Knowledge Management Strategy in Learning Organization
—A Case of E-commerce
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Keywords: Knowledge management, Learning organization, E-commerce

Abstract. Due to the knowledge economy is growing so rapidly, the management of the enterprise is also undergoing tremendous changes. Therefore knowledge management is created. As a learning organization to achieve organizational knowledge management is the most effective form of organization, it is bound to become Knowledge Management’s key and core to create a learning organization. A perfect knowledge management chain benefits the knowledge selection, sorting, innovation and the knowledge bank. In this article, strategies of knowledge management for e-commerce were studied in the perspective of knowledge management and learning organization.

Introduction

At present, knowledge has become a way to promote their core competitiveness. Enhancing their knowledge management capabilities and building a learning organization have become the two major themes of modern enterprise management. In the new era, our main goal is to build a moderately prosperous society. Under such a background, companies have the unprecedented responsibilities and missions. It must be answered that how to obtain sustainable advantages and give full play to the important role. This study is in line with historical trends to study the construction of enterprise learning organization, and improve enterprise management innovation and development capacity from the perspective of knowledge management.

In the era of knowledge economy, more enterprises realize: Effective knowledge management and ability to learn quickly are the important means to obtain sustainable competitive advantages. Relationship between knowledge management and organizational learning arouses widespread attention, but scholars nearly study how they connect. Factors of knowledge management strategies can be helped for enterprises to correctly identify the nature of knowledge management and accurately choose strategies. Based on the perspective of organizational learning, this paper proposes factors of knowledge management strategy, establishes conceptual models and enriches the theory of knowledge management, knowledge management related practices.

Knowledge Management and Knowledge Management Strategies

Yogesh Malhotra (1996) [1] considers that "Knowledge management is highly non-continuity and unpredictable nonlinearity of the external environment for organizations. It is a comprehensive measure to meet the enterprise's adaptability, survival and core competitive advantage. In essence, knowledge management is present in the entire dynamic process within the organization and outside, and combines the ability of information technology with the ability of human to innovate." Zhigang Li said that competition among enterprises is no longer a competition between products, but competition between knowledge in the era of knowledge economy, which were written in his book "The principle technology, application of knowledge management".

People understand knowledge management in the different perspective, so proposed concept is also quite different. But we can draw some conclusions:

1) The ultimate goal of knowledge management is to improve organizations’ performance. In this process, the enterprises should build their core competitiveness and inventiveness.
2) In any case, the key element of knowledge management implementation is human beings, and the key content is knowledge.

3) The process of knowledge management activities is knowledge chain.

4) The main way of implementing knowledge management is information technology.

Knowledge management is an asset of organizations, which can create values. According to the scientific knowledge management strategies, we can successfully implement knowledge management. In a certain sense, its essence is to understand, fully develop and use internal knowledge resources, which are difficult to replicate, then it can form the core competitiveness of enterprises. From the perspective of foreign research, most researchers focus on knowledge management strategies in the process of knowledge management.

Domestic scholars learn, absorb and develop related foreign researches, and creatively put forward insightful strategies of knowledge management. Standing by the management's point of view, they think that the company should put human resources, finance, and materials into the comprehensive competitiveness of enterprises, grasp the changes in the market, and seize the opportunity in changes.

Learning and Learning Organizations

When AECA (American Economic Cooperation Administration) was founded, H. Simon (1953) first mentioned the word "learning". He noted that the government restructuring might reflect the process of learning. E. Cangelosi and W. Dill (1965) regard the meaning of organizational learning as that organizational learning is to promote the long-term effectiveness and to response to environmental change practice among its fundamental beliefs, attitudes, behavior and structural arrangements. Peter Senge (1990) wrote the book "The Fifth Discipline—The Art and Practice of Learning Organizations", which has made a breakthrough. He believes that the source of organizations' competitive advantages is "the ability to learn faster than the completers." For now, due to poor learning ability, the ability of many enterprises to respond to competition is relatively slow when facing the opportunities and threats. Argyris (1978) thought that organizational learning is to reduce organizational inertia defensive behavior, and he raised two learning methods, single-loop learning and double-loop learning. Later, according to the methods, scholars did more researches and had a breakthrough.

In view of foreign research, Peter Senge believes that learning organization can set up an organic, highly flexible, sustainable organizations by creating learning atmosphere and displaying creative thinking ability of staff. Therefore, learning organization can give full play to creative thinking ability through a certain structure, strategy, culture and organizational learning atmosphere. In view of domestic research, some scholars believe that the so-called learning organization is organizations, which has high degree of integration and is in line with human nature by give full play to the ability of creative thinking. Learning organizations are based on the common goal of the organization, set up the advanced concept of learning, establish long-term mechanism, and create organizational learning atmosphere.

Knowledge Management in E-commerce Enterprises

Knowledge management and learning organization

Knowledge management can realize functional coupling and positive interaction in the enterprises. At the same time, by introducing the concept of organizational learning and effective knowledge management practices, it will help to generate unique core organizational knowledge and enhance their core competitiveness.

(1) As part of the social system, organizations must actively conduct a comprehensive analysis about the internal and external environment, in order to maintain a good and rapid development. Through analyzing the problems and improving the ability to respond, the enterprises can make the right choice.
(2) After acquiring new knowledge, organizations can realize classification and communication in different organizational levels. The knowledge can be used directly in activities. Organizational learning ensures that activities of using knowledge can be in an orderly manner.

(3) Through organizational learning and knowledge chain processes, knowledge can be stored. When the stored knowledge is more and more, it gradually is formed the organizational knowledge base.

(4) Organizational learning and knowledge chain management of learning organization are not a one-way process. It can form new organizational knowledge base updated by the process.

(5) Complete knowledge management chain can ensure the organization knowledge base and facilitate members of the organization to learn and use. By sharing knowledge with tissue members, comprehensive, rapid and high quality knowledge can solve many problems.

In the process of checking and updating the knowledge, the knowledge management chain directly reflects the dynamic transfer of knowledge management. Learning organization ensures the transfer of knowledge at different levels of organizational learning system. It reflects the strong interaction and ensures internal flow and circulation, which realizes the value of intellectual capital and improves organizational knowledge innovation capacity. It enhances the core competitiveness, offers inexhaustible power, and ultimately realizes the sustainable development of the organization.

Organizational learning and knowledge management strategies

From the perspective of policy research, knowledge resources are different from the general nature of the resources and it is difficult to follow based on the theory of enterprise resource. Therefore, enterprises are able to achieve long-term competitive advantages. At the same time, because the knowledge resources have a high degree of complexity, a lot of enterprises cannot fully play the role of knowledge. It is one of the main reasons to preclude the knowledge management strategies, which can take for their own development organization. In the classification of knowledge, we have explored the knowledge into explicit and tacit knowledge.

In the current study, there are no consistent knowledge management strategy. Here we have the factors knowledge management strategies.

(1) Officers factor on knowledge management strategies has a positive impact. The larger the stock of knowledge of employees, the higher degree of common vision employee has. This is the foundation to build a high level of knowledge management strategies.

(2) Organizational factors on knowledge management strategies have a positive impact. These factors include the rigor of organization structure, the standardization of the organizational system and the rationality of organizational culture.

(3) Technical factors on knowledge management strategies have a positive impact. IT capability, IT systems, different ways of information technology and information technology application level will produce positive effects.

Knowledge management strategies in E-commerce enterprises

E-commerce refers to the dynamic commercial activity on the Internet. Narrow E-commerce is also known as electronic trading, mainly referring to the use of means of communication on the Internet. Generalized e-commerce is also known as electronic commerce, it is means full commercial activities including electronic transactions.

Through analyzing knowledge management and learning organizations, combined with the impact factors of knowledge management strategies and the characteristics of e-commerce, knowledge management strategies are proposed:

(1) Adding knowledge flows into enterprise value service

Value flow of e-commerce companies mainly consists of five parts—the flow of people, logistics, capital flow, information flow and business flow. But the value of knowledge flows mainly provides services by value flow. Therefore, only companies firstly understand the basic business processes, critical business processes and involved knowledge in the process, then they can give full play to the flow of knowledge in the enterprise value services.
(2) Building knowledge management-based organizational structure
In order to meet the needs of knowledge management, enterprises need to establish a new organizational structure, knowledge management structure. In the new organizational structure, it is necessary to set up a dedicated knowledge management system, emphasize the relationship between knowledge management systems and enterprise business systems, and combine management technology innovation and knowledge management activities. As e-commerce companies cannot avoid the need to deal with multiple business information, data acquisition, processing and storage, we should have a correct understanding on the point of data collection.

(3) Constructing external knowledge network
The establishment of an open knowledge base is a prerequisite to exchanging and sharing of knowledge. By the use of Internet technology, knowledge of enterprise can be shared among internal staff and external customers. Development of the internal network provides a solid foundation to the exchanging and sharing of knowledge. Intranet is the use of technology to achieve effective communication mechanism and the sharing of information and knowledge. Network provides a good communication channel between organizations, suppliers and customers. Its main purpose is to improve enterprise efficiency and respond to market changes.

(4) Building knowledge management-based corporate culture
Knowledge-management enterprise needs a new corporate culture. In the knowledge-based enterprises, the knowledge and skills of employees and organization are the basis of sustainable development. This ability is a skill that enterprise learns, creates and shares. Therefore, the core of knowledge management is to construct a people-oriented corporate culture.

E-commerce businesses should take more effort in the creation of knowledge-sharing corporate culture. Only the formation of such a corporate culture can make the entire e-commerce industry better. At the same time, knowledge management should be coordinated with key business processes to ensure that enterprises are better able to grasp the overall system level. Making full use of the knowledge system and technology can realize the seamless link of knowledge and business process.

Summary
As mature of modern society and extensive application of network technology, e-commerce’ cooperation with customers and suppliers continue to deepen. The information system building, business processes and customer relationship management of the system structure rely on knowledge management strategies and determine the e-commerce’s competitiveness in the market. In summary, knowledge management is conducive to the continuation and development of enterprises. In order to achieve the orderly management of knowledge resources, it needs to build a knowledge management system, establish efficient electronic collaboration environment, and enhance the quality of skills to work together. It also builds corporate culture to promote knowledge sharing and makes a comprehensive understanding of customer needs, thus it can improve core competitiveness.

References