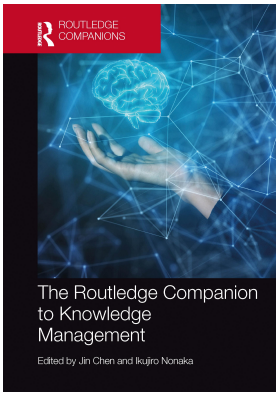

The Routledge Companion to Knowledge Management

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Implementation of Knowledge Management Strategies

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IMPLEMENTATION OF KNOWLEDGE MANAGEMENT STRATEGIES

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Knowledge

Knowledge has been widely recognized to be the most crucial competitive asset. Knowledge refers to a theoretical or practical understanding of a subject. Based on one of the most recognized definitions, knowledge is a dynamic human resource of justification of the personal beliefs to obtain the truth (Nonaka, 1994). Knowledge is a concept, skill, experience, and vision that provides some framework for creating, evaluating, and using information. Knowledge is believed to be an organizational resource that may lead to obtaining a competitive advantage (Wang & Noe, 2010) and that may be used to solve organizational problems, to adjust organization's key resources to requirements of the market and to increase effectiveness and productivity. It is also an organization's strategic resource, a success factor (Nahapiet & Ghoshal, 2009) and an element that allows organizations for surviving in turbulent and competitive times (Asrar-ul-Haq & Anwar, 2016).

Knowledge can be distinguished as two different types – tacit and explicit knowledge. Tacit knowledge is the personal and context-specific knowledge of a person. It is bound to the person and is thus difficult to formalize and communicate (Nonaka & Takeuchi, 1995). In turn, explicit knowledge is represented by words, numbers, signs, symbols, a set of general rules, rules of conduct, procedures, reports, statements, and codes. According to Nonaka and Takeuchi (1995), this type of knowledge is not the most important resource. It is a piece of knowledge that can be applied in an organization.

Absorptive Capacity

Absorptive capacity is the mechanism that makes external knowledge available to and usable within an organization. The very notion of absorptive capacity in the organizational context was firstly defined by Cohen and Levinthal (1990, p. 128) as recognition of the value of new, external information, its assimilation, and application to commercial ends. Moreover, Zahra and George (2002) offer a reconceptualization of this construct as a dynamic capability. They defined absorptive capacity as a set of organizational routines and strategic processes by which firms acquire, assimilate, transform, and exploit knowledge for the purpose of value creation.

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In order for knowledge to contribute to building a competitive advantage, it should be renewed, updated, and modified. This determines its usefulness and value. The ability to allocate these resources and assimilate them is essential. This comes down to the fact that the organization should create proportions between exploited and explored knowledge, define the knowledge that is to be a strategic asset of the organization and create a synergy effect and become valuable for the organization. Creating knowledge on your own concentrates risk and extends the time it takes to create a knowledge base. For knowledge to be used effectively, it must be managed. This means that knowledge management is just as important to an organization as managing other resources. Knowledge that is not well managed corrodes easily.

Absorptive capacity is recognized to be a major dynamic competence Zahra and George (2002) that allows organizations for acquiring knowledge to use it to increase adaptation to changes in their environment and to be competitive (Daghfous, 2004). Absorptive capacity is a key to organizational competitive advantage (Cohen & Levinthal, 1990; Prahalad & Hamel, 2006), innovative performance (Chen et al., 2015), and flexibility (Sterman, 2002), and it also allows for reconfiguring knowledge resources in order to help organizations adjust to changing environments (Zahra & George, 2002). What is more, absorptive capacity supports organizational learning (van den Bosch et al., 2003; Zahra & George, 2002).

Knowledge Management

Knowledge management results from reflection on the factors of productivity of knowledge workers and knowledge-based organizations, being a synthesis of quality management regarding the internal customer, open processes and common goals; strategic management as an attempt to formalize processes related to the management of intellectual capital; human resource management, focused on individual competences; information management, dealing with information separate from technology, and the economy in which the concept of learning in action was developed. Bukowitz and Williams (1999) define knowledge management as a process by which an organization generates a wealth of knowledge based on intellectual and knowledge-based organizational assets.

Knowledge management is defined in literature in different ways: Japanese, resource oriented and process oriented. The Japanese approach emphasizes the so-called spiral of knowledge, (SECI model). The SECI model depicts the four processes, i.e. socialization, externalization, combination, and internalization which conversion modes generated by the switching process from one type of knowledge to another (Nonaka, 1994). Nonaka and Takeuchi (1995) suggested that knowledge management is a set of methods for the collection, combination, and transfer of knowledge assets, and more importantly, for the creation of new knowledge, after taking stock of and leveraging the available knowledge assets. In this context, knowledge management is a repeating cycle of processes, where tacit and formal knowledge is compiled. However, the organizations create and manage knowledge in a very dynamic fashion (Nonaka et al., 2000). The dynamic theory of knowledge creation posits that knowledge is created by the creative tension between tacit and explicit knowhow, leading to a dynamic flow of activities that facilitates the generation, transfer, and application of knowledge (the dynamic theory of knowledge creation developed by Nonaka and Takeuchi, also known as the SECI model). The SECI model (Nonaka, 1994; Nonaka et al., 1994; Nonaka and Takeuchi, 1995; Nonaka et al., 2000; Nonaka, Nishiguchi, 2001; Nonaka, Toyama, 2003; Nonaka, von Krogh, 2009) includes knowledge creation as a dynamic process, in which the continuous dialog between tacit and explicit knowledge generates new

knowledge and amplifies it across individual, organizational, and inter-organizational levels. It implies that an organization aiming to increase and transform its knowledge should simultaneously promote many and diverse policies and related practices. After compiling them, cyclic processes of knowledge conversion are obtained:

- socialization consisting in changing tacit knowledge into tacit knowledge;
- externalization, i.e., the transformation of tacit knowledge into formal knowledge;
- combination, i.e., creating formal knowledge from formal knowledge;
- internalization corresponding to the transformation of formal knowledge into tacit knowledge.

The resource approach assumes that for efficient knowledge management, key skills are important, and they include: physical and technical systems, management, employees' skills and knowledge, standards and values, joint problem-solving, implementation and integration of new tools and technologies, and experimenting and importing knowledge. Knowledge management focuses its attention on the key competences, skills, and knowledge of employees as well as standards and technology implementation. These elements will facilitate the transfer of knowledge from the environment to the organization. In the process approach, the sub-processes that make up knowledge management are important. In this approach, knowledge management consists of all the processes that enable the creation, dissemination, and use of knowledge for the purposes of the organization. The knowledge management model developed by Davenport and Prusak (2000) is based on three processes: creation, codification, and knowledge transfer. The process of creating knowledge involves increasing the amount of knowledge that is inside and outside the organization. Knowledge codification consists in giving knowledge a new form that would be accessible to users. The knowledge transfer process involves its transmission and absorption.

Knowledge creation involves developing of new content or the replacing of the existing content within the tacit and explicit knowledge. Also, knowledge creation is process of enabling people to create new insights such as eureka moments or additional or alternative views of long existing knowledge. In short, knowledge creation represents a focus on the content of the knowledge that has been and is being created. This refers to different types of knowledge that can be created individually and collectively through different social and cognitive processes of action and interaction (Nonaka et al., 2014). According to Nonaka and Takeuchi (1995), knowledge creation often occurs as a result of two kinds of learning which supplement each other, that is, learning how to deal with dilemmas arising from current conditions and subsequently creating a new set of conditions where the dilemmas do not occur.

Knowledge storage refers to the process of recording knowledge and storing it in the repositories, such as archives, databases, and filing systems. In this context, storage is the mechanism which stores the knowledge created and transfers it within the firm, and between firms, after a knowledge creation process. It aims at transferring the knowledge to the individual, groups, or units that need to apply it (Johannsen, 2000). Argote (2011) and Argote and Ingram (2000) state that stored knowledge can effectively safeguard the organization from the distracting effects of turnover.

Knowledge transfer is a purposeful and one-direction process that involves communicating knowledge to be applied (Ko et al., 2005). This is observed in any organization on a daily basis in employees' daily operations. Knowledge transfer aims at delivering knowledge to places where the knowledge in question is indispensable. This process is of major importance

for the success of the knowledge transfer process because the transfer in question results in changes in the knowledge base (Argote & Ingram, 2000).

Knowledge sharing is a multi-directional process that aims at knowledge exchange and the purpose is not always unequivocally stated. This is also "a social interaction culture, involving the exchange of employee knowledge, experiences and skills through the whole department or organization" (Lin, 2007, p. 315). At the core of knowledge sharing are collective activities aimed at exchanging knowledge within teams, organizational units, and organizations. This process is necessary to transform individual knowledge into organizational knowledge.

Knowledge application refers to the actualizing of knowledge (Newell et al., 2004), and applying of knowledge to make good use of the created knowledge. The main objective of knowledge application is to integrate knowledge obtained from internal and external sources to manage organizational targets (Shin et al., 2001). Knowledge application makes knowledge more active and relevant for the creation of firm value (Young Choi et al., 2010). In this context, when organizations correctly apply relevant knowledge, they reduce the likelihood of making mistakes, reduce redundancy, increase efficiency and continuously translate their organizational expertise into products (Chen & Huang, 2009), increase the efficiency of organizations, and innovation performance (Young Choi et al., 2010).

Knowledge, Absorptive Capacity, Knowledge Management

Absorptive capacity has been applied in a diverse range of research streams, such as knowledge management. The relationship between absorptive capacity and knowledge management seems undisputed. Only then will they allow to maximize benefits and improve the ways of working in the organization. It should also be emphasized that it is difficult to indicate at what process of knowledge management, absorptive capacity is important – this is due to the ambiguity and multiplicity of approaches. It should also be emphasized that it is difficult to indicate at what stage of absorptive capacity is important – this is due to the ambiguity and multiplicity of approaches. On the one hand, it is pointed out that absorptive capacity is necessary only in the early stages of knowledge management processes. It is also debatable that processes of knowledge management like creation, sharing, and application of knowledge crucially drive the absorption of external knowledge. In addition, knowledge source and prior knowledge constitute the antecedents of absorptive capacity (Cohen & Levinthal, 1990; Todorova & Durisin, 2007).

As a result, knowledge processes are central components of the absorptive capacity construct. However, other authors believe that knowledge management is intrinsically related to knowledge acquisition, assimilation, and application processes (Cohen & Levinthal, 1990). Liao et al. (2007) stated that knowledge sharing influences the absorptive capacity of employees with higher education level. Therefore, acquisition of new knowledge from external sources tends to be more successful when an organization possesses existing knowledge related to the new knowledge being acquired. The research conducted in this context shows a fundamental role absorptive capacity plays in knowledge management, particularly including a possibility to use external sources of knowledge and strategies of knowledge management (Mariano & Walter, 2015). Besides, absorptive capacity is important for better understanding the way organizations can manage knowledge. Additionally, "knowledge management, knowledge transfer, and innovation were the major research themes connected to absorptive capacity, together with other closely aligned concepts such as knowledge transfer and sharing, and knowledge creation and learning" (Mariano & Walter, 2015, p. 375). Research has

found that absorptive capacity closely relates to knowledge management processes, such as acquisition, creation, utilization, and sharing.

What Is a Knowledge Management Strategy?

Knowledge management strategies are indispensable when organizations focus their attention on knowledge and when they deem knowledge to be the most important and strategic asset. In short, knowledge management strategies concentrate on knowledge and they point to different methods of acquiring strategic knowledge by organizations that wish to obtain and sustain their competitive advantage. The literature review indicates that there are many definitions of knowledge management strategies. For example, a knowledge management strategy is defined to be the creation and subsequent management of an environment, which encourages knowledge to be created, shared, learnt, enhanced, organized, and utilized for the benefit of the organization and its customer. In this context, knowledge management strategy is the attempt to formulate intentional plans for explicitly managing knowledge and a sort of roadmap for the knowledge management department of an organization. From the perspective of the knowledge management strategy research that has been conducted so far, it is clear that the phenomenon has many advantages for organizations. Knowledge management strategy is critical to the success of knowledge management initiatives in organizations (Choi et al., 2008). Here, let me focus on five of those advantages, i.e. specified know-how, operational efficiency, organizational learning and improvement, and customer success with self-service and reduction of operating costs. More advantages should emerge as more knowledge management strategies research is conducted.

Knowledge management strategy mainly deals with specific and detailed organizational, managerial, and technical arrangements that a company adopts for its knowledge management programs. Knowledge management strategies focus on adopting specific practices and knowledge management systems, in particular, planning and implementing tools and operational methods of knowledge management, identifying key knowledge management processes and assigning related tasks to employees, selecting practices and computer tools that will be used in knowledge management. Therefore, it is necessary to define what a knowledge management system is. As it has already been mentioned, knowledge management strategies aim, among other things, at adopting knowledge management systems, which include databases, organizational language, networks, and knowledge transfer. Knowledge management systems can be defined as principles, methods, sets of information, IT systems, networks of connections, and relations allowing to improve organizational processes of knowledge management.

Knowledge Management Strategy and Knowledge Strategy

In the literature, the concept of knowledge accompanies a knowledge management strategy. The knowledge strategy is not the same as the knowledge management strategy. Knowledge management strategies are considered lower-level strategies. Knowledge management strategy is a general plan that provides guidelines for making decisions and attaining results of knowledge management initiatives. These strategies show how the knowledge management system works. They are linked to process and infrastructure, and a combination of goals, rules, relationships, and measures. On the other hand, the knowledge strategy is a refinement of the organization's strategy with information on what resources the organization should

acquire to achieve its goals. It is also a consequence and a premise for recognizing the strategic importance of knowledge.

The goals of knowledge strategy are to optimize knowledge creation and to transform it to competitive advantage in the enterprise, to formulate for filling the existing knowledge gap and the needed knowledge gap, and to answer the strategic questions that emphasize the competitive intelligence and internal retrieving systems of knowledge (Zack, 1999). A knowledge strategy identifies knowledge, either existing in the firm or required for a projected situation, and draft ways to develop and/or capitalize on it. Knowledge strategy is directed at shaping knowledge resources and learning processes. In this context, knowledge strategy relates to guidelines and to practical application of processes, to make the best out of existing or new knowledge domains and should result in plans to manage existing knowledge or creating new ones. For example, Zack's (1999, p. 135) defined knowledge strategy as an overall approach that an organization takes to align its knowledge resources and capabilities to the intellectual requirements of its business strategy. Similarly, for von Krogh et al. (2001), the ultimate purpose of a knowledge strategy is the application of knowledge processes to an existing or new knowledge domain to achieve a strategic goal. For Kasten (2011), a knowledge strategy can be referred to as the general guidelines that shape the organization's capability to manipulate its cognitive resources, with the ultimate goal of making the best use of these assets for competitive advantage. In that approach, knowledge strategy as an element of a business strategy ensures some connection between strategical decisions of an organization and its structures of knowledge and actions.

Shannak et al. (2012) suggest that there are at least three different meanings associated between knowledge management strategy and knowledge strategy: (1) knowledge management strategy is seen as the attempt to formulate intentional plans for explicitly managing knowledge and a sort of roadmap for the knowledge management department of an organization;

(2) knowledge management strategy mainly deals with specific and detailed organizational, managerial, and technical arrangements that an organization adopts for its knowledge management programs. In this view, knowledge management strategy deals with the way knowledge can support competitive advantage in general, while knowledge strategy focuses on specific implementation details of methods, managerial practices, and infrastructure.

Dimensions of a Knowledge Management Strategy

As it has already been stated, knowledge management strategies are a combination and amalgamation of objectives set for the system of knowledge management. The strategies in question concentrate on knowledge and they point to ways of actions to be undertaken within the system of knowledge management. At the same time, a strategy of knowledge management is a multi-dimensional notion. In the available literature, there are different suggestions concerning dimensions of knowledge management, particularly including the following : (1) type of task (routine/non-routine), type of knowledge (tacit/explicit), interaction (individual/group), business strategy (innovation/efficiency), type of a problem, type of a problem-solving method, competitive advantage, an organizational level (manager/staff), a goal priority (innovation along with efficiency/efficiency along with innovation), sources of knowledge (external/internal). For instance, Bhatt (2002) and Greiner et al. (2007) emphasize the type of a task i.e., routine or non-routine. In another approach, Hansen et al. (1999) identify the type of knowledge (tacit/explicit) and business strategy (innovation/efficiency).

Even more detailed, Gottschalk (2006) identified the type of problem, problem-solving methods, competitive advantage, and the method of the problem faced by the organization to determine the appropriate knowledge management strategy. Interaction, i.e., individual or group, which is used in the research of Bhatt (2002) and Donoghue et al. (1999) determines whether knowledge management is focused on the individual or if there is a need to involve several people in the organization. On the other hand, Greiner et al. (2007) focused on business strategy (innovation/efficiency), whereby organizations with an innovation strategy use a personalized method to enhance the creation of innovation, while the efficiency strategy uses the codification strategy to increase the utilization of existing knowledge. Type of knowledge, i.e., tacit or explicit, was used in Greiner et al. (2007), Hansen et al. (1999), and Ng et al. (2012).

Types of a Knowledge Management Strategies

The knowledge management strategies based on types of knowledge most often referred to in the literature include the following two strategies: codification and personalization (Hansen et al., 1999). These strategies are focused on knowledge, in particular taking into account its availability and transformation. They also take into account of the division into explicit and implicit knowledge (Nonaka & Takeuchi, 1995) and are some expression of the use of tools for acquiring, transmitting, and accumulating knowledge. The primary goal of the codification strategy is to collect, store, archive, process, share open knowledge, and then document and codify it. Additionally, this strategy includes the creation, implementation, and use of databases, computer networks, software, document management systems, and workflow. It is also assumed that the codification strategy will be successful for those organizations whose business strategy requires the re-use of existing knowledge (Hansen et al., 1999). In the case of codification strategies, knowledge is collected and saved in the form of databases available to other employees. This requires employees to be able to use information technology. Attention is also paid to the economy of multiple use, which refers to the fact that a one-time investment in knowledge is supposed to lead to its multiple use. This approach enables all authorized employees to download codified knowledge and share their knowledge via electronic devices. Codified knowledge is acquired, reused, saved, refined and improved, which ultimately can lead to organizational innovation, learning, and improvement of existing opportunities.

The personalization strategy is based on a person-to-person approach. This strategy aims at transferring, communicating, and exchanging knowledge through knowledge networks such as discussion forums. This strategy assumes that knowledge is related to humans. This strategy does not focus on storing or gathering knowledge but creating a network of connections between people. It is also focused on improving knowledge-sharing processes and creating learning opportunities for employees. Information technology is used to communicate with one another, to share knowledge or skills. This allows individuals for eliminating barriers in the communication process. It is also oriented towards a creative and analytical approach to solving organizational problems. In short, organizations that apply a personalization strategy emphasize the "knowledge economy" and developing highly personalized solutions to complex problems, thus using direct contact and personal interaction to solve problems, new or customer-specific solutions, or product innovations using creativity and design (Hansen et al., 1999). As suggested by Zanjani et al. (2008), the personalization strategy is more suitable for SMEs conducting tasks that are more innovative in nature.

As an intermediary to personalization and codification strategy, other research focused on adding two new strategies: relation strategy and substitution strategy. Relation strategy is a knowledge management strategy that is focused on the relationships between individuals to be able to share and increase innovation through the creation of new knowledge. This strategy is used if the organization places more priority on the creation of innovation, in line with the increased efficiency in the creation of the innovation. The substitution strategy is a knowledge management strategy that is focused on the utilization of information and communication infrastructure as a back-up of knowledge possessed by the experts. This approach is used if the organization is prioritized on efficiency by utilizing existing knowledge or new knowledge, in line with the creation of innovation in organizations.

However, Bloodgood and Salisbury (2001) identify knowledge creation, knowledge transfer, and knowledge protection. The creation-related strategy aims at acquiring new knowledge and generating knowledge that could be useful while launching innovative solutions. This strategy concentrates on creativity, experimentation, and, to a significant extent, creating a shared understanding within the creating group to construct new knowledge that can be used to develop new products and services. The transfer-related strategy concentrates, however, on obtaining the latest knowledge that is available in the organization's environment and utilizing it to its fullest extent as quickly as possible. The protection-related strategy involves sustaining already generated or acquired knowledge and the knowledge has to be sustained in its original and creative condition. Organizations that use a strategy of knowledge protection focus on maintaining knowledge in its original and constructive state, i.e., not losing it or allowing it to become altered or obsolete and keeping.

In another approach von Krogh et al. (2001) identify four strategies that are distinguished based on the domain of already existing or new knowledge and a process of knowledge concentrated on transfer or creation. In this approach, a domain of knowledge contains data, information, articulated knowledge including handbooks, manuals, presentations, or lists of key persons and groups that have some tacit knowledge and professional experience that could be valuable for an organization. However, knowledge processes involve transfer and creation. Taking the above into consideration, the following strategies of knowledge are discussed: a leveraging strategy, an expanding strategy, appropriation strategy, and a probing strategy. The leveraging strategy concentrates on knowledge transfer between different areas of organizational domains it sets out from existing knowledge domains and focuses on transferring that knowledge throughout the organization. This strategy is orientated toward achieving efficiency in operations, reducing risks in operations. The strategy ensures that the co-organization internally transfers existing knowledge from various knowledge domains, for example in areas such as product development, manufacturing, marketing and sales, human resources, purchasing, and finance. The expanding strategy aims at creating new knowledge based on already existing knowledge domains in an organization. The emphasis is on increasing the scope and depth of knowledge by refining what is known and by bringing in additional expertise relevant for knowledge creation. Creating new knowledge is carried out in research laboratories or during group meetings, workshops, formal, and informal trainings. Appropriation strategy provides for developing a new knowledge domain based on external sources in order to combine the domain with knowledge that already exists in the organization in question. This strategy builds up a new knowledge domain by transfer of knowledge from external sources by means of acquisitions or a strategic partner. The probing strategy involves creating new knowledge – tacit and explicit, individual and social – through collective work. This requires identification of team participants who

would be interested in developing their own community focused on loose ideas and visions of a potential knowledge domain. In this context, gathering or developing new relevant data sets, creating new information, and new tacit and explicit, individual and social knowledge, are important parts of probing.

According to Gottschalk (2006), the strategy selection is based on the current business characteristics, which depend on the type of problem encountered, the type of problem-solving method, and the competitive advantage. Gottschalk (2006) classified the knowledge management strategy into the following three categories: stock, flow, and growth strategy. In this context, if organizations are facing new and complex issues, they will require a new problem-solving method anyway and if the organization's competitive advantage is innovation, then the organizations are categorized as an expert-driven business. In this goal, the organization advised using the growth strategy, which is focused on developing new knowledge and emphasized access to a network of experts and learning environments. The flow strategy shall be a better option when the organization is facing a new problem, but it can be solved using the existing problem-solving method. Organizations are categorized as experience-driven businesses with a competitive advantage on the effective adaptation of problem-solving methodologies and techniques. The growth strategy is for organizations that are focused on developing new knowledge and it emphasizes access to a network of experts and learning environment.

Implementation of a Knowledge Management Strategy

Implementation of a knowledge management strategy may contribute to improvement in organization's learning capacity and to combination knowledge-based opportunities and better knowledge utilization. In this meaning, new resources and generated opportunities are difficult to imitate and the strategy of knowledge makes them the nucleus of a competitive advantage, resulting in higher profitability. The implementation of the knowledge management strategy can be carried out in two ways: (1) concentration on one strategy and (2) combination of several strategies. When focusing on one strategy (Gottschalk, 2006; Greiner et al., 2007; Hansen et al., 1999), the organization chooses one knowledge management strategy and, on its basis, identifies the business characteristics of the organization. It also uses the infrastructure needs. In turn, the implementation of a strategy by combining several strategies that are appropriate for the business (Bhatt, 2002; Donoghue et al., 1999; Ng et al., 2012) aims at integrating different types of knowledge, i.e., combinations of tacit and explicit knowledge. The implementation of a knowledge management strategy can be stimulated or shaped by various factors, including knowledge audit, organizational culture, organizational structure, support of management and masters, IT infrastructure, and community of practices.

Before designing an implementation plan and implementing a knowledge management strategy, a knowledge audit is required. Knowledge audit allows for the qualitative assessment of the organization in terms of knowledge management capabilities. A knowledge audit is carried out to identify knowledge needs, make an inventory of existing knowledge resources, analyze knowledge flows, and create knowledge mapping. A typical knowledge audit allows you to answer the following questions (Choy et al., 2004):

- What are the knowledge needs of the organization?
- What resources or knowledge resources does the organization have and where are they located?

- What are the gaps in the knowledge of the organization?
- How does knowledge flow throughout the organization?
- What blockages are there in this flow (i.e., to what extent people, processes, and technology currently support or hinder the effective flow of knowledge)?

Organizational culture is defined as a set of rules, norms, values, assumptions, and beliefs that are shared by employees within an organization and that affect the way decisions are made; culture is the most important success factor for organizational knowledge. Organizational culture conducive to the implementation of a knowledge management strategy should support the creation and sharing of knowledge, as well as the trust and openness of the organization to new knowledge (Alavi et al., 2005). In particular, an open organizational culture enables an organization to transform tacit knowledge into explicit knowledge.

The implementation of a knowledge management strategy is also favored by a flat organizational structure, with dynamically created ad hoc task teams composed of units that trust each other, where there are real possibilities of flexible change of roles of individual employees-specialists. Importantly, teams should be open to sharing knowledge, in particular specialist knowledge. It is also important to build management support into knowledge management strategies. Identification of an influential person in the organization combined with strong leadership is considered to be factors supporting the implementation of a knowledge management strategy.

A knowledge management strategy is a formula that includes a combination of goals, principles, and resources for a knowledge management system. In this approach, the knowledge management strategy should be related to the overall strategy of the organization. In this context, the knowledge management strategy depends on way the company serves its clients, the economics of its business, and the people it hires (Hansen et al., 1999). Thus, the knowledge management strategy should be closely related to the goals and business strategy of the organization or sub-units of the organization (Zack, 1999). Implementation of an acknowledged management strategy involves establishing positions and appointing individuals who would be responsible for managing knowledge in a particular organization (Chief Knowledge Officer, CKO). The CKO is a unique and integrated or hybrid manager, processing skills and attributes that include an ability to think conceptually, manage people and projects, communicate effectively both internally and externally, and very importantly persuade and advocate. The CKO works as a change agent to build a cultural climate that rewards sharing behavior (Earl & Scott, 1999). The CKO job is to ensure that the organization profits from the effective use of knowledge resources. Investments in knowledge may include employees, processes, and intellectual property. The CKOs can help an organization maximize the returns on investment in knowledge (people, processes, and intellectual capital), exploit their intangible assets (know-how, patents, customer relationships), repeat successes, share best practices, improve innovation, and avoid knowledge loss after organizational restructuring.

Implementation of a knowledge management strategy should involve investment in infrastructure and applications that facilitate employees' communication and knowledge sharing, storing, updating, enhancing, and developing. In a knowledge management strategy, technology is also an instrument in a collection of processes that govern the creation, dissemination, and utilization of knowledge to fulfill organizational objectives. In this context, Dixon (2000) and Nonaka and Takeuchi (1995) discuss technology as a means of transfer of explicit knowledge that will allow internalization of that knowledge and thereby its incorporation into the understanding and experience of the individual. Dixon (2000) particularly identifies

technological tools as facilitators and as a practical means of national and global knowledge integration.

Finally, community of practices (CoP) is also important for the implementation of knowledge management strategies. Wenger (2000) defines CoP as groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. Such communities are typically based on the affinity created by common interests or experience, where practitioners face a common set of problems in a particular knowledge area and have an interest in finding or improving the effectiveness of solutions to those problems. Their emergence may be spontaneous, and they are held together by informal relationships and a common purpose, they share common knowledge or a specific domain, expertise, and tools and learn from one another. They possess knowledge which is crucial to the success of the organization. It is through the process of sharing information and experiences with the group that the members learn from each other and have an opportunity to develop themselves personally and professionally (Wenger, 2000). CoP also stimulates interaction, fosters learning, creates new knowledge, socializes with new members, identifies and shares best practices (Dei & van der Walt, 2020), and connects people who might not otherwise have the opportunity to interact. The community of practices (CoP) enhance in sharing and transferring tacit knowledge by individuals and groups, create expand and exchange knowledge and to develop individual capabilities.

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