

Enterprise knowledge management process in the conditions of knowledge economy

In an enterprise, the implementation of Knowledge Management process may be possible only if the essence of knowledge management stages and the features of its realization according to different contexts are understood. Thus, that is the point determining the relevance of the research topic.

A number of academic works are devoted to the study and analysis of development problems and challenges of knowledge management. It involves the studies of such Russian and foreign scientists as I. Nonaka, K. Jeanette, A. Wheeler, E. Lesser, J. Storke, M. A. Fonteyn, J. Harrington, F. Wall, M. K Rumizen, M. Marinicheva, C. Savage etc.

However, despite a significant number of scientific publications concerning specific challenges and issues, there is no single approach which can determine the stages of knowledge management process in an enterprise. Therefore, it is considered to be the purpose of this study. According to the purpose, the following tasks were identified: to analyze the theoretical and practical approaches to knowledge management process and distinguish succeeding process stages, that considered to be the most necessary factors of qualitative implementation of enterprise knowledge management process.

In challenging circumstances of modern competition in knowledge economy, only those enterprises win, that respond to the environment changes accurately and on time. The appropriate response to such changes could take place only if the enterprises not only own knowledge skills, but are also able to use it qualitatively and timely. The importance and necessity of high quality and accurate knowledge management of an enterprise is increasing as a reengineering takes place at many enterprises in Ukraine, that is usually accompanied by a reduction of an enterprise size. As a result, a significant number of leading workers quit or resign from a company, that causes so-called "brain drain". It should be noted that resigned employees are those people that are confident about finding better working place as they are "equipped" with relevant knowledge and experience. Hence, this situation is also one of the reasons that reveals the necessity of enterprise knowledge management.

The analysis of the principles of knowledge management offered by a number of scientists and features of activity of Ukrainian enterprises allowed to distinguish all principles of knowledge management

into three groups: general. economic efficiency. knowledge engineering.

When implementing knowledge management systems, it must be remembered that it is part of the overall economic strategy of the enterprise and should change according to the trajectory of development of the enterprise as a whole. Therefore, in the process of implementation, it is advisable to use such general principles as: systemic, comprehensiveness, continuity, unity, objectivity, target consistency, feedback.

The second group of principles of implementation of the knowledge management system consists of the principles of economic efficiency, which is determined both by the purpose of activity of the whole enterprise and the purpose of implementation of the given system. The following principles should be attributed to:

- personal material interest;
- professional competence;
- timely and complete awareness;
- safety of work environment.

The third group of principles includes principles that are not indirectly related to knowledge, so they are called the principles of knowledge engineering, which include principles such as:

- accessibility of knowledge;
- personification of knowledge;
- usefulness of knowledge;
- motivation for new knowledge;
- structuring of the revealed knowledge.

The use of these principles in the process of developing a knowledge management system and its subsequent implementation at the enterprise will give the desired economic effect.

Presently, there is no single definition of knowledge management, although more than 25 years have passed since its concept was first used: perhaps, it is due to its process complexity. Analysis of the concept development of "knowledge management" introduced by the author [3, p. 85], has suggested the following definition: knowledge management is a continuous multifaceted process by which an organization develops its competitive advantage through the timely use of necessary knowledge, where its mandatory elements are the definition, collection, selection, storage, distribution, usage, creation and selling knowledge.

Most of the economic literature on knowledge management is devoted to "knowledge management as a process" description. At the same time, there is no specific definition of knowledge management stages.

However, knowledge management stages were considered by the following author [2, p. 163-165]: its analysis revealed the following knowledge management stages in the context of domestic enterprises.

It is recommended to start enterprise knowledge management process at the stage of "Knowledge discovery". Its purpose involves a list establishing of basic knowledge that are essential to achieving an enterprise success. Such knowledge can be recognized in several fields: marketplace needs, competitors, personnel management, finance, suppliers, production-technology, legislative support etc. The next step concerns knowledge level determining of enterprise specialists. Thus, this stage is characterized by knowledge determination at every knowledge area, that allows to distinguish the difference between existing and required level of knowledge.

Before "Knowledge capture" stage occurs, it is necessary to create awareness of enterprise employees. It should be informed about the way knowledge management is enhancing enterprise prosperity as well as employees' sufficiency. This stage is characterized by the internal and external knowledge determination. Also, it involves accumulation of explicit and implicit knowledge that are necessary for providing competitive advantages of an enterprise.

Selection Process is considered to be the third stage of knowledge management process. Its essence regards to the collected knowledge review as well as its structuring and evaluation of its usefulness. Enterprise leading specialists, according to this stage, must show their competence in order to evaluate and select the knowledge that must be included in the corporate memory of an enterprise. This stage's significance is all about high-quality implementation that makes it possible to find and highlight the necessary knowledge that will create a specific strategy – the brand new competitive advantage in the future. Also, it is advisable, at this stage, to define a single structure as the basis of knowledge organization and classification, that are intended for corporate memory storage.

The next step is knowledge storage that is characterized by meeting knowledge processing: it consists of selected knowledge classification as well as its entry into the corporate memory. Also, at this stage, it is recommended to transform implicit to explicit knowledge, that involves the following knowledge: products, marketplace needs, production processes, marketing, customers, financial results, experience, operational and strategic plans and goals etc.

"Knowledge distribution" or "Knowledge sharing" stages are the next management process step. Knowledge, at this stage, is removed from corporate memory and is available for company personnel. Employees that feel the need in certain knowledge, enter required data in the corporate memory and as result, employees will automatically receive further information regarding the subject of their requests. Moreover, whether it is employees or other departments, they are able to share ideas, thoughts, knowledge and experiences at meetings. Such discussion meetings may be held either individually or

through shared software.

The necessary knowledge, at the stage of "Knowledge application", is used to accomplish tasks, solve problems, make decisions, find ideas, and study. In order to find, to have an access and apply the necessary knowledge accurately, a Query language is required. Integrated high assurance systems are used by many leading companies in order to increase both productivity and employee knowledge. The concept of gaining access to new knowledge and ideas requires creating comprehensible classification models and navigation systems for displaying quick-view as well as knowledge acquisition.

According to "Creation" stage, new knowledge is discovered through such methods as customer monitoring, customer feedback and analysis, causal analysis, benchmarking, gained in the process of business modernization and streamline business operations as well as research, experiment, creativity, automated knowledge acquisition and data development. Besides, this stage determines the way of obtaining non-verbal, subliminal messages from subject-matter expert or domain expert, and turn it into official knowledge.

"Sales", as the last stage, involves the following features: new products and services, on the basis of Intellectual Capital, can be sold outside an enterprise. Nevertheless, before this step, an organization have to reach a certain level of maturity.

In the context of innovation and investment development of the economy, only those enterprises, involved in the development and implementation of knowledge management system, have the greatest chance of getting sustainable competitive advantages. Management knowledge of an enterprise, precisely, enables it to respond in a timely and accurate manner to the constant environmental changes. The analysis of scientific studies devoted to the enterprise knowledge management and domestic enterprise activity made it possible to suggest the following stages of knowledge management process: discovery, capture, selection, storage, distribution, application, creation and selling of knowledge. Despite the existence of sufficient number of scientific works devoted to knowledge management, knowledge management systems, its components and implementation stages definitions, there is a lack of specific methodology of knowledge management implementation as well as methodology of knowledge management evaluation both at the state and enterprise levels that would consider the conditions of Ukrainian national economy development: that is why it creates the direction for further research.

References

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