

UDC 35:330.1

DOI 10.31733/2786-491X-2023-1-103-115



Svitlana KHAMINICH[©]
D. Sc.in Economics,
Professor
(*Dnipropetrovsk State University of Internal Affairs*),
Ukraine



Krystyna HETI[©]
Ph.D., Associate
Professor,
(*Industrial Engineering and Management Research School*),
Sweden

THE KNOWLEDGE ECONOMY AS A FACTOR FOR ENTERPRISE DEVELOPMENT IN MANAGEMENT SYSTEM

Abstract. The article describes the basic concepts of the economy of knowledge, its importance and features. A discussion is made about the role of the economy of knowledge in the management system and recommendations for the use of knowledge in the management of the enterprise. An analysis of the part of knowledge in the management of the enterprise has been carried out, including the main approaches to the management of knowledge and methods of its development. In the concluding part of the article, the study's results are presented, including an inventory of the methodology, which is helpful in analyzing the data and interpreting the results. The main hypothesis, translated into this article, is that the effective use of knowledge in the management of enterprises is a key factor in achieving competitive advantages and success in the modern economy.

The article is relevant regarding the development of technologies and the ability to compete in the market. To support and provide a foundation for recommendations for enhancing knowledge management procedures in businesses, a study has been conducted to better understand the role of the knowledge economy in enterprise management, which is the key factor affecting the efficacy of the use of knowledge. The results of this research can be used as a basis for the business of enterprises, as well as for the beneficiaries of the effective use of knowledge in their activities, as well as for the researchers, who deal with the topic of the economy of knowledge and their role in the modern economy, and also for the faculties in the field of knowledge management, as well as for the development of strategies for managing knowledge in companies.

Keywords: *economy of knowledge, enterprise, company, management, competitive transport, business environment.*

Introduction. In the context of the modern economy, characterized by rapid technological advancements and high levels of competition, companies must rapidly adapt to new conditions, adopt new technologies, and utilize their experience and knowledge to achieve competitive advantages. The efficient utilization of intangible components, some of which are unique in nature, such as knowledge and worker knowledge, professional qualifications, and education, leads to markets and enterprise management. The capacity to

© Khaminich S., 2023
ORCID iD: <https://orcid.org/0000-0002-2221-5550>
svetala1704@i.ua

© Heti K., 2023
ORCID iD: <https://orcid.org/0000-0001-9208-5600>
heti@kth.se

effectively use knowledge and information in their activities is one of the major factors that enable businesses to prosper in highly competitive situations.

The concept of a knowledge-based economy, which assumes that knowledge has become the primary resource of the economy, is gaining increasing prevalence in the modern world. The knowledge-based economy posits that companies that can create, disseminate, and utilize knowledge more effectively have higher levels of competitiveness and are better adapted to changes in the business environment.

The knowledge-based economy's basic tenet is that knowledge is a vital resource that can be utilized to forge competitive advantages and boost organizational effectiveness in the modern economy. The knowledge-based economy also considers the processes used for knowledge creation, transfer, archiving, and utilization within businesses.

Analysis of recent research and publications. The theoretical basis for the study of the knowledge economy from different points of view was the works of domestic and foreign scientists, such as V. Heyets, P. Drucker, O. Dyakiv, M. Zgurovsky, A. Zharinova, A. Kolot, F. Makhlop, L. Melnyk, V. Poshelyuzhnyi, V. Svitlychna, I. Stoyanenko, E. Toffler, L. Fedulova, A. Chukhno, D. Shushpanov and many others. According to the Organization for Economic Co-operation and Development (OECD) definition, the knowledge economy is an economy that is directly based on the creation, distribution and use of knowledge and information.

O. Dyakiv, D. Shushpanov, V. Poshelyuzhny interprets the knowledge economy as the newest model of development of the economic system, in which most of the gross domestic product is provided through the production, processing, storage, dissemination and use of knowledge, information and the latest technologies.

M. Zgurovsky emphasises that the knowledge economy is new knowledge generated by science, the preparation of high-quality human capital based on quality education, and the creation of additional wealth in the manufacturing sector and business, integral components of a modern society built on knowledge. A. Zharinova, under the knowledge economy, understands the sphere of production of goods and services as a sphere of practical realization of human intelligence, where the dominant and priority resource is knowledge, which becomes a new actual basis for the competitive activity of economic entities in the modern global economy.

A. Kolot emphasises that the knowledge economy is based on highly productive, competitive jobs occupied by highly skilled, innovation-oriented workers; information, communication and other modern advanced technologies are introduced, and high-tech, science-intensive and competitive products are manufactured. L. Melnyk defines the economics of knowledge as a post-industrial economy in which the driving force for further development is the accumulation and use of information and knowledge concentrated in human capital. F. Makhlop included the sphere of education, research and development, communications, information engineering and information activities in this concept.

V. Svitlychna, I. Stoyanenko researched the development of the knowledge economy. L. Fedulova emphasises the importance of the knowledge economy as one that creates, disseminates and uses knowledge to ensure its

growth and competitiveness.

Despite the sizeable number and variety of this issue, the issues of a systematic approach to comprehending the essence of the knowledge economy as an integrated category in today's competitive business environment, identifying the levels of its development, evaluating the effectiveness of factors influencing the knowledge economy on the management process of companies, taking into account the conditions of the business environment, remain understudied and unresearched.

Analysis and generalization of publications on this issue led to the conclusion that the existing methodology for managing companies based on the knowledge economy is not sufficiently developed both in theoretical and practical aspects, which indicates the lack of substantiation of common conceptual foundations of the knowledge economy as a factor in the development of a business entity in the management system. The discrepancy between the achievements of the theory and the requirements of the practice of managing companies based on the knowledge economy in today's rapidly changing conditions necessitated this scientific research.

The purpose of the article is to study the role of the knowledge economy as a factor in developing an enterprise in the management system. The article will consider the basic concepts of the knowledge economy and evaluate the role of knowledge in enterprise management. The research findings based on a literature review and interviews with businesses that use the knowledge economy in their operations will be presented.

Formulation of the main material. The modern economy is increasingly based on knowledge and innovation – intellectual capital, as they have become the main drivers of company development. Specifically, intellectual capital has become the primary factor determining a country's position in the modern economy during globalization. In the global economy's crane leaders, there was a steady tendency to replace inventories with information and fixed assets with knowledge. The rapid increase in the influence of this factor on economic development led to the emergence of the concepts of "intellectual economy" and "information society". Intellectual capital determines the possibilities of using financial and material wealth. It is safe to conclude that the development of the intelligent economy is now fundamentally and actively driven by intellectual capital (Khaminich, 2006).

A. Chukhno, exploring current economic and social development trends as a key factor in forming the information society, highlights creative intellectual work. Emphasizing that "not every mental work is creative", he notes: "Creative work, creative activity of man is one of the defining features of the new society" (Chukhno, 2004). Profound changes in all of its sectors that impact the management system are a defining trait of the current economic development stage. A helpful resource that may be exploited to provide value for the business, its clients, and the socioeconomic system at large is the knowledge-based economy.

Heyets emphasises that the knowledge economy is an economy in which both specialized and everyday knowledge is a source of growth. In the knowledge economy. Decisive is the intellectual potential of society, on which it is based and which is a set of everyday (mundane) and specialized (scientific) knowledge that is accumulated in the minds of people and

materialized in technological methods of production (Heiets, 2004).

The knowledge-based economy, as a separate scientific discipline, was developed in the 1990s and has been actively evolving. It is defined as an economic discipline that studies the creation, distribution, and utilization of knowledge and its impact on economic and social processes in society.

Knowledge economics is an economic system that relies on the use and dissemination of knowledge across all industries and management sectors, as well as the creation of knowledge to foster intellectual development and the use of highly intellectual human capital to boost national competitiveness and lay the groundwork for new and innovative economic growth. The knowledge economy not only makes use of already existing information and knowledge but also contributes to its growth and the generation of new knowledge with an eye towards its future productive application. The establishment of the knowledge economy as a development strategy for Ukraine will serve as the cornerstone for ensuring economic growth and forging competitive advantages on the global market, given the current economic climate (Maslak et al., 2020).

Making wise management decisions for the effective functioning of the economic entity helps incorporate the knowledge economy's key concepts into the corporate management system (see Fig. 1). Their extensive (and not alternative) execution is a critically essential point. For this reason, the relationship is depicted as a closed loop in Fig. 1.

The notion that knowledge can be viewed as a separate resource, comparable to traditional production resources like labour, money, and land, is one of the fundamental ideas of the knowledge economy. This means that information may be applied to produce new goods and services, boost productivity, and make businesses more competitive.

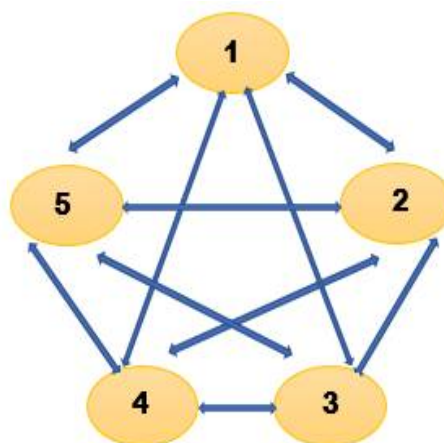


Fig. 1. – The main components of the knowledge economy in the enterprise management system

Where:

1. Goals and directions of implementing knowledge economy into an enterprise management system;
2. Knowledge as a separate resource of the enterprise;
3. Knowledge is one of the central values of the enterprise;
4. Knowledge as diverse components of activity of different structures of the enterprise;
5. Making informed management decisions for the effective development of the enterprise.

Source: based on (Maslak et al., 2020)

The idea that knowledge may be shared and used without losing its value is another crucial one in the knowledge economy. For instance, a business can train its staff in new skills and knowledge that they can use in their work without the knowledge itself losing its worth and being unusable repeatedly.

The idea that knowledge can be exchanged within various organisational levels to increase access to knowledge and boost company efficiency is another fundamental tenet of the knowledge economy. To speed up the development and improvement of the business, a corporation can, for instance, create a knowledge base where employees can share their knowledge and access the ability of other employees.

Taking into account the concepts above of the knowledge economy, several vital roles can be identified that it plays in enterprise management, namely:

- creating competitive advantages: knowledge economy enables companies to use knowledge to develop new products and services, improve productivity and enhance competitiveness; for example, a company can create new technologies based on the understanding of its employees, which helps it to take a leading position in the market;

- knowledge management: knowledge economy helps companies to effectively manage their knowledge, create knowledge transfer systems between employees, and preserve knowledge for future use; this enables companies to adapt more quickly to changing market conditions and improve their efficiency;

- employee development: knowledge economy motivates companies to develop their employees by providing access to new knowledge and skills and training them in new technologies and methodologies; this helps companies retain their employees and improve their qualifications;

- efficiency improvement: knowledge economy stimulates companies to improve their efficiency by using knowledge to improve productivity and optimize business processes; for example, a company can create a knowledge base where employees can quickly find answers to their questions and avoid duplication of work.

The knowledge economy plays a vital role in enterprise management, enabling companies to use knowledge to create competitive advantages, manage knowledge, develop employees, and improve efficiency. Developing and implementing knowledge management systems is one of the critical aspects that help companies achieve these goals.

Enterprises can use numerous knowledge management methods for gathering, storing, processing, and transferring knowledge. Proper application of these methods is essential for the successful development of a company and determining a sustainable place among competitors in the business environment.

Knowledge – awareness of something; availability of information about someone, something; a set of data from any field acquired in the process of training, research, etc.; knowledge of reality in its individual manifestations and in general (Velykyi tlumachnyi slovnyk suchasnoi ukrainskoi movy, 2009, p. 469). One of the critical methods of knowledge management is the creation of a knowledge base.

Knowledge bases are structured data sets containing information about the company's products, production processes, customers, suppliers, and other operations. They are an electronic resource that contains information and

knowledge necessary for performing specific tasks and solving problems.

Knowledge management systems are software that helps companies collect, store, process, and transmit knowledge. They can store knowledge obtained during research, development, and other activities. Documents, instructions, methodologies, and additional information useful to employees can be stored in knowledge bases. Knowledge bases allow for quick access to the necessary information and knowledge-sharing among employees through the active use of knowledge management systems. They may include features such as knowledge search, classification and analysis, and the ability to create and exchange knowledge among employees.

Another method of knowledge management is employee training. The human factor plays a vital role in knowledge-based management systems. Human capital is a key factor in the development of companies and society as a whole (Khovrak, 2011). Training and development of employees is an important aspect of knowledge management. Training can be provided both within and outside the company. For example, a company can organize seminars, trainings, and courses where employees can gain new knowledge and experience within the company; seminars for employees that help improve their professional skills.

In addition, a company can send its employees to external courses and conferences where they can exchange knowledge with representatives of other companies and use social networks. Social networks are platforms that allow users to exchange information and knowledge. Companies can use social networks to create internal communities where employees can share knowledge and experience. This can also help improve communication and collaboration between different departments and groups of employees. It is also necessary to use modern technologies for knowledge exchange, such as corporate blogs, internal chats, and forums.

Another effective method of knowledge management is the creation of teams that bring together employees with different knowledge and skills. Teams can work on specific projects and tasks, exchanging knowledge and experience using mentoring. Mentoring is a process in which a more experienced employee helps a less experienced one to develop professionally. Mentors can help new employees adapt to the company more quickly, improve their professional skills, and gain additional knowledge (Velykyi tлумachnyi slovnyk suchasnoi ukrainskoi movy, 2009, p. 659). This helps to increase work efficiency and create a more innovative environment by implementing modern business processes.

Business processes are sets of procedures and instructions that define how work should be performed within a company. Well-designed business processes can help improve work efficiency and reduce the number of errors. In addition, they may include templates that help employees perform their work more effectively.

The application of knowledge management methods in enterprise management allows for achieving the following objectives:

- establishing a system for knowledge transfer among employees, enabling them to quickly access the necessary information and acquire knowledge from their colleagues;
- enhancing employee qualifications through training, which helps elevate their skills and competencies, thereby improving work efficiency and

product quality;

– fostering innovation by creating teams and facilitating knowledge exchange among employees, which cultivates an innovative environment, stimulates the emergence of new ideas and problem-solving approaches, leading to the creation of new products and services and enhancing the company’s competitiveness in the market;

– increasing productivity by implementing knowledge management methods, reducing errors and redundancies in work, expediting decision-making processes and task execution, thus promoting enhanced productivity and cost reduction;

– improving communication by organizing groups and providing employee training, which aids in enhancing communication among individuals, reducing conflicts, and increasing the effectiveness of collaborative work.

Table 1

Factors contributing to the development of the enterprise on the basis of the knowledge economy

№	Factor	Impact characteristics
1	Anticrisis stabilization factor	The influence of this factor contributes to the stabilization of sociocultural and socio-economic conditions of the development of society and the formation of their new quality at a specific moment in time.
2	Human factor	This factor integrates a system of knowledge, abilities, skills and beliefs and establishes an invariant informational dependence on scientific, general cultural, ecological, social, economic, technological and political trends in the development of socio-economic relations.
3	System-intellectual factor	This factor contributes to the creation of conditions for innovative human activity on Earth and the formation of planetary systemic multi-sphere thinking with the aim of developing new methods of stable and most harmonious interaction of human-organizational and natural systems.
4	Intellectual human capital	This factor determines the level of system organization and functioning of resources as the efficiency of professional production structures (including world structures).
5	The educational potential of workers	This factor helps to increase the competitiveness of the economic entity due to the adoption of effective management decisions.
6	Fulfilment of the economic mission of the entity	This factor acts as a mandatory element of the successful development of the company with the aim of competent management of resource flows in the system of the education economy and specific innovative products of educational technology.

Source: (Khaminich, 2019)

The utilization of the knowledge economy in enterprise management offers numerous advantages, including:

- increased work efficiency: companies employing a knowledge economy can better organize their work and enhance efficiency by optimizing business processes, providing employee training, and utilizing knowledge bases and knowledge management systems;

- enhanced competitiveness: economic entities that rely on a knowledge economy have access to a broader range of information, knowledge, and experience; this enables them to understand better the market and competitors, as well as adapt more quickly and effectively to market changes;

- improved innovation activity: knowledge economy stimulates innovation within companies by facilitating knowledge and idea exchange; companies can leverage knowledge bases, knowledge management systems, and social networks to foster innovation and enhance employee creativity.

During the implementation of the knowledge economy, it is essential to consider the components that arise from scientific knowledge and the utilization of research methods.

Indeed, the knowledge economy plays an important role in the development of enterprises and the management system. The application of knowledge management techniques improves the quality of work, increases productivity and efficiency, and creates a more innovative environment. The effective application of knowledge management methods in actual companies confirms the need to introduce the knowledge economy into the company's activities. For example, companies such as Google, Siemens, Procter & Gamble, and Toyota are prime examples of successful companies that are actively introducing elements of the knowledge economy into the management system.

Google is one of the leaders in knowledge management. She created a unique toolkit called "Google Brain" for the development of machine learning and artificial intelligence. With this toolkit, the company was able to develop products such as Google Translate and Google Assistant, which have long been an integral part of many people's lives. One of Google's knowledge management practices is the 20 % rule. Under this rule, company employees are allowed to spend 20 % of their work time on projects that are not related to their primary job. This will enable employees to develop their skills, look for new ideas and create innovative products, which has a positive effect on the development of the company as a whole (<https://file.liga.net/companies/google-3305320>).

Siemens uses knowledge management techniques to increase production efficiency and reduce costs. One example of such an application is the use of virtual reality in the production process. Thanks to this, company employees can learn new techniques and technologies more effectively, as well as install and maintain equipment more efficiently and safely. In addition, Siemens has created a unique platform called "Siemens Knowledge Management System" to store and share knowledge within the company. This allows employees to quickly find the necessary knowledge and experience, share their knowledge and experience with colleagues, and speed up decision-making and problem-solving (<https://www.siemens.com/ua/uk.html>).

Procter & Gamble uses knowledge management techniques to create and

improve new products and services. One such method is to create a dedicated platform called "Connect + Develop Innovation Portal" to connect with external experts, universities, start-ups and other companies for new ideas and technologies, where the company can post its requests on new technologies and ideas and external experts can offer their solutions. Thanks to this method, the company was able to develop products such as Ariel Excel Gel and Olay Regenerist, which became bestsellers in the world market (<https://us.pg.com/>).

Toyota uses knowledge management techniques to improve product quality and manufacturing processes. One of these methods is "Kaizen", which is to improve production processes and increase the efficiency of employees constantly. Toyota has also created a toolkit called the "Toyota Production System", which includes knowledge management practices such as process standardization, employee training, and continuous analysis of production data to improve production processes (<https://global.toyota/en/>).

The introduction of the knowledge economy in some countries is a clear example of building an effective system of management and organization of society. In China, building a "knowledge economy" is a national strategy and aims to transform the country from a "workshop of the world" to a "world laboratory", reducing dependence on foreign technologies from 80 % to 30 %. To this end, the following measures are taken: an increase in financing of the education system (from 1.2 % to 2-2.5 % of GDP), the creation and popularization of the "cult of education and education", the result of such conditions under which TNCs locate in the country not only production but and research centres (at the moment there are about 750 of them), the creation of technology parks and clusters – of the Zhongguancun type – "zones for promoting the development of high and new technologies" (the annual profit from the production of innovative products is about 80 billion dollars), sending the most talented young people to study in the best foreign universities, the creation of a particular agency for the employment of "returnees" – scientists who, having reached the peak of their scientific career abroad, intend to return to the Motherland, support for theoretical developments in the field of knowledge economy (Zhavoronkova, 2010; Melnyk, 2015).

The experience of India is no less attractive; in order to build a "knowledge economy", primary attention is paid to the development of a robust domestic service sector, and the state supports only a few technological industries (pharmaceuticals, nuclear energy, automotive industry), which create a platform for competitors, education funding increases, tolerance is promoted as a basis new society (Zhavoronkova, 2010; Melnyk, 2015).

Finland is one of the few countries that, possessing insignificant resources, turned companies working in traditional industries into the leading exporters of IT technologies (currently 80% of the country's exports). This result was achieved due to increased funding of scientific developments (3.5 % of GDP), support of research and educational programs by private corporations, development of public-private partnerships for joint R&D, development of social capital, support of the "spirit of mutual aid", support not only availability but also high quality of education (Zhavoronkova, 2010; Melnyk, 2015).

The above examples show that the use of knowledge management methods leads to an improvement in production efficiency, the creation of

innovative products and an increase in the quality of services. Companies that actively implement knowledge management in their activities have an advantage over competitors and can achieve better results in the long term.

The introduction of the knowledge economy into the activities of an enterprise can bring many benefits, but in order for this to happen, certain measures must be taken. Practical recommendations for company managers who want to implement a knowledge management system include the following areas:

- creation of a knowledge management system (in order to successfully use knowledge in the company's business processes, it is necessary to create a knowledge management system, which can be a knowledge base, an electronic archive, an internal portal and, most importantly, that the system be easy to use and allow you to find necessary information quickly);

- knowledge analysis (before creating a knowledge management system, it is necessary to conduct a knowledge analysis that will determine what knowledge is key to the company's business processes, where it is stored and how it is used, which will help identify problem areas and determine where it is necessary to improve the knowledge management system);

- culture of knowledge sharing (for the effective operation of the knowledge management system, it is necessary to create a culture of knowledge sharing within the company, which can be achieved through trainings and seminars, organizing internal forums and discussions, as well as developing systems to stimulate knowledge sharing between employees);

- continuous updating of knowledge (in a rapidly changing market environment, companies must continuously update their knowledge and skills, and for this, you can organize training programs and courses, as well as maintain contact with industrial and scientific communities);

- risk management (the introduction of a knowledge management system may also be associated with some risks, such as loss of knowledge when employees leave and the possibility of confidential information leakage; therefore, it is necessary to develop appropriate policies and procedures, as well as provide financial support and economic security for the company.

- exchange of knowledge and experience between employees of the enterprise (for this, it is necessary to create a system of training and development of personnel, conduct regular trainings and seminars, where employees can share their knowledge and experience);

- motivation and stimulation of employees for continuous learning and self-development (it is necessary to provide access to literature, video tutorials, online courses and other resources that will help employees broaden their horizons and improve their professional skills);

- creation of a system to reward employees for achievements in the field of training and development (holding internal competitions and awards for employees who have proven themselves in a particular area, which will create motivation for employees and increase interest in self-development).

In conclusion, the knowledge economy is an important factor in the development of an enterprise in modern conditions. In order to successfully compete in the market, enterprises must invest in the development of their knowledge and competencies, as well as create favourable conditions for the exchange of knowledge and experience among employees. Enterprise

managers have a key role in this process and should actively work to establish a knowledge management system in the enterprise.

It is also worth noting that for the successful implementation of the knowledge economy in the enterprise, it is necessary to create the right organizational culture. This culture values the knowledge and experience of employees and supports their continuous learning and development. It is equally important that an atmosphere of trust and cooperation be created at the enterprise, which promotes the exchange of knowledge and experience between employees.

In addition, it is important to remember that the knowledge economy is a process of continuous improvement and optimization of the enterprise. In this regard, managers must monitor changes in the market and the industry, as well as analyze their activities and look for ways to improve them. It is necessary to constantly improve the knowledge management system and adapt it to changing conditions.

Thus, the knowledge economy is an important factor in the development of an enterprise in the modern world. Its implementation requires efforts on the part of enterprise managers, who must create favourable conditions for the exchange of knowledge between employees, encourage them to continue learning and self-development, and also make the right organizational culture. As a result of the introduction of the knowledge economy, enterprises can increase their competitiveness and work efficiency.

Conclusions. The knowledge economy is an important factor in the development of enterprises in the modern world. The use of methods for collecting, storing, transferring and implementing knowledge can increase work efficiency, improve innovation activity and increase the competitiveness of companies.

The use of the knowledge economy in the enterprise management system has many advantages, namely:

- increase in work efficiency (companies using the knowledge economy can better organize their work and increase work efficiency by optimizing business processes, training employees and using knowledge bases and knowledge management systems);

- increasing competitiveness (companies using the knowledge economy have access to a broader range of knowledge and experience, which helps them better analyse the market and competitors, and companies quickly and efficiently adapt to changes in the market);

- increase in innovative activity (the knowledge economy can stimulate innovative activity in the company since it provides an opportunity to exchange and create new knowledge and ideas; companies can use knowledge bases, knowledge management systems and social networks to stimulate innovation and enhance the creativity of employees).

Thus, the knowledge economy plays an important role in the development of enterprises and the management system. The application of knowledge management techniques improves the quality of work, increases productivity and efficiency, and creates a more innovative environment. For the successful implementation of the knowledge economy in the management system, it is necessary to develop a strategy, define goals and objectives, select methods and tools, and organize a plan for training and motivating employees.

It is also important to remember that the knowledge economy is not just about technology and tools but also about the culture of an organization that values and encourages knowledge-sharing and innovation activity. Companies that actively use the knowledge economy can improve their efficiency, competitiveness and innovative training, which will allow them to achieve tremendous success in modern business.

Conflict of Interest and other Ethics Statements

The authors declare no conflict of interest.

References

- Khaminich, S. Yu. (2006). Upravlinnia pidpriemstvom na zasadakh osvithnoho potentsialu: Monohrafiia [Enterprise management based on educational potential: Monograph]. D.: Vyd-vo DNU. [in Ukr.].
- Chukhno, A. (2004). Aktualni problemy stratehii ekonomichnoho i sotsialnoho rozvytku na suchasnomu etapi [Actual problems of the strategy of economic and social development at the current stage]. *Ekonomika Ukrainy*, no. 4, pp. 15-23; no. 5, pp. 15-23. [in Ukr.].
- Heiets, V. M. (2004). Kharakter perekhidnykh protsesiv do ekonomik znan [The nature of transition processes to knowledge economies]. *Ekonomika Ukrainy*, no. 4, pp. 4-14. [in Ukr.].
- Maslak, O. I., Danylko, V. K., Hryshko, N. Ye. & Skrypniuk, K. O. (2020). Ekonomika znan: evoliutsiia naukovykh uiavlenn, skladovi ta chynnyky formuvannia v novitnikh umovakh [Economy of knowledge: evolution of scientific ideas, components and factors of formation in modern conditions]. *Efektivna ekonomika*, no. 12. URL : <http://www.economy.nayka.com.ua/?op=1&z=8457>. [in Ukr.].
- Busel, V. T. (Ed.). (2009). Velykyi tлумachnyi slovnyk suchasnoi ukrainskoi movy [A large explanatory dictionary of the modern Ukrainian language]. Kyiv, Irpin : VTF "Perun". [in Ukr.].
- Khovrak, I. V. (2011). Liudskyi kapital yak kliuchovyi faktor v rozvytku "ekonomiky znan" [Human capital as a key factor in the development of the "knowledge economy"]. URL <https://ena.lpnu.ua:8443/server/api/core/bitstreams/b3a99083-8ee8-4510-b296-c316e31068d4/content>. [in Ukr.].
- Khaminich, S. Yu. (2019). Imperatyvy ekonomiky znan v umovakh hlobalizatsii [Imperatives of the knowledge economy in the conditions of globalization]. New Economics-2019 : materialy Mizhnarodnoho naukovoho forumu (Kyiv, 14-15.09.2019) : v 2 tomakh, Kyiv: NAN Ukrainy, In-t ekonomiky prom-sti. Vol. 1, pp. 136-138). [in Ukr.].
- Google. URL : <https://file.liga.net/companies/google-3305320>
- Siemens. URL : <https://www.siemens.com/ua/uk.html>.
- Procter & Gamble. (n.d.). Retrieved from <https://us.pg.com/>.
- Toyota. (n.d.). Retrieved from <https://global.toyota/en/>.
- Banko, M. V. Postkryzova stratehiia rozvytku Ukrainy na zasadakh "ekonomiky znan" [Ukraine's post-crisis development strategy based on the "knowledge economy"]. URL : <file:///C:/Users/miss/Downloads/4114-10686-1-SM.pdf>. [in Ukr.].
- Diakiv, O., Shushpanov, D. & Posheliuzhnyi, V. (2020). Rozvytok ekonomiky znan v orhanizatsii, yaka samonavchaietsia [Development of the knowledge economy in a self-taught organization]. *Visnyk Ternopilskoho natsionalnoho ekonomichnoho universytetu*, no. 1, pp. 113-125. [in Ukr.].
- Zhavoronkova, H. V. & Zhavoronkov, V. O. (2010). Ekonomika znan yak rezultat ekonomichnoho rozvytku derzhavy [Knowledge economy as a result of the economic development of the state]. *Stalyi rozvytok ekonomiky*, no. 2, pp. 3-8. [in Ukr.].
- Zharinova, A. H. (2010). Ekonomika znan: zmist ta rol intelektu liudyny v yii formuvanni [Economy of knowledge: content and role of human intelligence in its formation]. *Problemy pidvyshchennia efektyvnosti infrastruktury: zb. nauk. prats*, Kyiv : NAU. Vol. 28, pp. 1-247. [in Ukr.].
- Zghurovskyi, M. (2005). Shliakh do informatsiinoho suspilstva – vid Zhenevy do Tunisa [The pathway to the information society – from Geneva to Tunisia]. *Dzerkalo tyzhnia*, no. 34,

- p. 16. [in Ukr.].
- Melnyk, L. Iu. (2015). Evoliutsiia naukovykh uia clen pro ekonomiku znan [The evolution of scientific ideas about the economy of knowledge]. *Ekonomichnyi visnyk universytetu. Zbirnyk naukovykh prats uchenykh ta aspirantiv*, 26 (1), pp. 37-43. [in Ukr.].
- Svitlychna, V. L. Teoretychnyi bazys novoi paradyhmy suspilstva – ekonomiky znan [The theoretical basis of the new paradigm of society – knowledge economy]. URL : Retrieved from <https://economics.opu.ua/files/archive/2015/No3/184-193.pdf>. [in Ukr.].
- Stoianenko, I. V. Formuvannia ekonomiky znan yak realnist ta neobkhdnist sohodennia [The formation of the knowledge economy as a reality and necessity of nowadays]. URL : <http://www.economy.nayka.com.ua/?op=1&z=1230>. [in Ukr.].
- Fedulova, L. I. (2008). Kontseptualni zasady ekonomiky znan [Conceptual foundations of the knowledge economy]. *Ekonomichna teoriia*, no. 2, pp. 37-60. [in Ukr.].

Світлана ХАМІНІЧ, Кристина ГЕТІ

**ЕКОНОМІКА ЗНАНЬ ЯК ФАКТОР РОЗВИТКУ
ПІДПРИЄМСТВА В СИСТЕМІ УПРАВЛІННЯ**

Анотація. У статті розглянуто основні поняття економіки знань, її джерела та особливості. Проведено аналіз ролі знань в управлінні підприємством, включаючи основні підходи до управління знаннями та методи їх вимірювання. У заключній частині статті представлені результати дослідження, включаючи опис методології, використаної для аналізу даних та інтерпретації результатів. Основні гіпотези, перевірені в даній статті, полягають в тому, що ефективне використання знань в управлінні підприємствами є ключовим фактором досягнення конкурентних переваг і успіху в сучасній економіці. Обґрунтовано висновки про роль економіки знань у системі управління та запропоновано рекомендації щодо використання знань в управлінні підприємством.

Дана стаття актуальна в умовах стрімкого розвитку технологій і посилення конкуренції на ринку. Проведене дослідження дозволить глибше зрозуміти роль економіки знань в управлінні підприємством, визначити ключові аспекти, що впливають на ефективність використання знань, запропонувати та обґрунтувати рекомендації щодо вдосконалення процесів управління знаннями в компаніях. Результати даного дослідження можуть бути корисними як для керівників підприємств, які зацікавлені в ефективному використанні знань у своїй діяльності, так і для дослідників, що займаються темою економіки знань та її ролі в сучасній економіці, а також для фахівців у сфері управління знаннями, які займаються розробкою стратегій управління знаннями в компаніях.

Ключові слова: економіка знань, підприємство, компанія, управління, конкурентні переваги, бізнес-середовище.

Submitted: 20.12.2022

Revised: 12.01.2023

Accepted: 03.02.2023