

## 'Situated Cognition': example.

Data	Information	Knowledge	Understanding

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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										
<table border="1"> <thead> <tr> <th>Date</th> <th>Type</th> </tr> </thead> <tbody> <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>...</td> <td>...</td> </tr> </tbody> </table>	Date	Type	June 1, 1915	Head	June 1, 1915	Head	June 2, 1915	Head	...	...	<p>2350 Head Injuries in 1915 3500 Head Injuries in 1916 Switched from cloth to metal helmet start of 1916</p>	<p>Head injuries greatly increased in 1916 despite changing helmets from cloth to metal. Intensity and scope of battles was the same.</p>	<p>?</p> <p>The metal helmets are not making a difference.</p>
Date	Type												
June 1, 1915	Head												
June 1, 1915	Head												
June 2, 1915	Head												
...	...												

## Step 2 (example)

Data	Information	Knowledge	Understanding												
<table border="1"> <thead> <tr> <th>Date</th> <th>Type</th> </tr> </thead> <tbody> <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> </tbody> </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 <b>3500 Deaths in 1915 1200 Deaths in 1916</b></p>	<p>Head injuries greatly increased in 1916 despite changing helmets from cloth to metal. Intensity and scope of battles was the same. <b>While head injuries increased, deaths decreased.</b></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>
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June 1, 1915	Head														
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