

Enterprise Knowledge Management and Digital Transformation

Prof. Chaugule Sharif Mahemud

Assistant Professor in Commerce, MGV's
Arts, Commerce and Science College,
Malegaon City, Nasik Maharashtra, India

ABSTRACT

Purpose: Research literatures highlighted that digital transformation is implementing a total entrepreneurial modification in businesses. But, still there is very little comprehension about the modifications relevant with the information, knowledge and processes of knowledge in this regard. Hence, it is very important to verify and know that how the area of knowledge management study is growing in the respect of the modifications taking place due to digital transformation. Studies also proved that digital transformation confronts and challenges with the managers in different areas and contexts. **Findings:** Digital transformation is one basic provocation coming in way of the enterprise growth and development in previous years due to its strategic impacts. The study draws conclusion that the businesses must grow and design new sources and capacities for getting benefits of opportunities provided by digital transformation. This study provides a better comprehension of the knowledge as a vital and strategic source in relevant to the concept of digital transformation. Digital transformation related studies have elaborated positive outcomes of digital technology in enterprise business. **Methodology:** This study is a literature based study. Conducted by studying the available literature relevant with the digital transformation and knowledge management and enterprise. **Implications:** Since there are ambiguous understanding about the entrepreneurial knowledge and its management in the perspective of digital transformation, the vitality solving of this problem lies in urgent requirement for enterprises to design the ways in which they effectively can arrange for the management of knowledge for deriving the advantages of it. The management of digital transformation and its impact on enterprises is related as it can out an enterprise from its competitive position, performance improvement, new market generation, operational efficiency leveraging etc. **Originality:** There are unclear scenery and understanding about the entrepreneurial knowledge and its management in the perspective of digital transformation and its impact on the businesses. Hence, it very imperative to get the understanding about the concept of entrepreneurial knowledge management and digital transformation. This research work is an original work of author and all the sources and references are duly cited by the author.

Keywords: Digital Transformation, Knowledge Management, Knowledge, Digital Technology, Enterprise Knowledge Management, Entrepreneurial Capabilities.

INTRODUCTION:

Digital transformation is implementing a total entrepreneurial modification in businesses. The area of study of knowledge management is growing in the respect of the modifications taking place due to digital transformation. Studies also proved that digital transformation confronts and challenges with the managers in different areas and contexts. The digital transformation management and its impact on enterprises is related as it can exit an enterprise from its competitive position, performance improvement, new market generation, operational efficiency leveraging etc. It imperative to get the understanding about the concept of entrepreneurial knowledge management and digital transformation. But, still there is very little comprehension about the modifications relevant with the information, knowledge and processes of knowledge in this regard.

In consideration with the importance and complexity in the area of knowledge management, in this digital time, there must be more studies on the relevant topic of knowledge management, (Hausberg, J. P., Liere-Netheler, K., Packmohr, S., Pakura, S., & Vogelsang, K., 2019). In same tone, this study also elaborated about the importance of literature review studies in the relevant topic of knowledge management and digital transformation, (Alvarenga, A., Matos, F., Godina, R., & Matias, J. C. O., 2020). Hence, on the basis of these research gaps elaborated, present

research study reviews the available literature relevant with the topic of entrepreneurial knowledge management and digital transformation.

REVIEW OF RELATED LITERATURE:

Digital Transformation:

Digital transformation is one basic provocation coming in way of the enterprise growth and development in previous years, (Saarikko, T., Westergren, U. H., & Blomquist, T., 2020), due to its strategic relation, (Singh, A., Klarnar, P., & Hess, T., 2020), studies also proved that digital transformation confronts and challenges with the managers in different areas and contexts, (Saarikko, T., Westergren, U. H., & Blomquist, T., 2020).

The digital transformation by asking for requirement from enterprises put challenges before them, getting mastery over digital and smart technology, additionally the ability of reflecting on aims. This shows that digital transformation is not just technology relevant, it is a concept having links with entrepreneurial modifications reasoned by digital technology's dissemination, (Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C., 2020). Digital transformation varies structure and processes of enterprises, additionally, along with effecting the interconnection among various stakeholders of enterprises, (Fischer, M., Imgrund, F., Janiesch, C., & Winkelmann, A., 2020), (Mizintseva, M. F. & Gerbina, T. V., 2017), as by impulsive use of digital technology, the enterprises are experiencing newer methods of searching for knowledge, developing strategies, making partnerships, data creating and making decisions. In the sphere of information and knowledge, it has become more intensive, because knowledge is distinct source for competitiveness of enterprises, (Nonaka, I. & Teece, D. J. (Eds.), 2001).

As a basis for digitalization, the digital transformation has revealed a great effect on the seeking and accumulation of knowledge, (Lanzolla, G., Pesce, D., & Tucci, C. L., 2021). With the help of digital technology the enterprises are more responsive for opening the process of innovation that creates access for newer exterior knowledge, (Cui, T., Wu, Y., & Tong, Y., 2017). This will necessitate enterprises in making additional efforts for applying and exploring existing or new knowledge. No evidence is found in relation to the process of knowledge transfer is depending low on interpersonal relation, in view of digital technological growth, (Boeker, W., Howard, M. D., Basu, S., & Sahaym, A., 2019).

Entrepreneurial Knowledge and Management:

Knowledge is focused as a vital asset in the business, as it generates the core enterprise competence, which is competency that have responsibility for creating distinctiveness over and above enterprise's competitors, (Al-Dmour, A., Al-Dmour, R., & Rababeh, N., 2020). The initial discussion in relevant with the experience happened about knowledge management concept, (Nonaka, I. & Takeuchi, H., *The Knowledge-Creating Company*, 1995), that presented the practices and processes done in enterprise in relation to growing intellectual capability and enhancing knowledge management's efficiency, (Gold, A., Malhotra, A., & Segard, A., 2001). This shows that any enterprise wanting to succeed in digitalized economy should have great comprehension and efficient system of managing reserves of knowledge, (Mizintseva, M. F. & Gerbina, T. V., 2017).

Relationship between Digital Transformation and Entrepreneurial Knowledge and Management:

Systems of information enabling association and conversation among group of persons is assisting in the interconnection among persons in generating the quality knowledge, (Boeker, W., Howard, M. D., Basu, S., & Sahaym, A., *Interpersonal relationships, digital technologies, and innovation in entrepreneurial ventures*, 2019). The process of digital transformation puts a related impact on practices of knowledge management, which may be undertaken as a vital element for digital transformation success, (Alvarenga, A., Matos, F., Godina, R., & Matias, J. C. O., 2020). But, this must be noticed that because of variation in the digital economy, various processes of knowledge are distinctly varying, (Boeker, W., Howard, M. D., Basu, S., & Sahaym, A., 2019). For example, as regards to the reaching of digital technology, the transfer of knowledge will minimally depend on interpersonal type of relations.

On contrary some studies elaborate that, with generation of newer interconnections among persons and group of persons, digital technology may even create greater levels of complicatedness of knowledge, (Lanzolla, G., Pesce, D., & Tucci, C. L., 2021), this may be compromising the outcomes of enterprises. In this line study found that, greater will be the spread of technology for interchange of knowledge, larger the knowledge will become silently secluded in many groups and there will be higher difficulty for explicit form conversion of it, (Mabey, C. & Zhao, S., 2017).

In spite of the ambiguousness of literature related to digitalization and knowledge, (Lanzolla, G., Pesce, D., & Tucci, C. L., 2021), there was acknowledgement of knowledge management as a competent tool for assisting

enterprises in the process of digital transformation pushing them, (Mizintseva, M. F. & Gerbina, T. V., 2017), (Alvarenga, A., Matos, F., Godina, R., & Matias, J. C. O., 2020).

There is evidence of knowledge management as crucial for generation of coordination among capabilities relevant to technology and practices of management of enterprises in sector of tourism, (Boeker, W., Howard, M. D., Basu, S., & Sahaym, A., 2019). They are even found as a crucial elements of success for digital transformation in enterprises of public sector, (Alvarenga, A., Matos, F., Godina, R., & Matias, J. C. O., 2020).

Digital transformation and digitalization have jointly given larger volatility to enterprises and to even processes of these enterprises. But, this even demands newer paths of enterprises in order to manage and explore flow of knowledge, (Castagna, F., et al., 2020).

Knowledge management may be essential in digital transformation, assisting enterprises in identifying gaps of knowledge and thereby filling that gaps, innovation promotion, (Mizintseva, M. F. & Gerbina, T. V., 2017). Hence, this inference can be drawn that, digital transformation does favour to knowledge management, because it assists in the practices of knowledge management (i.e. storing, disbursing, accumulating and acquiring), further more knowledge management has advocated for the digital transformation success and duo have got related in strategic positioning of enterprise, (Alvarenga, A., Matos, F., Godina, R., & Matias, J. C. O., 2020).

Impact of Digital Transformation on Enterprises:

Entrepreneurial variations for some enterprises arising out of digital transformation may be disrupting or may be transforming, and what would elaborate the outcome, hence, it is the firm's potential of mobilizing the capability of digital technologies like block chain, artificial intelligence, internet of things and big data etc., (Saarikko, T., Westergren, U. H., & Blomquist, T., 2020).

Various technologies impacting the digital transformation are not unique. The newness in these technologies are the methodology in which they are merged and utilized. Hence, the digital transformation management and its impact on enterprises is related as this may also exit an enterprise from its competitive position, performance improvement, new market generation, operational efficiency leveraging etc., (Saarikko, T., Westergren, U. H., & Blomquist, T., 2020).

Digital transformation related studies have elaborated positive outcomes of digital technology in enterprise business, (Hausberg, J. P., Liere-Netheler, K., Packmohr, S., Pakura, S., & Vogelsang, K., 2019). But, proof are also found showing the effects of digital transformation on complete society, for example, impacting, unemployment is enhanced, (Frey, C. B. & Osborne, M., 2013).

With regard to positive outcome of digital transformation, enhanced productivity and sales, pushed by newer associations among suppliers and customers, (Parviainen, P., Tihinen, M., Kääriäinen, J., & Teppola, S., 2017), value creation is enhanced, (Stock, T. & Seliger, G., 2016), productivity and performance bettered, (Saarikko, T., Westergren, U. H., & Blomquist, T., 2020), etc.

The potential benefits arising out of digital transformation will be drawn, even if enterprises are willingly adapting to strategies and growing capabilities in order to appropriate, generate and realize value, involving the capabilities of management and technology. The enterprise capabilities can be divided as dynamic or common, (Teece, D. J., 2014).

Development of Entrepreneurial Capabilities in the process of Digital Transformation:

Literature study analysis identified that in process of digital transformation in enterprises, the importance of human resource, in tangible and intangible for developing enterprise capabilities are found, (David-West, O., Iheanachor, N., & Kelikume, I., 2018), (Shamim, S., Zeng, J., Shariq, S. M., & Khan, Z., 2018), (Gupta, M. & George, J. F., 2016).

Considering about the resources which and how they will assist enterprises in the process of social digital transformation is related. As concern with the resources, knowledge is obvious, it is acknowledged as a vital resource in the digital time. Theories based on Knowledge claim that correct utilization of knowledge facilitates enterprises in a competitive advantage which is sustainable also, (Al-Dmour, A., Al-Dmour, R., & Rababeh, N., 2020).

Managing knowledge effectively brings in innovation. Hence, grasping knowledge functions may assist enterprise in implementing more efficient processes for dealing with new situation, (Boeker, W., Howard, M. D., Basu, S., & Sahaym, A., 2019). Economic and institutional matters as also enterprise's life cycle are highlighted, (Fischer, M., Imgrund, F., Janiesch, C., & Winkelmann, A., 2020). These elements impact not just available resources of enterprises, but their funding strategy and objectives of growth and development also.

Need for Entrepreneurial Capabilities for Management of Modifications of Digital Transformation:

Literature studies analysis brings to notice that some entrepreneurial capabilities are required for managing the variations arisen due to digital transformation, major portion consisting of dynamic capabilities, (Hock-Doepgen,

M., Clauss, T., Kraus, S., & Cheng, C. F., 2021), hence getting modifications in resource base of enterprise. Such high rank capabilities show complication of digital transformation concept and utilization of innovative digital technology by enterprises. Dynamic capabilities are high rank, leading enterprises to generating, modifying, extending and operating new capabilities. Hence, for succeeding with digital transformation, enterprises must take into consideration, recommendation about own sources far away from capabilities required for taking benefits of opportunities of digital transformation and threat management and environment modification, (Teece, D. J., 2014).

CONCLUSION:

Digital transformation is one basic provocation coming in way of the enterprise growth and development in previous years due to its strategic impacts. The study draws conclusion that the businesses must grow and design new sources and capacities for getting benefits of opportunities provided by digital transformation. This study provides a better comprehension of the knowledge as a vital and strategic source in relevant to the concept of digital transformation. Literature studies analysis brings to notice that some entrepreneurial capabilities are required for managing the variations arisen due to digital transformation, major portion consisting of dynamic capabilities. Dynamic capabilities are high rank, leading enterprises to generating, modifying, extending and operating new capabilities. Theories based on Knowledge claim that correct utilization of knowledge facilitates enterprises in a competitive advantage which is sustainable also. Digital transformation related studies have elaborated positive outcomes of digital technology in enterprise business. The potential benefits arising out of digital transformation will be drawn, even if enterprises are willingly adapting to strategies and growing capabilities in order to appropriate, generate and realize value, involving the capabilities of management and technology.

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CONFLICTS OF INTEREST:

The authors declare that they have no conflicts of interest regarding the research and writing of this article.

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