lived experiences, shared knowledge, mutual interests, needs and desires are transferred among consumers in social relationships, resulting in increased trust in CoC. Increased trust could ensure value transfer, provided that knowledge

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among consumers and between consumers and organisations is managed through CKM on different levels and organisational functions.

CKM manages the absorptive capacity of external new knowledge of lived experiences, which replaces existing knowledge of lived experiences. This process of CKM ensures the creation of new knowledge and replacement of existing knowledge, allowing organisations to do the same, resulting in consumer value and, subsequently, organisational value. This advances organisational innovation and, arguably, performance.

### **5.3 Organisational performance**

Knowledge sharing and transfer, and the resultant application of this knowledge through a CKM process, is argued to be at the centre of organisational performance. Organisational application of knowledge is based on the transferred knowledge, which occurs among consumers and between consumers and organisations, based on the transfer of knowledge of lived experiences among consumers in social relationships in an augmented trusting community. It has previously been established that CoC is formed based on shared knowledge of mutual interests, needs and desires; hence, only through a CKM approach could this knowledge be applied on different levels to ensure value transfer and resultant organisational innovation and performance. This knowledge application process allows for value to be gained because of knowledge of lived experiences. Organisations could apply knowledge in the form of feedback, resulting in the generation of new knowledge. The knowledge application process is confirmed through the management of tacit and explicit knowledge and is a result of absorptive capacity and knowledge transfer. Through knowledge application, value is created for consumers and organisations to benefit both, resulting in joint intellectual property. Knowledge is, therefore, applied as obtained from consumer touchpoints and used by organisations.

## **6 Implications of findings: contributions, limitations and future research**

Numerous views on knowledge and management are discussed in several scientific areas, especially in philosophical and organisational theory literature. These different views lead to different conceptualisations of CKM: externalisation of explicit knowledge implies cumulative learning for the consumer; the consumer lived experience is essential for organisations to detect the gap between expectations and the lived, and the gap between how to understand the organisation experience and the reality of interaction; and the

lived becomes a source of consumer knowledge that can be integrated into a global approach for CKM. The authors' starting point is to see knowledge as a strategic source in organisational communication. This is in line with the central proposition of the resource-based view (RBV) based on the main proposition that competitive advantage is based on valuable and unique internal resources and capabilities, which, in this case, include the subjective and objective knowledge from consumers in the co-creation and sharing of knowledge. Specifically, this pertains to knowledge creation, knowledge organisation and storage, knowledge transfer and knowledge applications, which enhances an organisation's ability to gain and sustain a competitive advantage. The main contribution of this study is that it integrated several theoretical issues that will generate future academic debates. The main limitation is that it is a theoretical review only. However, it yields additional gaps for future research and will hopefully encourage scholars to focus on these gaps and suggest a more comprehensive and multidisciplinary perspective on what constitutes CKM. The consumer lived experience will lead to better theory and more insights in the field. Future studies might pursue other opportunities unearthed in this paper to test constructs and develop measurement instruments and models across different CKM contexts and relationships.

## 7 Conclusion

We conclude this paper by drawing together the key themes that those undertaking knowledge management initiatives need to watch for when considering CKM and the lived experience of consumers in the implementation of initiatives, in which it is argued that co-creation of knowledge has become vital in the process based on the observations made through the SLR. The complexity of this argument is augmented by Mapp (2008:308) in the following quote: "Phenomenology as a research method fully describes a person's lived experience of an event or experience. It stresses that only those who have experienced phenomena can communicate them to the outside world. It therefore provides an understanding of an experience from those who have lived it". This opens various challenges for CKM in knowledge-based organisations.

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