

KNOWLEDGE AUDIT AS A TOOL OF IMPROVING THE COMPETITIVENESS OF THE ENTERPRISE UNDER ENVIRONMENTAL UNCERTAINTY CONDITIONS AND THE INTEGRATION PROCESSES ACCELERATION

Olena M. Lytvynenko, Alfred Nobel University, Dnipro (Ukraine).

E-mail: elena_litvinenko@duan.edu.ua

DOI: 10.32342/2616-3853-2019-2-12-5

Key words: *knowledge audit, intellectual capital, corporate knowledge, organizational climate.*

The article is devoted to the organization of the process of knowledge audit as a means of increasing the competitiveness of an enterprise in the face of uncertainty and accelerating integration processes. As a basis for the study were selected the following common questions that the company poses, deciding to conduct a knowledge audit: what knowledge resources are available and what are the needs of the organization in knowledge; where are these resources, who of the specialists of the enterprise owns them and who uses them; what «gaps» are found in knowledge resources, where information is duplicated and where it is not enough; how the flow of knowledge flows in the organization; what are the barriers to the movement of knowledge; how current use of knowledge resources affects business results, where you need to cut costs, and where to increase your investment.

The explicit and measurable benefits of an enterprise may, in particular, be expressed in the following: providing scientific and practical evidence of what constitutes the potential of corporate knowledge and how much it can be enhanced; defining the organizational climate and readiness for change; development of a more adequate enterprise strategy in the field of knowledge management, which corresponds to business methodology and standards; identification of hidden and «drowsy» knowledge (mainly related to people) in order to use them more effectively; this applies both to the expertise of the company itself and to the knowledge of its customers and partners; presentation of the types of intellectual capital of the organization and methods of its measurement; identification of «disappearing» knowledge related to retirement of employees; identifying potential or actually existing communities of knowledge-producing practitioners and giving formal status to their work; registration of knowledge assets and development of methods for valuation of their value.

Many experts point out that in today's companies, knowledge audit plays a key role in making cost or investment decisions, as well as in developing new knowledge management projects, showing how effectively the organization's knowledge is used and what improvements are needed.

Knowledge maps are a good way of capturing and sharing explicit knowledge, as well as providing visual representations of tacit knowledge – with different levels of detail. The purpose of developing such a presentation is to show what knowledge is required for the job, which of the specialists is needed, who has the knowledge in the organization, whether the knowledge is explicit or implicit, to which sources there are references, etc.

References

1. Hylton, A. (2019). *The Knowledge Audit Is First & Foremost an Audit*. Available at: <http://www.annhylton.com/siteContents/writings/writings-home.htm> (accessed at 11 November 2019).

2. Hylton, A. (2019). *KM Readiness Assessment is Essential in a KM and Knowledge Audit Initiative*. Available at: <http://www.annhylton.com/siteContents/writings/writings-home.htm> (accessed at 11 November 2019).

3. Hylton, A. (2019). *The Role of the Knowledge Audit in Corporate Intranet Design*. Available at: <http://www.annhylton.com/siteContents/writings/writings-home.htm> (accessed at 11 November 2019).

4. Skyrme, D. (2019). *The Knowledge Audit*. Available at: <https://www.skyrme.com/kmroadmap/audit.htm> (accessed at 11 November 2019).

5. Krol, D., & Nguyen, N. (Eds.). (2009). *Intelligence integration in distributed knowledge management*. Hershey, PA: Information Science Reference.

6. Meir, Russ (Ed.). (2010). *Knowledge management strategies for business development*. Hershey, PA: Business Science Reference.

7. Ribiere, V. & Sasa Sitar, A. (2010). The Critical Role of Culture in Knowledge Management. In Green, A., Stankosky, M., & Vandergriff, L. (Eds.), *In search of knowledge management: pursuing primary principles*. Bingley, UK: Emerald Group Publishing Ltd., pp. 33-53.

8. TELUS. (2010). *Strategies for Success. High performance knowledge workers: the key to business and government success in the 21st century*. Available at: http://telus.com/en_CA/BC/about/Medium_And_Large_Business/Why_TELUS_/Whitepapers/bcMlbWhitePapers.html (accessed at 11 November 2019).

9. Kaplan, R., & Norton, D. (2009). *The balanced scorecard*. Boston, Mass.: Harvard business school Press.

10. Tiwana, A. (2002). *The knowledge management toolkit*. Upper Saddle River, N.J.: Prentice Hall PTR.

Одержано 12.11.2019.