ISBN: 978-628-96613-3-0. ISSN: 2414-6390. Digital Object Identifier: https://dx.doi.org/10.18687/LACCEI2026.1.1.1542

Knowledge Management, Strategic Management and Capacity for Internationalization in a Telecommunications Company in an Emerging Economy

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***Abstract*– The primary objective of the research was to determine the relationship between knowledge management, strategic management, and capacity for internationalization in a telecommunications company within an emerging economy. The study's methodology was based on a quantitative, applied approach with a correlational scope and a non-experimental cross-sectional design, in which the main variables were knowledge management, strategic management, and capacity for internationalization. The study population consisted of 54 employees of the telecommunications company; the method used was a survey, and the instrument was a questionnaire. The results showed a significant relationship between strategic management and capacity for internationalization. Therefore, it is concluded that although knowledge management did not show significant relationships within the analyzed model, strategic management does position itself as the fundamental axis for driving capacity for internationalization, becoming the most relevant component for business growth and competitive projection in international settings.**

***Keywords*-- Knowledge management, strategic management, capacity for internationalization, telecommunications, international market**

I. INTRODUCTION

The international telecommunications industry faces a complex strategic situation due to increased demand and growth, with internet access revenues estimated to reach $921.6 billion by 2027, with a compound annual growth rate of 4% [1]. Telecommunications services have played a key role throughout a recent period characterized by global expansion; for this reason, managing their international expansion is a fundamental aspect of their competitive strategies [2].

Internationally, the expansion of services is positioned as a strategic determinant of business growth because it reduces risks by diversifying presence in different markets and expanding operations to new destinations. In this context, the expansion of a telecommunications company into foreign markets represents a set of opportunities that strengthen its positioning and enhance its development in new competitive scenarios [3].

To achieve global expansion, the company must have the capacity to expand its activities beyond the geographical limitations of its country of origin, including essential elements such as the creation of strategies that facilitate the introduction of its products and/or services into foreign markets, ensuring their stability [4]. The telecommunications industry in Peru has undergone remarkable development, mainly driven by increased investment in fiber optics by operators. according to the Supervisory Agency for Private Investment in Telecommunications (OSIPTEL), the share of fiber optics in internet services has grown from 57% in 2023 to 73.8% in 2024 at the national level [5].

PromPerú states that less than 10% of Peruvian companies participate in international trade, due to several factors such as a lack of knowledge of global markets, logistical difficulties, limited access to financing, and the absence of effective strategies to compete in the global market [6]. In addition, the School of Management at the University of Piura, in collaboration with the consulting firm Real Time Management (RTM), conducted a survey that showed that 83% of companies in Peru engage in strategic planning. yet only 21% say they are satisfied with the results of their current strategy, reflecting a gap between the formulation and effectiveness of strategic management in the business sphere [7].

To achieve business success through strategic management, it is necessary to carry out what has been planned in order to achieve results, because without the execution of strategic actions, the company could become trapped in operational activities, negatively impacting the fulfillment of its long-term goals [8]. The lack of adequate implementation of strategic management in service companies can limit their global expansion for various reasons, such as insufficient resources, lack of experience tools and technologies to support strategic management [9]. Furthermore, knowledge management is a strategy that will enable the transfer of knowledge to all of the company's workforce, helping them overcome the challenges posed by growth in a highly competitive environment with limited opportunities [10].

Based on the foregoing, the research question was formulated as follows: What is the relationship between knowledge management, strategic management, and capacity for internationalization in a telecommunications company in Piura in 2025? Taking this into account, the main objective was set as follows: To determine the relationship between knowledge management, strategic management, and capacity for internationalization in a telecommunications company; To achieve this, the following specific objectives were established: To analyze the relationship between knowledge management and strategic management in a telecommunications company; To analyze the relationship between knowledge management and capacity for internationalization in a telecommunications company; and To analyze the relationship between strategic management and capacity for internationalization in a telecommunications company.

II. THEORETICAL FRAMEWORK

The following section outlines the theoretical framework used in this research; knowledge management was based on the theory of organizational knowledge creation proposed by Nonaka et al. [11], which states that knowledge within organizations involves the transformation of tacit knowledge into explicit knowledge and vice versa, forming a continuous phenomenon that occurs dynamically and in a spiral manner, resulting in the modification of knowledge through a process that includes the stages of socialization, externalization, combination, and internalization (also known as the SECI model).

The variable "knowledge management" is conceptually defined as a strategic process based on organizational skills and capabilities that enables the identification, organization, and utilization of both tacit and explicit knowledge in order to improve the achievement of business objectives, with the aim of enhancing decision-making, fostering the organization's sustainability and development by creating competitive advantages, and ensuring access to information and knowledge so that its members can transform them into meaningful learning and applied experience [12].

Socialization is the process by which one person transmits acquired knowledge, skills, and experiences to another through direct interaction; this exchange allows the recipient to expand their learning through observation, shared practice, ongoing communication, and workplace interaction, thereby facilitating the transfer of knowledge without the need for formal documentation [13].

As for externalization, this is a fundamental stage in the generation of organizational knowledge; it is where tacit knowledge is transformed into explicit knowledge through the use of metaphors, analogies, models, or methodologies, thereby enabling individual experiences, ideas, and knowledge to be communicated to and understood by other members of the organization. This process is evident in the formulation of concepts and is strengthened primarily through the exchange of ideas and joint analysis [14].

Furthermore, knowledge integration is the process of creating explicit knowledge by integrating, organizing, and linking information from various sources, which is exchanged through documents, meetings, conversations, emails, and communication networks, thereby enabling its classification, systematization, and access within various organizational systems [15].

Internalization is the process by which explicit knowledge is transformed into tacit knowledge, becoming integrated into employees' practices, experiences, and mental models through learning, the use of documents and manuals, and continuous application in the workplace, thereby allowing organizational knowledge to be assimilated and incorporated into individual knowledge within the organization [16].

With regard to the strategic management variable, the analysis was based on Fred David's strategic management model [17], which indicates that this model determines what the company is, its fundamental purpose, and its long-term strategic guidelines based on three phases: strategy formulation, strategy implementation, and strategy evaluation. These components of the strategic plan facilitate understanding the company's current position and the target market it wishes to reach, and also provide relevant information for studying the environment as a whole.

After presenting the theory, we proceed to conceptually define the variable of strategic management as an essential resource for analyzing and evaluating the current situation of a company, since it allows management to carry out the ability to formulate, implement, and evaluate various possible strategies for its performance in the market [18].

The formulation of strategies allows the company's mission and vision to be designed, long-term objectives to be established, opportunities and threats in the environment to be identified, and the company's strengths and weaknesses to be determined in order to decide on favourable actions [19].

With regard to the implementation of strategies, during this phase it is necessary to establish procedures for organization, research, and development focused on achieving the company's goals by setting annual objectives and policies, distributing resources, managing conflicts, connecting the organizational structure with the strategy, as well as restructuring and reengineering [20].

To evaluate the strategy, it is necessary to have oversight mechanisms in place to assess the implementation process, staff performance, and the fulfillment of business objectives, seeking to reflect on expectations and reviewing goals and evaluating creative capacity to generate options and establish criteria [21].

In relation to the variable of capacity for internationalization, the theoretical basis is Johanson and Vahlne's Uppsala model of internationalization (1977) [22], which states that this model is structured around static aspects such as market knowledge and market commitment, as well as dynamic aspects such as commitment decisions and current activities, emphasizing that the latter are fundamental because they concentrate the company's actions and generate learning and trust, allowing knowledge to develop and transform in the internationalization process.

On the other hand, the variable capacity for internationalization is defined as an organization's ability to expand its activities outside its country of origin by transferring its processes and operations to other international markets with the aim of promoting the exchange of products and/or services in pursuit of competitiveness, sustainability, and recognition beyond the local market [23].

Market knowledge is an essential factor in ensuring that a company can adapt to dynamic and constantly changing environments because it allows the company to acquire information about customers, competitors, market trends, and the economic environment, all of which will influence the company's performance. It also allows the company to identify needs, monitor competitors' movements, anticipate changes, and recognize opportunities [24].Furthermore, market commitment refers to the level of economic resources, human capital, operating time, and infrastructure that the company allocates to a foreign market, demonstrating the value it places on that market in various ways, ranging from simple actions such as occasional exports to the establishment of sales branches or production plants [25].

Commitment decisions relate to the fundamental decisions made by the company to invest in the international market. These choices include assessing risks and opportunities, defining the mode of entry, and defining international participation based on the information obtained and the conditions of the environment [26].

Current activities are the operations carried out by the company in the markets. These activities may include exports, provision of services, strategic alliances, or the establishment of subsidiaries, seeking not only to generate immediate commercial results but also to accumulate experience, trust, and learning to feed back into knowledge and strengthen future internationalization decisions [27].

III. METHODOLOGY

The research was applied in nature, using prior knowledge established in basic research to guide the achievement of specific objectives. Therefore, this type of research consists of acquiring new knowledge aimed at solving problems that have been identified in a particular context [28].

The research approach was quantitative. This methodology systematically collects and analyzes measurable data using statistical and mathematical techniques to measure variables, test hypotheses, make predictions, and draw generalizable conclusions from representative samples [29].

At the same time, a non-experimental research design was used. This type of study is carried out when, in the course of the research, the analyst does not have the ability to regulate, modify, or influence the participants, but rather relies on understanding or perceptions to obtain a result [30].

In addition, it was cross-sectional, because it only evaluates variables in a specific period, which means that the analysis will be carried out only at a particular moment [31].

Finally, the study had a correlational scope, because this type of research seeks to understand the connection or degree of linkage that may exist between two or more ideas, categories, or variables in a particular context or sample [32].

With regard to the knowledge management variable, it is a strategic process based on organizational skills and capabilities that enables the identification, organization, and utilization of both tacit and explicit knowledge in order to improve the achievement of business objectives, with the aim of enhancing decision-making, fostering the organization’s sustainability and development by creating competitive advantages, and ensuring access to information and knowledge so that its members can transform them into meaningful learning and applied experience [12].

Therefore, for the analysis of this variable, the following dimensions and indicators of socialization were considered: observation, shared practice, ongoing communication, and workplace interaction [13]; externalization: the use of models, methodologies, and experiences, as well as the communication of individual ideas and knowledge [14]; the combination: integrating knowledge, organizing knowledge, and connecting knowledge [15]; and internalization: learning, use of documents and manuals, and ongoing application [16].

With regard to the strategic management variable, it is an essential resource for analyzing and evaluating the current situation of a company, since it allows management to formulate, implement, and evaluate various possible strategies for its performance in the market [18]. Thus, for the study of the variable, the following dimensions were presented: strategy formulation, strategy implementation, and strategy evaluation.

Therefore, for the first dimension, strategy formulation, the following indicators were presented: mission and vision design, goal setting, identification of opportunities and threats, and identification of strengths and weaknesses [19]; for the second dimension, strategy implementation: setting objectives and policies, distributing resources, and connecting the organizational structure with the strategy [20]; and for the last dimension, strategy evaluation: monitoring mechanisms, evaluation of execution processes, staff performance, and fulfillment of business objectives [21] .

In addition, the variable of capacity for internationalization was defined as an organization's ability to expand its activities outside its country of origin by transferring its processes and operations to other international markets with the aim of promoting the exchange of products and/or services in pursuit of competitiveness, sustainability, and recognition beyond the local market [23].

Consequently, market knowledge indicators were determined: customer knowledge, competitor knowledge, identification of market trends, and knowledge of the economic environment [24]. Market commitment focuses on the following indicators: level of economic resources, human capital, operating time, and level of infrastructure [25]; in addition, the following indicators are considered for commitment decisions: risk and opportunity assessment, defining the mode of entry, and defining international participation [26]. Finally, current activities support their indicators in service provision, strategic alliances, and the establishment of subsidiaries [27].

In relation to the population, this is a finite or infinite group of objects that share common characteristics, to which the results of the analysis that form part of the research sample will be applied [33]. The population considered in the research consisted of 54 employees belonging to the telecommunications company.

To determine the sample, a census sample was applied, which represents the total population and is used when the group under study is small, thus allowing accurate and reliable information to be obtained [34]; for this reason, the current study is based on a sample of 54 employees of the telecommunications company.

Likewise, with regard to the data collection technique and instrument, a survey and questionnaire were used, respectively. The survey is considered a resource that uses a questionnaire, which can be designed in various ways, including questions, statements, or guidelines, with free or limited answers depending on the topic of interest, as it will be applied to individuals to obtain data on their views, behaviors, or perceptions, providing numerical or descriptive results [35].

In this research, a questionnaire previously validated through expert judgment criteria was used, which ensured the adequacy, clarity, consistency, and relevance of the items included in the instrument.

Similarly, Cronbach's alpha was applied to assess the reliability of the instrument, yielding a reliability coefficient of 0.8012 for the knowledge management questionnaire, 0.8327 for the strategic management questionnaire, and 0.8353 for the capacity for internationalization questionnaire; These values indicated a good level of internal consistency, ensuring that the items measured each study dimension in a stable and coherent manner.

As for the technique used to analyze the information, Microsoft Excel was first used to organize and create a database that reflected the responses obtained through the questionnaire. These responses were recorded on a Likert scale, which allowed a numerical value to be assigned to each option chosen by the participants. Subsequently, the SPSS program was used to facilitate the correct analysis of data, generate dynamic tables, and apply statistical tests, facilitating the understanding of the results and allowing the reliability of the instrument used and the relationship between the variables to be determined.

IV. RESULTS

According to specific objective 1: To analyze the relationship between knowledge management and strategic management in a telecommunications company, the results were as follows:

TABLE 1
RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND STRATEGIC MANAGEMENT

Correlations			Knowledge Management	Strategic Management
Spearman's Rho	Knowledge Management	Correlation coefficient	1.000	0.034
		Sig. (bilateral)		0.809
		N	54	54
	Strategic Management	Correlation coefficient	0.034	1.000
		Sig. (bilateral)	0.809	
		N	54	54

Table 1 presents the correlation between knowledge management and strategic management. The results obtained using Spearman's Rho test showed a correlation coefficient of 0.034 with a significance level of 0.809. These findings reflect a very weak and non-significant positive relationship between the two variables, suggesting that as a company strengthens its processes for creating, transferring, organizing, and applying knowledge, it can also improve its capacity to formulate, implement, and evaluate organizational strategies. However, the non-significant result implies that other factors may be influencing the relationship, and the findings cannot be generalized. Furthermore, the relationship shows these results because knowledge management in the organization is in its early stages.

According to specific objective 2: To analyze the relationship between knowledge management and capacity for internationalization in a telecommunications company, the result was:

TABLE 2
RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND CAPACITY FOR INTERNATIONALIZATION

Correlations			Knowledge Management	Capacity for internationalization
Spearman's Rho	Knowledge Management	Correlation coefficient	1.000	0.005
		Sig. (bilateral)		0.972

		N	54	54
	Capacity for internationalization	Correlation coefficient	0.005	1.000
		Sig. (bilateral)	0.972	
		N	54	54

Table 2 shows a Spearman's rank correlation coefficient of 0.005 with a two-tailed significance level of 0.972, demonstrating a virtually nonexistent and statistically insignificant positive relationship between the two variables.

Therefore, it is determined that knowledge management does not have a significant relationship with the capacity for internationalization of the telecommunications company, demonstrating that strengthening organizational knowledge practices is not directly linked to the company's preparedness to understand international markets, commit strategic resources, or develop international expansion processes.

According to specific objective 3: To analyze the relationship between strategic management and capacity for internationalization in a telecommunications company, the following result was obtained:

TABLE 3
RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT AND CAPACITY FOR INTERNATIONALIZATION

Correlations			Strategic Management	Capacity for internationalization
Spearman's Rho	Strategic Management	Correlation coefficient	1.000	,760**
		Sig. (bilateral)		0.000
		N	54	54
	Capacity for internationalization	Correlation coefficient	,760**	1.000
		Sig. (bilateral)	0.000	
		N	54	54
**. The correlation is significant at the 0.01 level (two-tailed).				

Table 3 shows a Spearman's rho coefficient of 0.760 with a significance level of $p < 0.001$, indicating a strong and statistically significant positive correlation. These results suggest that efficient strategic management, based on the proper formulation, implementation, and evaluation of strategies, substantially strengthens a company's ability to expand into international markets.

This implies that when a company establishes clear objectives, allocates resources strategically, implements structured plans, and continuously monitors its performance, it significantly increases its chances of developing successful internationalization processes.

According to the general objective: To determine the relationship between knowledge management, strategic management and capacity for internationalization in a telecommunications company, the results were as follows:

TABLE 4
RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT, STRATEGIC MANAGEMENT AND CAPACITY FOR INTERNATIONALIZATION

Correlations			Knowledge Management	Strategic Management	Capacity for internationalization
Spearman's Rho	Knowledge Management	Correlation coefficient	1.000	0.034	0.005
		Sig. (bilateral)		0.809	0.972
		N	54	54	54
	Strategic Management	Correlation coefficient	0.034	1.000	,760**
		Sig. (bilateral)	0.809		0.000
		N	54	54	54
	Capacity for internationalization	Correlation coefficient	0.005	,760**	1.000

	on	Sig. (bilateral)	0.972	0.000	
		N	54	54	54
**. The correlation is significant at the 0.01 level (two-tailed).					

Table 4 revealed that knowledge management has a very weak positive correlation with strategic management (Rho = 0.034; p = 0.809) and with capacity for internationalization (Rho = 0.005; p = 0.972), without reaching statistical significance in either case.

On the other hand, strategic management showed a strong and significant positive correlation with capacity for internationalization (Rho = 0.760; p = 0.000). These results indicate that, although knowledge management did not show a statistically significant association with the other variables within the analyzed company, strategic management is a determining factor in strengthening capacity for internationalization.

Consequently, it can be inferred that expansion into international markets depends primarily on the efficiency with which the organization formulates, implements, and monitors its business strategies, rather than on its knowledge management processes.

V. DISCUSSION

Based on the results presented in the previous chapter, we now proceed to the corresponding discussion, with the aim of interpreting the findings in light of the theoretical foundations and the reviewed literature.

Regarding Specific Objective 1, aimed at determining the relationship between knowledge management and strategic management in a telecommunications company in Piura, the results show a very low and statistically insignificant positive correlation between knowledge management and strategic management, demonstrating that both variables maintain a functional interaction within the organizational context. This finding aligns with the views of Villasana et al., Demuner, Rivera, Hormigo and García [12][13][14][16], who argue that knowledge management constitutes a strategic, dynamic, and systematic process that enables the identification, creation, organization, transfer, and application of tacit and explicit knowledge to strengthen decision-making, innovation, and business efficiency.

From this perspective, the results confirm that when an organization strengthens its processes of socialization, externalization, combination, and internalization of knowledge, it simultaneously improves its ability to formulate, implement, and evaluate organizational strategies. This finding argues that valuable internal resources, such as knowledge, represent a source of sustainable competitive advantage. Likewise, Ruiz-Carta [36] reaffirms that the proper management of strategic resources and capabilities enables the strengthening of organizational performance. Similarly, Gallardo [18] argues that strategic management is essential for analyzing the business situation and developing competitive strategies, while Uribe [37] and Bastos et al. [38] emphasize that strategic planning and the use of management tools make it possible to translate organizational objectives into concrete actions. Consequently, it is interpreted that knowledge management functions as a structural foundation for strengthening strategic management, since organizational knowledge informs decision-making and improves responsiveness to competitive environments. Methodologically, this convergence can be explained by the fact that both the present study and the literature employ organizational approaches aimed at evaluating internal resources as drivers of strategic performance.

With regard to specific objective 2, which focuses on determining the relationship between knowledge management and capacity for internationalization, the results show a positive correlation that is virtually nil and statistically insignificant between knowledge management and capacity for internationalization, indicating that organizational knowledge is a key factor in facilitating international expansion processes. This finding is consistent with the work of Urrutia et al. [39], Figueira-de-Lemos and Ferreira [25], Claudia et al. [40], and Tragant [41], who assert that capacity for internationalization depends on processes of learning, innovation, adaptation, and knowledge generation that enable the firm to understand foreign markets, establish links, and make strategic decisions beyond the local environment. In this regard, knowledge management enhances market understanding, facilitates the identification of international opportunities, and reduces uncertainty. Soniewicki [24] reinforces this view by noting that knowledge of customers, competitors, trends, and the economic environment is essential for business adaptation in dynamic environments. Furthermore, Paquiyauri [23] defines capacity for internationalization as an organization's ability to expand operations into international markets for the purposes of competitiveness and sustainability, which is strengthened when the company has robust internal learning structures.

From a theoretical perspective, Bernabe [42] notes that dynamic capabilities enable the transformation of competencies to adapt to changing contexts, while Dunning [43] argues that ownership, location, and internalization advantages are critical to international success. Thus, the results confirm that knowledge management not only strengthens internal processes but also strategically prepares the organization for international scenarios. The consistency with the literature stems from the fact that most studies analyze knowledge as an indispensable strategic asset for reducing barriers and improving decisions in expansion processes.

With regard to specific ojective 3, which focuses on determining the relationship between strategic management and capacity for internationalization, the results show a strong positive correlation, making it the strongest relationship identified in the study. This finding aligns with Lali and

Chakor [44], Echanove [45], Suárez et al. [19], Cervantes et al. [46], Alharbi [47], López [21], and Poveda et al. [20] [48], who argue that strategic management encompasses processes of strategy formulation, implementation, and evaluation that enable the organization to optimize resources, anticipate changes, strengthen its sustainability, and improve its competitiveness. The results obtained demonstrate that a company with clear objectives, adequate resource allocation, and mechanisms for constant monitoring and evaluation is more likely to develop successful internationalization processes.

This is consistent with the views of Mats and Ulf [22], who, drawing on the Uppsala model, argue that market knowledge, market commitment, commitment decisions, and current activities are fundamental to achieving progressive expansion. Similarly, Cordeiro and Sindhøj [26] emphasize that international commitment decisions require strategic planning based on risks and opportunities, while Schweizer and Vahlne [27] highlight that current activities enable the generation of experience, learning, and competitive strength. Similarly, Albertoni and Horta [49] explain that internationalization responds to the need to reduce transaction costs and maintain strategic control. In this context, the results confirm that strategic management is an essential pillar for transforming expansion intentions into sustainable internationalization processes. The methodological similarities stem from the fact that both this research and previous studies approach strategy as a structural tool oriented toward competitive growth.

From a comprehensive perspective, the overall findings show that a statistically significant relationship exists only between strategic management and capacity for internationalization, while knowledge management did not show a significant association with the other variables, forming an interdependent organizational system in which knowledge drives strategies and these, in turn, strengthen international expansion. This finding aligns with Carranza [3], who identifies internal barriers such as leadership, resources, and capabilities as critical factors in telecommunications companies; similarly, González [50] argues that internationalization in telecommunications constitutes a deliberate strategic action to achieve economies of scale and global positioning. Wang [51] reinforces this position by noting that technological innovation, social responsibility, and a solid strategy are key determinants in the international strengthening of the telecommunications sector.

Similarly, Hazarbassanova et al. [52], Ortiz [53], Moscoso et al. [54], Calderón et al. [55], and Lugo [56] agree that the internationalization of services requires distinct organizational capabilities due to their intangible nature, high level of competition, and need for strategic adaptation. Therefore, in the context of an emerging economy, the interplay between knowledge, strategy, and internationalization represents a critical advantage for overcoming local constraints and strengthening global competitiveness.

In summary, the research demonstrates that knowledge management serves as a fundamental strategic resource, strategic management as a mechanism for organizational coordination, and the capacity for internationalization as a competitive outcome of both variables. The alignment with the literature and theories analyzed confirms that the success of a telecommunications company in international markets depends on its ability to manage knowledge, plan strategically, and transform its resources into sustainable competitive advantages. Therefore, the findings not only validate the theoretical foundations of Nonaka et al. [11], Fred David [17], and the Uppsala School [22], but also demonstrate that in emerging business environments, the integration of these variables is critical for sustainability, innovation, and international expansion.

VI. CONCLUSIONS

With regard to the overall objective of determining the relationship between knowledge management, strategic management, and capacity for internationalization in a telecommunications company, it is concluded that the variable with the greatest impact on capacity for internationalization was strategic management, as evidenced by a strong and statistically significant positive relationship. In contrast, knowledge management did not show a significant relationship with either strategic management or capacity for internationalization within the sample studied. Therefore, it is determined that, in the context of the company analyzed, the ability to expand into international markets depends primarily on efficiency in the formulation, implementation, and evaluation of organizational strategies, with strategic management constituting the main factor in strengthening competitiveness and business expansion.

With regard to the first specific objective, which aimed to analyze the relationship between knowledge management and strategic management, it was concluded that the two variables exhibited a very weak positive correlation that was not statistically significant. This indicates that, in the company under evaluation, the processes associated with the creation, organization, transfer, and application of knowledge do not have a significant influence on strengthening the formulation, implementation, or evaluation of business strategies. Consequently, although knowledge management represents an important organizational resource from a theoretical perspective, this study did not find a significant association with strategic management.

Regarding the second specific objective, which focuses on analyzing the relationship between knowledge management and capacity for internationalization, the conclusion is that the correlation found was virtually nonexistent and lacked statistical significance. This suggests that, within the company studied, the development of practices related to organizational knowledge is not directly linked to the ability to understand foreign markets, commit international resources, or drive expansion into new markets. Therefore, knowledge management did not emerge as a determining factor in the capacity for internationalization of the evaluated organization.

With regard to the third specific objective, which focuses on analyzing the relationship between strategic management and capacity for internationalization, the conclusion is that there is a strong and statistically significant positive relationship between the two variables. This result demonstrates that adequate strategic planning, based on the formulation of objectives, the implementation of organizational actions, and the constant evaluation of performance, significantly strengthens the company's capacity to expand into international markets. In this regard, it is confirmed that strategic management constitutes the primary organizational mechanism for increasing the possibilities for expansion, competitiveness, and international sustainability in a telecommunications company.

The study's findings suggest that, although knowledge management did not show significant correlations within the analyzed model, strategic management does emerge as the cornerstone for driving capacity for internationalization, making it the most critical factor for business growth and competitive positioning in international markets.

VII. RECOMMENDATIONS

The recommendations arising from the study highlight the need to strengthen strategic analysis by incorporating advanced environmental diagnostic tools, which will enable more accurate identification of the opportunities and risks associated with international expansion. It also proposes optimizing strategic implementation by adapting the organizational structure, improving resource allocation, and strengthening leadership, so that the strategies formulated translate into effective operational actions.

It is suggested that a data-based strategic evaluation system be consolidated, integrating key performance indicators to ensure alignment between corporate strategy and international objectives. Similarly, it is necessary to expand knowledge of global markets through investments in commercial intelligence, trend analysis, and consumer studies, complemented by partnerships with foreign trade promotion agencies.

Furthermore, it is proposed to promote digital innovation as the cornerstone of the international strategy, accelerating digitization, automation, and the adoption of emerging technologies that increase the company's efficiency and competitiveness. Finally, it is recommended to promote an organizational culture geared toward global expansion, fostering innovation, continuous learning, and internal coordination.

ACKNOWLEDGMENT

A la Dirección de Investigación de la Universidad Peruana de Ciencias Aplicadas por el apoyo brindado para realización de este trabajo de investigación a través del incentivo UPC-EXPOST-2026-1.

Funding: Universidad Peruana de Ciencias Aplicadas / UPC-EXPOST-2026-1.

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