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The virtual alliance knowledge sharing model and selection strategy

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Abstract

The Knowledge sharing among virtual alliance members is intended to avoid repetitive investment in knowledge innovation and waste of knowledge resources, so as to get a higher starting point in knowledge innovation, thus improving the efficiency of organizational knowledge innovation. On the basis of analyzing knowledge sharing conditions in virtual alliance activities, this paper expounds symbiosis of alliance member of virtual enterprises and knowledge sharing levels. Knowledge sharing is further divided into four knowledge sharing models according to knowledge sharing types, flow directions and relations between alliance members. Moreover, a questionnaire survey is made to investigate the four knowledge sharing models and knowledge sharing activities of alliance members, to provide decision-making support to alliance enterprises to develop applicable solutions for knowledge sharing, and offer theoretical guidance to alliance organizers to develop management and control strategies.

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1. Introduction

Virtual alliance refers to cooperative relations between two or more enterprises established in the Internet world to make their respective advantages complementary to each other, jointly develop market and share both interests and risks so as to achieve some strategic objectives. Virtual alliance mainly includes product-based alliance and knowledge-based alliance. In this paper, knowledge-based alliance is taken as the research object.

In the virtual environment, the virtual alliance is mainly through knowledge acquisition, knowledge application and knowledge sharing to realize the reorganization and optimization of products, technology, customer, logistics etc. Knowledge reflects its value in the dissemination and sharing, for the virtual alliance,

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only by working on the sharing of knowledge can scattered knowledge resources integrate into a powerful force for knowledge, put knowledge into knowledge assets of value creation, and thereby improve the adaptability of the market and the innovation ability of knowledge. Therefore, study of virtual alliance business activities in knowledge sharing mechanism, is helpful to improve the knowledge utilization rate, reduce the duplication and improve risk prevention ability of enterprises, and can also enable the alliance members to exchange knowledge, the knowledge better spread to the alliance with more experience and method from individual experience to realize the organization's knowledge value-added.

2. Condition Analysis of Knowledge Sharing between Virtual alliance Members

Knowledge shared by alliance member of virtual enterprises is explicit knowledge. Compared with tacit knowledge sharing, explicit knowledge sharing is much more hard, as explicit knowledge sharing is more complex in knowledge sharing modes, partner selection, trust and other aspects. That is because virtual alliance is mostly temporary alliance built in some independent business processes or by partner enterprises. Each partner contributes their own ability and knowledge respectively for the alliance in the domain of design, manufacture, logistics, distribute and so on, and joins up to realize the knowledge sharing of skill and the cost sharing. Namely the knowledge sharing among the partners usually conducted by the network structure, and often embedded in a certain social relations network, but the social relation network affect the activity of knowledge sharing by the embedded relation and the embedded framework. Alliance knowledge sharing is the flow of knowledge among the members of the enterprise in a specific network environment. It is not just a simple distribution of information, but a knowledge reconstruction of the information.

Knowledge sharing among alliance member of virtual enterprises is concerned with the communication network, but is believed to be another thing. Knowledge sharing bears some relationships with information dissemination, but differs from information dissemination. Unlike daily necessities which can be transmitted freely, the knowledge is closely linked with the knowledge subject. To sharing knowledge from other main knowledge subject, we need to reconstruct the action, and the E-commerce partners have to create certain conditions for sharing knowledge. One knowledge subject want to share knowledge from another knowledge subject, the basic conditions are [1]: first, the knowledge subject who participate in knowledge sharing will be responded; Second, there are at least two knowledge subjects have relationship between each other including the first side of provider and the second side of receiver. Third, the first knowledge subject should consciously or unconsciously and voluntarily convey its knowledge by some form or other forms (including action, speech, writing, etc), soon deliver knowledge externally (explicit knowledge) replace subjectively (tacit knowledge). Fourth, the second knowledge subject should be conscious of the objective knowledge (explicit knowledge) and understand them through imitating, listening, reading, etc. So the second knowledge subject could transform the receivable objective knowledge into their own subjective knowledge.

3. Alliance member relationship and knowledge sharing level

In essence the process of research knowledge sharing is studying the cooperative process of partner. The partners in the virtual alliance service include suppliers, agents, sellers, logistics, customers, E-commerce application service provider and so on. They are not only the subject of knowledge sharing, but also the subject of knowledge issuer. The subject of knowledge sharing unnecessarily shares the whole knowledge which is issued by the subject of knowledge issuer, and the subject of knowledge issuer unnecessarily allow all the subject of knowledge sharing to share the whole knowledge. Because there are many factors such as the business frequency, the corporate credit and commercial secrets, the time of cooperation, the extent of relationship and so on decide the different symbiosis between the different enterprises in the virtual alliance.

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