

RECOMMENDATIONS ON THE DEVELOPMENT OF KNOWLEDGE MANAGEMENT IN ROMANIAN SMES

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ABSTRACT:

Knowledge management is a relatively new related to theoretical background and arise controversies regarding theories, concepts, tools used, and insufficient crystallization of concepts regarding to it. Developed due to changes in social, economic, technical, technological, etc., knowledge management requires a systematic approach to overcome the classical approach. This paper aims to formulate a series of proposals for development of the notions of knowledge management in SME sector, representing an innovative element in this area.

KEYWORDS: *knowledge, knowledge based economy, change, SMEs, entrepreneurship*

JEL CLASSIFICATION: *M11, F23, O52, R38, D24, L11*

1. INTRODUCTION

In today's economy, learning, knowledge and intangible resources have become success key factors internationally. Competition between companies moved from a large extent from tangible resources (capital, raw materials, land, machinery and equipment, etc.) to intangible resources, in which elements such as knowledge and ability to use them (knowledge management) are crucial (O. Nicolescu, C. Nicolescu, Organisation and knowledge management, Editura Prouniversitaria, Bucuresti, 2011). Knowledge has become the basic resource for companies, explain how they gain power, prestige and wealth in the economy and in modern society. Creation, acquisition and use of knowledge - to name just a few of the processes of transformation of knowledge - are extremely important for sustainable economic, social and cultural growth. This applies equally to individuals, organizations, public institutions, companies, regions or states. Modern economic

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environment is characterized by volatility, higher income employees and rapid mutations in the political or international competition. As a result, modern organizations cannot compete on the markets without skilled managers and employees. Therefore, methods that companies use to manage and use knowledge, processes and technologies specific to their activity, including computer technology, are extremely important (Ceptureanu Sebastian Ion, Ceptureanu Eduard Gabriel, Zgubea Filip, Tudorache Alina (2012), Economic Survey on Knowledge Based Management in Romanian Companies, Vol. 13 No. 2 / 2012).

According to Robert D. Stueart no economic- managerial activity has attracted much attention in the last decade as knowledge management. The same specialist notes that there are numerous inconsistencies, controversies and points of view radically different regarding this topic:

- some experts consider to be a form of information management, but in a designation more demanding;
- other specialists consider that the subject deals with a system facilitating access to distributed information resources;
- critics simply disregard it, considering it's just a "fashion" temporary management.

American Center for Quality and Productivity (<http://www.apqc.org/>) performed the first benchmarking on knowledge management in 1996. This study found that it is a recognized term and visible, it became an area of strength for a number of consulting firms as companies in different industries commenced a variety of activities related to knowledge management (Mentzas, A Holistic Approach to Realising the Full Value of Your Knowledge Assets, în Knowledge Management Review, vol. 4, nr. 3, 2001).

A more recent study, conducted on a sample of 200 executives found that (Nick Bontis, The Rising Star of the Chief Knowledge Officer <http://www.business.mcmaster.ca/mktg/nbontis/ic/publications/BontisIBJ.pdf>):

- 80 percent of them said they had ongoing knowledge management actions;
- 25 percent of companies had the position of knowledge manager (knowledge management chief officer) or learning manager (chief learning officer) in their organizational structure - although only half of them have subordinates or a dedicated budget;
- 21 percent of companies had a strategy for knowledge management;
- Only 6 percent of the companies analyzed used a holistic, enterprise-level, knowledge management (however, 60 percent of respondents said that within five years they have implemented an integrated system).

Companies operating in the areas of IT are most willing and simultaneously advanced in implementing knowledge management. Managers of these firms exhibit a considerable proportion receptivity to knowledge management, as shown in the results of a survey (R. Monga, Summary and Conclusions, in xxx Productivity in the e-AGE, APO, Tokio, 2002, p. 5-6) conducted in 50 companies in developed EU countries and the USA, clients of big consulting

companies (Pricewaterhouse, Coopers and Leibrens etc.). Four-fifths of the managers believe that the implementation of knowledge management does not present a major difficulty.

2. RECOMMENDATIONS REGARDING DEVELOPMENT OF KNOWLEDGE MANAGEMENT ON ROMANIAN SMES

We developed a set of ten recommendations regarding development of knowledge management on Romanian SMEs based on Ceptureanu survey regarding these process in Romania (Ceptureanu Sebastian Ion, Ceptureanu Eduard Gabriel (2012), Knowledge based economy perception in Romanian companies. An empirical study, IBIMA Conference):

a) Professionalization of management practiced in Romania companies, in the context of the knowledge management

The need for organizational management professionalization stems from:

Increasing the size, heterogeneity, complexity and dynamic environment of companies. That means more problems to be solved simultaneously, more opportunities (Ceptureanu Eduard Gabriel, Ceptureanu Sebastian Ion (2012), Model of organizational change by reengineering in Romanian companies, IBIMA Conference) and more threats for the company. Professional management is usually the only one able to provide effective and efficient solutions to these problems.

- Linking business development with international developments and trends, harnessing multiple opportunities and the threats contained in the increasing internationalization cannot achieve acting erratically without a well-defined, rigorously designed and implemented vision, strategy, policies and mechanisms - political, commercial financial, scientific, educational - national, regional, local, entrepreneurial etc.
- The emergence of knowledge management is reflected in available to all organizations of concepts, approaches, systems, technical methods with great potential to solve many performance problems it faces. These elements offers opportunities and ways to increase functionality and performance of organizations. Therefore, managers should be aware of this huge opportunity outlined in recent decades, the realization of which can only have positive effects on systems run on competence, performance and prestige of managers (L. Prusak, E. Matson, Knowledge Management and Organisational Learning, Oxford University Press, Oxford, 2007).
- The transition to the new type of management increased dependency on performance of all systems - human and otherwise. In this context, knowledge management is on the first place, since it largely determines the overall functionality of companies.

b) New approach regarding implementation of systems, methods and management techniques used by knowledge management

Focus on performance management processes, management focus on priorities, etc. are as many reasons for using management tools. Operationalization of such recommendations requires action in two complementary directions:

- Promote the use of modern management tools based on knowledge;
- Adaptation of existing management tools to the needs of knowledge management.

They have a role in professionalization of management, representing a necessary foundation and support decision-making (T.Von Hippel, *Democratizing Innovation*, MIT Press, Boston, 2005).

In terms of managerial methodologies already notice a tendency to cluster, generated by promotion, sometimes in excess of procedures, rules, regulations, rules, standards, etc., with negative impact on the scope of decision-making and action managers and contractors, and the degree of bureaucratization of the company management. It is important to understand the mechanisms that without rigorous project managers at a global level and component subsystem, using the best practices in the field, the Romanian SMEs will not be able to capitalize on the great opportunities offered by European Union integration, the internationalization and the transition to the knowledge economy (Ceptureanu Sebastian Ion, Ceptureanu Eduard Gabriel, Tudorache Alina, Zgubea Filip (2012), *Knowledge Based Economy Assessment in Romania, Economica. Seria Management*, ISSN 1454-0320).

In order to operationalize this recommendation is necessary to resort to consulting firms who have the know-how of design and implementation of professional management.

c) Enhancing the transfer of international managerial know-how based on best practices in knowledge management

Increasing internationalization of activities and building a comprehensive set of best European practices in various segments of the economy and management, here are some arguments advocating the acceleration and intensification of international transfer of know-how. Romanian SMEs must be directed primarily to the European Union, given that we are part of it and share close cultural values. Calling these best practices saves the costs of domestic companies' inappropriate choice of elements of knowledge management, while allowing a reduction in the time slot in which these elements generate profit.

4. Increasing use of management training and consultancy

Since no managerial process cannot be achieved without extensive knowledge in the field, their insurance should be the foundation of any professional endeavor that aims to achieve performance. The rapid pace of diversification and enhancement of knowledge in general, including in management, while increasing their impact on the conduct of the activities and results of organizations require calling in a growing number of consultants. Consulting, in its various forms - counseling, mentoring, tutoring or actual advice - has great advantages: a rapid knowledge gap in organization, especially the new ones; knowledge in a form providing pragmatic, given the specific and how to solve the problems facing the organization; receiving professional assistance in real time to solve problems; increasing the credibility of management solutions to be implemented in the organization; decrease individual and organizational resistance to change; accelerating the modernization of "de facto" those organizations and thus obtaining high performance.

In the transition to the knowledge economy is one of elements essential to ensure the performance of organizations in every field. Therefore, in the design and management approaches in setting each system costs, consulting and professional (legal, financial, technical, environmental, etc.) must be present it as needed. Practice development in all countries show realism and effectiveness of using competent advice, its many positive effects on all levels.

5. Design and implementation of knowledge based strategies

Implementing knowledge management makes it necessary, to apply to knowledge-based strategies. Such necessity arises from the fact that their application always causes an increase in development and competitiveness system. Among the positive effects of the development and implementation of strategies based on knowledge mapping mention evolutionary trajectory of the company on a relatively long period, which facilitates rational targeting of efforts, time consistency and consistency of decisions and actions subordinated achieve precise and rigorous targets set, gain the ability to enter new markets and increase their share of existing markets, substantially reduce the risks inherent accompany any economic activity, providing a superior foundation for the initiation, adoption and implementation of crowd other major decisions of firms domain namely, facilitating the creation and development of a competitive knowledge-based organizational culture, fostering consideration of the interests of key stakeholders involved and maximize their contribution to the objectives etc.

6. Rethinking human resources and human resource management in companies.

The most important production factor is the human being - the key to competitiveness lies in the ability of individuals and groups to produce knowledge and to use it effectively. The central role given to social actor, individual or corporate, in the production of knowledge modify perceptions about the productive wealth of nations.

Investing in human capital is strategic for any company that aims to create a knowledge management system, given the general trend of increasing demand for trained workforce in all sectors of the economy and very highly qualified personnel in the specialized services based on information infrastructure. This new reality requires a different treatment of human capital as a generator, user and customer knowledge (M. Lester, Innovation and Knowledge Management, The Long View, în Creativity and Innovation Management, nr. 3, 2001).

In terms of recruitment and selection, firms must establish and identify modalities to attract potential candidates to prove actual skills and motivation to become engaged knowledge. Also have identified effective ways of selection, choice of suitable candidates who best match the requirements of vacancies.

Motivation scarcely be aware that the firm is in competition with other firms to identify and maintain a skilled staff so that the importance given to motivate employees in companies in Romania is quite insignificant, reducing most of the times addressing wage and material rights in general. Often lacking alternative motivation tools, there is no real negotiation of wages etc. Consequently, managers need to develop complex reasoning systems, taking into account the factors set out in the previous chapters.

7. Improving the managerial culture to favor the implementation of knowledge management

Organizational culture is important in the acceptance of knowledge management employees. Organizational culture is, first, an important endogenous variable and firm strategy by both parties - visible and invisible - especially influence the objectives and how to achieve it. Implementation of management tools, creating knowledge-based communities, organizational cooperation is influenced by some cultural components, such as the set of values, behaviors, myths, symbols, etc., as recourse to such means can contribute decisively to the emergence of

new values and behaviors - "work based on performance," teamwork ", etc.(Smith, Safeguarding Knowledge During Change, în Knowledge Management Review, vol. 8, nr. 2, 2005)

Second, organizational culture is an important determinant of obtaining performance, managers and contractors with competence and contextual influences. The influence of organizational culture and within its culture and economic management on management performance is ensured both by component and by directing efforts towards a goal or set of goals, developing a strong motivation for employees to obtain the expected results or providing a structures and mechanisms that coordinate the efforts of employees without the need for formal procedures or systems.

8. Increasing the innovative potential of the organization

Direct effects of knowledge about society, explosion of innovation is a topic that interested and concerned particularly intense company managers. The fact is easily explained: the knowledge society, the number of ideas that can form the basis for innovations multiply enormously, thus offering numerous sources of inspiration which require only noticed and valued. General innovational climate is strongly enhanced, inciting the spirits to their potential by launching new products / services and technologies.

Accelerating innovation accompanied, always, evolution of human society, exacerbating phenomenon but stunning in decades. High-tech industries are those in which the life cycle of specific products was reduced to levels that could hardly be imagined just two decades ago. The trend extends, slowly but inexorably, and in industries considered traditional, although at this rate innovation is significantly lower (Ruusku, M. Vartianen, Characteristics of Knowledge Sharing Communities în Project Organisations, în Internațional Journal of Project Management, nr. 23, 2010).

The very concept of innovation has changed. The conclusion is that it is above all the result of a systematic effort, organized, tenacious and precisely directed, rather than the inspiration, the spark of genius, was consolidated on a systematic study of a large number of successful innovations, the determinations and their implications. What has not changed the concept of innovation is that it is a process of "creative destruction" as defined by J. Schumpeter. To innovate successfully, firms must give up old products and methods, outdated, they can "poison" to organize abandon their action is not easy to beat as emotional attachment products and methods which have been devoted to work company for a long time (Doina I. Popescu, Ceptureanu Eduard Gabriel (2012) Organizational and individual approaches to stress prevention and management, International Conference "Modern Approaches in Organisational Management and Economy 2011", ISSN 2284-7634).

Innovation is not only technical or technological nature. It can produce equally good in terms of distribution channels, management, organization, strategies adopted to initiate a new business, etc., so in any area where it can ensure better allocation and use of resources productivity growth, yield, reaching a higher level of efficiency. In the services sector, especially, innovation has the widest field of affirmation, as this sector of the economy is a huge distribution channel, manufacturing goods offered; or distribution channels can be changed more easily than products / services on the market, thus offering numerous opportunities to achieve innovation.

Another important conclusion, the results of studies and will be conveniently exploited in the future is that innovation does not produce change than relatively rare, being Successful especially when operated, effectively and efficiently, the change occurred.

3. CONCLUSIONS

After achieving the purpose and objectives set for this paper we highlight the following conclusions, broken into two categories: theoretical and practical.

Theoretical conclusions

1. There is a vast literature focused to the economy and knowledge management, even if these concepts are relatively new;
2. There are a variety of definitions of knowledge-based economy, more or less rigorous;
3. The variety of definitions of knowledge-based economy also influences its scope, making it relatively imprecise;
4. There is a recognized global indicators to quantify knowledge-based economy, the OECD and the World Bank's efforts in the field;
5. If in the definition and scope exist in very different ways, most experts have come to a common view on the principles that govern it;
6. EU supported efforts to achieve a knowledge-based economy. The first attempt - the Lisbon Strategy - was a failure, but it is considered that the EU2020 Strategy will achieve this goal;
7. Romania was the last places among EU member states in achieving functional knowledge based economy, even compared with other new members, but it is their superior resources in the Europe 2020 Strategy;
8. There are a variety of definitions of knowledge management more or less rigorous;
9. We find in the literature two main approaches to knowledge management - the science and the practice;
10. There is a very vocal group of critics of the concept;
11. Were crystallized several schools of knowledge management;
12. Management functions are modified when used knowledge management;
13. The management at the organizational level change radically less than the form and substance;
14. New types of management tools specific to the new type of management;
15. New types of strategies, knowledge-based ones, even if they are still rarely used;
16. There is a wealth of knowledge management models.

Practical conclusions

- Knowledge-based economy is a concept known to 45.37% of the Romanian company managers, 35.39% said they are partly familiar and 19.24% have never heard of it. So, overall, very good situation.
- Regarding the age of firms is found that managers of firms established in the last 10 years are more familiar with the concept than those of older firms.
- The development region Bucharest finds that firms are most familiar with the notion of knowledge-based economy (30.8%), followed by the Central and North West Region, while the opposite pole firms North East (15.9%), Bucharest-Ilfov and South East.
- After size firms investigated is found that the concept is known predominantly small firms (53%) and medium (41.74%), while for microfirmelor situation is more unfavorable (40.91% of managers said they investigated firms I do not know the concept). If large firms are found the highest percentage of respondents for whom the notion of knowledge-based economy is a concept partially known.
- After the legal form of organization, the type SA firms notion of knowledge-based economy is best known (67.39%), followed by other forms of organization (NAS, order, etc.) with 43.33% and SRL (40.6%).
- The fields, the concept is known in services and industry, with percentages exceeding 50%, and trade, with almost 50%, while tourism, construction and especially transport is the worst in this respect.
- After ownership, surprisingly for me, the companies state level of familiarity with the concept is higher (50%) than private companies (45.27%),
- In terms of perception of our country's transition to the knowledge economy, managers in more than half of the companies analyzed (56.44%) believe that this is an opportunity, third perceive as a threat (35.39%) while 8.17% have a neutral attitude.
- As firms age, the very young (79.74%) and women (65.91%) is perceived as an opportunity, while in mature and old firms the situation is reversed (56.73% for firms founded between 10 and 15 years, 57.63% for firms that are active for more than 15 years).
- The development regions of our country's transition to the knowledge economy is seen as an opportunity to absolutely all developing regions, with higher percentages in the South (87.50%), South East (87.23%), west (86.79%) and South west (86.15%), while higher proportions of distrust were found in Bucharest-Ilfov (26.85%) and North East (20.83%).
- Regarding size classes, managers of large companies see the transition as generating opportunities (80.65%), while medium-sized companies to find the most striking negative attitude (22.61%). Also, if the same sized firms reveals a strong segmentation between the two approaches - opportunity or threat, undecided percentage is below 1%, while for managers of small firms we find the highest percentage of neutral attitude (18.61%).
- After the legal form of organization, it is found that the SA and SRL tendency is to consider the transition to the knowledge economy as an opportunity, while in other types of organization situation is more heterogeneous.
- After the activity, it is found that service firms, industry and trade are the most receptive to opportunities generated by knowledge-based economy, while tourism, especially construction managers is more negative attitude.

- After ownership we find predominantly positive perception towards knowledge economy, stronger in the private sector (over 75%) than the state (66.67%).
- In terms of awareness of the changes induced by the transition to the knowledge economy, similar to the previous questions is found a higher degree of information when young and very young company managers.
- The development region Bucharest-Ilfov, Center and West are best chapter information on changes to the economy based on cunosinte, while the lowest level of information is found in the North East, North West and South . Disinterest is highest in the North East.
- After the legal form of organization, managers of joint stock companies are the most knowledgeable (39.13% full, 41.3% partially), while managers of firms with other legal forms are least informed (45%).
- The industry, services and tourism firms are the most informed, while construction and transport companies are the least informed.
- After ownership overall private firms are more informed about the transformations induced by knowledge-based economy (cumulative 83.33%).
- The factors generated by the transition to a knowledge-based economy, with a positive effect on firms conducted in the next period, the managers responded that improving cooperation on innovation (20.51%) and the appearance of providing cheaper and better (19, 78%), whereas among the negative factors indicated intensifying competition from imported products (21.96%) and increasing difficulties in maintaining labor (17.60%).
- Of the 551 managers surveyed and 38.84% said they are familiar with the concept of knowledge management, 35.21% said they did not have notions 25.95% as this.
- In children, young firms are most familiar with knowledge management (almost 70% of their managers know the concept), assisted by the oldest (53.39%). However, considering the partial form of knowledge, very young firms are supplemented by the young.
- The development regions, knowledge management is the most popular among companies in the West Region (51.79%) and Central (51.67%) and the least known in the North East (40.58%) and Southeast (34.92%).
- Depending on the size, knowledge management concept is known predominantly medium to large businesses with a better cuoastere sized firms (59.13%).
- After the legal form of organization, managers are equity firms familiar with the concept, followed by those in the SRL's and past the other forms of organization.
- The industry in service firms (75.17%) and industry (57%) concept is the most popular, while in Transport and Tourism is the least known.
- After ownership in private firms familiarity with the subject is much more pronounced compared to state firms.
- Of the 551 companies investigated more than 20% use elements of knowledge management, and of these more than two-thirds are in an early stage.
- After the age of firms, firms lead the way very young (under 5 years old), among which are found and a more accentuated knowledge management, and as it progresses the vast situation is more unfavorable.
- The development regions, companies in the West, and Central Bucharest Ilfov are best, while the North East and South East are the worst in this respect. Note that, although not on the first position, the Bucharest-Ilfov lead in the number of companies that are in a developed stage of implementing knowledge management.

- After size, the most reluctant to implement this type of management are small firms (88.3%), while large firms are less reluctant (64.5%).
- In terms of legal form of organization, the companies share more common elements of knowledge management, while LLCs, but especially other forms of organization are more reluctant (with other forms of organizational response negative reaching a share of 95%).
- The industry, manage- knowledge is met in the service sector and industry and less common in transport and construction.
- After the ownership situation is extremely unfavorable for state firms, virtually no one in the sample utilizing no elements of knowledge management, while private companies are more willing to use it, even if in small proportions.
- Between determinants introduction of knowledge management in companies led managers put in the forefront the desire to increase the efficiency and effectiveness of the company (39.25%), consulting firm requirements (32.71%), managerial know-how transfer the partners (15.89%) or the fact that no other management system did not give the expected results (12.15%).
- In terms of top management attitude toward knowledge management, respondents said that in 36.45% of cases they consider important and offers full support, 28.04% consider it important but hardly supports its use 24.30% supported him initially but have lost interest, while 11.21% is regarded as unimportant.
- If employees witness a situation contrary, in the sense that only 22.43% of them consider it important and offers full support. 28.97% consider it important but difficult to engage, 27.1% consider it important, and 21.5% did not consider it important.
- The category of problems, the most acute was that of attracting specialists (18.69%) and justification against the owners of scarce resources (15.89%), while the least important was the lack of management commitment higher level (4.67%).
- As advantages, managers investigate alleged that following the implementation of knowledge management has improved the competitive advantage held by the company (18.69%) or increased revenues (14.02%), while the least emphasized advantage referred to the management of intellectual property rights.
- In terms of future managers said they will focus on development to networking with suppliers and generators of knowledge (24.30%), for development to networking with clients and users of the products or services offered by the company (21.50%), while innovational side - introducing new processes or developing new knowledge-based Proud and services are among the least discussed future activities.
- Questioned in relation to the assessment or not, regret for the implementation of knowledge-based management features, the majority of respondents said they appreciate (90.65%), while only 4.67% said that regret it.
- In terms of organizational learning content managers responded that it investigated mainly in the form of trainings (30.84%) or their experience of teams (21.50%), while intra knowledge transfer, learning or transfer individual best practices are much less traced Romanian infirmele.
- As the types of knowledge that the focus is on companies, managers responded mainly to know what type knowledge (35.51%) and know how (27.10%), while type knowledge know who addressed in only 15.89% of Romanian companies.

- In terms of training, while we have seen above that is the main learning activity in local companies, we were interested to see how many days are allocated to it. An encouraging fact was that there was no company that uses this mechanism at least a few days. Most companies that use based management cuostinte allocated per employee between 6 and 10 days of training (44.86%).
- Two thirds of managers felt that, although the company managed using knowledge management is not yet about this type of company, while one third said that, in their view, firms are driven learning organizations.
- Some management functions, the first ranked prediction (26.17%), second drive (23.36%). Surprising was ranking on the last position of coordination (11.21%).
- Intensively used are sub-decision (33.64%) and information (23.36%). Poor use is the methodological-managerial (8.41%).
- Managers paid more attention to tactical decisions (52.34%), followed by strategic (31.78%) and finally the current (15.89%).
- Decision of the trends, the most common was by far the computerization decision (43.93%), seconded by contextualizing decision-making processes (24.30%) and the least common decisional efficiency (4.67%).
- In the subsystem information, Romanian companies that implement knowledge management focus primarily on the use of computers, and the Internet emailulul (100%). It is noteworthy that there was virtually no company that has implemented knowledge management to not use ICT technologies.
- The goal of using IT & C was communicating with suppliers or customers (100%), obtaining information about the business (95.33%) or intra facilitate communication (92.52%).
- The most common information trends in Romanian firms that use knowledge management were computerization work tasks and training staff (47.66%) and outsourcing or outsourcing information (23.36%), while the was less common dematerialisation and disintermediation of information and knowledge (10.28%).
- The main categories of employees who were experts based on knowledge (35.51%) and practitioners of knowledge (52.34%), while the less common is very unfavorable aspect is category Managers Knowledge (20.56%).
- Also in the category of knowledge workers, managers investigated companies appreciate the knowledge and skills they owned, learning ability and competence in activity (all 100%), while the recommendations taken or graduate school are less important .
- Organizational main trends in firms that implement knowledge management systems have been developing complex relationships with stakeholders (33.64%) and outsourcing (26.17%), while the least represented were remodeling organizational subsystem based on the value chain and expanding organizational subdivisions dual functionality (7.48%).
- The main management tools used by Romanian managers are benchmarking (26.17%), technical "expert searcher" (17.76%) and technical knowledge collection (13.08%), while social network analysis (2.80 %), the profile K (2.80%) and Skandia navigator (1.87%) are the least used.
- Some methodological and managerial trends, growing computerization management tools (22.43%) and increasing sophistication of methodological and managerial elements (17.76%) are found in most responses Romanian company managers, while ancestry methodological elements management with a strong motivational content (3.74%),

internationalization, management methods and techniques (2.80%) and print a systemic vision sharp design and use of management tools (1.87%) are the most frequently encountered.

- There is a slight upward managers who make distinctions between knowledge employees and other categories of employees (51.40% vs. 48.60%).
- The main differences that are aimed at wage levels (100%) or rapid promotion (95.33%).
- Most Romanian companies investigated are, in the opinion of managers in the first phase of transformation into a knowledge-based company - the recognition of knowledge (57.94%) more than in the second - reengineering knowledge (21.50%). This reflects the novelty of introducing knowledge management in companies in Romania and the difficulties firms face in use.
- In terms of knowledge cycle processes by domestic firms, finds that access to indigenous knowledge, using knowledge, storing knowledge and exploitation of knowledge are most used by Romanian companies, but neglecting renewal of knowledge (40.19%) and knowledge sharing (71.03%).
- Virtually no company that uses knowledge management to neglect the strategic side. Unfortunately, knowledge-based strategies represent a minority (16.82% versus 83.18% classic strategy).
- None of the managers investigated companies not intended closing business in the next period, which is a sign that companies are better in terms of finance and economics. The main strategic objectives for the future horizon are the rapidly expanding business (41.12%) and moderate expansion of business (35.51%).
- The main competitive advantages of the Romanian knowledge based companies from quality products / services (22.43%), innovativeness (14.95%) and price - quality (14.02%), while the low price of products / services is looking for a minority (3.74%).
- Main cultural barrier in the use of knowledge management is, in the opinion of Romanian managers, reluctance in sharing knowledge (27.10%) and lack of rewards / recognition for participation in the exchange of knowledge (21.50%), while the same managers consider organizational inertia as the least important barrier (17.76%).
- Managers believes that the statements "there is a core of their core values that favor the sharing of knowledge among employees" (28.04%) and "staff believes that knowledge management is conducted within each job" (27.10%) best describe the organizational culture of companies led.
- Innovation efforts of the companies investigated were primarily oriented toward creating new products / services based on knowledge (32.71%) and upgrading information technology (24.30%), while the managerial side is ignored by most managers Romanian (8.41%).
- Most companies that use knowledge management elements using consultants (82.24% and 17.76%).
- Consultants were used primarily in technical consultancy (32.71%), tax consultancy (28.97%) and management (21.50%).

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