


# Chapter 2

## Knowledge Management and Digital Transformation in the Public Sector: Strategies and Challenges

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### **ABSTRACT**

*The integration of knowledge management and digital transformation is one of the most important goals of the public sector in order to respond to a dynamic, uncertain and volatile environment. The current analysis examines how public organizations integrate digital transformation with the aim of enhancing efficiency, transparency and citizen participation, while attempting to intensify the use of the principles of Knowledge Management and thus utilize the digital knowledge capital accumulated in the public sector databases. The study examines key challenges associated with*

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*the effective exchange of knowledge and the smooth adoption of new technologies. Particular emphasis is placed on the analysis of specific countries that successfully combined individual Knowledge Management systems and digital transformation in public organizations. The study concludes with the analysis of the Greek public administration, highlighting the dual challenge of leveraging knowledge management principles in the context of the country's increasing digital transformation.*

## **1. INTRODUCTION**

The constantly changing conditions, the globalized environment and the rapid technological developments have shaped the conditions in which knowledge is perhaps the most important resource for any organization regardless of its ownership regime. In these conditions, knowledge management can also play a significant role in the functioning of public administration (United Nations, 2020). According to Milner (2007), the implementation of knowledge management principles in the public sector does not differ significantly from that in the private sector. By placing knowledge at the center of administrative operation, knowledge management, attempts to extract the surplus value that the management of intellectual capital creates in an organization. This emerging trend is significantly enhanced by the integration of digital technologies, which can become important reinforcement of knowledge management (Mihiotis et al., 2023). The combination of the digital transition process and the exploitation of the vast knowledge capital accumulated in public sector data warehouses is a central pursuit, demanding higher levels of effectiveness, efficiency, transparency, accountability and innovation (OECD, 2021; European Commission, 2022; Mergel et al., 2019).

Knowledge Management involves the systematic creation, storage, targeted dissemination and exploitation of knowledge resources with the aim of improving organizational performance and supporting the decision-making process. Although Knowledge Management practices initially emerged and evolved in the private sector, their importance and value for public administration have gained great recognition in recent years (Raguseo et al., 2020). Public organizations produce, process and manage huge amounts of data and information. A modern and at the same time imperative challenge is their proper utilization in order to promote innovation, improve the quality of services and strengthen evidence-based policymaking (Inkinen et al., 2017; Durst & Zieba, 2020).

Accordingly, Digital Transformation has been established as a process of transition to a digital era by overturning the existing structural dimensions of the public sector and creating multiple fields of development in all administrative mechanisms. Digital Transformation is not simply a process of digitization. Rather, it functions

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