

## ‘Situated Cognition’: example.

Data	Information	Knowledge	Understanding

Data	Information	Knowledge	Understanding
Sales revenue Number of complaints from customers	Sales revenue increase but quality complaints increase	Quality is not a driver of sales growth	My business model should not focus on building quality competitive advantage

### Step 1 (example)

Data		Information	Knowledge	Understanding
Date	Type	2350 Head Injuries in 1915	Head injuries greatly increased in 1916 despite changing helmets from cloth to metal. Intensity and scope of battles was the same.	? The metal helmets are not making a difference.
June 1, 1915	Head	3500 Head Injuries in 1916		
June 1, 1915	Head			
June 2, 1915	Head	Switched from cloth to metal helmet start of 1916		
...	...			

### Step 2 (example)

Data	Information	Knowledge	Understanding												
<table><tr><th>Date</th><th>Type</th></tr><tr><td>June 1, 1915</td><td>Head</td></tr><tr><td>June 1, 1915</td><td>Head</td></tr><tr><td>June 2, 1915</td><td>Head</td></tr><tr><td>June 1, 1915</td><td>Death</td></tr><tr><td>June 2, 1915</td><td>Death</td></tr></table>	Date	Type	June 1, 1915	Head	June 1, 1915	Head	June 2, 1915	Head	June 1, 1915	Death	June 2, 1915	Death	<p>2350 Head Injuries in 1915 3500 Head Injuries in 1916 Switched from cloth to metal helmet start of 1916</p> <p>3500 Deaths in 1915 1200 Deaths in 1916</p>	<p>Head injuries greatly increased in 1916 despite changing helmets from cloth to metal. Intensity and scope of battles was the same. While head injuries increased, deaths decreased.</p>	<p>Less soldiers were dying because the metal helmet saved their lives. They still got head injuries, but were saved from death. The metal helmet is very useful.</p>
Date	Type														
June 1, 1915	Head														
June 1, 1915	Head														
June 2, 1915	Head														
June 1, 1915	Death														
June 2, 1915	Death														

