

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

Ouahabi Keltoum*¹, Laboratory of Territory, Entrepreneurship, and Innovation, , Faculty of Economics, Commercial and Management Sciences, University of bouira , Bouira 1000, , Algeria, Email: k.ouahabi@univ-bouira.dz

Send Article Date: 10 /08/2024

Date of acceptance of the article: 16/11/2024

Abstract:

This research seeks to clarify the strategic role of Knowledge Management (KM) processes in driving the evolution of business organizations through the enhancement of entrepreneurial strategy. This enhancement is pivotal as it establishes a competitive edge, positioning institutions to attain and sustain a pioneering position within highly competitive markets. Achieving this requires continuous strategic foresight to overcome obstacles and adapt to the dynamic shifts within both internal and external environments, ensuring organizational resilience and long-term success. The study's analytical findings indicate a strong correlation between KM processes and entrepreneurial strategy. This relationship is highlighted by the effective internal transfer and optimal utilization of knowledge, which collectively reinforce the organization's pioneering status.

key words: Knowledge, Knowledge Management Processes, Entrepreneurial Strategy, Entrepreneurship.

Introduction:

The contemporary knowledge revolution has catalyzed the expansion and sophistication of its applications and concepts, culminating in the emergence of Knowledge Management (KM) as a pivotal domain. KM is instrumental in orchestrating the strategic direction and operational vision of knowledge within organizations, particularly in the digital era. This management paradigm facilitates a unique integration of global changes, ensuring that organizations are well-equipped with the latest technological methodologies. By maintaining a robust KM system, organizations can effectively navigate the complexities of the digital landscape, enhancing their capability to meet predefined strategic objectives.

*ouahabi keltoum.

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

In this dynamic context, entrepreneurial strategy has gained prominence as organizations seek to enhance their market presence and operational efficiency. Entrepreneurship within organizations is viewed as the driving force behind all operations and activities, necessitating a robust entrepreneurial strategy that serves as a cornerstone for executing all organizational activities and achieving true entrepreneurship.

The evolution of KM ideas in recent years underscores its role as a primary source of competitive advantage and a critical tool for enhancing and achieving entrepreneurial strategy. This research aims to address the core question: How can KM processes improve the entrepreneurial strategy within organizations?

Research Hypothesis:

Based on the research problem, the hypothesis posited is:

- KM and its processes, as modern administrative approaches, are fundamental for enhancing the entrepreneurial strategy in organizations.

Research Significance:

This study addresses a contemporary managerial issue central to organizational operations. KM is a critical enabler for organizations aiming to achieve excellence and meet strategic goals.

Research Objectives :

The study aims to uncover the benefits that an organization can gain from leveraging KM to enhance its entrepreneurial strategy. KM is vital for organizations seeking excellence and competitive superiority.

To address the core question, we relied on the following sections:

THE FIRST TOPIC: CONCEPTUALIZING KNOWLEDGE MANAGEMENT

Knowledge in organizations is a continuum, starting from raw data, evolving into information, and culminating in actionable insights.

FIRST REQUIREMENT: DEFINITION OF KNOWLEDGE MANAGEMENT

Before delving into the intricacies of knowledge management (KM), it is crucial to establish a clear understanding of what constitutes knowledge. Three primary intellectual perspectives can be distinguished:

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

- Knowledge is seen as an intangible asset ¹that comprises the capabilities an organization relies on to achieve its goals. This perspective emphasizes translating information into performance, leveraging technologies to integrate information and enhance quality and technical innovation².
- Another perspective expands beyond viewing knowledge merely as capabilities, suggesting that it comprises a dual structure. This structure includes explicit knowledge, which can be documented and easily managed, and tacit knowledge, which encompasses the skills and expertise that are inherently difficult to codify or transfer ³.
- Knowledge as a cognitive process which aligns with the structural view but emphasizes the processes through which knowledge is generated. It categorizes these processes into two main types:
 1. **Cognitive Processes:** These are the mental activities (such as perception, learning, and critical thinking) ⁴that contribute to knowledge creation. This perspective views knowledge as a cognitive construct emerging from the intellectual activities of individuals within the organization, thereby shaping strategic insights and organizational vision⁵.
 2. **Information Processing within Knowledge Systems:** This includes both the traditional data processing operations that convert data into usable information and the more complex processes that transform information into knowledge within KM processes⁶.

In terms of KM, Don Marchand, who introduced the term nearly three decades ago, defines it as follows:

¹ Mahjoub Bassem Faisal, *Knowledge Management Processes: An Approach to Transition to a Digital University*. Paper presented at the Fourth Annual Scientific Conference on Knowledge Management in the Arab World, Faculty of Economics and Administrative Sciences, Al-Zaytoonah University of Jordan, Amman, Jordan.2004.P05

² Yaseen Saad Ghalib,. *Information Technology Industry for Small Business Organizations: A Comparative Analytical Study*. Paper presented at the Fifth Annual Scientific Conference, Faculty of Management and Economics, United Arab Emirates University.2004.P24.

³. Al-Ali Abd al-Sattar Qandilji et al.. *Introduction to Knowledge Management*. 1st edition, Dar Al-Masirah for Publishing and Distribution, Amman, Jordan.2006.P1

⁴ Hassan Ajlan Hussein. *Knowledge Management Strategies in Business Organizations*. 1st edition, Dar Ethraa for Publishing and Distribution, Amman, Jordan.2008.P14.

⁵ Al-Khafaji Naama Abbas. *The Knowledge Approach in Analyzing Strategic Choice: An Optional Study in the Iraqi Insurance Industry*. Unpublished Doctoral Dissertation in Business Administration, Faculty of Management and Economics.1996.P5.

⁶ Turban Efraim,. *Information Technology for Management*. John Wiley & Sons, Inc., New York, U.S.A.2002.P49.

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

- "KM is the systematic collection, analysis, and interpretation of information from both internal and external sources. This process derives actionable insights that guide and enrich organizational operations, thereby improving performance and achieving superior outcomes compared to past organizational benchmarks and competitor standards"⁷.
- "KM involves managing critical knowledge, relying on a robust knowledge base to add value to business operations through systematic processes such as diagnosing, acquiring, generating, storing, developing, distributing, and applying knowledge within the organization"⁸.
- "KM also entails creating an environment that facilitates knowledge generation, transfer, and sharing, emphasizing the establishment of a conducive organizational culture and effective leadership"⁹.

From these definitions, it is evident that KM is predicated on the notion that knowledge is the most critical resource in contemporary organizations. It is not sufficient to rely solely on existing knowledge; organizations must actively seek to enrich their knowledge base through the continuous creation of new knowledge. Consequently, KM is a systematic and organized approach to effectively utilizing and generating knowledge.

SECOND REQUIREMENT: OBJECTIVES OF KNOWLEDGE MANAGEMENT

The objectives of Knowledge Management (KM) are varied and integral to enhancing entrepreneurial strategy and organizational effectiveness. They can be articulated as follows:

- Focus on fostering the social, cultural, and organizational aspects of KM.
- Engage in policy discussions and contribute to the development of knowledge infrastructure, thereby shaping governmental policies and procedures that impact KM practices¹⁰
- Enhance the understanding and application of KM among business leaders by promoting its principles, ensuring wider adoption, and maximizing benefits through the identification and exploitation of KM opportunities.

⁷ Yasser Al -Sawy, Knowledge and Information Technology Department, Dar Al -Sahab for Publishing and Distribution, Cairo, 2007.P22.

⁸ Al-Ali Abd al-Sattar Qandilji et al Op.Cit. .P27

⁹Sultan Kermally. *Knowledge Management: An Applied Approach*. Dar Al-Ahlia for Publishing and Distribution, Amman, Jordan.2005.P07.

¹⁰Yasser Al -Sawy, Knowledge and Information Technology Department, Dar Al -Sahab for Publishing and Distribution, Cairo, 2007.P45.

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

- Evaluate the socio-cultural and economic conditions that affect the efficacy of KM initiatives, tailoring strategies that are contextually appropriate and effective.
- Develop social and cultural factors within the organization that encourage knowledge sharing, thereby fostering a culture of continuous learning and innovation.
- Increase access to digital technologies, such as computers and the internet, to democratize information access and support effective KM practices.
- Create comprehensive KM documentation and standards for use in multi-stakeholder forums, ensuring alignment with international best practices and enhancing the global knowledge community.
- Represent the business community in discussions about KM, advocating for organizational needs and perspectives in the broader knowledge society.
- Develop and implement KM standards and qualifications to support the professional and educational advancement of KM practitioners, ensuring the field evolves to meet new challenges and opportunities.

THIRD REQUIREMENT :KNOWLEDGE MANAGEMENT PROCESSES

The key KM processes include:

1. **Knowledge Diagnosis:** This foundational step involves identifying and evaluating the existing knowledge within the organization, whether it resides in employee expertise, systems, or procedures. The goal is to diagnose and map out the current knowledge assets and compare them with the knowledge needs of the organization. This helps in determining the scope of new knowledge investments required and selecting appropriate knowledge sources that contribute to value creation. This process ensures the organization continually updates and leverages its knowledge base effectively¹¹.
2. **Knowledge Planning:** This process on the formulation of comprehensive plans that directly align with Knowledge Management (KM) objectives. This process ensures that KM initiatives are seamlessly integrated into both individual and organizational activities, driving efficiency and effectiveness across the enterprise. Key elements include securing specialized talent, ensuring the availability of essential technological infrastructure, and aligning resources with strategic KM goals.

¹¹ Hassan Ajlan Hussein. OP-CIT.P26.

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

Teece emphasizes that a successful KM approach requires a well-defined strategy, clear objectives, and the selection of precise metrics to monitor and evaluate KM performance¹².

3. **Knowledge Dissemination:** The American Society for Information Science defines knowledge dissemination broadly, encompassing all essential activities required to deliver information to its intended users¹³. This process is synonymous with knowledge transfer, which Coakes identifies as the critical first step in fostering a collaborative knowledge environment. Effective knowledge dissemination involves delivering the right knowledge to the right individual, at the right time, in the most suitable format, and at an optimal cost.
4. **Knowledge Acquisition:** This fundamental step in knowledge management involves the strategic identification and assimilation of knowledge. Organizations engage in the systematic gathering of knowledge from diversified internal and external sources, facilitating the development of a robust knowledge base essential for fostering innovation and achieving competitive superiority.
5. **Knowledge Generation:** This process signifies the innovative creation of new intellectual capital. It is facilitated by collaborative endeavors within work teams and support groups that focus on generating novel solutions and practices. This initiative not only enhances organizational capabilities in strategic execution and market positioning but also accelerates problem resolution, skills development, and the effective management of human resources. It underscores the dual nature of knowledge as both the progenitor and product of innovation.
6. **Knowledge Storage and Retention:** Serving as a conduit between the acquisition and retrieval of knowledge, this process encompasses the management of organizational memory. This memory includes a diverse array of knowledge forms—ranging from documented information and data in electronic databases to tacit knowledge embedded within organizational routines and expert systems. The strategic use of information technology is

¹² Yousef Abu Fara and Hamad Khalil Alyan. "The Role of Knowledge Management Processes in the Effectiveness of NGO Activities in East Jerusalem," Research paper presented at the Third Scientific Conference of the Faculty of Economics and Administrative Sciences titled 'Managing Business Organizations: Contemporary Global Challenges,' 27-29 April 2009, Applied Science Private University, Jordan.2009.P7

¹³Al-Ali Abd al-Sattar Qandilji et al .OP-CIT .

pivotal in augmenting this memory, enabling the efficient retrieval and utilization of stored knowledge¹⁴.

7. **Knowledge Organization:** This process involves categorizing and structuring knowledge for efficient access and use. It includes creating knowledge maps, indexing documents, and developing taxonomies that enable users to locate and apply knowledge quickly and effectively¹⁵.
8. **Knowledge Distribution:** Ensuring that knowledge reaches the intended users efficiently is critical.

Heisig and Vorbeck (2000) identify several strategic approaches to knowledge distribution within organizations¹⁶

- Cross-Functional Project Teams
 - Internal Knowledge Networks (Intranet)
 - Peer-to-Peer Knowledge Transfer:
 - Knowledge Brokers
 - Communities of Practice via Documentation
 - Expert Circles and Learning Groups
 - Training Dialogues and Sessions
 - Internal Bulletins and Documentation
9. **Knowledge Application:** The knowledge application process, also referred to as employment, involves the practical use, reuse, and benefit derived from organizational knowledge. This process is crucial as it not only deepens the understanding of knowledge through experimentation and practical application but also enhances its effectiveness within the organization.
Knowledge application occurs through two primary mechanisms:
 - **Directed Operations (Direct Application):** This mechanism involves individuals directly applying knowledge to actions without the need to transfer or share that knowledge with others.
 - **Routine Knowledge Application:** This refers to the use of knowledge that is embedded in organizational instructions, systems, rules, and

¹⁴ Shawqi Naji Jawad and Haitham Ali Hejazi. *The Impact of Knowledge Activation in Entrepreneurial Organizations*. Research paper presented at the 10th Annual International Scientific Conference titled 'Entrepreneurship in the Knowledge Society,' 26-29 April 2010, Al-Zaytoonah University, Jordan.2010.P09.

¹⁵ Najm Abdullah Al-Humaidi et al. *Management Information Systems: A Contemporary Approach*. Dar Wael for Publishing and Distribution, Amman.2009.

¹⁶ Yousef Abu Fara and Hamad Khalil Alyan.OP-CIT.P08.

models. It guides employees' future behaviors by providing structured, repeatable processes based on established knowledge.

10. **Knowledge Retrieval:** Efficient knowledge retrieval mechanisms are essential for accessing stored knowledge when needed. This involves using advanced search functionalities, metadata tagging, and other retrieval tools that allow users to quickly find and use relevant knowledge to address specific challenges and opportunities.
11. **Knowledge Sharing:** This critical process facilitates the exchange of knowledge within the organization and with external stakeholders. It involves creating a collaborative environment where knowledge flows freely, supported by technologies and practices that encourage open communication, collective learning, and continuous improvement. Effective knowledge sharing enhances organizational agility and innovation.

THE SECOND TOPIC : ENTREPRENEURIAL STRATEGIES

While the concept of strategy has garnered substantial attention from scholars, the integration of entrepreneurship into strategic frameworks, known as entrepreneurial strategy, gained prominence around 2001. This period marked a shift towards recognizing the synergy between entrepreneurship and strategic management.

FIRST REQUIREMENT : DEFINITION OF ENTREPRENEURIAL STRATEGIES

Entrepreneurial strategy refers to guiding business activities through the implementation of entrepreneurial initiatives¹⁷. Another perspective defines it as a strategy tailored for digital and virtual environments, focusing on identifying strategic opportunities, embodying strategic behavior through the design and application of entrepreneurial strategies, and developing flexible scenarios to navigate highly complex and dynamic global markets.

From these perspectives, a comprehensive definition of entrepreneurial strategy emerges: It is the strategic approach where an organization aims to be at the forefront in introducing and developing innovative products and services. Leading global companies with strong brand identities have achieved this position

¹⁷ Khairi Mustafa Katana and Ahmad Agha. "Elements of Pioneering Strategies and Their Impact on Product Innovation Dimensions," *Journal of Economic and Administrative Research*, Issue 11, Mosul, Iraq, June.2012.P105.

by adopting entrepreneurial strategies, which involve significant investment in research and development (R&D), continuous innovation, and a focus on creativity. In essence, entrepreneurial strategy and innovation are inherently linked.

To sustain their pioneering status, organizations must cultivate strategic flexibility, bolster their competitive capabilities, and acquire highly skilled human resources. Additionally, fostering an innovative organizational culture is crucial for maintaining a pioneering position in the market.

SECOND REQUIREMENT: ELEMENTS OF ENTREPRENEURIAL STRATEGIES

Entrepreneurial strategy encompasses several critical elements essential for sustaining and enhancing an organization's competitive edge. These elements include:

1. **Strategic Alliances:** Strategic alliances are collaborative arrangements that enable organizations to pool resources and share risks and benefits. These alliances involve fundamental agreements between two or more entities to jointly pursue new business opportunities. Strategic alliances can be temporary, targeting specific projects, or long-term, if they continuously provide mutual advantages.
2. **Strategic Competencies:** Core competencies are the distinctive strengths and capabilities inherent within an organization. These competencies, developed through collective knowledge, skills, and accumulated experience, enable the organization to exploit opportunities, mitigate threats, and sustain a competitive advantage.
3. **Strategic Opportunities:** Strategic opportunities refer to favorable external conditions that, when leveraged effectively, can help organizations remain competitive and achieve growth. These opportunities may involve entering new markets, introducing new products, or enhancing existing offerings, thereby expanding market share.
4. **Competitive Strengths:** Competitive strengths are the internal resources and capabilities that allow an organization to compete effectively. These strengths include the organization's ability to adapt to environmental changes and capitalize on developments in its operating environment to bolster its market position and achieve relative superiority over competitors.
5. **Strategic Risks:** Strategic risks are external threats or challenges that can impede the achievement of organizational goals. These risks include the potential entry of new competitors, increasing competitive pressures, the

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

growing bargaining power of customers and suppliers, and evolving customer needs and preferences.

6. **Strategic Flexibility:** Strategic flexibility is the organization's ability to swiftly adapt to dynamic environments. This flexibility involves possessing the necessary capabilities and aptitudes to adjust to environmental changes through proper resource coordination and directing them toward available opportunities. It also includes investing in measures to reduce risks associated with organizational operations.
7. **Strategic Capital:** Intellectual capital represents the most critical assets of the organization, including knowledge, information, skills, and expertise. These assets are leveraged to generate wealth and achieve a competitive advantage in the marketplace. Effective management of intellectual capital is crucial for fostering innovation and maintaining a pioneering position in the industry¹⁸.

THIRD REQUIREMENT : TYPES OF ENTREPRENEURIAL STRATEGIES

Organizations can adopt various entrepreneurial strategies based on their capabilities and resources to achieve their strategic goals. These strategies can be implemented individually or in combination to enhance competitive positioning and drive innovation. The key types of entrepreneurial strategies include:

1. **Market Demand Development:** This strategy focuses on expanding the reference market and increasing initial demand by attracting more users and boosting the consumption of existing products. It is particularly effective during the early stages of the product-market lifecycle when initial demand is growing, thereby reducing competitive pressures.
2. **Defensive Strategy:** Used by organizations with significant market share, this strategy aims to protect the organization from the most threatening competitors. It is commonly adopted by innovative firms that, after pioneering the market, face attacks from imitators seeking to capitalize on the initial innovation.
3. **Offensive Strategy:** This involves aggressively expanding market share. Organizations adopting this strategy aim to maximize the benefits of their expertise and profitability. However, there is a threshold to this expansion,

¹⁸ Khairi Mustafa Katana and Ahmad Agha.OP-CIT.P9

beyond which increasing market share becomes prohibitively expensive and less efficient.

4. **Market Suppression Strategy:** Leading organizations may occasionally limit their market share voluntarily to avoid accusations of monopolistic or anti-competitive behavior.
5. **Creativity:** Creativity involves reimagining or innovating ideas to develop new solutions. This strategy emphasizes generating novel solutions to existing problems or introducing entirely new concepts. Encouraging creativity is essential for long-term success, as it enhances decision-making processes through techniques like brainstorming, which fosters the development of new ideas in a free and uncritical environment¹⁹.
6. **Innovation:** Innovation is the process of generating new ideas, particularly those related to technology, which have significant impacts on societal institutions. An innovative organization continuously creates valuable products, services, and processes. This involves a collective effort within a social framework of individuals and groups, influencing the innovative behavior that defines the organization's innovative capacity.
7. **Risk-Taking:** This strategy involves entrepreneurs taking calculated risks to introduce new products to the market, considering the inherent uncertainties and ambiguities of the market environment.
8. **Differentiation:** Differentiation entails introducing new methods, whether technological innovations, new products, or new ways of delivering products or services, or managing organizational structure. This strategy ensures that the organization stands out from competitors by providing unique value propositions²⁰.
9. **Proactivity:** Proactivity involves anticipating future needs and market changes and introducing new products, technologies, and management techniques. This strategy requires a willingness to take higher risks than

¹⁹ Said Muhammad Jad Al-Rab, *Strategic Leadership*. Engineering House Press, Egypt.2012.P220

²⁰ Nathalie van Laethem, *Toute la fonction marketing*. Dunod, Paris.2005.P38

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

those typically encountered in the current market environment. Proactivity includes three key elements:

- Deciding whether to follow or lead competitors in innovation.
- Balancing genuine efforts in growth, innovation, and development.
- Collaborating with competitors to manage market dynamics effectively.

THIRD TOPIC : REFLECTIONS KNOWLEDGE MANAGEMENT PROCESSES ON INSTITUTIONAL ENTREPRENEURSHIP

The intricate interplay between knowledge management (KM) processes and institutional entrepreneurship crystallizes into a pivotal driver of corporate supremacy within the competitive business landscape. Knowledge management—embracing the collection, curation, and application of organizational knowledge—serves not merely as an operational tool but as a strategic asset that catalyzes economic and corporate advancement. The roles characterized by intellectual rigor and knowledge intensity are increasingly recognized as indispensable for maintaining and enhancing an organization's pioneering position in a dynamically evolving market.

1. **The impact of using knowledge management processes on the organization** :The process of KM, a synthesis of planning, organizing, directing, and controlling diverse resources manifests in technological innovation and intellectual creativity. This creative potential is leveraged to generate new products and services, enhance existing offerings, or pioneer novel production processes, thereby fortifying an organization's competitive edge. Effective KM transcends traditional competitive metrics such as quality, cost efficiency, and delivery speed, offering a nuanced competitive advantage grounded in innovation and adaptability²¹.

Current managerial paradigms acknowledge KM as a quintessential element of organizational capability and success, marking a departure from the erstwhile emphasis on natural resources. Moreover, KM is instrumental in fostering a culture of innovation and continuous improvement within teams. By employing ideation

²¹ Nathalie van Laethem.OP-CIT.P57

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

techniques like brainstorming, organizations cultivate a fertile environment for generating transformative ideas that resonate with consumer needs in fiercely competitive markets²².

- **The impact of knowledge management processes on human resources** :Human resources management may engage in establishing and creating organizational knowledge inside the company where it works via training, development, and flexible feeding of performance assessment, selection, promotion, remuneration, and other processes ; Human resources management promotes the presence of distinguished intellectual capital by recruiting distinguished talents and abilities to work in the organization; Human resource management also helps to the development of the organization's culture, which facilitates the transfer and flow of information; however, certain organizational cultures in other firms promote the process of transferring, or keeping, knowledge²³.

2. **The impact of using knowledge management processes on creativity and innovation**: Many studies confirm that in today's business environment, knowledge is a sure source of competitive advantage, and when markets change, technologies advance, the number of competitors grows, and products quickly become obsolete, successful organizations constantly generate new knowledge and quickly disseminate and embody it in new products and services, as well as innovate continuously.

- **The impact of knowledge management processes on creativity**: Because knowledge is a resource that is closely linked to the path of organizations, the administrative process requires that the continuous production of that knowledge be framed in order to develop creativity, as there are four main patterns of implicit and explicit knowledge

²²Tarshi Muhammad and Barberry Muhammad Amin. "The Role and Importance of Innovation in Enhancing the Competitive Advantage of Algerian Economic Institutions in the Knowledge Economy," Research paper presented at the conference titled 'Knowledge in the Digital Economy and Its Contribution to Competitive Advantages,' 27-28 November 2008, Hassiba Ben Bouali University, Chlef.2008.P10

²³ Najm Abboud Najm: Knowledge Management (Concepts, Strategies, and Processes), Al-Warraq Foundation for Publishing and Distribution, Jordan, 2017, pp. 237-238

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

transformations that lead to new creative knowledge, as the first pattern refers to shared knowledge, which is the process through which tacit knowledge is created through the exchange of experiences, ideas and skills between workers. The second type is embodied external knowledge, which is the embodiment of tacit knowledge and its transformation into explicit knowledge. The third pattern is synthetic knowledge, which is the transformation of explicit knowledge into new explicit knowledge through integration and classification. The final pattern is embedded knowledge, which is carried out through learning processes²⁴.

From the foregoing, it is clear that there is a close relationship between creativity and the organization's knowledge assets, and that the ability to manage human thought is a critical executive skill that has increased the importance of knowledge for organizations, and that this knowledge must be refined and updated on a continuous basis. This adds to the efficacy of creative performance as well as obtaining competitive advantages while dealing with the many environmental factors that surround organizations.

- **The impact of knowledge management processes on innovation:** To maximize the value of innovation that leads to competitive advantage, the knowledge department focuses on the value of tacit knowledge, which helps it create the appropriate environment for the sharing of this tacit knowledge and the establishment of innovative communities of practice around areas that require attention in the organization, as it facilitates the transfer of tacit knowledge across organs.

The use of knowledge management to enhance the innovation process entails integrating the organization's internal and external information, making it more accessible and ready in time for decision-making, hence increasing the process's effectiveness²⁵.

3. **The impact of knowledge management processes on excellence, risk taking and initiative:** Leading organizations are distinguished from many competition organizations in the activity sector by certain characteristics,

²⁴ Najma Rice, Hassan, Knowledge Management and its Implications for Creativity in Contemporary Business Organizations, Journal of Social Sciences and Humanities, Volume 23, University of Batna, 2010, p. 78

²⁵ Dong Yang, "The Effect of Knowledge Management on Product Innovation - Evidence from the Chinese Software Outsourcing Vendors", iBusiness, Vol. 16, No. 3, 2011, p 2

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

whether by the nature of the products or services they provide or the nature of the resources they own in order to achieve added value and willingness to bear the risks resulting from those footsteps and reduce losses by paying attention to environmental variables and trends, as well as the opportunities and threats it produces, and adequate readiness to seize opportunities.

- **The impact of knowledge management processes on excellence (uniqueness):** Business organizations always strive to distinguish the goods and services they provide from competitors' goods and services through distinctive design, distinctive characteristics, and high quality, and organizations that target excellence need accurate knowledge about the market, including detailed information about competitors' products, consumer needs, and environmental standards; there is no doubt that such information cannot be provided in a timely manner without knowing To be distinguished in:
 - **Excellence in the product:** is determined by the efficacy of knowledge management and innovation applied to the product, and it may also be measured in terms of quality throughout time.
 - **Excellence in service:** Excellence may be found in the services that accompany the product, and this trend requires marketing and research to satisfy the target market segment, and the service can be lowered to lower the price.
 - **Excellence through the brand image:** The brand image is the identity by which the organization wants to define itself in the market; it can be an important strategic resource that is difficult to imitate; it carries some values and builds in the long term; and it requires the organization's knowledge to be renewed in order to renew the product range.
- **The impact of knowledge management processes on risk:** Knowledge management is a key factor for the success of any organization in its relentless pursuit to contain the environment, reduce potential risks in it, and seize its possible opportunities for success, especially since

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

management is a purposeful and indispensable activity in building specific strategies that help the organization in generating knowledge and creativity inherent in it in a world where changes overlap and information dissemination accelerates in the context of the diversity of various businesses and services in a way that qualifies it to achieve its desired goals after overcoming difficulties and problems. Potential for strategic directions ; On this basis, coinciding with the risks that the knowledge itself carries if it is lost or transferred outside the organization to its competitors in the organization's business environment, the possibility of losing competitive positions, particularly in the technological field, and declining performance levels behind competitors in the organization's industry.

Thinking about integrating knowledge management and risk management processes at the organizational level puts the organization on the right track in terms of achieving the desired goals, ensuring continuous adaptation to the environment, and achieving the success equation with its three limits of efficiency, effectiveness, and added value.

- The impact of knowledge management processes on the initiative (strategic opportunities): Knowledge management processes provide many strategic opportunities to organizations of various types and orientations; if any organization wants to seize opportunities in the local and global markets, all they have to do is develop their products and services in a way that produces and secures new services, and the opportunities are great if large and adequate investments in knowledge management are secured to withstand competition. To retain leadership, organizations must establish flexibility in their strategy and competencies, aim to achieve effective people talents, and create an organizational culture based on:
 - **Leadership:** The organization's leader must be a pioneer in formulating goals and developing execution strategies, rationally recruiting all available resources, and having a long-term vision.
 - **Flexibility:** Leading organizations should continually consider how to react rapidly to changes and challenges by adapting their

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

organizational structure, strategy, and short- and long-term investments.

- **Leading competitive advantage:** The advantage obtained by the leading organization in its services and goods must be unique and unusual to eliminate the potential of imitation so that the leading companies may exist and continue²⁶.
- **Human capital:** Entrepreneurial firms motivate people to give better services to clients, and human knowledge and skills are necessary to effect change and enhance the chances that organizations require to gain a competitive advantage

KM is conceptualized as a strategic endeavor to harness the right knowledge at the right time for the right people, facilitating effective information sharing and organizational enhancement. This strategic orientation is not just about achieving predefined economic, political or social goals; it is about continuously setting the pace in the industry through informed decision-making and proactive management²⁷.

To optimize KM for enduring entrepreneur status, organizations should focus on several foundational aspects:

- **Developing Research and Development Centers:** These facilities should integrate seamlessly with all organizational functions to effectively generate and manage knowledge, ensuring sustained pioneering position.
- **Senior Management Commitment:** It is crucial for top executives to recognize that this era is less about competitive product markets and more about knowledge-driven environments.
- **Concentration on Key Knowledge Components:** Focus should be maintained on essential KM elements to prevent the dilution of efforts and resources.
- **Prioritizing Efficient Knowledge Management:** Before seeking to acquire new knowledge assets, it is vital to ensure the organization is capable of integrating and employing them effectively.

²⁶ Khadir Nassima, The contribution of administrative leadership ethics to the leadership of Algerian economic organizations, a case study of the leading Algerian economic organizations in the field of the large-scale food industry, PhD thesis in management sciences, University of Boumerdes, 2015, Algeria, p 197

²⁷ Taher Mohsen Mansour Al-Ghali and Wael Muhammad Sobhi Idris. *Strategic Management: An Integrated Methodological Perspective*. Dar Wael for Publishing and Distribution, Amman.2007.548.

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

- **Enhancing the Identification of Knowledge Assets:** This involves promoting participation from all employees to ease communication and collaboration across all levels of the organization.
- **Generating Proprietary Knowledge:** Organizations should make concerted efforts to develop unique knowledge to maintain a competitive position through an effective KM system tailored to their operational and human resource structures.
- **Adapting to Digital Age Dynamics:** In an era characterized by rapid digitization, prioritizing KM is essential for leveraging knowledge as the core element in achieving strategic goals and sustaining a proactive market presence.

Conclusion

Contemporary economic organizations have recognized the transformative changes impacting the business landscape, particularly within the knowledge economy. These changes intensify competition and alter organizational standings. This study presents several key findings:

- The focus on intellectual assets has become imperative for value creation.
- To support or maintain a leading position, organizations must adopt entrepreneurial strategies that align with their goals.
- Entrepreneurial orientation is a critical component of strategic processes, facilitating market leadership.
- Implementing entrepreneurial strategies enables organizations to respond proactively to opportunities, positioning them as industry forerunners.
- KM has proven to be one of the most effective contemporary management tools for reinforcing an organization's entrepreneurial position. The adoption of advanced KM practices aligns with the demands of the digital age, ensuring that organizations achieve and sustain a pioneering position.
- Organizations that seamlessly implement entrepreneurial strategies enhance the acquisition and transfer of knowledge within the organization. This optimized knowledge utilization reinforces their market leadership.

References

Books

1. Al-Ali Abd al-Sattar Qandilji et al., 2006. *Introduction to Knowledge Management*. 1st edition, Dar Al-Masirah for Publishing and Distribution, Amman, Jordan.
2. Hassan Ajlan Hussein, 2008. *Knowledge Management Strategies in Business Organizations*. 1st edition, Dar Ethraa for Publishing and Distribution, Amman, Jordan.
3. Najm Abdullah Al-Humaidi et al., 2009. *Management Information Systems: A Contemporary Approach*. Dar Wael for Publishing and Distribution, Amman.
4. Najm Abboud Najm:2017, *Knowledge Management (Concepts, Strategies, and Processes)*, Al-Warraq Foundation for Publishing and Distribution, Jordan, 2017

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

5. Nathalie van Laethem, 2005. *Toute la fonction marketing*. Dunod, Paris.
6. Said Muhammad Jad Al-Rab, 2012. *Strategic Leadership*. Engineering House Press, Egypt.
7. Sultan Kermally, 2005. *Knowledge Management: An Applied Approach*. Dar Al-Ahlia for Publishing and Distribution, Amman, Jordan.
8. Taher Mohsen Mansour Al-Ghali and Wael Muhammad Sobhi Idris, 2007. *Strategic Management: An Integrated Methodological Perspective*. Dar Wael for Publishing and Distribution, Amman.
9. Turban Efraim, 2002. *Information Technology for Management*. John Wiley & Sons, Inc., New York, U.S.A.
10. Yasser Al -Sawy, Knowledge and Information Technology Department, Dar Al -Sahab for Publishing and Distribution, , 2007

Thesis

1. Al-Khafaji Naama Abbas, 1996. *The Knowledge Approach in Analyzing Strategic Choice: An Optional Study in the Iraqi Insurance Industry*. Unpublished Doctoral Dissertation in Business Administration, Faculty of Management and Economics.
2. Khadir Nassima, 2015, The contribution of administrative leadership ethics to the leadership of Algerian economic organizations, a case study of the leading Algerian economic organizations in the field of the large-scale food industry, PhD thesis in management sciences, University of Boumerdes, Algeria

Articles

1. Dong Yang, 2011. "The Effect of Knowledge Management on Product Innovation - Evidence from the Chinese Software Outsourcing Vendors", *iBusiness*, Vol. 16, No. 3.
2. Khairi Mustafa Katana and Ahmad Agha, 2012. "Elements of Pioneering Strategies and Their Impact on Product Innovation Dimensions," *Journal of Economic and Administrative Research*, Issue 11, Mosul, Iraq, June.
3. Najma Rice, Hassan, 2010, Knowledge Management and its Implications for Creativity in Contemporary Business Organizations, *Journal of Social Sciences and Humanities*, Volume 23, University of Batna.
4. Mahjoub Bassem Faisal, 2004. *Knowledge Management Processes: An Approach to Transition to a Digital University*. Paper presented at the Fourth Annual Scientific Conference on Knowledge Management in the Arab World, Faculty of Economics and Administrative Sciences, Al-Zaytoonah University of Jordan, Amman, Jordan.
5. Shawqi Naji Jawad and Haitham Ali Hejazi, 2010. *The Impact of Knowledge Activation in Entrepreneurial Organizations*. Research paper presented at the 10th Annual International Scientific Conference titled 'Entrepreneurship in the Knowledge Society,' 26-29 April 2010, Al-Zaytoonah University, Jordan.
6. Tarshi Muhammad and Barberry Muhammad Amin, 2008. "The Role and Importance of Innovation in Enhancing the Competitive Advantage of Algerian Economic Institutions in the Knowledge Economy," Research paper presented at the conference titled 'Knowledge in the Digital Economy and Its Contribution to Competitive Advantages,' 27-28 November 2008, Hassiba Ben Bouali University, Chlef.
7. Tayiti Khidhr Ismail, 2010. *Knowledge Management: Challenges, Techniques, and Solutions*. Dar Hamed for Publishing and Distribution, Amman, Jordan..

The Role of Knowledge Management Processes in Optimizing the Entrepreneurial Strategy within Institutions

8. Yaseen Saad Ghalib, 2004. *Information Technology Industry for Small Business Organizations: A Comparative Analytical Study*. Paper presented at the Fifth Annual Scientific Conference, Faculty of Management and Economics, United Arab Emirates University.
9. Yousef Abu Fara and Hamad Khalil Alyan, 2009. "The Role of Knowledge Management Processes in the Effectiveness of NGO Activities in East Jerusalem," Research paper presented at the Third Scientific Conference of the Faculty of Economics and Administrative Sciences titled 'Managing Business Organizations: Contemporary Global Challenges,' 27-29 April 2009, Applied Science Private University, Jordan.