

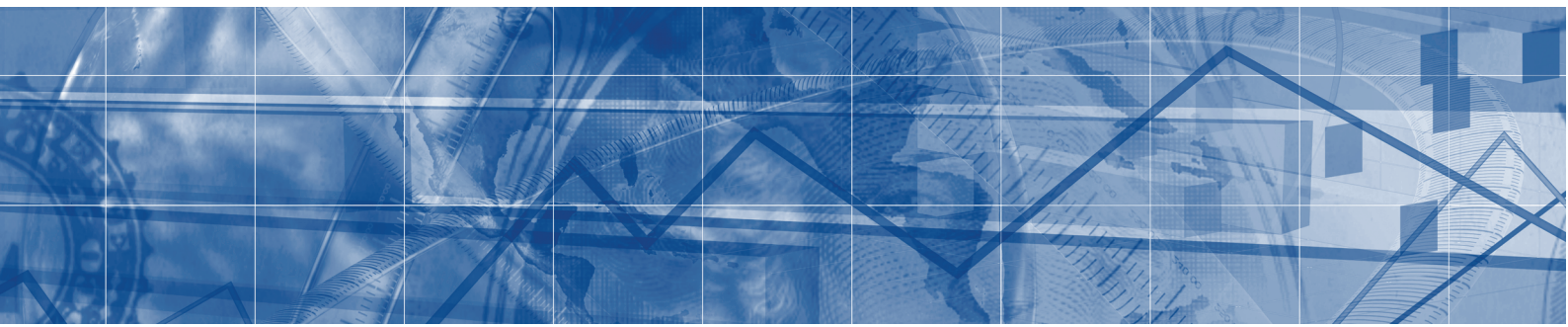


Молодіжний економічний вісник ХНЕУ ім. С. Кузнеця № 3

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Перспективними напрямками подальших досліджень є розробка методик оцінювання ефективності гелік-сних моделей та адаптація міжнародних практик до умов української економіки [5].

Науковий керівник – д-р екон. наук, професор Пилипенко А. А.

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METHODICAL APPROACH TO MANAGING THE STRATEGIC KNOWLEDGE OF AN ENTERPRISE IN A DIGITAL ECONOMY

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Kryvonis K.

Postgraduate (third) educational and scientific level student
of the of the Educational and Scientific Institute of International Relations
of Simon Kuznets Kharkiv National University of Economics

Ovinnikov A.

Postgraduate (third) educational and scientific level student
of the Educational and Scientific Institute of Management and Marketing
of Simon Kuznets Kharkiv National University of Economics

Annotation. Strategic knowledge is considered in the work as an intangible basis for the development of enterprises in a digital economy. Key knowledge management strategies are identified and analyzed: codification (IT orientation, «people to documents») and personalization (expert orientation, dialogue and human capital).

Keywords: digital economy, strategic knowledge, knowledge management strategies, codification, personalization.





Анотація. У роботі розглянуто стратегічні знання як нематеріальну основу розвитку підприємств в умовах цифрової економіки. Визначено та проаналізовано ключові стратегії управління знаннями: кодифікування (орієнтація на ІТ, «люди до документів») та персоналізацію (орієнтація на експертів, діалог і людський капітал).

Ключові слова: цифрова економіка, стратегічні знання, стратегії управління знаннями, кодифікування, персоналізація.



Activation of high -tech processes and intellectualization of production in the conditions of simultaneous action of factors of digital economy and the limited resource markets determines the need for the use of new approaches, methods and models of management, which are based on knowledge. This intangible basis represents an intellectual platform for the formation and development of key abilities - to make appropriate management decisions, to apply leading experience, to develop and implement business strategies, to form new models of market behavior, to receive customer loyalty.

Theoretical, methodological and methodological aspects of the formation and development of organizational knowledge were reflected in the works of such scientists as I. Ansoff, M. Vetter, A. Voronkov, V. Geyron, S. Woodruff, K. Eisenhardt, G. Kleiner, B. Milner, A. Nalyvayko, I. Nak. Sakman, R. Sanchez, M. Spencer, P. Sperrow, H. Takhi, G. Hemel, J. Khodinson, L. Shimanovskaya-Dianic and others. Significant attention in the research of these authors is devoted to the professional and psychological nature of knowledge, however, taking into account the different orientation of theoretical developments and achievements, it should be noted that some questions remain the focus of scientists and need further research. These include ensuring unity in the interpretation of the concept of «strategic knowledge» and the separation of their types, some aspects of the methodology of their research and management, namely: methodological approaches, techniques and analytical tools, mechanisms and strategies of formation, development of strategic knowledge of the enterprise, problems of integration into the system of management of its business processes.

Therefore, according to the above tasks, the basic principles of implementation of the system of formation of strategic knowledge are: proactiveness, which is due to the strategic orientation of the processes of knowledge management - the development and implementation of the strategy; Initiative and creativity are determined by the need to initiate the formation and development of knowledge, strategic vision, the feasibility of choosing a way of action to the requirements of the industry and the market; consistency - through compliance of the tasks of formation of strategic knowledge goals of organizational development of the enterprise; Adaptability is achieved by active search for sources of strategic knowledge and experience, the ability to use them in strategic management processes; motivation of staff to training and development; Social responsibility - compliance with social standards and the introduction of advanced world practices, experience in the activity of the enterprise.

When developed systems of knowledge management, in addition to these management principles, you should pay attention to different types of knowledge, namely - organizational levels of their creation. Thus, corporate and functional levels correspond to the collective (organizational/ group) type of knowledge, personal knowledge – represent the knowledge of the individual. According to this provision in the knowledge management system, it is necessary to distinguish the approaches of personalization (individual) and formalization, codification (information and technological) [1; 2; 3].

Codification involves the exchange of formalized knowledge and is based more on the use of information technologies, mainly in the field of storage and transmission of information and knowledge. According to certain procedures, employees are obliged to formalize the share of their knowledge. Knowledge is carefully encoded and recorded in a joint database, from where they can be received and used by any cooperator of the enterprise at any time.

This approach is based on the exhaust technology of production, identification, storage and reuse of knowledge and therefore requires serious investment in the information system. Knowledge codification is carried out on the basis of the approach «People to Documents»: the document is developed by employees, then alienated from employees, and then reused by other employees. Knowledge objects are carefully described and structured in reference systems. This allows you to look for and extract knowledge without appealing to the people who created it. Thus, it is possible to organize their activities on previously made solutions and approaches, the reuse of which can significantly reduce the cost of services. Accordingly, the purpose of codification, that is, bringing knowledge into a documentary or formalized system, is to make local and implicit knowledge of individual employees clear and accessible for widespread distribution, that is, in the multiplication of formalized, obvious knowledge of the enterprise.



Codification approach reaches the «reuse economy» [3; 4]. As soon as the knowledge is created and the money is received for them, they can be sold again and again at a very low price (unless you need to update the data each time). Since knowledge is stored in electronic databases, several employees can be used at the same time. Reuse of knowledge saves working hours, reduces communication costs and allows the firm to implement more projects. Accordingly, this approach ensures high quality, reliable and fast information through the use of codified knowledge. The main danger of this approach is excessive technocratic. Therefore, the priority should be not the expansion of the information base, but to ensure general access to it and to form a team approach in work on joint knowledge.

In the approach of personalization, the focus is on the carriers of strategic knowledge. When used, the likelihood of assimilation of informal (hidden) knowledge of employees (for example, opinions on certain production issues or experience acquired in the observation of actions, behavior of more qualified employees) increases. This approach is based on the fact that knowledge is contained in people and, most importantly, that the media (experts) should be kept and shared. As a result, the motivation of the staff and the formation of the necessary culture of the company comes to the fore, and the central task is to identify, preserve and effectively use the knowledge of employees. The focus of personalization is a dialogue between people, not the introduction of information in the database. Knowledge that is impossible or inappropriate to codify is transmitted during brain attacks and conversations on one or in a group. At the same time it is necessary to spend a lot of means of establishing contacts between people, on raising the common human capital of the company (training of employees - as one of the directions).

If the codification is more connected with the use of the information and technological component, then organizational methods of action must be used first for personalization. To generate and disseminate knowledge and ideas, different structures are created to activate the process of knowledge exchange, training and change, for example, between functional teams, clients or product work units, working groups, communities of practitioners.

When training staff also use the possibilities of the external structure of the enterprise, methods of «intervention». Distance learning is widespread using communication tools through the Internet. Nontraditional forms of learning are retraining and quality groups [4]. In general, it should be noted that the approach of personalization is based on the «economy of specialists». Enterprises that use this knowledge management strategy invest large means in creating a network of specialists and forming an effective system of organizational communications [5]. Thus, the approach of personalization is based on the provision of creative, analytically accurate recommendations for solving high-level strategic problems by transferring individual knowledge. It should be noted that enterprises that implement in the field of knowledge management of personalization strategy can face a problem such as the inclination of staff to replace the actions of conversations. Faced with the problem, people are discussing, making decisions and making plans instead of eliminating it. Therefore, mechanisms should be laid in the work of the enterprise that guarantee that the decisions will be implemented (the awareness of colleagues about each employee, the allocation of powers to track the stages of implementation of decisions, etc.).

The key difference in the implementation of the two designated strategic approaches is the role that is provided with information providing the process of knowledge formation and development. According to the choice of approach to the processes of distribution and exchange of knowledge, the choice of information and technological components of knowledge management is also made.

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