

*Alsulaiman Abdulkarim Mohammad A.,
master's student
Moscow Pedagogical
State University,
Moscow, Russia*

SPECIFIC FEATURES OF THE KNOWLEDGE MANAGEMENT SYSTEM AT «SAUDI BASIC INDUSTRIES CORPORATION»

Abstract. This article analyzes SABIC's knowledge management system (KMS) as a key driver of its competitiveness, innovative development, and operational efficiency. It examines tools for structuring expertise, including digital platforms, a decentralized model for collaboration between research centers, and the management of a large patent portfolio. Particular attention is paid to the KMS's integration with risk management processes, personnel training, collaboration with external research institutes, and the company's role in implementing the Saudi Arabia Vision 2030 government program through the training and localization of national human resources. The authors conclude that effective knowledge transfer enables the company to successfully minimize risks and quickly adapt to changes in the global market.

Keywords: knowledge management, SABIC, innovation, risk management, intellectual property, corporate culture, continuous learning, talent localization, Vision 2030, petrochemical industry.

The knowledge management system at Saudi Basic Industries Corporation (SABIC) is the core, pulsing with energy, that feeds competitive advantage and sharpens operational power. As a titan of the global chemical industry, «SABIC» sees knowledge as an invaluable asset that requires wise management to reach strategic heights.

Within the walls of «SABIC», knowledge takes shape through a variety of methods and tools that combine, store, disseminate and bring to life the accumulated experience. The company manages cutting-edge information orchestras like a master conductor, weaving knowledge into the very fabric of work processes, giving each employee free access to a treasure trove of relevant information.

A special place in this symphonic work is occupied by the corporate culture, where every voice, every thought, every discovery finds a response. «SABIC» fosters an environment where the exchange of ideas and innovative solutions is valued and encouraged, where the experience of one becomes a springboard for the other to take off. Regular training programs and master classes are not just classes, but rituals of improvement that sharpen the skills of effective knowledge management.

What's more, «SABIC» builds project management systems like the architect of the future, turning disparate data into an ordered map that is accessible to all builders. This reduces risks, like cleaning up a construction site, and raises the quality of decisions made to dizzying heights. Analytical tools are like discerning eyes, revealing hidden trends and limitless opportunities for improvement.

Thus, «SABIC» knowledge management system is not just a mechanism for improving operational efficiency, but a living organism that feeds stable growth and development in the turbulent ocean of the market element. Investing in knowledge and managing it wisely turns into an unbreakable competitive advantage that allows the company to reign supreme in its field.

«SABIC», carefully cultivating links with educational and research centers, opens the gates to the world of advanced knowledge and technology. These alliances are like bridges connecting the present with the future, allowing the company not only to draw inspiration, but also to actively participate in creating new solutions, thereby fueling a relentless flow of innovation.

Saudi Basic Industries Corporation (SABIC) is a giant whose name thunders in the global economy, being the flagship in the production of chemical products and plastics. Its organizational and economic structure is a well-coordinated mechanism, where integration and coordination work in unison, optimizing the use of resources and production processes. An extensive network of production facilities, stretching from the heart of Saudi Arabia to the far horizon, ensures the diversification of sales markets, creating a reliable shield against market storms.

«SABIC» is a guardian of innovation, constantly introducing cutting - edge technologies and creating new products, which allows it to remain on the crest of the wave of global competition. The foundation of this success is a knowledge management system that blurs the boundaries between departments, facilitating the free flow of information and experience. This, in turn, increases efficiency and speeds up decision-making, similar to the rapid flight of thought.

In addition, «SABIC» is a pioneer in the field of sustainable development, which is confirmed by the introduction of environmentally friendly technologies and programs aimed at minimizing the impact on the environment. In close alliance with international organizations and scientific institutions, SABIC is paving the way for environmental responsibility, while remaining at the forefront of progress.

«SABIC» is steadily moving forward, building a comprehensive knowledge management system. It is based on a symbiosis of advanced technologies and close cooperation with the scientific community. The company focuses on the continuous cycle of knowledge: from the birth of an idea to its implementation in production and management. The current vector of SABIC's development in this area is embodied in the expansion of its own intellectual property portfolio, which includes more than 20 thousand patents. This is a clear indication of our commitment to accumulating and protecting unique developments that serve as the cornerstone of the corporation's strategic advantages on the global stage¹.

¹ Khan Sajjad Nawaz. Leadership and Followership in an Organizational Change Context. Business Science Reference, 2021. 301 p.

Organizationally, «SABIC» follows a decentralized model. Research centers and departments, being highly specialized, are united by a single corporate platform for information exchange. Intranet portals and digital repositories play a key role in providing access to technological data, research papers, and management cases. This approach encourages collective learning and accelerates the innovation cycle through the inter-regional exchange of valuable information. Moreover, analytical tools help assess the effectiveness of knowledge use, identify gaps and manage risks, allowing you to quickly adjust knowledge management strategies².

«SABIC» attaches particular importance to formalizing the accumulated experience. "Lessons learned from projects" and regulatory documents standardize processes and minimize operational risks, reducing the likelihood of repeating mistakes and improving the quality of products and services. The company actively implements employee motivation and development programs, strengthening the culture of knowledge sharing and continuous professional growth. This creates an environment where knowledge is not only captured, but also vividly transmitted across generations, regardless of geographical barriers³.

SABIC's close cooperation with external scientific and educational institutions, including King Abdulaziz City for Science and Technology (KACST) and leading universities, ensures a constant flow of advanced knowledge and technologies, enriching the company's internal potential. Joint research, grants and internships form an innovative ecosystem around SABIC, enhancing knowledge transfer and adapting the world's best practices to the specifics of the petrochemical industry.

The sustainability of SABIC's financial performance and operations is an indisputable confirmation of the effectiveness of the selected knowledge

² Hamadamin H., Atan T. The impact of strategic human resource management practices on competitive advantage sustainability: the mediation of human capital development and employee commitment. Sustainability, 2019. Vol.11 (20), p. 57-82.

³ Muller, J.M., Buliga, O., Voigt, K.I. (2021). The role of absorptive capacity and innovation strategy in the design of industry 4.0 business Models-A comparison between SMEs and large enterprises. European Management Journal. 2021. Vol. 39(3), pp.333–343.

management methods. Stable EBITDA, investment in innovation and expansion of production capacities are supported by systematic work on systematization and application of knowledge, which increases business adaptability. Integrated analytical mechanisms allow you to identify potential risks in a timely manner and develop preventive measures, minimizing the likelihood of failures and losses.

Nevertheless, the analysis of practice reveals the need for further development of cross-cultural communications and increasing the efficiency of knowledge exchange between distributed divisions, given the international scale of the company. The introduction of more flexible digital collaboration tools and platforms that can not only transmit, but also support the collective creation and adaptation of information can significantly improve the efficiency of the knowledge management system and accelerate the dynamic development of the company.

«SABIC», acting as a company, has expressed increased interest in hiring young Saudi professionals, both men and women, for various positions. The Company also reaffirmed its commitment to creating optimal working conditions for employees, with a particular focus on improving their skills, developing skills, and growing professionally, which in turn contributes to their career advancement and subsequent success.

To achieve these goals, SABIC offers various specialized educational courses and intensive training programs. These initiatives are designed to enrich employees with the knowledge and experience they need to achieve the highest performance in the health insurance industry. It is emphasized that the company actively promotes the employment of citizens of Saudi Arabia, attracting highly qualified national specialists, which allowed increasing the share of Saudi employees to more than 60%. Employees work in a supportive and motivating work environment that ensures maximum comfort and professionalism in the performance of their duties.

«SABIC» consistently supports the "Vision of the Kingdom 2030" course and the National Transformation Program 2024, implementing the state policy on

job localization and stimulating citizens' interest in working in the private sector. This is consistent with government initiatives for economic development, including major economic projects aimed at reducing dependence on government employees.

It should be noted that the Government of Saudi Arabia and many private companies are actively implementing ambitious programs and initiatives aimed at attracting and employing young people, graduates and people with disabilities. Examples of such programs are (Doroob), the Business Development Center (Delni), the Network (Kaderun), and university job fairs that promote a competitive and sustainable workforce in the Kingdom.

SABIC's knowledge management function is directly linked to risk mitigation strategies. In today's dynamic business environment, organizations face many risks that can seriously affect their operations, reputation, and profitability. Effective risk mitigation practices play a key role in protecting the interests of all participants and ensuring long-term prosperity. Knowledge management, as a frequently underestimated but highly valuable tool, allows you to use the experience and knowledge accumulated within the organization to identify, assess and reduce potential risks.

Integration of the knowledge management system allows Saudi Basic Industries Corporation (SABIC) to significantly improve its capabilities in detecting and evaluating threats. By collecting and structuring information such as event history, lessons learned, and industry best practices, the company gains a deep understanding of potential hazards and their consequences. For example, an insurance company has created a data warehouse that records information about past requests, claims, insurance claims, and customers. This allows you to identify recurring scenarios and causes, which in turn helps prevent future incidents. This proactive approach to risk identification and assessment enables Saudi Basic Industries Corporation (SABIC) to implement precise risk mitigation measures, reducing the likelihood and severity of potential problems.

Once risks are identified and assessed, knowledge management becomes a critical tool for developing and implementing effective risk mitigation strategies. Drawing on the collective experience and expertise of its employees, Saudi Basic Industries Corporation (SABIC) gets access to a variety of innovative ideas and solutions. An example is a knowledge-sharing platform where employees can share their experience in dealing with fraud or cybersecurity threats. Such a common knowledge base serves as the basis for creating reliable risk management mechanisms that allow the company to quickly and effectively respond to emerging threats.

A key advantage of knowledge management in the context of risk reduction is the ability to learn from past mistakes and achievements. By documenting and analyzing past incidents and their results, the company can identify areas for improvement and refine its strategies. For example, Saudi Basic Industries Corporation (SABIC) maintains a database of security incidents, which helps identify recurring vulnerabilities and take targeted protection measures. This iterative approach to risk management ensures continuous adaptation and improvement of the company's methods, reducing the likelihood of future accidents.

Knowledge management is not just about collecting and organizing information. It also involves building a culture of continuous learning and adaptability within the company. By encouraging employees to share their knowledge, experiences, and insights, companies create an environment where continuous improvement and innovation are valued. This training culture provides flexibility for risk mitigation strategies, allowing them to adapt to changing environments and stay ahead of new threats. For example, Saudi Basic Industries Corporation (SABIC) holds regular knowledge-sharing sessions where front-line employees share ideas and best practices for managing customer safety risks. This leads to better insurance results and lower liabilities.

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