Research on the Structure Model of Competitive Technical Intelligence Cooperation Performance from Resource-Capacity Perspective

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ABSTRACT

On the basis of analyzing the status quo about Competitive Technical Intelligence (CTI) cooperation, from the resource-based theory, core capacity theory and dynamic capacity theory, analyzing the path to get advantage resource and strength the competition ability of R&D alliance, according to the CTI working process, in order to the information flow and value chain as the main line, CTI cooperation performance model from resource-capacity perspective is given, and dimensions of ascending ability and value creation of CTI cooperation performance are interpreted and analyzed.

KEYWORDS
Resource-Capacity Perspective, CTI, Intelligence Cooperation Performance, Structure Model.

INTRODUCTION

CTI cooperation performance is not only an important basis for measuring the success or failure of CTI work, but also to examine the effectiveness of information cooperation between the Union to carry out the reference standard. Focusing on the direct value and indirect value of CTI and the purpose and effectiveness of the cooperation activities of the alliance organizations, CTI cooperation performance is mainly reflected in the organizational management level of CTI cooperation activities and the ultimate value created by intelligence service.

Figure 1. CTI Collaborative Performance Generation Process from Resource Perspective
RESOURCE-CAPACITY PERSPECTIVE ON CTI COLLABORATIVE PERFORMANCE

Resource-based CTI cooperation process

The resource concept assumes that the firm can be seen as a collection of resource bundles that are heterogeneously distributed among firms, that businesses have valuable, scarce, immeasurable, irreplaceable resources that can be implemented by value. The creation strategy provides a sustainable competitive advantage for the enterprise, and when these resources are complementary to other related activity systems, their potential to create a sustainable competitive advantage is enhanced. The basic characteristic of the resource-based view is that the resource is the fundamental determinant of the performance of the enterprise. The different resource endowments often lead to the different product attributes of the enterprise, and then create different competitive advantages. The theory of resource dependence further points out that any organization cannot have all the necessary knowledge resources needed for its own development. If the organization wants to gain a sustained competitive advantage, it is necessary to rely on the organization's own scarce knowledge resources and to cooperate with the organization. External key knowledge resources. CTI cooperation process is the talent, capital, knowledge and technology and other resources integration process.

Competence of CTI Collaboration

Enterprises gain a competitive advantage, not only rely on their own resources, but also rely on the use of these resources. Enterprise core competence theory that the nature of the enterprise is a collection of capabilities, the accumulation, maintenance and use of core competence is the enterprise's long-term fundamental strategy, the dynamic ability is the ability of the existing elements of the reorganization, reconstruction and practice in the continuous formation. McKinsey & Company believes that once companies establish and form their own core competencies, companies will have a competitive advantage in the industry, so that by increasing the scale of the way to increase their income. CTI cooperation to some extent through the expansion and expansion of capacity, new cooperative relations affect CTI cooperation performance, cooperation ability is also profound (Helfat). Koen Heimeriks & Geert, Lambe, Spekman & Hunt et al. Analyzed the performance of the alliance from the theory of enterprise resource basic theory, evolutionary economics and dynamic capability, and proposed that the dynamic ability can be obtained through the complementary resources, heterogeneous resources and other intermediate variables. And indirectly affect the performance of strategic alliances. Teece, Pisano, Shuen (1997) argue that enterprises must always maintain a competitive advantage, they must have internal and external resources, effective coordination and configuration management, and rapid and flexible market response and product innovation.
RESOURCE-BASED ANALYSIS OF CTI COOPERATIVE PERFORMANCE

Ability to enhance the dimensions of cooperation performance

A). Information acquisition ability

Information collection is the first part of CTI's collaborative activities, which need to address what information is collected, where information is available, and what methods are available. The collection of information is generally divided into: to determine the objectives and requirements of the collection, the development of collection plans and programs, information collection and organization of information processing and finishing. To determine the objectives of the collection need to integrate the intention of senior managers, R & D alliance strategic objectives, the competitive environment and cooperation organizations, human, financial and technical conditions, the existing intelligence and unknown information comprehensive assessment, from the wide range of intelligence, Targeted and effective departure, clear collection requirements. Through the full mobilization of CTI network, select the source of information, do a good job of organizational division of labor or project management plan, access to information on the specific time, program, implementation, access to refinement. In summary, we propose R & D alliance CTI cooperation in the evaluation of information access capacity dimension:
① wide range of information sources, ② information collection fast, ③ information content quasi and ④ deep excavation of information.

B). Organizational learning ability

R&D alliance to carry out CTI cooperation process is to organize the process of knowledge management; competitive intelligence processing process is the organization of knowledge exchange, application and creation process. Competitive intelligence sharing is an important link between business alliance cooperation and learning. Members of the enterprises share their resources and learn the knowledge of other partners by forming allies. CTI cooperation in organizational learning ability evaluation is: ① individual learning ability, ② cooperative learning ability and ③ team learning ability.

C). Intelligence system function

Relative to the scientific and technological intelligence, CTI use value and service function is more obvious. The collection and analysis of patent information, the collection and delivery of information on the transfer of technical results, the research and development of new products and new technologies and the research on
competitive situation, the market demand research of products and technologies, the satisfaction survey of products, etc. are all CTI service contents. The CTI activities are not limited to R & D departments, in the merger and acquisition, strategic alliance, product - customer segmentation and other strategies for the development and implementation of the process need CTI experts involved. In summary, CTI cooperation in the evaluation of intelligence services are: ① intelligence service system, ② information push speed and ③ service quality assessment.

D). Technological innovation level

Enterprises to carry out the purpose of CTI is to enhance the market competitiveness of enterprises and strategic decision-making level, so R & D alliance to carry out CTI cooperation in the final goal is to enhance the level of scientific and technological innovation. Technological innovation refers to the ability of enterprises to rely on new technological innovation to promote the development of enterprises, that is, through the introduction or development of new technologies to enable enterprises to meet or create market demand, enhance the competitiveness of enterprises, to achieve the best economic and social benefits. The Technological innovation is often broken down into resource input and innovation capacity, and is further subdivided into five elements: innovation input, innovation management, research and development, product manufacturing and marketing. In summary, CTI cooperation in the evaluation of scientific and technological innovation are: ① science and technology project selection, ② innovative management ability and ③ research and development capabilities.

Value creation dimension of cooperative performance

A). Cost of information activities

Information transactions are activities between intelligence agencies in order to communicate with each other, to facilitate the exchange of ideas and information transmission to achieve complementarity, exchange of experience purposes. According to Williamson, transaction costs increase as transaction uncertainty, repetitive frequency of transactions, and asset specificity increase. According to the theory of transaction cost and the theory of organizational boundaries, R & D alliance CTI cooperation itself is to reduce the technical transaction costs and the formation of the alliance and cooperative organization model. CTI cooperation makes the information in a "semi-internal" state to carry out. CTI cooperation does not reduce the cost of searching for information costs, but also reduce the uncertainty caused by the delay, low credibility and low risk. In the process of intelligence gathering, whether through public or non-public, semi-public environment to obtain information, are implied in the exchange of information transactions, hidden in the interpersonal network of hidden knowledge, based on emotion, trust and the establishment of intelligence The shared value is not reflected in the general exchange. To sum up, CTI cooperation in the exchange of exchange value of the evaluation are: ① personnel training exchange investment, ② technology transfer transaction costs and ③ cooperation to maintain funding.

B). Information product value

CTI is an invisible knowledge and intellectual asset. The R&D alliance to carry out CTI cooperation, is based on a wide range of early access to information on the basis of professional and technical intelligence personnel to use their own expertise
and skills to learn the information, digestion, absorption, according to competitive intelligence planning and needs to develop a strategic strategy and support technology research and development of information. As CTI cooperation activities for the object and material is the information, processing information entirely rely on the knowledge, talent and wisdom, so CTI processing process is a complete knowledge creation process. The knowledge creation here includes knowledge learning, knowledge exchange, knowledge application and knowledge innovation process, that is, the knowledge management process of the acquired intelligence information in R&D alliance. To sum up, CTI cooperation in the evaluation of the value of information products are: ① the number of information products quality, ② the use of information products value and ③ economic value of information products.

C). Intelligence service effect

Decision-making is the enterprise in order to achieve a certain goal, focus on the future development, after a lot of information collected and scientific analysis of comparison, from the available options to select the best program process, and scientific decision-making cannot do without information support and protection The CTI is an important basis for scientific decision-making of enterprises, and the quality of CTI service determines the strategic decision-making and technology of enterprises. The CTI is an important basis for scientific decision-making. CTI is an important basis for scientific decision-making. Enterprises to engage in research and innovation, we must first grasp the development of the industry at home and abroad dynamic, so that on the one hand to avoid duplication of research, on the other hand can absorb other people's research results, so that they "stand on the shoulders of the giant" to ensure the development of product design Of the novelty and advanced technology, to achieve a multiplier effect. At present, the contradiction between the technology competition service and the enterprise technological innovation is that the service and technology innovation provided by the intelligence service organization are out of touch. The research on the information problem of the enterprise's technological innovation is mainly focused on the theory, macroscopic and qualitative research, The specific combination of information activities practice, in-depth specific to the micro-level and empirical research results are less; there is many of our CTI service agencies, the existence of small-scale information, update the cycle of long, less original content, low quality of information. To sum up, CTI cooperation in the evaluation of the effectiveness of intelligence services are: ① technical direction of choice, ② strategic decision-making planning and ③ R&D innovation depends on.

D). Product realization value

Intelligence is the commodity, competitive intelligence in its "information flow" in the transfer of "value chain" value. CTI has the characteristics of value-added, which in academia and the business community has been recognized, the direct expression of its value is for the enterprise to bring income and profit increase. Because the CTI value chain is intertwined with the enterprise value chain in the R&D enterprise value system, CTI achieves its value by providing support for enterprise strategic decision-making and R & D to achieve its value through the enterprise value chain. This continuity, orderly and systematic information flow, anytime, anywhere for the decision-makers to provide a variety of services to protect, thereby enhances the market competitiveness of enterprises, to achieve CTI intellectual value. After the Second World War, Japan through intelligence activities in the motorcycle, machinery, automobiles, steel, petrochemical, household electrical appliances and
other industrial fields to create a huge economic benefits. According to statistics, Japan through intelligence activities, in summary, CTI cooperation in the evaluation of market economic benefits are: ① information products into the transformation, ② product market development and ③ corporate profits growth.

SUMMARY

R&D alliance to carry out CTI cooperation can effectively avoid risks, reduce R&D costs, and enhance scientific and technological innovation and strategic decision-making capacity, thereby enhancing the alliance members of the competitive advantage, access to economic interests, from the role of competitive intelligence function and economic value, value creation. In accordance with the "value chain" process, from the information exchange, knowledge creation, service effects and market profits on the value creation Dimension to measure. CTI cooperation process is the process of capacity growth, but also the process of value creation, the two complement each other.

REFERENCES