

JEL: O3, O34

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თანამედროვე საბაზრო ეკონომიკის პირობებში „საზოგადოებრივი კეთილდღეობის შექმნას განაპირობებს, როგორც სახელმწიფო „საერთო საზოგადოებრივი კეთილდღეობის“ შექმნით, ასევე ბიზნეს სექტორი „ინდივიდუალური კეთილდღეობის“ შექმნით, რომელიც ეფუძნება „პირადი კეთილდღეობის“ შექმნას და ითვალისწინებს, ერთი მხრივ, ბაზარზე კონკურენტუნარიანობის მოპოვებას და შენარჩუნებას, ხოლო მეორე მხრივ, საზოგადოებისათვის „არა წინააღმდეგობრივი კეთილდღეობის“ შექმნის საფუძველზე მაქსიმალური მოგების მიღებას.

კვლევის ძირითადი მიზანია გაანალიზდეს კომპანიებში „საფუძვლიანი“ და „ინოვაციური“ ცოდნის პრაქტიკაში შერწყმის საფუძველზე შექმნილი „ინდივიდუალური კეთილდღეობის“ უპირატესობები.

საკვლევი თემა ღირებული და საინტერესოა იმ თვალსაზრისითაც, რომ „საფუძვლიანი ცოდნის“ უზრუნველყოფით, ერთი მხრივ, კომპანიებს ეძლევათ შესაძლებლობა მიიღონ მონაწილეობა „თამაშში“ და უზრუნველყონ კონკურენტუნარიანობა, და მეორე მხრივ, შექმნას მნიშვნელოვანი ბარიერი კომპანიაში განვითარების იგივე დონით ან ცოდნის იგივე ხარისხით, როგორც მისი კონკურენტები, რამაც შესაძლებელია გამოავლინოს კომპანიის კონკურენტუნარიანობა. ხოლო „ინოვაციური ცოდნა“ კომპანიებს აძლევს შესაძლებლობას შეცვალონ „თამაშის წესები“, რაც უზრუნველყოფს ბაზარზე მათ ლიდერობას.

კვლევისას გამოყენებულია ანალიზის და სინთეზის მეთოდი, შედარებითი მეთოდი, თვისებრივი მეთოდი. კვლევის მეთოდების გამოყენების საფუძველზე შემუშავებულია სათანადო დასკვნები და რეკომენდაციები.

**საკვანძო სიტყვები:** ცოდნის მენეჯმენტი, „საფუძვლიანი ცოდნა“, „ინოვაციური ცოდნა“, „საზოგადოებრივი და „ინდივიდუალური“ კეთილდღეობა.

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## KNOWLEDGE MANAGEMENT AS THE BASIS OF CREATION OF THE PUBLIC WELFARE

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### Main part

From the very beginning, it's been known that, it's practically easy to improve the economic condition for the companies, where there're employed such human potential, who are able to provide the well-grounded and innovative knowledge in the mentioned field. Based on having of these advantages and practical realization, companies will carry out the gaining of competitiveness for the purpose of creating the „individual welfare”. It's possible to underlie the saying of the scientist Peter Drucker to the above-mentioned: „it's impossible to be used the factors of production to distinguish one kind of business from another. The most important resource, which differentiates business and gives the power of competitiveness, is specific, usable and manageable knowledge, which the men have” [2].

**Introduction.** In terms of modern market economy, the creation of „public welfare” is stipulated with both state – by creating the „common public welfare” and business sector – by creating an „individual welfare”, which is based on the creation of the „personal welfare” and it envisages to gain and maintain the market competitiveness on the one hand and to get maximal profit on the basis of creation of „non-contradictory welfare” for the public on the other hand.

**The main goal** of the study is to be analyzed the advantages of „individual welfare”, created on the basis of merging the well-grounded and innovative knowledge in the companies.

The research topic is **valuable and** interesting in term of that, by providing the „well-grounded knowledge”, companies are given an opportunity to take part in the „game” and to ensure the competitiveness on the one hand and on the other hand, to create an important barrier in the company with the same level of development or with the same degree of knowledge as his competitors, what can reveal the competitiveness of the company. And „innovative knowledge” gives the companies an opportunity to change the „rules of games”, what ensures their leadership on the market.

During the studying process, it's been used the methods of analysis and synthesis, comparative method, qualitative method. Proper conclusions and recommendations have been worked out on the basis of using the research methods.

**Key words:** Knowledge management, „well-grounded knowledge”, „innovative knowledge”, „public and individual welfare”.

Innovative knowledge is significantly noticeable in the implementation process of business project, because according to the modern definition, „project is what changes our world” [3], or each business project, carried out in the company means to introduce the innovations in both managing system and goods services as well. One of the most important basics for using the innovation knowledge can be named the problems, arisen periodically throughout the existence of the company, what has a great influence on its future and defines the acquiring and maintaining the leadership positions on the market by the company.

The famous leaders of the world „Semko”, „Levi Strauss & Co”, „McDonald's”, „Wal-Mart”, „Amazon” companies, which will carry out the development of the innovative projects in management system on the one hand and in the field of goods and service production on the other hand in order to create „personal welfare”.

The basic problem (in 1992 year) of the world famous company „Levi Strauss & Co”, established in San Francisco in 1853 year was the violation of the European code of ethics before gaining the leadership, in accordance of which, it was prohibited to employ minors in the factory. In order to eliminate the mentioned problem, the innovative decision, made by the management of the company was based on the principles of motivation and took into account the provision of getting the secondary education and to employ into the company after reaching the legal age. The made decision brought double benefits for Levi. The first was that he avoided to befoul his reputation in the society and the second – he began to prepare high-qualified personnel. As a result of detailed investigation, such action of the company was concluded in a positive way.

Back in 1980-ies, the project, led by Ricardo Semler in the management system of one of the usual company „Semko”, which was based on the reorganization of the company and provided the refusal of the control, respectfulness towards the employees` ideas and confidence in them, abolishment of the formal working schedule, remove the restriction on the outward form, cancel the instructions, form of the self-governing teams, declare the employees as sharers and implementation of their actions in favor of their interests.

With the management decisions, ongoing in the reorganization process of the company, employees has a wide degree of freedom and the proper information, they think like owners, act in favor his own and company`s interests as well, the basics of which, the activity of the company is based on the organizational view and cultural values, encouraging the initiatives and self-control.

Thus, innovative decisions, implemented in the management system, shown in the development history of the company „Semko”, which are based on the „workers` ownership” is the grounds of creation of „personal welfare” for the company in practical reality, because for the last ten years, the income of the company has been increased 4-times, the number of the staff – 3-times, it should also be noted that „Semko” is the only company in the world, which is distinguished with the specify of the management system and acts with the principle of democracy, profit distribution and information publicity [6].

Innovations, introduced in the companies in order to overcome the problems, are vitally important. This charges more responsibility to the managers in order they don`t spare time and energy to find an appropriate and effective solution from all situations.

It should be noted that, use of the innovative knowledge is in the secret principles of company success. In particular, in 1962 year, the newly opened company -,„Wal-Mart” – which was opened by Sam Walton with his brother in USA, in the state of Arkansas, in C. Rogers and which was traded at low retail prices, was predicted a short life. The secret of company success was to „choose the target market” and the positioning on it, on the basis of which, the store chain was expanded and it was entered the international market after establishing its place on the international market.

On the 25<sup>th</sup> anniversary after its establishment, in 1987 year, company combined 200 000 employees and 198 stores. The sales rate was 15.9 billion dollars. The most successful period in the history of „Wal-Mart” was considered 1990-ies. The revenues of the company were increased 4-times. In 1993 year, turnover of Wal-Mart reached to an unprecedented rate, 1 billion dollars in a week.

Sales of the today`s world`s largest retail giant Wal-Mart was increased in 2017 year compared with the presvious years and it approached the limit 0.5 trillion \$. In 2018 year, the network realized the production, the cost of which was 496 \$ billion (Wal-Mart has 11 300 stores in 28 countries, it`s a leader with the number of employees). Market capitalization of the company reaches 280\$ billion, net profit – 9.8 \$ billion. The cost of the brand - \$61.5 billion and it has 9<sup>th</sup> position in accordance with it. Walmart cedes the positions to online sales, the nominal growth of its revenues consisted 60 % for 12 years, for the last 5 years, it doesn`t exceed 6.5 % while „Amazon” (according to the information, published by Forbes, in 2017 year, „Amazon” took the third place in the list of the most innovative companies) increased its sales 21.74-times or 2074 % for 12 years and for the last 5 years, it increased its sales 3.13-times or 113% [7]. If in 206 year, the sales of Amazon consisted 3.5 % of the Wal-mart`s sales, today it consist of 47% (see the diagram: N1, N2) [8]. So, during the years, „Devastating Innovations”, implemented by the companies Wal-mart and Amazon, were able to increase “personal welfare” by creating individual welfare for the consumers.

**Diagram N1, Volume of Walmart`s online sales  
(2006-2018 years)**



Source: <https://m2b.ge/post/246861-walmart-is-gayidvebi-0-5-trln-s-miuaxlovda>

**Diagram N2, Volume of „Amazon” online sales  
(2004-2018 years)**



Source: <https://m2b.ge/post/246861-walmart-is-gayidvebi-0-5-trln-s-miuaxlovda>

Wal-Mart is the largest private employer and distributor of the USA. According to the experts` evaluation, giant „acceptable and available store chain for all sorts of people”: with reasonable prices, official sales, harmonious attitude with suppliers, by establishing partnerships with employees, properly chosen internal advertising,

he`s able to keep the customers by creating the welfare for them. however, at the same time, he tries to impose strict control on the costs.

The activity of all successful companies is accompanied unsuccessful periods as well, they`re learning on the basis of these mistakes and they`re trying to improve products and services. Between

the successful companies, nowadays, it can be named one of the largest chain of the most world's successful fast food restaurants- McDonald's, which was established in 1940 year (it was established by the brothers - Dick and Mac McDonald), the reason for its failure were to lose the relationships with the customers, constant thinking how they could marketed new product and not about the fact – they really wanted and needed this product or not. Based on the mentioned strategy, the acting company McDonald's offered to the customers (the action of the company was based on the study, but the result didn't succeed) Arch Deluxe in 1998 year with the slogan „Hamburger with the taste of adults” and by its production, he forgot his small customers-children. In the mentioned period, company still set to satisfy his small customers-children as his main goal after identifying the causing reasons of revenue reduction, what made it difficult for the company to create „individual welfare” or revenue growth [9].

The well-developed projects of the company include: to create the coffee chain „Mc Cafe”, to offer a wide range of beer and variety of product to the customers, to use local products in order to provide local population with revenue (the number of which varies from 70 % to 85 % in the restaurants). Exactly through the implementation of the mentioned diverse business projects, by 2008 year, total number of the employees in the company chain consisted of 400 000 people and the profit consisted of \$23.5 billion. In 2009 year, the capitalization of the company consisted of \$64.2 billion. In 2009 year, 32 060 restaurants was working under the trade mark McDonald's in 118 countries of the world, from which 14 000 are located in the USA. 25578 restaurants were governed by the principle of franchising [10].

World practice makes it clear that, innovative companies are unsuccessful in some cases, namely, „Berky”, „Ampex”, „Chux”, each of them takes a significant place in the history of the invention of the products. „Berky” was the first, who created a calculator, „Tpex” created video camera, „Chux” created single napkins. None of these companies got commercial profit through their inventions. Calculators, which are used by us, are produced by Cais nowadays, video cameras are produced by Sony, single napkins – by Procter&Gamble. Based on the mentioned examples, we can say that inventors, who don't have or have a wrong marketing strategy can be found in

the shade or they may stay unknown for the consumers. „Xerox” is an exception in this unlucky list. This company was the first copy recorder on the market. Nowadays, in the competitive environment, he still manages to maintain competitiveness. „Xerox” invented Fax machine, but in this regard little is known about this company.

After learning world's famous companies and for maintaining the leadership positions, gained for the years, by practical analyzing of the decisions, made by the management, it's possible to conclude that:

Like the world's famous companies „Semko”, „Levi Strauss & Co”, McDonald's, „Wal-Mart”, „Amazon” companies moved to a new innovative stage by working out and realizing the models of innovative business projects, which were worked out for creating the most important goal of the companies - „personal welfare”, which means to implement the process of using the novelties thoughtfully and purposefully not only for the establishment of the companies but for elimination of the problems, arisen periodically during the development and validity period. All of these have a great influence on the future of the company and defined the leadership of the company. The innovation, worked out by the company, is reviewed as the main instrument of problem solving, the realization and management of which is impossible without the provision of well-grounded knowledge and merging it with innovative knowledge;

The success of the company is based on experience and on the right marketing visions. Exactly these characteristics give the opportunity to the successful companies to develop new innovations more effectively, before the inventors themselves could do this, but this doesn't mean that inventors didn't contribute in the development of business;

In the strict competitive space of the modern world, the interest of the active companies is to invent the theory of the „Disruptive Innovations” used in practice since 1995 year and to realize it, which doesn't change the particular field but it makes influence to all directions and it completely destroys the existing business conjuncture, what itself foresees that: on the one hand, the entities, carrying out the business activity take a new look of classical business and create innovative business model, where he himself will be able to create new users and on the other hand, to get the business closer to the customers, who are left inattentively

from the existing players and he offers the product, tailored to their needs.

„Disruptive Innovations” is multiple and continuous process, which consistently requires to make integrated decisions. According to the study, it’s been determined that „Disruptive Innovations” can be built on an individual business model if the author of the idea or the members of the group of inventors „get out from the existing frames”, but it

should also be noted that he can’t always be successful. According to the conclusions, made by the experts based on the practice, it’s been defined that only one company out of ten can maintain viability, because this advantage can be gained not only by creating the innovative product and service but by creating the market as well.

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