

Association of Knowledge Management with Strategic Management: Directions and Trends at International Level

Daniel RUSU¹

DOI: 10.24818/mer/2022.02-04

ABSTRACT

In order to facilitate innovation in organizational settings, increase creativity and productivity, and optimize performance, a key lever is knowledge management. The modern multidisciplinary process responsible for exploiting the information and knowledge of a particular organization to achieve organizational goals eloquently defines knowledge management. In the field of strategic management, a very useful tool that provides information and knowledge of great value and that requires strategic planning proves to be represented by the individual and special nature manifested by knowledge management. The main objective of this study is to investigate the interdependence between knowledge management and strategic management. The main goal of strategic management is to equip the company team with the new technological and technical realities, to the operational conditions imposed by the market, to avoid the threats produced by uncontrolled factors, and to be able to benefit from the opportunities generated by profit. Highlighting from the contemporary business literature the main perspectives of strategic management as well as their mixing with the current perspectives in knowledge management, is the indication of the evolution of research in the field of strategic knowledge management. The association of the responsible capacities of knowledge in order to justify the constitution of the strategic aspects represents the main direction on which the article focuses.

KEYWORDS: *international environment, knowledge management, SMEs, strategic management*

JEL CLASSIFICATION: *D8, L1, M1, M16*

1. INTRODUCTION

Modern business developments, dictated by a highly competitive external environment, as well as economic and social conditions that are constantly changing, imperatively determine the orientation of organizations from a strategic point of view. In recent years, the theory of strategic management has been widely developed to meet this need. In the opinion of Papadakis (2016), because the strategy provides the necessary instructions to fulfill the vision and mission by identifying threats and opportunities, knowing the weaknesses and strengths, recognizing the necessary and favorable conditions for developing competitive advantages, it is defined as an important factor in terms of the specific viability of a particular organization. Strategic management is characterized by a multidimensional value related to creating a general administrative and managerial discipline, identifying potential problems in time, specifying standards compared to final results, mitigating uncertainty, creating competitive advantage, limiting resources, and defining the future of the organization. From the point of view of Georgopoulos (2006) and Kreitner and Kinicki (2009), the strategic vision has the role of supporting management at several levels, given that it minimizes waste of time but also unnecessary actions while facilitating the objectives developed. at the level of

¹ Bucharest University of Economic Studies, Bucharest, Romania, rusumdaniel@gmail.com

implementation and planning, it significantly limits the uncertainty, generates the feeling of discipline, and contributes to the unity decisively in the direction of administrative actions.

In recent decades, technological developments have shaped a diversified business environment. The increasingly sustained growth in the use of knowledge has been generated and amplified by the globalization of markets along with increasingly easy access to information. One of the most important resources in order to obtain a certain competitive advantage has recently been identified as the very capital of knowledge. In the current economy, the competitive advantage of companies does not consist in their position on the market, but in the development of knowledge as an intangible resource difficult to replicate as well as in the way it is used (Bolcas & Ionescu, 2016). In conclusion, knowledge management has gradually developed as a particularly important lever for supporting innovation in the organizational framework, increasing creativity and productivity as well as optimizing performance. It refers to a modern multidisciplinary process of exploiting the information and knowledge of a particular organization to achieve organizational goals.

Organizations are forced by a complex, turbulent, and dynamic business environment to use the exact knowledge and information of their external and internal environment in order to establish tactical, operational, and strategic decisions. The decision that is made in this way can lead to a competitive advantage based on knowledge and information resources. For this reason, the 21st century is also called the "Age of Knowledge" or the "Age of Knowledge". The father of management theory, Peter Drucker, described, in the context of the age of knowledge, that neither man nor capital nor natural resources will be the means of production. These will be represented by knowledge. Moreover, Grant (1996) presented the theory of the vision of firms based on knowledge. Knowledge is the most strategic source of organization in order to obtain the competitive advantage, because it cannot be easily imitated. The company that uses its knowledge assets most effectively can outperform companies that do not.

In this way, a source of competitive advantage for the organization is precisely knowledge. Competitive advantage is gained, and the business is managed through a process called strategic management. Fred David's model is one of the models of the strategic management process. The strategic management process consists of three distinct stages, which consist of strategy formulation, strategy implementation, and strategy evaluation. All the activities of the organization are led by him. Strategy development, also known as strategic planning, consists of the following steps: formulating mission and vision statements, auditing the external and internal environment, developing long-term goals, selecting and evaluating strategies (David, 2007). The study is a consultation of bibliographic sources made using keywords related to the association of knowledge management with strategic management.

2. DEVELOPING AND INCREASING KNOWLEDGE MANAGEMENT

The most important benefit of knowledge management is represented by the ability to procure and incorporate knowledge in the activities of the organization, as well as in the processes responsible for making decisions in order to obtain value (Ceptureanu, Ceptureanu & Tudorache, 2015). The specific tools of knowledge management are available in all knowledge activities: learning, understanding, and assimilation of information by people who will then transform information and data into knowledge (Ceptureanu, 2016a). In order to define knowledge management, it is first important to define and characterize knowledge; this abstract, broad, and comprehensive notion extremely necessary for defining a justified and

personal belief and at the same time responsible for increasing the capacity of a particular individual. to make productive decisions and measures (Nonaka, 1994). Nowadays, knowledge is seen as the main deadly force behind economic growth, performance and productivity, emphasizing learning, technology, and information but also their role in economic performance (Nicolescu, Ceptureanu & Ceptureanu, 2009). Today, the organization that is not based on knowledge can lose its competitive advantage and is considered to be predestined to lose the land acquired because of its competitors (Uriarte, 2008). As soon as a certain organization has completed both the internal and external analysis, it will carry out certain steps in order to formulate the best strategy that can allow the company to obtain the competitive advantage (Bordean, Borza & Glaser, 2011). Consequently, it could be recognized as a valuable resource and one of the fundamental objectives of the organization to establish a basis for organizational knowledge. It represents the place and time when knowledge management begins, defining the discipline responsible for contributing to the achievement of this goal (Nikova et al., 2015; Belias et al., 2017). Even if the definition of knowledge is closely related to knowledge management and its definition must be unequivocal, the review of current literature presents a multitude of definitions that reveal, among other things, programs, perceptions, and interests in regarding the implementation (Pour, Asarian, 2018).

The relationship between the level of competitiveness, knowledge management and business sustainability highlights the fact that knowledge management generates a primary strategic advantage, especially for modern private enterprises, compared to public organizations characterized as safer in their monopolistic nature. Undoubtedly, strategic options are the result of managers' efforts to identify the forces influencing change, while allowing them to understand the opportunities present in the business environment (Bordean & Borza, 2014). Under these conditions, knowledge management systems, due to the specific cost of the systems needed to implement, still do not benefit from broad support (Rossidis and Aspridis, 2017). Within enterprises, knowledge management requires an environment that allows the facilitation and cultivation of organizational learning and knowledge exchange, as well as a specific infrastructure, able to support the maintenance, but also the creation of knowledge repositories (Purcarea, Espinosa & Apetrei, 2013). Moreover, knowledge management, despite its costs, is gaining constant support within organizations. In order to maintain the efficiency and effectiveness defined by increasing the customers who are satisfied, thus guaranteeing the sustainability of the business, organizations need knowledge management systems (Desouza, Paquette, 2011). Through the exchange and interaction of knowledge, knowledge management supports the growth and development of performance obtained by employees. Knowledge management generates among employees certain groups of knowledge that, when necessary, are offered to executive managers (Vasiliadis et al., 2020).

For a long time, the organizational capacity to use, generate, and address knowledge has been a critical factor for social and economic development at the macroeconomic level as well as an extremely necessary tool to achieve microeconomic profitability, overcoming competition, and stimulating innovation (Ceptureanu, 2016b). The growing appreciation of knowledge as a subsequent strategic resource led to the need to manage it (Storey, Barnett, 2000). Consequently, it is reasonable for organizations to develop and establish a distinct methodology through which they can benefit from the knowledge present in their bases (Wu & Lin, 2009; Chase, 1997), thus linking specific strategies for knowledge management to intrinsic objectives of business (Skyrme, 2002; Teece, 2000; Murray, 2000; Tiwana, 2000; Zack, 1999). According to Heisig (2009) and Lehaney et al. (2004), distinct analyzes of knowledge management frameworks establish the amplitude of the strategy according to the

main defining elements for knowledge management. Regarding the components of the organization's strategy, among authors (Swan, 2013; Wu & Lin, 2009; Abou-Zeid, 2008; Porter, 1998; Barney, 1991) it becomes widely accepted that it is particularly important for its sustainability to identify a particular competitive advantage. From the point of view of many authors, in the knowledge management process, the learning process is directly related to viability (Storey & Barnett, 2000) but also to the competitiveness of organizations (Bagnoli and Vedovato, 2012; Halawi et al., 2006; Smith & McKeen, 2003).

Remarkable is the fact that knowledge management has a strong link with human capital and from this point of view is directly related to executive managers with a dynamic role in implementing and designing knowledge management strategies (Anooshiravan & Damien, 2013; Danesh et al., 2012; Davenport & Prusak, 1998; Porter, 1980; Sveiby, 2001) assuming that, according to the literature, it proceeds in the interest of the organization (Zheng et al., 2010). Various studies verify the above (Heisig, 2014; Matos et al., 2013; Davenport & Prusak, 1998) and demonstrate that superiors tend to use knowledge as strategic resources (Dayan et al., 2017), consequently, they seek to materialize an efficient knowledge management.

Overall, knowledge management is a cycle, a process, but also a discipline of knowledge acquisition, as well as the creation, sharing, and application of that knowledge. Through knowledge management, this knowledge can be used to make effective decisions needed at any level. A competitive advantage based on knowledge is obtained with the help of these effective decisions (Momeni et al., 2012; Ghannay and Zeineb, 2012). In a state of uncertainty, predictability is improved through strategic management (Carneiro, 2000; Muthusamy, 2012). However, compared to competitive intelligence, it is less proactive and focuses on internal knowledge (Taib et al., 2008; Ghannay & Zeineb, 2012; Momeni et al., 2012). This argument leads to the conclusion that knowledge management can be used to assess the potential of an organization, as well as the current internal environment. Because the internal environment is mainly made up of weaknesses and strengths, knowledge management can also be used to assess potential and current weaknesses and strengths (David, 2007). There is a significant relationship between competitive intelligence and knowledge management. These represent two different components of the same whole and complement each other. It shows a greater convergence between them. Together, they manage and use mainly knowledge about the external and internal environments of an organization.

If, at any level, decision-making requires the integration of information from both the external and internal environment, the synergistic use of intelligence and knowledge gained through competitive intelligence and knowledge management, respectively, can be used to making effective decisions. For an organization, this can lead to a competitive advantage (Taib et al., 2008; Momeni et al., 2012; Ghannay & Zeineb, 2012). Therefore, if at any level, decision making does not involve the integration of information from the external and internal environment, then the use of intelligence and knowledge can be used for decision making. This situation can be a source of competitive advantage.

All these aspects can help to define a decision according to which competitive intelligence and knowledge management are particularly effective tools for assessing potential and current external and internal environments. Moreover, the separate and synergistic use of both could lead to a competitive advantage. This can lead to another distinct stage where competitive intelligence and knowledge management could be necessary tools for assessing the potential and current external and internal environments of an organization in the strategic management

process. The reason is that the evaluation of the external and internal environment is a distinct part of the stage of elaboration of the strategy of the strategic management process. Also, this judgment leads to another distinct stage in which intelligence and knowledge, through competitive intelligence and knowledge management, respectively, can be used in separate and synergistic ways, in order to make decisions in the strategic management process. Moreover, an unanswered question remains about how both can be used in separate and synergistic ways at each stage of the strategic management process.

3. THE INCREASING EFFECT OF STRATEGIC MANAGEMENT ON THE EFFICIENCY OF ORGANIZATIONS

Strategic management is a complex process of developing the future of the company, its long-term evolution, in which the development, implementation, and evaluation of the strategy takes place. Strategic management is the most modern form of management of the company, based on anticipating environmental changes, assessing the company's internal potential and changes necessary to harmonize with the environment to achieve the objectives set (Borcosi, 2015). Strategic management and strategic thinking are the most important activities of each organization. Today, the organizational strategy increasingly admits the particularly important role presented by the knowledge resources associated with information technology in order to run the business. The performance of a certain company is dependent on its ability to manage its available resources efficiently with the aim of achieving strategic objectives. Today, in order to fulfill this important condition, an intensive process of knowledge development as well as access to relevant and useful information by the strategic management is absolutely necessary. The transformation through management of a potential form of knowledge into another is another possible factor responsible for transforming knowledge into a useful specific tool. Considering the different levels of knowledge present within a certain organization, correlated with the understandings about interpretations and relationships generating new perceived values, generates the recognition of the potential evolution about knowledge. In addition, information technology and knowledge become interdependent; advanced and clarified knowledge is useful for successful technological optimization. Strategic orientation focuses on how a company interacts with its environment. Therefore, the strategic orientation describes the match between the environment and the strategic choices of the company and refers to a stable model of strategic actions closely related to the operation and structure of a company (Iederan, Curseu, Vermeulen & Geurts, 2013).

In order to implement the strategy for knowledge management, the key actors are managers, but studies indicate that they are not always fully aware of the nature of the information held by the knowledge regarding the establishment of a certain competitive advantage and consequently it is necessary to demonstrate this interaction between these elements. An expected result would be that represented by managers who can conceive the essence and importance of knowledge exchange as well as management regarding the optimization of the decision-making process. Practically, during the last years, knowledge management has evolved from being appreciated as a specific tool to large technological companies or IT departments to being considered an essential element in defining the ways of functioning of enterprises, in an absolutely independent way expertise, human capital or size. In addition, various authors have highlighted the benefits generated by the knowledge management of SMEs (O'Connor & Kelly, 2017; Cerchione & Esposito, 2017; Martinez-Conesa et al., 2017). Dissemination of knowledge and receptivity to knowledge are particularly important factors for knowledge management, but there are only limited studies conducted to investigate the

direct relationship between these dimensions of knowledge management and the effectiveness of the organization. Receptivity to knowledge and the acquisition of knowledge make the greatest contribution to the effectiveness of the organization. It shows a clear direction for decision makers to focus on acquiring knowledge. It is particularly important that decision-makers ensure that knowledge is properly acquired and used wisely to ensure that the organization is as efficient as possible, leading to better economic and financial performance.

4. USING KNOWLEDGE MANAGEMENT IN STRATEGIC MANAGEMENT

In the opinion of Swain and Ekionea (2008), Bordeianu (2015), gradually, knowledge management was accepted as a significant tool necessary to optimize the competitive position of organizations. According to Chen and Huang (2012), knowledge management and, more precisely, the application, development and acquisition of organizational and individual knowledge are today perfected at a non-capital level, able to influence the survival and competitiveness of a particular organization. While, according to Storey and Barnett (2000), "knowledge can be the solution to sustained competitive resources," many researchers confirm that in the age of globalization, survival requires effective knowledge management (Dawson, 2000; Drucker, 1993; Nonaka, 1991).

The optimization of the resources approach represents the theory based on the company's knowledge, through which organizational knowledge becomes an important necessary resource in order to increase the effectiveness of strategic programs (Grant, 1996). Knowledge is such a strategic asset for managers that they should seek circulation, ownership, creation, and implementation (Spender, 1996). Also, understanding and amplifying knowledge as an asset means that it consists of capabilities (knowledge-based) and inimitable resources (resource-based) rather than services and products derived from such resources. It is implied that the inimitable behavior manifested by these resources generates, as an effect in a particularly competitive environment, a certain much more sustainable competitive advantage.

The knowledge was divided by Wu and Lin (2009) into three categories, management, strategic, and organizational, and also identified at the executive level a positive correlation between them. Moreover, they identified a positive correlation present between the themes responsible for the implementation of knowledge management and the strategy of the knowledge management process. Therefore, they cataloged the indices responsible for the performance of companies and representative topics related to the implementation of knowledge management and also identified a positive correlation between them. Their study examined exactly how the following categories identified through interview processes (five) are exemplified in the literature: social factors related to strategy and knowledge management, strategic capabilities and knowledge management, the link between management and knowledge management, the business image of strategy and knowledge management, as well as the link between knowledge management and analogies with strategy (Dayan et al., 2017).

Four distinct elements responsible for transforming knowledge management into a strategic source were identified by Bollinger and Smith (2001), stating that reference is made to organizational rather than individual knowledge: valuable; inimitable; rare; cannot be substituted. More precisely, inimitable refers to the fact that a certain interaction is identified between collective and individual knowledge, in the situation in which individuals contribute through their own perception of knowledge to the collective perception, thus leading to the acquisition of knowledge. Moreover, organizational knowledge consists of experiences that are accumulated and appear during a history specific to the organization. Therefore, the

inimitable feature makes beneficial contributions to the originality of the action or thinking of each group or each organization. Rarity is derived from the concept that the knowledge of the organization consists of differentiated knowledge from employees. In other words, it manifests a rare feature because it is a mixture of intentional human capital in the history of organizational performance. It is of particular value because, according to Audrey et al. (2001), the effect of new organizational knowledge could contribute to the sustainability of the company through the innovations to be implemented in terms of the type of outcome of each of the organizations. The added value presented by a certain management information system, holder of valuable information regarding the specific environment in which the organization operates, is that it will be able to authorize managers to use the most relevant knowledge and at the same time formulate the most favorable decisions when developing the strategy of organizations. Considering that most of the strategic decisions, in a highly competitive environment, are, according to Curren et al. (1992), closely related to customer preferences, in conjunction with in-depth examination of competing organizations, the successful implementation of strategic decisions is dependent on the ability of managers to appreciate, analyze, and collect all available knowledge. In this way, the viability of a particular organization is directly dependent on the equity of knowledge.

The priority of today's performing companies is represented by the evolution of the exploitation of critical factors and particularly relevant characteristics in terms of knowledge management, such as the ability to convert irrelevant data into useful information and consistent investments in knowledge processes, the ability to identify threats and early opportunities, the formation of competitive advantages, innovation, etc. Under these conditions, most of the companies do not recognize the importance and added value manifested by the capital of knowledge, and from this point of view they fail to quantify the decisions responsible for obtaining a certain competitive advantage. Very few organizations use internal knowledge audits, revealing to managers the capital of this knowledge and then turning it into financial terms, even if the future market position of companies is largely dependent on the capacity they have to translate knowledge of the specific innovation and action infrastructure (Kao, 1996).

4.1 Knowledge-based strategic management and knowledge-based strategies

Given this distinctive element, knowledge-based strategies can be differentiated from classical strategies by the following aspects: the knowledge resource is encompassed in all components of the strategy - mission, objectives, efforts, strategic options, deadlines, responsible parties and competitive advantage; the strategic objectives provide for the application and exploitation of knowledge; the human resource, in the process of substantiating the strategy, occupies a very important place because it contains, implements and exploits the existing knowledge within the company; information resources are much better transmitted through the development of communication techniques, are faster and more accurate due to the evolution of the means of information processing, in the processes of substantiation and development of the strategy the value chain based on knowledge, in the context of the influence of external and internal factors; optimizing the innovative capabilities of the strategy due to the expression of creativity in all its components; extensive use of participatory elements in the process of establishing, developing and implementing the strategy, which requires the cooperation of all employees based on the knowledge and cooperation of external and internal stakeholders that influence the strategy; providing a motivational background in the strategy development and implementation processes; diminishing the perception regarding the degree of formalization of the strategy due to the intangible character of the knowledge.

As gaining a competitive advantage is conditioned by strategic knowledge, it should be noted that this resource must be identified in the process of developing and substantiating the strategy. This identification can be done by knowing and being aware of the features that differentiate strategic knowledge from the rest of knowledge: they are unique and rare, the effect of their use generates added value; they are particularly difficult to duplicate and replace; they are relatively easy to capitalize on in order to achieve the organization's objectives; they can be strengthened with the help of specific learning processes.

Strategic knowledge management processes take place using existing methodologies but also other phases and processes absolutely necessary for the practice of strategic knowledge management: strategy development and evaluation of its component using explicit and tacit knowledge through its intellectual exploitation; defining the knowledge needed to develop, develop and implement strategic options; identifying the "gaps" of external and internal knowledge of the competition; establishing the means necessary for the assimilation of strategic knowledge; incorporating 'new' strategic knowledge into knowledge-based strategic management processes, using organizational and individual learning as a priority in order to create added value;

5. THE EVOLUTION OF STRATEGIC KNOWLEDGE MANAGEMENT

A strategic objective is considered to be precisely the management of knowledge, a process that generates the establishment of a certain competitive advantage through knowledge procedures, capabilities, and through the advancement of skills. Gradually, according to Kogut and Zander (1992), compared to more traditional resources, we can consider knowledge as a primary resource that contributes not only in developing competitive advantages, but also in the internal organization of the company. Progressively, the literature became interested in the replication and imitation of knowledge strictly when it is understood internally as an important resource of the organization, while identifying it as fixed and passive. In parallel, according to Nielsen (2005), researchers in strategic management have turned their attention to theories of competition.

The organization is forced to inspire, when knowledge management is implemented, a so-called specific strategic roadmap, given that knowledge management consists of a diverse mixture of elements specific to the organization and fluctuating depending on institutions, learning procedures, and structure (Kalling, 2007). **According to** Yang and Yeh (2009), "a strategy is the process of driving major goals, vision, mission, policies, and strategies that manage the allocation and acquisition of resources to meet the organization's objectives." Assuming a certain specific roadmap in accordance with the interaction between effects and causes is the quintessence of the strategy. The objectives developed over a long period of time, within this context, are correlated with the implementation programs developed over a medium period of time. The comprehensive plan is based on a rational chain of events and makes intrinsic reference to the implementation of the company's strategy, making a sustained contribution to the understanding of objectives and means, thus allowing managers to achieve a better implementation.

The specific knowledge management strategy represents a critical element of the business strategy, responsible for fulfilling those pre-established objectives, but also for building the advantages of collaboration through strategic synergies. When discussing the formation of alliances in which knowledge could be disseminated, analyzed, acquired, but also implemented between partners, knowledge management could make an excellent

contribution. Alliances but also strategies responsible for knowledge management are closely linked, especially in a technological alliance, and in which to overcome the obstacles of the environment partners consider the exchange of knowledge (Lane, Lubatkin, 1998).

The amplification of organizational learning determines the examination but also the exploitation of particularly important external information based on the strategic orientation of organizations in the direction of advanced technologies as well as the emphasis on development and research (Lane & Lubatkin, 1998; Cohen & Levinthal, 1990). The field in which it is proven that knowledge management plays a key role in the literature is innovation (Heisig, 2014; Lee and Chen, 2012). Innovation and, implicitly, competitive advantage, according to representative authors such as Skyrme (2002), Tiwana (2000), Teece (2000), Murray (2000), and Zack (1999) are achievable exclusively with the help of knowledge and according to Davenport and Prusak (1998) enterprises, in order to survive, can no longer use only the products and practices of the past. For the sustainability of enterprises, knowledge has come to play a particularly important role. Undoubtedly, only knowledge cannot lead to the expected result, represented by the competitive advantage. It is necessary for organizations to be able to obtain their own knowledge about human capital, which they can then turn into explicit knowledge, established within the organizational structure, and eventually transformed into capital structural order (Porter, 1998).

In the formulation of competitive advantage, the specific added value of knowledge lies precisely in the fact that those organizations have the ability to take advantage of opportunities by addressing or avoiding obstacles much better (Bontis et al., 1999). Particularly diverse authors have emphasized different aspects of the development of the knowledge strategy. A benchmark is the learning process, where, according to Zack (1999), "Knowledge-based competitive advantage is sustainable because the more a company knows, the more it will be able to learn. The learning process, in the opinion of Beer et al. (2005), is closely correlated with strategic management; when the organization adopts its strategic roadmap, it could have the ability to understand the essential knowledge needed to execute the strategic plan, to be able to compare it with that already existing knowledge, and finally to be able to identify gaps. Skyrme (2002), on the other hand, studied the alternatives through which companies can acquire knowledge from other resources, such as processes, products, but also human capital (Dayan et al., 2017). The general strategy accepted by the company has close links with the implementation of knowledge management. Consequently, according to Wiig (1997), the tendency of firms is to adopt strategies close to the desires, attitudes, and structure of firms, and the ideal strategy is exactly that which can fully meet all their needs (Wong, 2005).

The tendency to focus on knowledge management could broaden the effectiveness of strategies by cultivating a very special know-how, but also specialization in certain KM-specific areas such as training those knowledge-specific workers, dispersing knowledge in the direction of particularly relevant stakeholders, the gathering, but also the storage of rare knowledge (Wiig, 1997). In order to reach the level of expected profitability, the competition is about choosing the ideal strategy for the most efficient use of knowledge. Strategy must be directly linked to the spirit and principles of knowledge management (Skyrme & Amidon, 1997), as a fundamental element necessary to achieve the objectives of organizations (Audrey et al., 2001).

6. THE "ERA" OF STRATEGIC KNOWLEDGE MANAGEMENT

Compared to strategy, a relatively new concept is the strategy of knowledge. Subsequently, the interdependence between strategy and knowledge has been highlighted in the literature since the early 1990s (Kogut & Zander, 1992) and knowledge, according to Kasten (2007), is already valued as a competitive advantage and a strategic tool. The knowledge strategy could be seen as 'general guidelines that can reshape the organization's ability to manage its cognitive resources', 'with the ultimate goal of using these assets as effectively as possible for competitive advantage.' (Kasten, 2007; Holsapple & Jones, 2006). In conclusion, according to Eisenhardt and Santos (2002), the general strategy of the organization is in full accordance with the knowledge strategy. Given that it is intrinsic to specific knowledge management practices, the question inevitably arises as to whether a distinct definition of knowledge management strategy is needed.

As mentioned earlier, the knowledge management strategy encompasses the long-term plans, objectives, resources, and general practices of organizations. Under these conditions, according to Shannak et al. (2012), there is no general, common definition in the literature. The knowledge management strategy is considered as a strategy for the implementation of knowledge management or as a 'knowledge strategy'. The knowledge strategy as well as the knowledge management strategy have been given an identical meaning because if a certain organization follows specific programs for knowledge management, it is assumed that it actually implements a knowledge strategy (Shannak et al., 2012). As some authors point out, it is not only necessary for organizations to be aware of the adoption of a particular knowledge strategy, but rather to identify the importance of knowledge as well as the need to use it in an efficient but also coordinated procedure. The KM strategy is based precisely on the effort made in the direction of designing the plans necessary to lead the knowledge management to a certain guide necessary for the competent authority (Halawi et al., 2006). The knowledge management strategy plans to implement the programs necessary for knowledge management through the use of applications, as well as specialized tools from a technical and administrative point of view.

The difference between knowledge management and knowledge management strategy is found right in the middle of those two strategies; the knowledge management strategy is responsible for the effective implementation programs (DeViron et al., 2014), while the knowledge strategy is focused exclusively on how knowledge could become a real competitive advantage (Denford & Chan, 2011). Consequently, it is necessary that any kind of implementation plans be preceded by the adoption of the knowledge strategy. **According to** the previously mentioned, with direct reference to the attitude / general vision of an organization related to knowledge as a resource as well as to the specific ways necessary for its management, the knowledge strategy obtains a much more general understanding. In this way, in the absence of a relevant explicit statement, the knowledge strategy is included in the general strategy of the company. As a strategic resource, knowledge plays a key role in the process of formulating winning strategies (Snyman & Kruger, 2004, p. 5). The true power of knowledge lies precisely in its ability to authorize the business strategy, but also in its positive influence. Therefore, the association between the knowledge management strategy and the business strategy becomes essential. In terms of knowledge management strategy, on the contrary, the company explicitly adopts as a single asset the methods, plans, and programs necessary for knowledge management that will largely determine the objectives, tasks, and processes of employees. Taking into account the above, it is necessary to emphasize that the KM strategy and the knowledge strategy are interconnected strategies. Assuming a certain

knowledge strategy (such as recognizing the significance of the strategic direction of business and knowledge that implicitly influences the achievement of competitive advantages) - represents a prerequisite for adopting the necessary strategy for knowledge management, more exactly, the growth and development of specialized policies and tools necessary for optimal knowledge management (Bolisani, Brătianu, 2017). Strategy drives knowledge management and knowledge drives strategy (Tiwana, 2000, p. 103).

SKM refers to the strategic aspects of personalization and coding of knowledge (tacit and explicit) of an organization that increase overall performance. Venkitachalam and Willmott (2015) emphasized the importance of the responsibility of decision makers to emphasize coding knowledge rather than focusing on strategic knowledge. Hansen et al. (1999) discussed the difference between coding and customization. Personalization focuses on the existing dialogue between individuals, while in the case of coding, the knowledge is extracted from the person who developed it before being independent of that person and then reused for various purposes. Within the relevant literature, the arguments regarding coding and personalization of knowledge are easy to understand by practitioners and academics. Moreover, Venkitachalam and Willmott (2015) specified the importance of emphasizing the equivalence (or congruence) between customization and coding in order to maintain the capacity for innovation and labor productivity. Firms need to use a consistent and global vision when selecting tools and managing the knowledge to be implemented (López-Nicolás & Meroño-Cerdán, 2011). The innovation process of a firm, especially tacitly, depends to a large extent on SKM (Gloet & Terziovski, 2004). Darroch (2005) provided empirical evidence to support the view that a SKM-capable firm is also more likely to be more innovative. Massey et al. (2002) presented evidence from a real firm that has implemented and made improvements to the performance and innovation process. In companies, innovations arise from the creation and sharing of knowledge using strong social networks that a certain personalization strategy strives to promote (López-Nicolás & Meroño-Cerdán, 2011). Thus, a network strategy supports the approaches of most consulting firms to SKM in a sophisticated way, gaining an overwhelming amount of coded knowledge. Too much coding efforts can lead to structuring and, as a result of this process, diminish the relevance, meaning, and contextual purpose of the work of knowledge.

7. DISCUSSIONS

Today, managers are increasingly concerned with assimilating an efficient knowledge management because it is appreciated as being of great importance in order to determine and develop a competitive strategy of the organization. As a strategic resource, knowledge plays a key role in developing winning strategies (Snyman & Kruger, 2004). Although at all levels managers are intrinsically aware of the connection between knowledge management and success and accept knowledge as an important resource for developing the organization's strategy, especially in order to gain competitive advantage, they do not understand further on the link between knowledge management and business strategy. Theoretically, although this link has often been emphasized, managers tend to ignore it in practice. Moreover, in the opinion of Lee and Choi (2003), Gold et al. (2001), it is widely accepted in the literature that in terms of knowledge-related capabilities, effective knowledge management is closely linked to performance organizational.

Globally, in practice, knowledge management is understood as a useful practice or a tool, rather than as a strategic option. In conclusion, the directors show the tendency to reject the notion of knowledge management as a strategic plan, with budget, specific tasks, objective

but also beginning. In their opinion, it represents a particular cultural environment for the organization and not a certain specific, imperative program necessary to be implemented together with the rest of their attributions. This understanding of knowledge management in a way coincides with the way managers view the strategy of organizations, namely, the broader context in which the organization operates in order to achieve the goal and materialize the vision. In the case of both situations, employees are not involved in tasks related to knowledge management or organizational strategy, along with other assigned tasks. In other words, in the opinion of Dayan et al. (2017), knowledge management and organizational strategy can be considered as a single notion able to offer the same assets to the organization, even if it is described differently.

In today's large-scale economic environment, it is recognized that the assessment of knowledge is done more in comparison with physical objects, namely brand value, copyright, patents, organization, knowledge capital of human resources and others intangible assets. In the current economic environment, where knowledge and information are appreciated as very important tools in terms of sustainability and business continuity, effective knowledge management is increasingly valued as fundamental to creating competitive advantage. This is fundamental for those alliances that further explore knowledge management, in a dynamic perspective, mixing both the elements present in the research process "process" and "content", with priority emphasis put on the move of strategic alliances analyzed through the prism of an evolutionary lens (Pour, Asarian, 2018).

Clearly, superior administrative performance for partner organizations can be generated by building alliances supported by developing and optimizing organizational knowledge. Projects specific to the growth and development of alliances could be supported by the prospect of achieving high performance, as well as by the motivation generated by the acquisition of knowledge. The process of disseminating knowledge or learning about knowledge-based skills is closely linked to the effective participation of partners in that learning process but also to the specific objectives of the alliance. In conclusion, the analysis of the results obtained in connection with the knowledge of the respective partnerships is performed using the comparison made between the final results obtained and the intentions.

8. CONCLUSIONS OF THE STUDY

This paper aimed to trigger conformist perceptions regarding strategic management to highlight new avenues of research on knowledge management, thus promoting a more strategic approach. After detecting the perspectives of knowledge management as well as the components of strategic management in the literature, the progress of recent research on knowledge management was highlighted. The assumed objective was to display a more dynamic dimension of knowledge management using the mixing of theories based on network and resources. The new perspectives highlight the contribution of the theory characteristic of knowledge management regarding the strategic development of organizations. In conclusion, at all levels, it is particularly important for managers to be able to understand the connections between knowledge management and strategic management, which implicitly leads to clearly superior performance.

Information and knowledge are the strategic resources needed to gain a much-needed competitive advantage for organizations. They represent only the necessary resources through which they can obtain a competitive advantage in relation to their competitors. Today, if organizations want to survive, they are bound to become organizations based on competitive

intelligence and knowledge management. There are obvious implications of each stage of the strategic management process in terms of competitive intelligence and knowledge management, and vice versa. At the strategic planning stage, the implications highlighted are diverse. The vision and mission of an organization must be perfectly aligned with competitive intelligence and knowledge management and vice versa. Competitive intelligence and knowledge management can be used to evaluate the external and internal environments of an organization. In the long run, the necessary intelligence and strategic knowledge can be determined, but also the gaps. Both competitive intelligence and knowledge management are needed in the generation, selection, and evaluation of the strategy. After selecting a business strategy at the strategic planning stage, an organization becomes able to accurately determine strategic knowledge and intelligence gaps. Completing these gaps is crucial for the successful implementation of the strategy. These gaps can be filled through knowledge management and competitive intelligence strategies. While these strategies have a number of types, an organization can select one or a combination of two or more based on organizational contextual variables.

This study focused on highlighting the added value generated by connecting strategic management and knowledge in order to achieve the specific objectives of organizations. In conclusion, following this study, three results emerge. For starters, it can be seen that specific knowledge management programs make a substantial contribution to organizational performance. Also, a certain organization could approach the development of a strong competitive advantage and implicitly the achievement of objectives with much higher success prospects using at the strategic level knowledge management. Moreover, the development of a contemporary knowledge management strategy could lead to a highly efficient strategy using large-scale intangible physical, material, and human resources, while developing an extremely competitive profile. The contribution of the study from a practical point of view, focusing on knowledge, consists in developing a differentiated strategic approach, modeling the perspective of obtaining significantly higher yields and thus increasing the competitiveness and effectiveness of organizations (Pour & Asarian, 2018).

REFERENCES

- Abou-Zeid, E. (2008). Alignment of business and knowledge management strategies. In: *Knowledge Management and Business Strategies: Theoretical Frameworks and Empiric*. Pennsylvania, IGI Global.
- Anooshiravan, M., & Damien, B. (2013). Strategic analysis of knowledge firms: The links between knowledge management and leadership. *Journal of Knowledge Management*, 17(1), 3-15.
- Bagnoli, C., & Vedovato, M. (2012). The impact of knowledge management and strategy configuration coherence on SME performance. *Journal of Management Governance*, 18, 615-647.
- Barney, J.B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Beer, M., Voelpel, S.C., Leibold, M., & Tekie, E.B. (2005). Strategic management as organizational learning: developing fit and alignment through a disciplined process. *Long Range Planning*, 38, 445-465.
- Belias, D., Rossidis, I., Velissariou, E., Amoiradis, C., Tsiotas, D., & Sdrolias, L. (2017). Successful and efficient knowledge management in the greek hospitality industry. Change the perspective! In: *Book of Proceedings 7th International Conference on Human and Social Sciences*. London, Richtmann Publishing.

- Bolisani, E., & Bratianu, C. (2017). Knowledge strategy planning: An integrated approach to manage uncertainty, turbulence, and dynamics. *Journal of Knowledge Management*, 21(2), 233-253.
- Bolcas, C., & Ionescu, V.C. (2016). Intellectual Capital. Knowledge and Competitive Advantage in the Organizational Management. *Organizational management and economic development*, (23).
- Bollinger, A.S., & Smith, R.D. (2001). Managing organizational knowledge as a strategic asset. *Journal of Knowledge Management*, 5(1), 8-18.
- Bontis, N., Dragonetti, N.C., Jacobsen, K., & Ross, G. (1999). The knowledge toolbox: A review of the tools available to measure and manage intangible resources. *European Management Journal*, 17(4), 391-402.
- Borcosi, C.A. (2015). The strategies of enterprises development. *Research and Science Today* 2(10).
- Bordean, O.N., Borza, A., & Glaser, S.D. (2011). A comparative approach of the generic strategies within the hotel industry: Romania vs. USA. *Management & Marketing Challenges for the Knowledge Society*, 6(4), 501-514.
- Bordean, O.N., & Borza, A. (2014). Strategic Management Practices within the Romanian Hotel Industry. *Amfiteatru Economic*, XVI(8).
- Bordeianu, O.M. (2015). The role of knowledge management and knowledge management strategies within learning organizations. *Ecoforum Journal*, 4, 21.
- Ceptureanu, S.I. (2016a). Considerations on knowledge classification: knowledge typologies. *Management research and practice*, 8 (3), 26-35.
- Ceptureanu, S.I. (2016b). Knowledge Management Tools in Romanian Companies. *Review of International Comparative Management*, 17(2).
- Ceptureanu, S.I., Ceptureanu E.G., & Tudorache, A. (2015). Considerations of Managerial Change in Knowledge Based Organization. *Review of International Comparative Management*, 16(4).
- Cerchione, R., & Esposito, E. (2017). Using knowledge management systems: A taxonomy of SME strategies. *International Journal of Information Management*, 37(1), 1551-1562.
- Chase, R.L. (1997). The knowledge-based organization: An international survey. *The Journal of Knowledge Management*, 1(1), 38-49.
- Chen, Y.Y., & Huang, H.L. (2012). Knowledge management fit and its implications for business performance: A profile deviation analysis. *Knowledge Based Systems*, 27, 262-270.
- Cohen, W.M., & Levinthal, D.A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35, 128-152.
- Curren, M.T., Folkes, V.S., & Steckel, J.H. (1992). Explanations for successful and unsuccessful marketing decisions: The decision maker's perspective. *Journal of Marketing*, 56(2), 18-31.
- Danesh, S.Y.S., Rad, N.S., Mobasherg, S.N., & Danesh, M.M.S. (2012). The investigation of mutual relations of success factors of knowledge management in project-centered organizations. *Journal of Basic and Applied Scientific Research*, 2(4), 3888-3896.
- Darroch, J. (2005). Knowledge management, innovation and firm performance. *Journal of Knowledge Management*, 9, 101-115.
- Davenport, T., De Long, D., & Beer, M.C. (1998). Successful knowledge management projects. *Sloan Management Review*, 39(2), 43-57.
- Davenport, T.H., & Prusak, L. (1998). *Working Knowledge: How Organizations Manage What They Know*. Boston: Harvard Business School Press.
- David, F.R. (2007). *Strategic Management: Concepts and Cases*, Pearson Prentice Hall, New York, NY.

- Dawson, R. (2000). Knowledge capabilities as the focus of organizational development and strategy. *Journal of Knowledge Management*, 4(4), 320-327.
- Dayan, R., Heisig, P., & Matos, F. (2017). Knowledge management as a factor for the formulation and implementation of organization strategy. *Journal of Knowledge Management*, 21(2), 308-329.
- Denford, J.S., & Chan, Y.E. (2011). Knowledge strategy typologies: Defining dimensions and relationships. *Knowledge Management Research and Practice*, 9(2), 102-119.
- Desouza, K.C., & Paquette, S. (2011). *Knowledge Management: An Introduction*. New York: Neal-Schuman Publishers, Inc.
- DeViron, F., De Jaegere, T., Lederer, T., & Vas, A. (2014). Exploring knowledge strategy within a knowledge-intensive organization: A case study approach. *International Journal of Information Technology and Management*, 13(4), 264-284.
- Drucker, P. (1993). *Post-Capitalist Society*. New York: Harper Collins Publishers.
- Eisenhardt, K.M., & Santos, F.M. (2002). Knowledge-based view: A new theory of strategy? In: Pettigrew, A., Howard, T., Whittington, R., editors. *Handbook of Strategy and Management*. London: Sage Publications. 139-164.
- Georgopoulos, N. (2006). *Strategic Management*. Athens: Benos Publications.
- Ghannay, J.C., & Zeineb, B.A.M. (2012). Synergy between competitive intelligence and knowledge management: a key for competitive advantage. *Journal of Intelligence Studies in Business*, 2(2), 23-34.
- Gloet, M., & Terziovski, M. (2004). Exploring the relationship between knowledge management practices and innovation performance. *Journal of Manufacturing Technology Management*, 15, 402-409.
- Gold, A.H., Malhotra, A., & Segars, A.H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185-214.
- Grant, R.M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17, 109-122.
- Halawi, L.A., McCarthy, R.V., & Aronson, J.E. (2006). Knowledge management and the competitive strategy of the firm. *The Learning Organization*, 13(4), 384-397.
- Hansen, M.T., Nohria, N., & Tierney, T. (1999). What's your strategy for managing knowledge. *Harvard Business Review*, 77, 106-116.
- Heisig, P. (2009). Harmonisation of knowledge management-comparing 160 km frameworks around the globe. *Journal of Knowledge Management*, 13(4), 3-4.
- Heisig, P. (2014). Future research about knowledge and knowledge management-results from the global knowledge research network study. In: Bolisani, E., Handzic, M., editors. *Advances in Knowledge Management-Celebrating Twenty Years of Research and Practice*. Berlin: Springer.
- Holsapple, C.W., & Jones, K. (2006). Knowledge management strategy formation. In: Schwartz, D.G., editor. *Encyclopedia of Knowledge Management*. United States: Idea Group, Hershey. 419-428.
- Iederan, O.C., Curseu, P.L., Vermeulen, P.A.M., & Geurts J.L.A. (2013). Antecedents of Strategic Orientations in Romanian SMEs: An Institutional Framing Perspective. *Journal of East European Management Studies*, 18(3).
- Jonsson, A., & Kalling, T. (2007). Challenges to knowledge sharing across national and intra-organizational boundaries: Case studies of IKEA and SCA packaging. *Knowledge Management Research and Practice*, 5(3), 161-172.
- Kao, J. (1996). *Jamming: The Art and Discipline of Business Creativity*. New York: Harper Business.

- Kasten, J. (2007). Knowledge Strategy and its Influence on Knowledge Organization. *Proceedings of North American Symposium on Knowledge Organization*. Available from: <http://www.dlist.sir.arizona.edu/1907>. [Last accessed on 2020 March 15th].
- Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science*, 3, 383-397.
- Kreitner, R., & Kinicki, A. (2009). *Organizational Behavior*. New York: McGrawHill.
- Lane, P.J., & Lubatkin, M. (1998). Relative absorptive capacity and interorganizational learning. *Strategic Management Journal*, 19, 461-477.
- Lee, H., & Choi, B. (2003). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination. *Journal of Management Information Systems*, 20(1), 179-228.
- Lee, M.R., & Chen, T. (2012). Revealing research themes and trends in knowledge management: From 1995 to 2010. *Knowledge Based Systems*, 28, 47-58.
- Lehaney, B., Clarke, S., Coakes, E., & Jack, G. (2004). *Beyond Knowledge Management*. London: Idea Group Publishing.
- Leonard-Barton, D. (1995). *Wellsprings of Knowledge: Building and Sustaining the Sources of Innovation*. Boston, Massachusetts: Harvard Business School Press.
- López-Nicolás, C., & Meroño-Cerdán, Á.L. (2011). Strategic knowledge management, innovation and performance. *International Journal of Information Management*, 31(6), 502-509.
- Martinez-Conesa, I., Soto-Acosta, P., & Carayannis, E.G. (2017). On the path towards open innovation: Assessing the role of knowledge management capability and environmental dynamism in SMEs. *Journal of Knowledge Management*, 21(3), 553-570.
- Massey, A.P., Montoya-Weiss, M.M., & Tony, M.O.D. (2002). Knowledge management in pursuit of performance: Insights from Nortel networks. *MIS Quarterly*, 26(3), 269-289.
- Matos, F., Miguel, I., & Rodrigues, S. (2013). Knowledge management and competitive strategy. In: *GBATA-Global Business and Technology Association Fifteenth Annual Conference*. Helsinki: Globalizing Businesses for the Next Century, Visualizing and Developing Contemporary Approaches to Harness Future Opportunities. p761-767.
- Momeni, A., Fathian, M., & Akhavan, P. (2012). Competitive intelligence and knowledge management's affinities and relations: developing a model. *Invertis Journal of Science & Technology*, 5(1), 1-7.
- Murray, P. (2000). Designing for business benefits from knowledge management. In: Despres, C., Chauvel, D., editors. *Knowledge Horizons: The Present and the Promise of Knowledge Management*. Boston, Massachusetts: Butterworth Heinemann. 171-194.
- Muthusamy, S. (2008). Minding the cognition: toward a strategic knowledge management for competitive advantage. *Strategic Change*, 17(5-6), 145-153.
- Nicolescu, O., Ceptureanu, S., & Ceptureanu, E. (2009). Knowledge related activities in Romanian SME's. *Annales Universitatis Apulensis Series Oeconomica*, 11(2).
- Nielsen, B. (2005). Strategic knowledge management research: Tracing the co-evolution of strategic management and knowledge management perspectives. *Competitiveness Review an International Business Journal incorporating Journal of Global Competitiveness*, 15(1), 1-13.
- Nikova, D., Aspridis, G., & Rossidis, I. (2015). Knowledge Management in Organizations- Approaches and Applications. Kiten, Bulgaria: *International Scientific Conference in Leadership and Organization Development*.
- Nonaka, I. (1991). The knowledge-creating company. In: *Harvard Business Review on Knowledge Management*. Boston: Harvard Business School Press. 21-45.
- Nonaka, I. (1994). A dynamic theory of organisational knowledge creation. *Organisation Science*, 5(1), 14-37.

- O'Connor, C., & Kelly, S. (2017). Facilitating knowledge management through filtered big data: SME competitiveness in an agri-food sector. *Journal of Knowledge Management*, 21(1), 156-179.
- Papadakis, V. (2016). *Business Strategy*. Athens: Benos Publications.
- Porter, M.E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press.
- Porter, M.E. (1998). *On Competition*. Boston: Harvard Business School.
- Pour, M., & Asarian, M. (2018). Strategic orientations, knowledge management (KM) and business performance: An exploratory study in SMEs using clustering analysis. *Kybernetes*, 8(9), 1942-1964.
- Purcarea, I., Espinosa, M.B., & Apetrei, A., (2013), Innovation and knowledge creation: perspectives on the SMEs sector. *Management Decision*, 51(5), 1096-1107, DOI: 10.1108/MD-08-2012-0590.
- Rossidis, I., & Aspridis, G. (2017). *Knowledge Management*. Athens: Stamoulis Publications.
- Shannak, R.O., Raed, M., & Ali, M. (2012). Knowledge management strategy building: Literature review. *European Scientific Journal*, 8(15), 143-168.
- Skyrme, D., & Amidon, D. (1997). The knowledge agenda. *Journal of Knowledge Management*, 1(1), 27-37.
- Skyrme, D.J. (2002). Developing a knowledge strategy: From management to leadership. In: Morey, D., Maybury, M.T., Thuraisingham, B., editors. *Knowledge Management-Classic and Contemporary Works*. Cambridge: MIT Press.
- Smith, H., & McKeen, J. (2003). Knowledge management in organizations: The state of current practice. In: Holsapple, C.W., editor. *Handbook on Knowledge Management*. New York: Springer.
- Snyman, R., & Kruger, C.J. (2004). The interdependency between strategic management and strategic knowledge management. *Journal of Knowledge Management*, 8(1), 5-19.
- Spender, J.C. (1996). Making knowledge the basis of a dynamic theory of the firm. *Strategic Management Journal*, 17, 45-62.
- Storey, J., & Barnett, E. (2000). Knowledge management initiatives: Learning from failure. *Journal of Knowledge Management*, 4(2), 145-156.
- Sveiby, K.E. (2001). A knowledge-based theory of the firm to guide in strategy formulation. *Journal of Intellectual Capital*, 2(4), 344-358.
- Swain, D.E., & Ekionea, J.P.B. (2008). A framework for developing and aligning a knowledge management strategy. *Journal of Information and Knowledge Management*, 7, 113-122.
- Swan, J. (2013). Managing knowledge work. In: Currie, W.L., Galliers, R.D., editors. *The Oxford Handbook of Management Information Systems: Critical Perspectives and New Directions*. Oxford: Oxford University Press. Available from: <http://www.oxfordhandbooks.com>.
- Taib, K.M., Yatin, S.F.M., Ahmad, A.R., & Mansor, A.N. (2008). Knowledge management and competitive intelligence: a synergy for organizational competitiveness in the K-economy. *Communications of the IBIMA*, 6, 25-34.
- Teece, D.J. (2000). Strategies for managing knowledge assets: The role of firm structure and industrial context. *Long Range Planning*, 33(1), 35-54.
- Tiwana, A. (2000). *The Knowledge Management Toolkit: Practical Techniques for Building a Knowledge Management System*. New Jersey: Prentice Hall PTR.
- Uriarte, F. (2008). *Introduction to Knowledge Management*. Jakarta: ASEAN Foundation.

- Vasiliadis, L., Belias, D., & Zaftis, E. (2020). Knowledge management on hotels: The case of Greek hotels. In: Kavoura, A., Kefallonitis, E., Theodoridis, P., editors. *Strategic Innovative Marketing and Tourism*. Springer Proceedings in Business and Economics. Cham: Springer.
- Venkitachalam, K., & Willmott, H. (2015). Factors shaping organizational dynamics in strategic knowledge management. *Knowledge Management Research and Practice*, 13, 344–359.
- Wiig, K.M. (1997). Knowledge management: Where did it come from and where will it go? *Expert Systems with Applications*, 13(1), 1-14.
- Wong, K.Y. (2005). Critical success factors for implementing knowledge management in small and medium enterprises. *Industrial Management and Data Systems*, 105(3), 261-279.
- Wu, I.L., & Lin, H.C. (2009). A strategy-based process for implementing knowledge management: An integrative view and empirical study. *Journal of the American Society for Information Science and Technology*, 60(4), 789-802.
- Yang, C., & Yeh, T. (2009). An integrated implementation model of strategic planning, BSC and hoshin management. *Total Quality Management and Business Excellence*, 20, 989-1002.
- Zack, M.H. (1999). Developing a knowledge strategy. *California Management Review*, 41(3), 125-145.
- Zheng, W., Yang, B., & McLean, G. (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63, 763-771.