

Bachelor's thesis

International Business

International Business Management

2012

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AN AGE MANAGEMENT CHALLENGE: A STUDY ON COMPANY KNOWLEDGE TRANSFER FROM SENIOR EMPLOYEES' TO THE COMPANY'S UTILIZATION

– Research of KPMG Oy Ab



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The study examined the age management challenge of company knowledge transfer from senior employees' for the company's utilization. The study is from the senior employees' point of view in the audit, tax and advisory corporation, KPMG Oy Ab. The report is based on books, articles and executed research of the case company. Interviews of the company's Human Resource management person helped to find out the corporations own policy of the information transfer within the company. Additionally, senior employee interviews brought the individual aspect of everyday solutions of the corporations' operational models of the subject.

Demographic change has created a new need of the age management. Successful age management brings efficiency to the company and makes possible to control the inner tacit knowledge in the corporation. The point of departure in this study was to create awareness of the company's current state in information transfer from seniors to the company's utilization.

The two addressed main questions of this paper are: 1) How important is knowledge transfer during demographical change and what is the level of awareness of it among the Human Resource Managers and senior employees? 2) How the point of views of the senior employees and Human Resource Managers' vary within the company's knowledge transfer process? Also, the company's existing knowledge transfer methods are studied and analysed.

Nonaka & Hirotaka's study of the knowledge creating company via four steps: socialization, externalization, unification, and internalization. They explored both models: corporation and individual. Even though, a part of the study is in transferring knowledge from seniors for the future employees, the co-operation between the HRM and senior employees is far more important to be able to gain any long-term solutions in this issue. This study only scratches the surface of this age management challenge. The major impact and importance of newcomers also called as juniors or youngsters depends on this so-called tacit knowledge.

Secondly, the study reviled the experiences of the company's method to transfer knowledge within personnel's' everyday tasks, complexity of the work careers and the opportunities that the longer employees' commitment provides for the company. The analysis of the survey data was executed to reveal outcomes to include new procedures for successful future development and sustainable knowledge flow throughout the company.

The main findings suggested that despite of the today's functional working methods the corporation needs updating to gain further development in a financial statement audit, an integrating audit, or other attestation services knowledge transfer methods, which was the concentration of my study. In sum, companies' memory knowledge so called quiet knowledge has an important role of firms' success and efficiency, which will become more important during the future's demographical changes.

KEYWORDS:

Age management, company's memory, information transfer, senior employee, knowledge transfer, tacit knowledge, demographical change.

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IKÄJOHTAMISEN HAASTE: TUTKIMUS TETOTAIDON SIIRTYMISESTÄ SENIOREILTA YRITYKSEN KÄYTTÖÖN

Tutkimus käsittelee ikäjohtamisen haastetta: tietotaidon siirtymisestä seniorityöntekijöiltä yrityksen käyttöön. Tutkimuksessa on käytetty tilintarkastus, vero ja neuvontapalvelu yritys KPMG Oy Ab seniori työntekijöiden näkökulmaa. Raportti pohjautuu kirjatietoon, artikkeleihin ja yrityksessä käytännössä toteutettuihin haastatteluihin. Työsuhdepäällikön haastattelu auttoi hahmottamaan yrityksen toimintamalleja tietotaidon siirtymisestä yrityksen sisällä. Kun taas seniori työntekijöiden haastattelut toivat yksilökohtaisen ja käytännönläheisen toimintamallien toteutumis näkökulman tietotaidon siirtymiseen yrityksessä.

Väestön muutoksesta johtuva sukupolvien muutos on luonut uudenlaiset henkilöstöjohtamistarpeen. Menestyksellä ikäjohtaminen lisää yrityksen tehokkuutta ja mahdollistaa paremman hiljaisen tietotaidon hallitsemisen yrityksessä. Tutkimuksen tavoite oli lisätä tietoisuutta yrityksen tämän hetkisestä tilanteesta siirtää tietotaitoa seniori työntekijöiltä yrityksen käyttöön.

Kirjoitelman kaksi pää kysymystä: 1) Kuinka tärkeää on tietotaidon siirtäminen väestön muutoksen aikana ja kuinka tietoisia yrityksen henkilöstöpäälliköt sekä yrityksen seniorityöntekijät ovat asiasta? 2) Kuinka seniori työntekijöiden ja henkilöstöpäälliköiden näkökulmat eroavat tietotaidon siirtymisestä seniori työntekijöiltä yrityksen käyttöön? Tutkimuksessa samalla eriteltiin ja analysoitiin jo yrityksessä olevien tietotaidon siirtämiseen käytettäviä toimintamalleja.

Kirjoitelmassa viitataan Nonaka & Hirotakan neljän askelman tutkimukseen tietotaidon luomisesta yrityksessä. Tutkimus on rakennettu yrityksen ja yksilöiden näkökulmista. Vaikkakin osa viittaa tietotaidon siirtämiseen senioreilta junioreille, on henkilöstöpäälliköiden ja senioreiden yhteistyö paljon tärkeämpää luodaksemme pitkäaikaisia ratkaisuja ongelmaan. Suuri merkitys tutkimuksen tuloksista on myös junioreille jotka ovat riippuvaisia tästä hiljaisesta tietotaidosta.

Toiseksi, tutkimus toi esiin päivittäiset työntekijöiden tietotaidon siirtämismetodit, työurien monimuotoisuuden alalla ja sitoutetun työntekijän tuomat mahdollisuudet yritykselle. Tutkimus tuloksien analysoinnin tarkoitus on tuoda esille mahdollisuudet ottaa käyttöön uusia tietotaidon siirtämistapoja ja luoda menestyksellinen kehityspohja tietotaidon siirtymiselle yrityksen eri kerroksissa.

Vaikka yrityksen tämän hetkinen tietotaidon siirtyminen on toimiva, antaa tutkimus olettaa että yritys tarvitsee päivitystä tilintarkastus ja neuvontapalveluiden kokemusperäisen tiedonsiirtoon, johon tutkimukseni keskittyikin. Hiljaisella tietotaidolla on suuri rooli yrityksen menestykseen ja tehokkuuteen, joka tulee vain kasvamaan väestön muutoksen sekä ikäpolvien vaihdos kysymysten myötä.

ASIASANAT:

Ikäjohtaminen, yrityksen tietotaito, tietotaidon siirtyminen, seniori työntekijä, arkitieto, ikäpolvien ikääntyminen, väestön muutos.

CONTENT

LIST OF ABBREVIATIONS (OR) SYMBOLS	8
1 HEADING	6
1.1 Background	7
1.2 Objectives of the study	8
1.3 Research methodology	9
2 DEMOGRAPHIC CHANGE	11
2.1 Concept of demographic change in Finland	12
2.2 Models of demographic change	12
3 AGE MANAGEMENT	16
3.1 Definition of age management and human experiences	16
3.2 Challenges of age management	19
3.3 Examples and elements of age management	20
4 TACIT KNOWLEDGE AS A PART OF AGE MANAGEMENT	22
4.1 How to change the tacit knowledge visible and intergraded it a part of the company?	23
4.2 Tacit knowledge versus explicit knowledge	25
4.3 Transfer of tacit knowledge in a company	26
4.4 Examples of company models and knowledge flow	29
4.5 Personal focus	30
5 RESEARCH METHOD	31
5.1 Foreword	31
5.2 Data collection	32
5.3 Scope of the questionnaire	34
6 AGE MANAGEMENT WITHIN DEMOGRAPHIC CHANGE IN KPMG	35
6.1 Case company	35
6.2 Case Company in Finland	36
6.2.1 Company's personnel	37
7 CASE ANALYSIS	39
7.1 Values and age attitudes	39
7.2 Knowhow and its development	40
7.3 Change of generation and capturing the tacit knowledge	42

7.4 Co-operation	44
7.5 Communication	47
7.6 Challenges and Goals	48
7.7 Quote	49
7.8 References to theory and further analyzing	50
7.8.1 Answers to the research questions and hypothesis	51
7.8.2 How important is knowledge transfer during demographical change and what level of awareness of it among the HRM and senior employees?	51
7.8.3 How the point of views of the senior employees and Human Resource Managers vary within the company's knowledge transfer process?	52
7.8.4 What are the methods of transferring knowledge?	53
7.8.5 General reflexion and recommendations for international HR Managers	53
8 CONCLUSION	55
9 REFERENCES	57
9.1 Bibliography	57
9.2 URLs and other resources	58

APPENDICES

Appendix 1. Research questions: "Point of views of tacit knowledge in KPMG Oy Ab's Auditing unit within demographical change"

PICTURES

Picture 1. Four types of knowledge creating process. 24

TABLES

Table 1. Populations age structure at years 1900 – 2030 in Finland.

13

Table 2. Newcomers (20- 24-year-old) quantity in comparison to seniors quantity (60 – 64-year-old). 13

LIST OF ABBREVIATIONS (OR) SYMBOLS

Aging	Chronological aging starts from the birth of a person and end to the person's death. (Ilmarinen, J., Lähteenmäki, S. & Huuhtanen, P. 2003. 39-40)
Age Management	The age management is not either being directed to only aged or even aging employees but to the whole personnel. It means attitude, atmosphere and management processes development throughout the personnel to create equal rules and balance. (Ilmarinen, J., Lähteenmäki, S. & Huuhtanen, P. 2003. 8)
Assimilation	means that the person switch tasks to ones that do not reveal weaknesses. Experienced employees have also found effective ways to compensate age changes. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 128-130)
Company memory	Word inner terms such company information, company knowledge and company data. (Stähle, P. & Grönroos, M. 1999. 10)
Compensation	means reaching a same goal and destiny with various ways and procedures. At the same time the efficiency increases when unnecessary fumbling diminish. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 128-130)
Explicit Knowledge	Explicit knowledge is formal, systematic and specifically defined. It is easy to handle, safe and communicate forward to others, and it is usually presented as various rules, formulas, theories and classifications. (Suomi, A. & Hakonen S. 2008. 161-162)
Getting Older	Individual process of aging. Every one of us ages on their own terms, which makes us even more individual human beings during the process of aging. Personal aging process is influenced by genetic and environment variations. (Ilmarinen, J., Lähteenmäki, S. & Huuhtanen, 2003. 39-40)
HRM	Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. (Heathfield, S. 2011. 1)

HTML	HTML, which stands for HyperText Mark-up Language, is the predominant mark-up language for web pages.
Junior employee	Employee of age 25 or less.
KM	Knowledge Management
SAK	Central Organization of Finnish Trade Unions.
Senior employee	Employee of age 50 or more.
Semi-structure Interview	Semi-structured interview-model is based on open-ended questions, which allow respondents to discuss around the topic without losing the focus. Thus, focused interview method suits the purpose of trying to investigate an area that is not yet well defined. (Hirsjärvi & Hurme. 2009.)
Tacit knowledge	The tacit knowledge is about peoples every day actions and experiences, operation processes, routines, ideals, norms and feelings. Tacit knowledge is based on norms and operational models, which are inner manuscript or schema that guide people's actions and organize expectations for future. Tacit knowledge, also refer as silent knowledge, cannot be communicated via conceptual language, which means that it is always connected to the current situation and cannot be comprehended without its context. (Suomi, A. & Hakonen S. 2008. 161-162)

1 HEADING

The interest of this topic is in the hidden knowledge that various experiences have provided to the employees who have worked a long time period in a same company. Nietzsche Friedrich has said: "A man has no ears for that to which experience has given him no access." Meaning how exclusive the experimental or on other words, tacit knowledge can be. Knowledge itself can be learned if it can be presented forward in any form. Consequently, the challenges of transferring the company's knowledge are depending on the factors such as employees; who hold the information and the managers; who try to release this hidden knowledge from the, so called, senior employees. This hidden knowledge is also called as company memory, which inner terms such as company information, company knowledge and company data.

I believe this study interests the managers of various fields. The demographical change is a mathematical fact and a possible threat for companies in various industries, for example health care industry, where the specific work related knowhow grows with experiences that can be adapted mostly for executed work. Interesting question is that how much demographical change will modify today's age management and the way the knowledge is transferred in companies.

However, the explicit information, human knowledge and knowhow within a company, has become a growing interest all over the world during couple past years. Competition has overwrought in every industry and the companies work environment is in constant change. Therefore, companies have to find new competitive advantages to be able to answer the future's challenges. Consequently, when the traditional ways do not seem to be enough, the companies have recognized, how much they have unused inner resources. (Stähle, P. & Grönroos, M. 1999. 10)

1.1 Background

Several people have positive life experiences along their life. However, the reasons of success cannot be explained to others later on, partly because people are not aware of all the skills that they possess. In these kinds of situations people think they have acted by their instinct, without awareness or active planning. This kind of knowledge is called as the *experienced knowledge* or *common knowledge*. However, this experienced knowledge term is usually spoken with another term: *silent knowledge*, which in this thesis is referred as *tacit knowledge*. This tacit knowledge is present also in various other areas of life such as data processing, organizational development, adult age learning, management, decision-making, psychology and religions.

The father of this concept was Hungarian researcher Michael Polanyi. He spoke about tacit knowledge as a process where humans intuitively connect single small perceptions and information for larger entities. (Polanyi, 1969, Polanyi & Prosch, 1975; Smith, 2003) Also, he believed that the tacit knowledge is connectable knowledge and because of that people are able to see continuousness and wholeness in the world. (Suomi, A. & Hakonen S. 2008. 160) Michael Polanyi (1891-1976) made a profound contribution both to the philosophy of science and the social science. He created the concept of tacit knowledge and presented its importance to the companies.

Explicit information is formal, systematic and specifically defined. It is easy to handle, safe and communicated forward to others, and it is usually presented as various rules, formulas, theories and classifications. Conversely, tacit knowledge is about people's every day actions and experiences, operation processes, routines, ideals, norms and feelings. Also, tacit knowledge is based on norms and operational models, which are humans' inner manuscript or schema that guide people's actions and organize expectations for the future. Tacit knowledge cannot be communicated via conceptual language, implying

that it is always connected to the current situation and cannot be comprehended without its context. (Suomi, A. & Hakonen, S. 2008. 161-162)

As Michael Polanyi (1967, 4) wrote in *The Tacit Dimension*, we should start from the fact that 'we can know more than we can tell'. He termed this pre-logical phase of knowing as 'tacit knowledge'. Tacit knowledge comprises a range of conceptual and sensory information and images that can be brought to bear in an attempt to make sense of something. (Smith, M. K, 2003.)

1.2 Objectives of the study

The two main questions of this thesis are:

- 1) How important is knowledge transfer during demographical change and what is the level of awareness of it among the Human Resource Managers and senior employees in a case company?
- 2) How the point of views of the senior employees and Human Resource Managers' vary within the company's knowledge transfer process?

Additionally, the author hopes to find out the specific methods used to transfer knowledge today's audit of the account services.

Planned employee development guarantees that the company will have the right skills, knowledge and readiness to execute the tasks, which are meaningful for the company. (Hätönen, H. 1998. 7) This planning is made by the Human Resource Managers and execution is completed with cooperation of the company's employees. The senior employees execute these tasks and before they retire, it is critical to transfer their tacit knowledge forward to the utilization for the company. Consequently, all knowledge in the company is important because it teaches high-quality, improved, bad or avoidable solutions to the problems that appear while executing various work tasks at the company.

Therefore, it is important to familiarize with the company's policies to find out the capacity that is available, used programs and the state of interest in this

subject. On the other hand, individual interviews of the senior employees provide more realistic picture of today's state of operations in this subject at the case company. The company's Human Resource Managers might suppose that the knowledge is transferred forward even though it would not be. This will be apart of the research question two.

Based on the research, the author tries to reveal improvement suggestions that increase knowledge transfer within the company. Successful knowledge transfer in a company is essential and is not depended on the company model. It increases efficiency, results, income, co-operation and teamwork. However, it is considered to be tied to the cultural background of the company, which has to take under consideration.

1.3 Research methodology

The research of this paper was done via semi-structured interviews, where are ready questions, which were answered shortly and provided primary data answers. The interviewer guided the conversation and all the individual interviews were made in a time limit of two-hours. Interviews include both senior employees and one Human Resource Managers of the case company, KPMG Oy Ab in Finland. The company is providing services that are risk-based, industry-specific, and tailored to the client's particular operational structure and most of the positions require higher school education. (KPMG LLP Homepage, 2012)

The research was executed via semi-structured interviews of the Human Resource person of the Finland's headcounters at Helsinki office. In addition, the interviews of senior employees were done in the different location, at the Turku office. The questions: "Point of views of tacit knowledge in KPMG Oy Ab's auditing unit within demographical change" of this thesis has been formulated on behalf of the author.

Semi-structured interview-model is based on open-ended questions, which allow respondents to discuss around the topic without losing the focus. Thus, focused interview method suits the purpose of trying to investigate an area that is not yet well defined. (Hirsjärvi & Hurme. 2009.) Tacit knowledge can be reveal via communication and by interviewing the author had the best opportunity to gain answers for the study questions that cannot be answered only by yes or no.

By questioning both parties; seniors and Human Resource manager, the study concentrated to these two parties and outlined the youngsters that are receivers in a knowledge transfer process. Seniors are the source of the valuable knowledge and Human Resource Managers are the company's "tool" to create information transfer methods or make information flow potential in a company.

Secondary material, which were used consist books, articles and electronic resources. The research information is important for the company to develop further their inner information transfer methods and to increase competitive advantage via gathering tacit knowledge that the senior employees posses, but are not able to release forward without company's procedures' assistant.

2 DEMOGRAPHIC CHANGE

"Europe, along with other parts of the world, is undergoing a process of demographic change. The population is ageing due to reasons of a decline in the birth rate below the population replacement rate, the ageing of the baby boom generation, and the increase in life expectancy achieved by progress in medicine and the absence of major military conflict in post-war Europe." (European Commission DG Employment, Social Affairs and Equal Opportunities. 2007. 7)

In Finland there is diminishing amount of work age people. Summer 2010 the first time after the wars that Finland has participated, begin the people of age 16 to 64 year diminish. Today, 2000 people in a month departure from labour markets more than newcomers enter the markets. Statistics Centrum evaluates that after two years, Finland has 50 000 work aged persons less than last year. (STM. 2001.) Finland is a pioneer in this problem, which eventually will consider the most of the European countries. This is consequence of the past wars the countries have participated.

Also, the children's and pensioners' quantity are evaluated to grow within five years in comparison of people who are at work age. Economic life congress manager Jussi Mustonen said (Helsinki (STT). 2011. 20) that it is obvious how the labour market has tightened. However, the wage earners have been scared with tightening situation and lack of the workforce. Consequently, the threat is not yet as serious as thought. "We still have major amount of unemployed people", state Central Organization of Finnish Trade Unions (SAK) pension expert Kaija Kallinen. Accordingly, the SAK should make sure that the unemployment streams should be interrupt and via various efforts keep employees tied to their jobs. (Helsinki (STT). 2011. 20)

2.1 Concept of demographic change in Finland

The birth rate, death rate and immigrant rate have influenced to the age structure. Finland's special character has been a major quantity of so called baby boom generation (born between years 1945-50) people that have participated the Second World War. Secondly, these baby boom generation where followed by small generations when birth rate was minor. In 1970's the birth rate was still minor and even though the situation improved a little during the 80's, the small birth rate with the longer lifetime, culminate to the slow renewing of the population. (Ilmarinen, J., Lähteenmäki, S. & Huuhtanen, P. 2003. 11)

2.2 Models of demographic change

The population's age structure changed a little on the first half of the 1900's. From the year 1900 to 1950's over 64-year-old persons from the entire population increased only by one percent. After that the change has been rapid. Half a way of the century the portion of pension-aged people has increased approximately 8% and till year 2030 the percent is expected to rise by 11 percentage points. (STM. 2001.)

The population prediction presents the rapid growth of the oldest generations. When 75-year-old peoples portion increased half percentage points at beginning of year 1900. Has the percentage point tripled since and by the forecast that will duple before year 2030. (STM. 2001.)

Table 1. Populations age structure at years 1900 – 2030 in Finland.

Year	Age 0-14	Age 15-64	Age 65-74	Age 75-	Population
	Portion %	Portion %	Portion %	Portion %	1000 persons
1900	35,0	59,6	3,9	1,5	2656
1950	30,0	63,3	4,7	2,0	4030
1980	20,2	67,8	7,9	4,1	4788
2000	18,1	67,0	8,4	6,5	5181
2030	15,5	58,8	12,6	13,1	5250

Source: Lindgren, 1990 and TK, 1998

Also, the length of the human life has been predicted to extend. The studies in history present how the human life has become longer by average valuation. However, in Finland the nation aging will happen exceptionally rapid because of the baby boom after the war. When we compare the quantity of 60-year-old people to the work age people (consisting 20 to 59-year-old), Finland is now at the average stage in European Union. At year 2015 the age difference between these generations will be the highest. Finland will permanently move into the decreasing employment decade if the immigration increases substantially. (STM. 2001.)

Table 2. Newcomers (20- 24-year-old) quantity in comparison to seniors quantity (60 – 64-year-old).

Area	1980	1990	2000	2010	2020	2030
Country	1,80	1,35	1,27	0,79	0,84	0,88
Uusimaa	1,90	1,73	1,48	0,91	0,99	0,95
North-Osterbothnia	2,30	1,55	1,63	1,00	0,96	1,03
South-Savonia	1,71	1,07	1,00	0,67	0,66	0,74
North-Karelian	1,90	1,10	1,14	0,74	0,69	0,80

Source: TK. Population at different years and forecast of population 1998

The impact of demographic change influences not only companies but also the entire society. It changes the way we work, the structure of services, healthcare and legislation. Most countries have to adapt to the situation, while European integration influence into economics of the countries. The aging people inside of European Union create a pressure to unify the employment, unemployment and retirement politics. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 16) Consequently, how much more are we willing to unify the countries of Europe?

Aging of workforces means various points of views from the behalf of individuals, companies and society. The issue can be analyzed from the problem, solutions and goals point of view. If we think of it as a battle it reflects

aging as personal knowhow, company's effectiveness and society's ability to pay pensions. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 13)

3 AGE MANAGEMENT

The Finnish people are facing no less than one generation's long historical period that challenges the nation's wellbeing base and employment, when workforces age structure shifts from young to old. Seniors, over 50-year-old, will form the biggest and youngsters, less than 25-year-old, will form the smallest workforce groups until we reach the year 2025. No one has experienced before how to manage these two work groups so that the company would retain their ability of action and knowledge, when its key workers retire almost simultaneously. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 7) Consequences can be major, e.g. lack of professional knowledge, reducing incomes or lost of customers.

Aging and getting older have partly a different meaning even though they are used as each other's synonyms. Aging describes the chronological aging, in other words, aging via calendar, day by day. Chronological aging starts from the birth of a person and end to the person's death. The researchers' have used the term aging employee, which refers to usually over 45-year-old persons in work life. This age limit is based on practical as well as study results. However, this aging employee term has been used also on literature and public conversations, which point out public acceptance of the word.

Getting old however means individual process of aging. Every one of us ages on their own terms and that process makes us even more individual during of aging. Personal aging process is effected by genetic and environment variations. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 39-40)

3.1 Definition of age management and human experiences

The nature of today employees can be described via term: shifting age groups. The juniors, earlier preferred as youngsters, move from education to work life

and the seniors move from work life to retirement. In other words, the comers meet the leavers. Additionally, it is natural that these opposite groups vary by their strengths' as well as their weaknesses, for example: state of health, education, experience and typical generational principles. The miss falls that could happen without a good leader are: polarization, discrimination, lack of motivation or lack of choices. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 35) Therefore, the right kind of HR management provides value for the company.

Experiences that are based on skills and the possible solutions for problems, which are depended on experimental knowledge, are noticed usually when there is a lack of tacit knowledge. The experiences importance is highlighted when connections between age and problem solving at work environment are carefully studied. Interesting question has been also that the results of laboratorial and real life tests on aging employees are contradictory.

Humans' cognitive results usually diminish during aging but the persons' ability to solve problems does not weaken in work environment. The explanation for this could be that the executed psychological tests do not measure the average qualities, which are important for work life. Additionally, the important human qualities, which produce more, are performance motivation, social intelligence and various personal characters, which are impossible to measure with laboratory tests. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 128-130)

A larger amount of work experience explains the good work performance. It is expected that the performance improves via repetition. Subsequently, work experience changes the ways to execute job tasks specially using tools as assimilation and compensation. *Assimilation* means that the person switch tasks to ones that do not reveal weaknesses. Experienced employees have also found effective ways to compensate age changes. *Compensation* means reaching a same goal and destiny with various ways and procedures. At the same time the efficiency increases when unnecessary fumbling diminish. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 128-130) If HRM does not realize this it could have negative consequences for hiring new employees, e.g.

discarding an older person with an expressive experimental background because the overrating thoughts of youngsters updated knowledge and skills.

In addition, aging employees have advantage also from their life experience, which includes life control and life planning skills. Life experiences develop wisdom that has been called also common sense. Proving that the youngsters' explicit knowledge is not always the right solution. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 128-130)

"Despite there being no single definition of age management, there seems to be a common consensus as to what is implied by the term and its other related concepts. This apparent in the ideas and measures presented in various European documents, project descriptions and research papers in the field. Based on this consensus, it is possible to present age management from three different levels: individual, enterprise, and labour market policies and framework" (European Commission DG Employment, Social Affairs and Equal Opportunities. 2007. 7) This first definition of the age management reveals the overall picture of the term. However, the second and third definitions, written by Finnish authors: Ilmarinen, Lähteenmäki, & Huuhtanen, point out more ground level Human Resource Management in everyday execution. However, every company needs a personal age management plan, which to execute. Additionally, age management plan inner the strategies to transfer tacit knowledge within a company.

Secondly, age management is considering the employees age as well as age limitations during everyday management, how the work tasks are divided and work atmosphere created so that there will develop a work environment, where every employee feels appreciated without considering their age. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 8)

The third definition is closest of my own opinion. The age management is not either being directed to only aged or even aging employees but to the whole personnel. It means attitude atmosphere and management processes development throughout the personnel to create equal rules and balance. Also,

the younger employees' special needs from the various life situations should be noticed and utilized. From the age management point of view the company can develop the inner co-operation in the organization without creating biased or discriminative experiences. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 8)

3.2 Challenges of age management

The ageing of population as well as diminishing work force is important question for the EU countries. The stage of future economical development, competitiveness and standard of living depend on effectiveness of European countries to guide and utilize the available work forces. During past decade various European governments have taken actions, e.g. concentrate settlement development, provision of infrastructure and regional economic power, to answer the age changes. However, most of them have concentrated into pension systems, which are not considered in this study. (Ketsetzopoulou, M. 2007. 97) Demographical change reaches throughout Europe and create an age management challenge in various companies in European countries. The Finland's situation is more interesting because Finland is one of the first countries that will have to deal with this age management problem.

From the managements' point of view the situation is challenging. How to get the seniors work side by side the younger generation? How to get the knowledge and experiences transferred forward so that the tacit knowledge will naturally transfer from older generation to younger generation? The companies have to be prepared for the situations when senior employees will retire multiply in short time period. In addition, with the seniors disappears a lot of tacit knowledge, which is required in company activities. Because, the mid-age groups small amount, the company has to learn to transfer the experiences straight from the seniors to the juniors. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 22) Otherwise, there will form a gap between generations, which will form more problems e.g. age discrimination.

According to Ilmarinen, lähteenmäki and Huuhtanen (2003. 109) the age discrimination is shown at four different places of company operations: hiring, applying for training, going forward at the career and appreciation of aging. Age discrimination is the most common way of discrimination in Finland and other EU countries. In addition, it is a HRM' task to decrease, avoid and prevent age discrimination. When most of the knowledge, development wishes and possibilities within a group are discussed, the work distribution operations, unified communication and different ages of expert appreciation as well as teamwork increase in a group.

Usually, the training money invested in senior employees will not go a waist because the knowhow will stay in the house. More experienced employees choose courses more cautiously and will not spend their free time in non-interesting, ineffective courses without benefiting from them. Also, the aging employees have higher desire stay in a same job and develop within it than the young juniors who invest more into their self-development than in the company they work at. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 102-103)

3.3 Examples and elements of age management

Utilizing the seniors' experimental knowledge in a company is a part of a broader entity of aged peoples status and party in a society. The researchers of aging have been speaking of active, committed and voluminous aging. They have highlighted the strengths of aged employees by pointing out the problems. However, most of the societies reflect disparaging attitudes toward aging employees. (Suomi, A. & Hakonen S. 2008. 163-164)

Transition of documents from the top to bottom reflects typically how information is transferred within a company. This explicit knowledge is carefully defined and it can be expressed accurately. (Stähle & Grönroos, 1999. 82) Explicit knowledge is an opposite variation of tacit knowledge and can be understood without specific explanations. Usually the companies use both tactics to transfer

knowledge forward within a company. Tacit and explicit knowledge transfer methods do not exclude each other. Additionally, “knowledge abounds in organizations, but its existence does not guarantee its use”. (Davenport and Prusak, 1998. 89)

4 TACIT KNOWLEDGE AS A PART OF AGE MANAGEMENT

“How can an organization transfer knowledge effectively? The short answer, and the best one, is: hire smart people and let them talk to one another. Organizations often hire bright people and then isolate them or burden them with tasks that leave no time for conversation and little time for thought.” (Davenport and Prusak, 1998. 88) Tacit knowledge is based on transfer process and requires any form of communication between the parties.

The *tacit knowledge* approach emphasizes understanding the kinds of knowledge that individuals in an organization have, moving people to transfer knowledge within an organization, and managing key individuals as knowledge creators and carriers. By contrast, the *explicit knowledge* approach emphasizes processes for articulating knowledge held by individuals, the design of organizational approaches for creating new knowledge, and the development of systems (including information systems) to disseminate articulated knowledge within an organization. (Sanchez, R. Denmark.)

The lack of interaction between generations has become a concern for various industries. Transfer of traditions and culture pattern has been questionable or at least difficult in Finnish society, which does not appreciate various “arenas” that create natural intercourse between generations. On the other hand, the magnitude of the chronological age is diminishing and people from different generations are not so tied to their chronological age as believed, e.g. elderly employee take advice from a younger co-worker. Additionally, from this point of view the intercourse between seniors and juniors do not depend on the age but in another definition of a group, e.g. lifestyle or social status. Meaning that the separating differences between generations are actually based on something else than actual chronological age.

People from all age have tacit knowledge. Possibilities to transfer, share and convert tacit knowledge vary with different resource of the knowledge as well as the characters of existing environment, e.g. culture. Unilateral efficiency culture is not always able to utilize the knowhow and knowledge that is not presented as quantities, tables and figures. Consequently, tacit knowledge and weekly convention has lately raised importance, people feel a need of analyzing its purpose. Tacit knowledge is shared at various interaction situations without paying any extra tension on it and it migrates in a dialog, e.g. at workplaces coffee room. (Suomi & Hakonen, 2008. 165-168) These unilateral efficiency cultures could loose a major amount of valuable tacit knowledge if communication do not aggregate it nor know how to gather tacit knowledge from the senior employees.

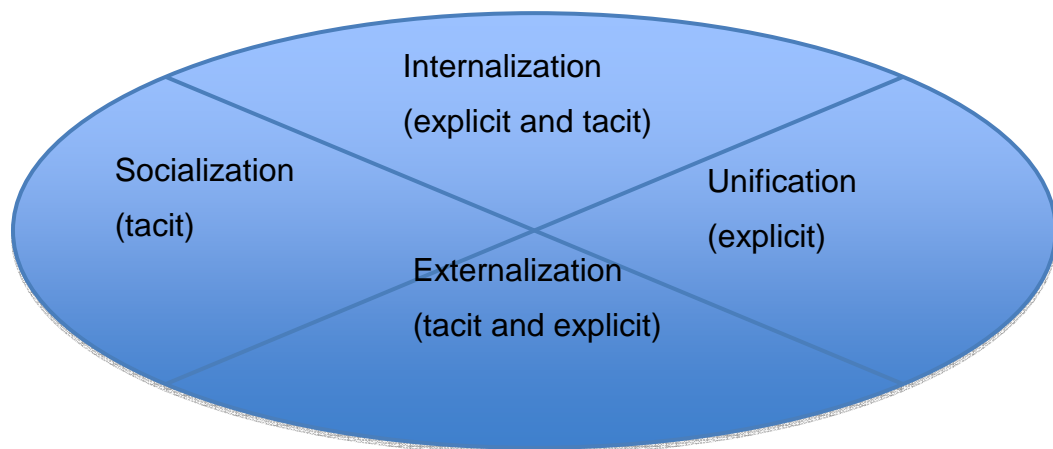
Tacit knowledge is both public and personal asset when it is shared. Also, knowledge inner always some cultural ingredients such as experimental history, feelings and attitudes. Hannele Koivu (Koivunen, 1997) has said that silent knowledge is all what influences our choices and actions, but which we are not able to present easily with words or in another signs. That is experimental knowledge, which helps us to make a right choice. Tacit knowledge has skilled or functional and cognitive scope. In psychology tacit knowledge is perceived via schemas. With these schemas people are able to understand outer representations, which are memory structures that connect and reduce a larger amounts of small detailed observations and these representations are used to understand the new knowledge. When schema becomes active it brings various definition, feelings, behaviour operations and physiological reactions. (Suomi & Hakonen, 2008. 161-162)

4.1 How to change the tacit knowledge visible and intergraded it a part of the company?

The new knowledge at any study area is created throughout theories. Siitonen (2004, 273) perceive theories as a way to examine and explain reality. The

Greek word *theoría* means e.g. observation, examining, monitoring and visions. Additionally, Nonaka and Takeuchi (Nonaka & Hirotaka, 1995) solution is based on the interaction between tacit and explicit knowledge. Modification process inner four different phases: socialization, externalization, unification and internalization.

Picture 1. Four types of knowledge creating processes.



Source: Adapted from Nonaka & Takeuchi

At socialization the members of the society share tacit knowledge via being together and executing tasks collectively. For example, the members of society share their own beliefs, thinking patterns and operation ways with each other. Association, intercourse and unified action require time and willingness to give up strict rules, which label society's intercourse. For example, formal meetings and customer schedules inner free narration or learning from each other.

Externalization is formatting the tacit knowledge in a form of transferring it forward. In this second part of the process the knowledge becomes public, which creates possibilities to apply and spread it further on. Useful schemas,

practical operational models could be utilized and applied for use of other information users. For example one of the person's work performances that have been proven to be successful can be elaborated forward for the other employees to adapt, to create a new successful work execution to their own behaviour patterns.

At the third phase, unification, the new abstract information will be connected to earlier information, spread and valued in a society. In this phase the new knowledge is to be tested via others who receive it. In the fourth phase, internalization, the new abstract information changes into shared tacit knowledge. However, this internalization requires visibility as well as practical training. To unite tacit knowledge and explicit knowledge together is a process where members of society work together and have an open conversation between each other. (Suomi & Hakonen, 2008. 164-165)

Referring the Davenport and Prusak (1998, 88) the knowledge is transferred in organization whether or not we manage the process at all. For example, when an employee asks a colleague in the next cubicle how to put together a budget request, he is requesting a transfer of knowledge. Then the importance shifts into the method of presenting the tacit knowledge forward. How the senior employee, who possesses the knowledge is able to transfer the knowhow to another employee.

4.2 Tacit knowledge versus explicit knowledge

By the definition a tacit knowledge can inner good operational practices and habits, cultural ways of thinking, personal schemas, moral beliefs, values and feelings. Tacit knowledge is usually more permanent knowledge than the explicit knowledge because it is not generally so analyzed or personally reflected. Tacit knowledge is a natural or common personal asset, which is not specially analyzed and questioned by its user. Additionally, this knowledge is not always either helpful for the user, even though it is presented so in the

literature. In the worst case, bad schemas could lead into affectless efforts and twisted beliefs that transfer from generation to generation. (Suomi & Hakonen, 2008. 165-168)

The company's most valuable information asset is the tacit knowledge within the personnel. "When employees discuss business problem with someone down the hall because the person is conveniently close and the "story" teller feels comfortable with the person, not necessary because he/she would be the best person to consult on the subject." (Davenport and Prusak, 1998. 88) Meaning that usually people do not try to find the person from the company who has the deepest and best knowledge of the unclear subject but the person who most likely could help in the situation. However, in most cases the "good enough" in fact is not good enough. (Davenport, T. H. and Prusak, 1998. P89)

Explicit knowledge assets are not even close to the tacit knowledge assets. Even though, tacit knowledge cannot be share via technological devises because it cannot be presented accurately, via documents or text. However, explicit knowledge can be transferred literally and tacit knowledge by speaking. Therefore, tacit knowledge can be company's asset when it is elaborated via employees' communication. (Ståhle & Grönroos, 1999. 90-91) The Company's vision is to add visibility of the company's tacit knowledge and tie it to the company. Consequently, tacit knowledge usually has been transferred all the time without employer's effort via "story telling", informal communication, observation, imitating or personal conversation, for example: two co-workers talk about a client in a coffee break by sharing the happened case and sharing the opinions of it.

4.3 Transfer of tacit knowledge in a company

Collective and mutual learning is critical when utilizing the experimental knowledge. The best would be learning from all age groups, adapt and share more effectively. (Suomi & Hakonen, 2008. 165-168) Today's societies where

the experiences and cultural backgrounds are even more multiple and colourful, include twice as much experimental knowledge which can benefit entire society. To avoid misunderstandings, it is important to reflect and decrypt experimental knowledge into words. (Suomi & Hakonen, 2008. 165-168)

For example, Japanese firms have created “talk rooms” to encourage unpredictable talking and blending of employees. (Davenport and Prusak, 1998. 92) In contrary, at Finland companies arrange a knowledge fairs, which is more orchestrated forum for encouraging the exchanges of knowledge but one that still allows for spontaneity. It brings people together without preconceptions about who should talk to whom. (Davenport and Prusak, 1998. 93) additionally, not forgetting the tacit knowledge transfers possibilities that the electronic technology is able to provide today.

In work society, the companies have tried to transfer tacit knowledge from the senior employees to youngsters via pair work, which is also called partner work operating or mentoring. There the non-experiences and experienced employee work together. These partners try to support each other in learning at work and presenting questions that would release the tacit knowledge related to the work tasks. In this way the teams question the self-evidence. In addition, counterpart observation has been also used in the same purposes. (Suomi & Hakonen, 2008. 165-168)

Every one of employees ties themselves to the company via contract but also via psychological tie. The paper contract presents the psychical facts and the psychological contract the abstract experiences and way of executing things. This concept was presented already 1973 by J.P.Kottler. (Saarelma-Thiel, T. 2009. 24)

The expectations, which most of the companies have are concentrated on the person's level of technological equipment knowhow, international ability, lifetime learning, and ability to accept changes and to be flexible. Consequently, via emphasizing, the researchers have discovered the importance of tacit knowledge that offers comfort and competitive edge. (Ilmarinen, Lähteenmäki &

Huuhtanen, 2003. 30-31) if the employer does not perceive the various expectations and functions will there form a gap between the generations, which is based on norms and values. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 30-31) This gap will form problems to tacit knowledge transfer process in a company.

The earlier mentioned *mentoring* is a relationship of interaction that support learning between two people. In mentoring the other people gives time, knowledge and effort to add the counterpart's growth, knowhow and skills. One of the reasons to do this within a company is to ensure that the tacit knowledge stays in the company and do not diminish when employee retire. The goal of mentoring is life long learning and supporting development. (Hätönen, H. 1998. 68)

Familiarization is the period when a newcomer has an opportunity to learn new tasks and operating principles. With this period company presents a positive image of the company and helps the employee to adapt the appropriate methods. It is more effective if familiarization is presented also in writing. (Hätönen, 1998. 69) Company's knowhow is not based only on one person's skills and knowledge but to various persons' learning and their unified knowhow. (Hätönen, 1998. 15) "Tacit knowledge transfer generally requires extensive personal contact. The "transfer relationship" may be a partnership, mentoring, or an apprenticeship, but some kind of working relationship is usually essential. Such relationships are likely to involve transferring various kinds of knowledge, from explicit to tacit." (Davenport and Prusak, 1998. 95)

Other ways to connect the employees are after-work activities. Possible company parties, group dinners, after work beer or sport events. These events do not have organized conversations. However, "the knowledge transfer methods should suit the organizational and national culture" and "Managers need to recognize that the availability of "slack" time for learning and thinking may be one of the best metrics of a firm's knowledge orientation". (Davenport and Prusak, 1998. 92)

4.4 Examples of company models and knowledge flow

Company development depends fully from the direction and quantity of the information. Knowledge has to be changed, because information richer only by transformation or communication. In a company that has a mechanic model the information does not have to change, because its idea is not to change and it is purposed to receive as such. Consequently, the mechanic model is not modernized, which in some situations is the quality's prerequisite. However, within any company the information should be transferred abundantly. The information should flow and richer so that development can happen. The opposite form of the mechanic model company is an organic corporation. (Ståhle & Grönroos, 1999. 93) These company's existing models determine the transfer of knowledge in the company. How the information is led to flow within a company.

The mechanic model's down fall is that the organization is not interested on the person's abilities across the specified work tasks. Other hand, in hierarchic organization the authorial steps within the company determines the development of the tasks. It is very important that the management is not over ruled, which means that the information flow vertically in the company, from top to bottom or other way. Hierarchic organization model do not support spontaneous decision making or networking with colleagues because the decision-making is made beforehand and all of the participants have their role to play, which is defined by their status. (Ståhle & Grönroos, 1999. 83) Consequently, this so called rigid company form is not popular anymore, it leaves outside the possibility of maximizing the tacit knowledge transfer and in that sense is not recommendable.

However, the organic company's information flows are horizontal, which means that all of the connections are equal. The more information is able to flow back and forth between the people by being affected by both parties, the more tacit knowledge has ability to reform. (Ståhle & Grönroos, 1999. 93) Companies

could develop ways to gather information from the seniors. Nor we can think, specific work operations (e.g. pair work) where youngsters could possibly present their knowhow without it would be taken as a pejorative toward senior employees.

Especially technical knowhow or language skills that the youngsters, new graduated people, manage are highlighted to lightly, because the multiple skills do not exclude motivation, positive attitude and exhaustion, which could however lead into discrimination and over-rating. The company needs to offer help for different aged and skilled people. As a result, ability to learn and perceive from earlier experiences are important entities and consider as asset. (Ilmarinen, Lähteenmäki & Huuhtanen, 2003. 180-183)

4.5 Personal focus

The author's personal focus was to implement the importance of tacit knowledge of senior employees and compare it to the case company's methods to assemble, use and study the awareness of the information. Via this case company we are able to peak into the problem of today's knowledge transfer.

Today this problematic issue still seems distant. Especially in a company such KPMG Oy Ab, where there is not large amounts of retirement processes executed. The case company seems to be in a cross road where they are facing the newer time of investing more effort toward personnel, not only to tie them to the company but to utilizes the existing personnel's knowledge.

5 RESEARCH METHOD

In the qualitative research we examine the world of significance, which is manifested between people and social schemas. These significances appear as relationships and as an entity of the relationships meanings. The goal is to gather peoples' personal experienced truth of the reality. In addition, these reflections assume to inner the things that specific person value in his/her life. (Vilkka, H. 2005. 97) The broad elaboration of this age management challenge hopefully raises conversation within the case company, reminding the seniors of the importance of transferring their tacit knowledge as well as helps the Human Resources to obtain successful processes to support the knowledge transfer methods.

However, Laine presents that the qualitative research method inners always a question: Which purposes the research studies? Additionally, this requires clarifying if the study is executed on magnitude based on experiences or beliefs. (Laine, 2001. 36-37) In this study the author executed the research interviews the base on interviewed person's experiences, which the author highlighted during the actual interview process. The experiences are considered more personal than the beliefs, which more often reflect of the traditional and typical ways of thinking in a society. (Laine, 2001. 36-37) Therefore, the overall depiction, which this thesis presents, cannot be considered as total truth but a reflection of today's overall picture on the subject in the case company of the thesis.

5.1 Foreword

The research was qualitative and executed via interviews because of the broad topic. Additionally, the author of this thesis formed research questions. The experiences of the examinee will never be fully understood. Varto (1992. 59-

63), also states how researchers form thematic and questions based on his/her own experiences and in a light of personal understanding of the issue. Therefore, the study questions should not always answer the questions; what, but also at least on one why- question. The reason to present why- questions forces the examiner not only to choose between two choices but to think of plural analysing options. (Alasuutari, 1994. 188, Silverman, 2001. 297-298)

The author did not search the optimal truth of the issue but to form awareness via studied examples, among the case company of the actions and attitudes of examinees, which cannot be observed instantaneously.

5.2 Data collection

The research findings are accumulated via semi-structured interview, which is also called the subject interview. The other forms of the interview are form-interview and open-interview. The order of the subjects at the interview does not obtain a significant role. The goal is to gain information of all subject areas from the examinees. (Vilkka, 2005. 102) Even though, the findings can be presented as numbers and diagrams, it is not usually necessary.

This thesis presents so called precise interview of four senior employees from the case company's auditing unit, whom have relevant effect on the studied issue and ability to make a difference. However, the interviews were made individually and face to face to a limit the distraction elements during the answering as well as to get examples of personal experiences that would not be revealed in a group interview or via email.

There were four men examinees and one woman examinee, in between ages 37 to 54 years, currently working at the Turku office in the auditing unit or currently working in Helsinki headquarters at the Human Resource Management team. Additionally, the employment duration within the examinees were between 3, 5 years to 30 years.

The study proceeded in the guidance of the interview headings presented here: Values and age attitudes, Knowhow and its development, Change of generation and capturing the tacit knowledge, Co-operation, Communication, Challenges and Goals. Also, at the end of the interview was a quote, which was based on earlier study's results from anonymous company.

The data collection was executed at the company's premises on the behalf of the senior employees. However, because of the farther away located HRM department the interview with one of the Human Resource Managers was executed via telephone conversation. The actual interviews were done during February, 2012. One interview took between 45 minutes to an hour and 15 minutes, excluding the HRM interview that lasted an hour and a half. All the interviews were scheduled via contact person at Turku office. The connection person had the ability to quickly schedule the interviews after another by personal contacts.

The difficulty that appeared during the execution where the fact that the case company do not obtain any earlier processes of transferring the senior employees' tacit knowledge. This gave no ability to reevaluate the existing processes. However, the situation opens the ability for the company to gather information of the current ways of the employees' to do things and to create a process to either support that or to improve it.

The case study inners three insights of the study target. These are: context, intention and procedure. The context is presented in an earlier part of the thesis that elaborated the historical facts of the demographical change as well as the social and cultural hypothesis of the human behaviour. Intention, describe the study circumstances and the current behaviour of the examinee during the interview. In some cases the examinee might twist, protect, underrate or overlook issues. (Anttila, 1996. 185) In the beginning of these interviews the author explained the research goals and the study's point of view. Also, when the questions were presented, the examinees answered partly based on their own opinion. However, in same cases answers might have been influenced by the work status, which cannot be controlled.

The third insight was procedure that presents the research's depth on the issue. Author believes the interview could not be longer. The specific time limit designated the conversation and the pace of the interview. More profound examination would be advised to create successful protocols or methods to transfer knowledge forward in the future. Also, following studies in specific periods would help to remain and develop the tacit knowledge transfer process.

5.3 Scope of the questionnaire

Questions are presented at the appendix. The wording of the interview questions inner risk of interpretation. (Vilkka, 2005. 104) To avoid that the examiner have explained the context of the desired subject to discuss and has corrected the examinees wrongly interpretations during the interview. The study questions purpose was to raise conversation of the problematic issue to receive only the most important things on the subject. Consequently, the study only presents the main findings, strengths and weaknesses of the answered questions.

6 AGE MANAGEMENT WITHIN DEMOGRAPHIC CHANGE IN KPMG

6.1 Case company

KPMG is a global network of professional firms providing audit of the accounts, tax and advisory services. The KPMG Oy Ab is one of the member companies in a global KPMG- network, which together constitute the KPMG International; a registered Swiss co-operative. KPMG International operates commonly on behalf and for the benefit of the KPMG network, but it do not provide auditing, tax and advice services for the companies. (Annual report, 2010-2011. 24) Each and one of the member companies are independed by law and individual community. The KPMG Oy Ab (Finnish Member Company) has been established at year 1942 and the CPA (certified public accountant) status were announced for the company after the law modifications 1980. (Annual report, 2010-2011. 24)

The total sales on year 2010-2011 were 87,2 thousand Euros. Audit of the account's part of this were 41,5 thousand Euros, which has grown in comparison of the year 2009-2010, when the total sales were 79, 3 thousand Euros and auditing sales portion from that was 39,5 thousand Euros. (Annual report, 2010-2011. 31) Later on the KPMG has grown significantly throughout the world. The globally unified service culture and mutual values are the base that quarantees the quality of the services. (KPMG Homepage, 2012) The global network provides security of the brand, ability to utilize the knowledge of risk management and quality of process performance.

The company's mission: to transfer the company's knowhow to a value and utilization for the customers, personnel and surrounding society. Brand promise: high performing people cutting through complexity. Consequently, the

company's vision is to be a market leader on the chosen service areas, the goal to be number one in Finland by revenue and number of personnel, practise successful processes and to be wanted employer among experienced professionals and students.

Strategy, "how to execute these future goals: comprehensive services on auditing as well as tax- and advice services, that enable wide scale of services within the society's required rules. Additionally, develop the service and product scale so that the company can answer the rapidly changing needs of the customers as well as the environment, to retain the high quality and control the risks, as an employer to support the current knowhow of the personnel and to develop it forward." (Annual report, 2010-2011. 7)

The company's values: "by our own action we provide an example to the others, we work together, we respect one of one another, we base our views on facts, we communicate openly and honestly, we carry the society responsibility and we operate independently." (Annual report, 2010-2011. 29)

6.2 Case Company in Finland

International KPMG has 145,000 professionals working together, to deliver value into 152 countries worldwide. In Finland the company has near to 700 employees in 17 localities. The KPMG's customers include various sizes of corporations and industries. (KPMG Homepage, 2012)

This thesis used two offices of the KPMG; these are located at Turku and Helsinki. In Finland the corporations employees' average age is approximately 34 years, which reflects the fact that examinees assumed that the demographical change is not really realistic threat yet to the company.

The KPMG has a traditional training program that enable students an opportunity to work 2 to 3 months at the customer services under the supervisor. At the year 2011 all together 44 trainees attended the training

program and several student continued in permanent tasks after completing the study degree at university. (Annual report, 2010-2011. 18) The professional degrees for the audit of the accounts are CPA and in Finland HTM, JHTT and IT- audit, value determination as well as internal auditing courses. (Annual report, 2010-2011. 30)

Every employee at KPMG has a personal Performance Manager, with whom he or she has development discussion every half a year. This is an important part of the personal goal determination and surveillance of the career development. The person's performance or accomplishments are valued on the base of the corporation's strategy and its derived goal. (Annual report, 2010-2011. 30)

6.2.1 Company's personnel

Also, the company's current protocol includes an interview from the persons who retire or resign to gain valuable information, which reveal where the company's operations aim at. At the year 2010-2011 the company's personnel increased slightly from the earlier year. The same year, 146 persons started working on the company, 105 persons resigned and three persons retired from the total of 700 employees. Also, 53 persons started on short temporary employment and 44 of them participated on the practical training period on earlier spring 2011. Later on 26 of the practical trainees were hired to a permanent employment. Less than half of the total personnel operate on the audit of the accounts unit, which raised total amount of employees in last accounting period. The personnel's average age was 37 years in the end of the last accounting period. Additionally, the biggest age groups were 30-40 year old employees. The average length of the employment in the last accounting period was 7,0 years. (Annual report, 2010-2011. 34)

For the coming year 2012 the company reforms the corporation operations by adding the Human Resources issues importance to Management's own remit. The goal is to develop customer relations control forward, re-enforce service co-

operation and ensure that the personnel questions are in the centrum of observation as well as customer relations and services. (Annual report, 2010-2011. 34)

“KPMG provides audit, tax and advisory services and industry insight to help organizations negotiate risks and perform in the dynamic and challenging environments in which they do business.” (KPMG’s homepage, 2012.) The Company operates on various industries: insurance, banking and finance, technology and e.g. telecommunications, which reflects the range of the required knowledge the employees have to possess.

The auditing services, which the interview is based on, secure the trustworthiness of the financial information. The professional and trustworthy auditing is the base of the company’s activity. The main task is to supervise that the settlements of the accounts as well as other public financial statements fulfil the current requirements of the law. Basis to execute settlement of the accounts for the customers require extensive knowledge of the business area operated and the risks it might inner. One of the services is to provide business development propositions for the company. (Annual Report, 2010-2011. 10) This supports partly the need for a tacit knowledge of the various industries to execute demanding auditing correctly and complete the customer’s requirements.

7 CASE ANALYSIS

Referring the Econ (1989, 43-46) the research's requirements are 1) precise definition of the study target (the reader must be able to recognize the study target), 2) the study must provide something what has not been told before, 3) it has to be useful for another's and 4) the study must reveal enough evident to further public conversation. The Finnish KPMG Oy Ab has not had similar research earlier. Here is presented the research answers from the senior employees as well as the Human Resources point of view.

7.1 Values and age attitudes

The examinees describe company's age attitudes as neutral. Throughout the personnel prevail equal values and every employee is appreciated. However, even though the company strives to hire people from various age groups the most hired people are graduated youngsters directly from the school programs. The examinees own perception is that approximately 90% of hired people are 25-35 years old and 10% is older professionals mainly for the demanding or specified tasks. The Human Resources says that they do hire people from various ages, e.g. the oldest hired employee has been 67 years old even though the most employees are hired immediately after graduation from the school because the experienced older employees are difficult to find.

The interview's second question pertains to the senior's strengths recognition and how this recognition appears? The work tasks become more accountable by time and typically the tasks that require more tacit knowledge are given to seniors. Also, each employee has yearly goals that are designated in the development discussions, which assist tailored entities when considering the employees careers as total. The development discussions are arranged every

year. However, these yearly goals do not inner personal tacit knowledge transfer plan.

However, the examinees feel that there is a good balance between juniors and seniors' status. The company offers various levels of the career development; first level begins after five years employment. Additionally, the KPMG Oy Ab follows closely the employees work trails. Also, the company has knowledge database called "My Site" where every employee can find the knowhow of the other employees all over the world. The My Site offers inner company network, which open a specific tacit knowledge "window" for the employees. However, only one of the seniors use it continuously and specially mentioned it.

Consequently, the senior's industry knowledge and polyethism with various clients is critical tacit knowledge for the company. HRM's has recognized the need for a central process of transferring the tacit knowledge of the seniors to utilization for the company in the future when more employees will retire and this raises specified need for managing the knowhow because when responsibility at the work tasks increase the tasks become diverse and inner more complex problems. KPMG Oy Ab has not systematically map out the senior's way to transfer the knowledge in the company. For now the protocol contain only an interview between Human Resource unit person and the retiring senior employees. Additionally, the company is in "a study" level with this future age management challenge.

7.2 Knowhow and its development

The next part of the research interview pertains to knowhow and its development. Examinees believed that the age groups, which posses most of the company's knowhow are approximately over 35-years-old; the employee who has been employed 5 to 10 years becomes valuable for the company. The examinees explain the longer employment time with the essential establishment of the close connection to the clients, which requires reliability, the necessary

auditing knowledge and the vital industry based knowhow. Exceptionally, taking under consideration that persons learn in various paces. The Human Resources answer shore up the seniors opinions, stating that it varies by the person, overall the central persons posses more knowledge and because the company has a lot of youngsters the seniors' examples are vital. The enormous amount of teamwork for the customer's benefit however spreads the knowledge and everyone has an important role in the teams.

When asked which is the most important: age, employment in years or tacit knowledge everyone answered the tacit knowledge. Furthermore, everyone believes that person's experiences and chronological age adds value to the company. Here are some of the arguments the seniors though of:

- Chronological age and experience brings value, but is dependent on the employees' service area.
- The age can bring value only till a certain point.
- Experiences bring more clients and value in that way.
- When the right elements are present in a person the tacit knowledge that has came along with age is important.
- Tacit knowledge helps to make sales.

Additionally, the reasons are the obtained deeper perception for issues. Sometimes the youngsters might be more overwhelmed with the workload; seniors possess naturally this certainty to guide youngsters and possibility to priories the tasks more efficiently. Human Resources value also seniors' skills to create trust between service provider and a client, the ability to make right choices based on tacit knowledge brings success at sales. Seniors are delivering forward the "big picture" and insight of the industry, they possess certainty of action, skills to create new customer relations and ability to solve various work problems. These answers reflect the senior's importance for the company as a carrying strength from the HRM's point of view. Additionally, if the employees also possess skills to learn new things and are able to develop

themselves further, they are considered as the core employees for the company.

The senior examinees present roughly that the youngsters have more training than the seniors. Consequently, all the employees go through various trainings to update possessed knowledge, people are interested from training but some cases the budget can be the limiting factor. However, the training is provided for everyone and is paid. Usually, the training is arranged at Helsinki. Personnel can also propose training which is needed; courses are from current issues from wide area. Employees' own activity is important and support money can be applied for further training in foreign country. Usually the nearest manager admits the permission to training and it is desirable for employees to attend if training is arranged.

Human Resources point out that in the auditing side the trainings are arranged all the time, because of the career trails compulsory nature. Courses have various options and are arranged when needed. The challenge is to schedule the trainings among the intensive customer service schedule, but the months from April to December are the season time for training. In the interview all the examinees were very pleased with the possibilities to take courses and range of them.

7.3 Change of generation and capturing the tacit knowledge

The most interesting finding from the research was that the company does not have clear process for change of generations nor plan of capturing the tacit knowledge from senior employees. However, the lack of it has been recognized and now considered as one of the development objects. There have been just a few retirements, and the tacit knowledge is transferred within the teams where seniors work with youngster. The examinees point out strongly how important it is to transfer a client forward from earlier employee for the follower. Interesting is that a half of the seniors believe there is no need for protocols how to transfer

knowledge. In addition, from a behalf of the company there is not a specific advice how to transfer tacit knowledge and probably this creates an impression that the knowledge transfer process is under control.

In addition, the auditing work teams inner 2 to 3 persons, where senior will guide the group's actions. These teams are rotated so that the persons change between the teams. Also, morning coffee meetings, story telling between colleagues and other informal ways have been developed to transfer tacit knowledge. The seniors pointed out that the experiences have shown the best ways to execute tacit knowledge transfer. Which are one way to execute and discover the best way of executing things; by experience, but it outlines the professional possibilities. Learning is executed by doing and time teaches how to tie the clients to the services. Nevertheless, the actual knowledge transfer process should be noticed, analyzed and planned if it may bring any efficiency for the company.

The only actual protocol the seniors mentioned was a god parenting. This includes a relationship between a senior employee and youngster, who starts to work in the company. The seniors and HRM both stated that the open atmosphere encourages the youngsters to ask advice from anyone in the unit. However, as we know the deeper the relationship between two people are the more there will be knowledge transfer. However, employees are obviously used to personnel changes and this might cause frustrate between seniors, in a way that they are forced to repeat same things and feel that by doing things themselves are faster.

At the Turku auditing unit, the examinees feel satisfied towards the current ways to transfer tacit knowledge and because the planning from the Helsinki headquarters is yearly basis the Helsinki feels distant for some of the examinees. However, all work tasks are based on tacit knowledge and in the personnel there are various levels of tacit knowledge. How to specify the company's tacit knowledge? The person's personality defines it, what are the relationships between the people and how wide is the employee's customer

network? Half of the examinees also believe that the tacit knowledge is not leveraged into various levels of the company.

Beside of the basic knowledge, it is vital to anticipate the customer's needs, and understand the human relations. It takes approximately 1 to 2 years before auditing person is familiar with the client and some of the processes attached to them. Tacit knowledge is needed to recognize the important things of the client to save time and effort. Also, the threat for the knowledge transfer was mentioned: some people keep the knowledge to them selves. Also, here the author wants to mention that some personalities consider relationships private witch might cause less knowledge transfer. Additionally, the employee her/him self might not realize this.

Before the interview shifted to the co-operational questions the examinees pointed out that they believe the development target would be to fasten the youngsters to the company so that the highest return rates from the new work force could be collected. How the company could decrease the turnover rate within the youngsters who are starting their careers? However, the examinees believe that the process will develop naturally forward to prevent the demographical change inconveniences. Also, the seniors believe the future problems will be in transferring the client relationships which have been formed between the specific employee of the company and the client. The networking has a relevant part of acquisition of new clients for the company.

7.4 Co-operation

In co-operation questions examinees were asked to specify the today's ways to transfer experiences between generations: in group work, at training, at the refreshing activities, cliental meetings or inner company employee transfers between cities for a specific time period. Also, familiarization program, godparenting, basic education for the tasks, everyday co-operation, open doors-convention, open discussions between colleagues and persons own sense to

find the right person to ask for the problematic issues were mentioned. The examples show that the today's ways to transfer experiences are various in the company but the depth of knowledge transfer within these are not studied.

The following explain the possibilities what juniors are able to teach for the seniors and vice versa.

- Comparing the beliefs what the juniors are able to teach for the seniors: new point of views, enthusiastic touch for work, new possible ATK skills, the latest ways to work during the auditing tasks, deeper knowhow that has developed throughout studies and the use of social media.
- What are the seniors able to teach for the seniors: experiences that becomes only via work years, how to interact with a specific client, to recognize the relevance points at work tasks and concentrate on those.

To these the Human Resource division stated the same; juniors are able to bring new attitudes among the groups that might increase the work results. However, the seniors' attitude toward the career as total and toward the youngsters is originated from their own beliefs and feelings of their personal careers. Would it be good to create an "open" role for the seniors that they could embrace and that would end their career in gracefully? The word "open" would not actually limit the seniors in a specific direction but to give their needed appreciation, acknowledgement to their careers and this way guide them to the more systematic knowledge transfer systems before their retirement. However, we have to remember that the thesis is handling the knowledge transfer from the senior employees for the company's utilization.

The examination presents also the common opinion that seniors are considered to be an important asset for the company from anyone's opinion. When defining the characteristics that the seniors possess and need to execute the work tasks the answers main points were:

- HRM stated that in the public tender the seniors age can play a huge role for the benefit in the competition, because the clients know the

importance of the earlier industry based knowledge needed in the auditing.

- Examinee: The motivated seniors are a major benefit for the company and conversantly the unmotivated seniors can cause problems when working near to the clientele.
- Examinee: Everyone's work effort is important, the age do not actually play such a huge role, but the experience brings the new tasks and clients that increase the revenue.
- Examinee: Senior's character and experience adds value for the company by increased relationship skills within work tasks as well as customer acquisition.

The question which had an opposite positioning between the parties was: What kind of knowledge (explicit or tacit) is appreciated in the company? All the seniors appreciated highly the experimental knowledge and believe that it is more appreciated because the school teaches the explicit knowledge. However, the HRM reply that the explicit knowledge is highly appreciated. This variation of the opinion can be reflection of the value differentiation between HRM and senior employees, different approach of the presented question or the different understanding of the senior employees tasks; therefore that senior employees all underlined the importance of the customer acquisition and relationship skills that were not brought forward so strongly in the HRM's side interview.

However, an employee is entitled to an extra payment on the basis of a 10, 20, 30 and 40 years career at KPMG, which is considered as a motivator. To honour the occasion there is also a celebration graduation in the intranet and coffee with cake served at the office. Additionally, the company has created a work well-being program that is partly focused on senior employees. Also, KPMG Oy Ab gives three days a month as annual holiday than normally employees have in Finland. All of these reflect the support the company gives to employees who are committed to the company.

Before the communication period in the interview, the author asked how the company prevents the work task classification for seniors and juniors', more traditional and modern or highly appreciated and less appreciated work tasks? Additionally, the seniors answered: everyone does everything and who has the time does the work that has not been done. The youngsters begin with the basic things and usually the experienced colleague executes the work task dividing because of obtaining the fluent flow on executing problematic tasks. Also, it is cost efficient that the youngsters do the easier parts of the auditing tasks.

7.5 Communication

Usually the senior employee has also the clientele responsibility and the youngsters that stay will later on get more challenging tasks. The problem is that when the new employees return rate increases they do not get familiar with the clients and therefore loose the customer relationship when it is competing against a competitor. One of the senior stated that the work is executed in groups who also complete the process together by splitting the tasks on the customer company's auditing. However, overall the seniors believed that the personal motivation and skills design the task dividing in a group. The HRM had a similar view of the task dividing as it is executed and elaborated above as well as they mentioned the resources, how there is various levels of tasks in a group and possibilities for seniors to guide the youngster "during" the process.

At the communication section of the interview came to awareness that there has not been arranged any courses for the personnel, how to work closely in a group with a different personalities and characters; various people. One examinee were remembering that the basic training in the beginning the work career maybe had some group dynamic training.

7.6 Challenges and Goals

The last two interview issues were challenges and goals. List of things that were considered as knowledge transfer challenges at the company:

- Bidding competition of the clients.
- To find good motivated employees, who stay in the company's employment.
- Tie the client after the senior employee, who has been the connect person to the company, retires.
- The youngsters returning rate after 2 to 4 years makes the knowledge transfer more difficult and effects the seniors motivation to transfer knowledge forward.
- The new technological development requirements, if not comprehended can be a challenge in knowledge transfer.
- The new laws and rapidly changing requirements in various industries of the auditing are important. (Not only important to know the current but to know how it was earlier.)
- Keeping up the culminate knowhow.

Additionally, the company's as well as the employees' goals of transferring the knowledge forward were positive. The senior examinees consider knowledge sharing very important and one of them stated: "the more we share, the better". The common attitude at the office encourages toward open communication. However, the common point of view was that the seniors did not have any specific individual goals to transfer knowledge and it was considered as self granted that knowledge should be transferred forward. They were very open to help the co-workers but the answers still raised a question: how much knowledge is actually transferred forward? Is it mainly the company's way of do things and protocols nor teaching the cliental relationship skills, characterising the clients and their needs because as pointed out earlier these youngsters do

come mainly straight from the school and they should possess “all” the explicit knowledge.

7.7 Quote

In the end of the interview were presented an old quote from earlier study (Le Grand, 2012. Knowledge Management course material at school Turku University of Applied Science) “The experience I have built over the years is knowledge the organization needs. They have to keep me if they want to benefit from my years of experience. They cannot replace me with a young kid and I am certainly not going to help them to do by giving away to a young kid what I have learned through my years of experiences.” In addition, the seniors’ reactions to this were both understanding as well as less understanding but all examinees agreed that they could not agreed with the quote and stated that it could not happen among them. The most important thoughts it raised among the senior employees were:

- Importance to tie the senior level employees to the company as well as to his/her task.
- In some cases quote offered realistic overview if the senior employees are not taking under consideration.
- Quote shows an old attitude, need of open communication. It reflects some kind of fear of losing earned position at work.
- The company should also control the situation so that the stress do not raise too high and force senior employees to burnout or switch into another company.
- Transferring knowledge helps the person him/her self and the company.
- The person is not a team player, the company processes have failed, sad to see that people think like that.

To avoid these kind of reaction in any level of the work career are important. The HRM did state that the KPMG is a co-operational company and the commitment between employer and the employee is so called trade between two parties. The company has to find the appreciation toward the senior's careers.

7.8 References to theory and further analyzing

The earlier mentioned theory of the Nonaka and Takeuchi (Nonaka & Hirotaka, 1995) solution is based on the interaction between tacit and explicit knowledge. At socialization phase in the theory the KPMG's senior employees share tacit knowledge via being together and executing tasks collectively. However, when the members of society share their own beliefs, thinking patterns and operation ways with each other they require similar things to reflect back to them and if the youngsters change rapidly it can be frustrating to start always from the beginning, which decrease knowledge transfer.

The other theory's phases require time and willingness to give up strict rules, which label society's interaction. The interview presents an open atmosphere among the KPMG's auditing unit and if it is truthfully executed, it opens an opportunity for more effective knowledge transfer. However, formal meetings and customer schedules inner free narration or learning from each other, but are crucial when introducing youngster and a client.

Externalization is formatting the tacit knowledge in a form of transferring it forward. In this phase the knowledge becomes public, which creates possibilities to apply and spread it further on. Seniors possess these useful schemas and practical operational models, which could be utilized and applied for use of other knowledge users. This second phase's success is defined usually in the process how the person possessing the tacit knowledge is able to present it forward.

At the third phase; unification, the new abstract information will be connected to earlier information, spread and valued in a society. In this phase the new knowledge is to be tested, which requires employees ability to adapt new and utilize the given knowledge correctly. In this phase the senior can feel threat of the criticism, if the working patterns have become very personal or some unimportant steps are e.g. skipped from the work tasks.

The fourth phase, internalization, the new abstract information changes into shared tacit knowledge. In this phase the knowledge transform the person's current knowledge and enrich the actions. Additionally, this is the goal that the company desires. However, these phases require also awareness and willingness to transfer tacit knowledge.

7.8.1 Answers to the research questions and hypothesis

The answers for the questions present a clear thinking pattern from the employee's point of view: the explicit knowledge can be utilized completely only when tacit knowledge has been absorbed via time. Also, important was to recognize the importance of customer relationships in the auditing units work. The study reached an over view of the company's knowledge transfer habits and open a discussion for further age management planning for the company. It is vital to be aware how transferring is executed currently to be able to support it or develop it.

7.8.2 How important is knowledge transfer during demographical change and what level of awareness of it among the HRM and senior employees?

The research answers reflect the employees belief that today is too early to consider the demographical change, which has currently no influence to the personnel. However, the HRM's goal is to develop customer relations control forward, re-enforce service co-operation and ensure that the personnel

questions are in the centrum of observation. (Annual report, 2010-2011. 34) Therefore, this age management challenge has raised importance in the current year.

The interview elaborates that the seniors' are not concern of the demographical change. They assume the company is not yet facing the age management challenge that was studied. However, the HRM unit has a goal to plan, study and develop the protocols of transferring tacit knowledge from the seniors to the utilization of the company.

7.8.3 How the point of views of the senior employees and Human Resource

Managers vary within the company's knowledge transfer process?

The main view points that vary of knowledge transfer process between the Human Resource Managers' and employees are probably the quantity of the tacit knowledge. It is not caused a different appreciation of tacit knowledge but the awareness of the existing quantity of the tacit knowledge.

The senior employees' work groups change when the client changes so the communication partner also varies and most of the work tasks which are executed in groups' inner mainly face to face communication. Most of the cases that the auditing employees solve require previously experiment and knowledge of the clients needs. Therefore, the company benefits for longer employment periods. Additionally, the interview presents that the HRM unit, which is located in different city from the studied senior employees is aware of the protocol knowledge transfer methods: email, face to face meetings, "open door" atmosphere and phone calls. The senior employees have been using their earlier positive experiences to transfer tacit knowledge. Overall, via more effectively knowledge transfer plan the seniors could guide their own ways to transfer tacit knowledge forward.

7.8.4 What are the methods of transferring knowledge?

Currently the tacit knowledge flow is executed between personnel via: earlier experiences, phone, and email, in group work, face to face conversations and spontaneous as well as organized coffee breaks. Also, the auditing employees have electronic archive system and electronic auditing of the accounts system. KPMG's auditing unit has based all their interaction toward group working, which is one of the effective ways to work. However, how to know how people know how to work in a group? Or how can the company ensure the people get along during changing groups within challenging work tasks.

Even though, group work is familiar for the most people and it is the most common way of working in an auditing account services, it would be recommended to study the group works efficiency as well as the employee's capability and motivation toward work in a group. Also, more often executed work group atmosphere surveys reveal possible adverse factors in these present work groups. The concept of working in a group raises other important work environment issues under the valuation, e.g. trust, personal dynamics and positive motivation.

7.8.5 General reflexion and recommendations for international HR Managers

The overview of the research presented that the company has not been prepared for the demographical change in the future or to transfer tacit knowledge via a specific method. Certainly, the company cannot force employees to spread the tacit knowledge. However, they can help the employees to become more aware of their own tacit knowledge as well as guide the senior employees toward more open communication, which contribute the tacit knowledge flow in a company.

The right kind of method cannot be designated by this thesis. The research should consider and compare all the optional methods, evaluate the structure of work tasks as well as conduct work environment research. However, the

guidelines can be designated. If analyzing the current ways of working in the auditing unit the first future proposal for development and increased effectiveness at the services would be: a compulsory course for all the employees such: “how to work in a group” and “how to network with various personalities”. Consequently, the employees are not only professionals of the accounts but also customer servants that work closely with clientele and execute almost all task within the work groups, these environments require good social skills.

The author believes that it is more benefited for the company to offer the course for the personnel and be sure that they are aware of the various ways to work in a group than only assume that these skills should have been learned in the school. At Turku the auditing unit’s employees work in groups everyday and contact clients when needed or when the customers approach to them.

8 CONCLUSION

We can postulate that integrated company politics should cover the whole work career and not just the later part of the career. Therefore, the temporary and isolated operations require a new comprehensive Human Resource Management. This kind of strategy could inner both preventive (e.g. life long lasting learning) as well as remedial operations (e.g. extra-training for employees that are having difficulties with the new technological solutions). This kind of strategy would help to avoid friction between generations. To avoid contradiction among generations and to maintain balanced workforce politics it is important not to centre all operations towards aging employees. Consequently, this could jeopardize the homogeneous operations of the company. (Ketsetzopoulou, 2007. 39) However, the demographical change is inevitable. While senior employees retire the company require support systems to accumulate the tacit knowledge of the company.

KPMG Oy Ab's auditing unit's work is based on the regulations and protocols of the area their clients' operate in. Consequently, part of the auditing work is to: network, acquire new clients, predict the markets and compete with the other revivals on the market. The auditing employees' work contain explicit and tacit knowledge. Knowing how knowledge is created facilitates the understanding of how to solve problems with knowledge transfer. (Funk & Elfving, 2006. 255)

Therefore, Nonaka & Hirotaka's theory of the knowledge creating company via four steps: socialization, externalization, unification, and internalization helps the HRM and the senior employees to understand the way tacit as well as explicit knowledge is formatting in a company. Theory elaborates how company can create more knowledge. Also, when human are aware of their behaviour pattern they are more willing to change it.

Even though, a part of the study is in transferring knowledge from seniors for the future employees, the co-operation between the HRM and senior

employees is far more important to be able to gain any long-term solutions in this issue. Secondly, the study revealed that the company do not use any processes to transfer knowledge within personnel's everyday tasks. The analysis of the survey data was executed to reveal outcomes to include new procedures for successful future development and sustainable knowledge flow throughout the company.

The main findings suggested that, despite of the today's functional working methods, the corporation needs updating to gain further development in a financial statement audit, an integrating audit, or other attestation services knowledge transfer methods, which was the concentration of my study. In sum, companies' memory knowledge so called quiet knowledge has an important role on firms' success and efficiency, which will become more important during the future's demographical changes.

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Appendix 1.

“Point of views of tacit knowledge in KPMG Oy Ab's Auditing unit within the demographical change”

Personal data:

Gender

Work position

Age

The length of the employment at KPMG

Values and age attitudes:

How would you describe the company's attitude toward employees of different ages?

Are the senior employees' strengths recognized (e.g. throughout an interview or some level of study) and how?

Does the company hire people from various age groups?

Knowhow and its development:

Which age group(s) posses most of the company's knowhow, in your personal belief?

What matter's most? Employee's age, employee's number of year at KPMG or employee's knowledge (a junior can be more knowledgeable in some areas than senior consultant)

Do you think the employees' age and experience bring more value for the company?

And if so, what kind of value the age and experience brings for the company?
How do you see that in everyday's work?

How the senior employees' knowhow is updated and how their further training is executed?

What is the training policy? How training needs are identified? How the company arranges execution of the everyday work tasks during the employees training?

Does the company's ability to offer training or courses encourage the employees e.g. to attend to independent training courses?

Change of generation and capturing the tacit knowledge:

How the company is prepared for the change of generation during the demographical change in future?

Have the company tried to transfer the knowledge from the seniors to the juniors?

What programs the company has used in information transfer purposes between the generations? Do they have formal approaches to do that?

What actions are made to ensure the information transfer in the Company's every day tasks?

What kind of knowledge is critical for you? How would you define the company's tacit knowledge?

Has the tacit knowledge leverage into various age groups throughout the company?

Based on your experience, does the company have the knowhow how to capture the silent knowledge of senior employees and an ability to transfer the knowhow forward?

Co-operation:

How the company is developing or has developed the co-operation between generations and how the experiences would easily been transferred between generations in this company?

What are the juniors able to teach for the seniors, or the other way around?

Does the company have mentor program?

Have the company tried pair work as one way to transfer tacit knowledge and has it been successful method?

Do you belief that the seniors are important asset for the company?

Can you define the knowledge that the seniors obtain and witch is required in their work tasks?

What kind of knowledge (explicit or tacit) is appreciated in the company and how the company rewards from it?

How the company prevents the work tasks classification for seniors and juniors', more traditional and modern or highly appreciated and less appreciated work tasks?

Communication:

How do the employees are able to communicate with each other during the work tasks and as a wise if needed?

Does the company form groups with various age groups and support their inner dynamics?

Can you specifically tell in which places or moments have you noticed knowledge transfer at the company during the workday?

Challenges:

What are the company's challenges in knowledge transfer today and in the future?

Have you come across any difficulties in this company concerning the knowledge retention?

Does the early retirement of senior employees cause lack of knowledge in the company?

Goals:

What are the goals of the company to transfer the knowledge between the generations?

What are the individual goals of the employees to transfer the knowledge forward?

Additionally, in which reasons are these individual goals based on or do they come from the behalf of the company?

Quote:

What kind of thoughts this quote raises, discuss?

"The experience I have built over the years is knowledge the organization needs. They have to keep me if they want to benefit from my years of experience. They cannot replace me with a young kid and I am certainly not going to help them to do by giving away to a young kid what I have learned through my years of experiences."

Thank you for your time.