

Summary of Knowledge Management of Chinese Enterprises

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Abstract

Enterprise knowledge management began to enter the stage of rapid development in the late 20th century, This review is based on foreign research on enterprise knowledge management, The research on enterprise knowledge management is systematically reviewed in China, first, This paper summarizes the current researchers' interpretation of the connotation of enterprise knowledge management, Then, the comprehensive study of the constituent elements and management process of enterprise knowledge management, at the same time, Combined with the current development status of Chinese enterprises in enterprise knowledge management, Summarize the achievements of Tsingtao Beer in knowledge management, And the objective analysis of the deficiencies in the current enterprise management, In order to provide a theoretical basis for enterprise knowledge management.

Keywords

Knowledge Management; Management Process; Tsingtao Beer.

1. Introduction

Since 1999, the research of knowledge management in China has also appeared an upsurge, and a lot of theoretical research and applied research work have been carried out. The theoretical research in this field tends to integrate different positions and connect the internal logic of knowledge management. The book of Knowledge Management, written by Professor Qiu Junping and others, is a typical example. This excellent book attempts to integrate, systematize, and theorize different perspectives. It provides a framework for integrating different perspectives across the entire field of knowledge management.

2. The Connotation of Enterprise Knowledge Management

Most Chinese scholars believe that knowledge management is an organizational behavior and an important part of enterprise management and operation. It means that enterprises make full use of modern information technology, develop a quantifiable and qualitative knowledge system in the organization, develop the learning potential of human resources, establish an appropriate organizational mode, promote the process of enterprise modernization, and improve the core competitiveness and economic benefits of enterprises. Enterprise knowledge management helps enterprises to make the right decisions to adapt to market changes. Through the organic combination of process ability, enterprise knowledge management creates value-added information technology knowledge and human innovation ability for enterprises. In the complex definition of knowledge management, it is of great significance for enterprises to confirm and position the connotation of enterprise knowledge management and strive to establish the enterprise knowledge management system.

On the path of enterprise knowledge management, to build standardized and practical enterprise knowledge management system, on the enterprise knowledge management, to strengthen human resource management and development, speed up the initial accumulation

of knowledge capital, give full play to the external conditions of knowledge management, vigorously develop enterprise knowledge management needs information technology, build enterprise knowledge management strategic support and organization operation support.

3. Enterprise Knowledge Management Model Elements

In particular, the components of the business science model.

(1) Basic basic theory. Up to now, a lot of scholars have supported the so-called basic element theory in the field of the constituent elements of enterprise knowledge management. The content of the basic element theory includes many aspects, such as the initial three elements of enterprise knowledge management, and the six elements of enterprise knowledge management in the later stage. For some support of the three elements of researchers, they believe that the basic elements of enterprise knowledge management mainly from the enterprise culture, research technology and knowledge system, the other part of the support of the three elements of researchers think that human resources, organizational management and development strategy is the enterprise in the knowledge management is the most important and the most basic elements. For a short time after that, The theory of the four elements of enterprise knowledge management has emerged, Researchers who support these theories argue that, The most important elements of the management system are nothing more than corporate culture, human resources, organizational management, and research and development technology, This view is a systematic integration of the two views of the three elements, Some Chinese scholars also believe that, When enterprises build a knowledge management system, Have to consider the corporate culture, organizational management, business processes, and research and development technology, Therefore, they believe that these four elements are only the basic components of the enterprise management system, On this basis, Some scholars have proposed the so-called five-element theory, They believe that, In addition to the human resources, organizational management, research and development technology, and corporate culture mentioned in previous research theories, The foreign cooperation of enterprises also needs to be incorporated into the enterprise knowledge management system. Some Chinese researchers have interpreted the components of the management system from another perspective. They believe that the knowledge system, human resources, knowledge chain, research and development technology and the environment of the enterprise are the five elements that constitute the enterprise knowledge management system. In addition, some scientists, on the basis of their predecessors, have also included the enterprise assessment system into the basic elements of the enterprise knowledge management system, making the enterprise knowledge management system more comprehensive.

(2) Process theory, hierarchy theory, etc. The components of enterprise knowledge management model as a set of knowledge collection, coding, accumulation, storage, transfer, communication and innovation process, is considered that enterprise knowledge growth is to be realized. Peng LAN and others scientists, strategy and planning, organization and system, technology platform are components of enterprise knowledge management mode, which can be divided into nine specific elements. Gui Zhong and Jiang Mingming, strategy, development and operation are the important components of the knowledge management of contemporary enterprises. Later, some researchers proposed based on different levels of corporate knowledge management that corporate culture atmosphere, organizational structure, management system and system platform system belong to the four basic aspects that must be considered when contemporary large enterprises carry out knowledge management work.

4. The Process of Enterprise Knowledge Management

The process of knowledge management is the development process of knowledge capital, including several interrelated and various specific implementation forms. According to the Bukowitz and Williams knowledge management framework, part of the scholars in the field of enterprise knowledge management research for many years deep enterprise knowledge management knowledge should include the following aspects: knowledge database, relationship transfer chain, knowledge management, knowledge cognition and knowledge dissemination, information technology, communication infrastructure, environmental responsiveness, organizational intelligence and external resources, etc. Based, on the current domestic scholars systematically combining external and internal knowledge management, and the enterprise knowledge management process is divided into seven stages:

The first stage is the acquisition of knowledge. Before undertaking knowledge management, enterprises must obtain downstream customers as comprehensively as possible. For this stage, the knowledge to manage mainly includes explicit knowledge and implicit knowledge. The so-called explicit knowledge refers to the obvious knowledge that can be expressed in words and numbers and shared and communicated through contemporary big data; On the other hand, implicit knowledge, contrary to explicit knowledge, refers to the knowledge that cannot be clearly displayed through words and numbers. This kind of knowledge is often hidden in the customer's brain, we cannot objectively and accurately find and judge it, because it usually has a high degree of subjectivity, personalization and fuzzy characteristics, therefore, for this kind of invisible knowledge, enterprises often cannot obtain through technical means, in this case, it requires enterprises through a certain way to downstream customers have implicit knowledge into explicit knowledge can identify and judgment. Companies can design some execution program processes to capture the most authentic ideas in the downstream customers' brains, while encouraging them to continuously output their tacit knowledge. These processes can be visiting customers, building groups with customers, inviting important customers to experience the products and services sold by the company, and setting up expert groups to conduct comprehensive and detailed communication with customers.

The second stage is the use of knowledge. For enterprises, after acquiring the explicit knowledge and invisible knowledge of downstream customers, it is necessary to integrate the acquired knowledge that can be clearly judged through some innovative technologies. In the practical application process, this step is also called the invisible knowledge explicit. In this stage, enterprises can adopt encoding and classification to improve the integration efficiency of the information stored in different locations. In the digital age, businesses will rely more on the help of digital workplaces. Then, companies can create opportunities to organize enough employees to conduct brainstorming activities to demonstrate, think, discover, and record the innovative ideas represented by downstream customer behavior.

The third stage is to learn knowledge. By creating organizational memories, companies can understand successes (best practices) and failures (lessons learned). This is the stage of creating a competitive advantage and the transition from original to new ideas. In the actual execution process, the enterprise can through in a special time called employees or industry experts on enterprise knowledge training, at this time, the enterprise employees can take this opportunity to learn excellent employees and industry experts, and through some specific examples of reflection, so as to learn how to explicit knowledge stealth, this process is often able to discover and integrate invisible knowledge to provide important inspiration and help.

The fourth stage is to contribute knowledge, which is also known as the sharing and use of the knowledge acquired and learned within the enterprise. It is worth noting that the knowledge that can be shared and used in this stage must be the knowledge of real value to the enterprise and its employees. Through communication and sharing, employees can provide ideas of

knowledge for enterprise construction database and rich content, is everyone valuable knowledge can systematization, the knowledge database, is the subsequent enterprise to downstream customer behavior is the most useful basis, the knowledge database for the enterprise product service decisions and even strategic useful premise.

The fifth stage is the knowledge evaluation, which is the so-called enterprise evaluation process of the company's knowledge capital. This phase is about how organizations can easily and flexibly translate their knowledge into valuable products and services to serve their customers. Given the changing market environment, companies should expand their existing intellectual capital according to future knowledge requirements. The Company should also evaluate and determine new forms of capital, including human capital, namely capacity, i. e., client capital, i. e., customer relations, organizational capital, i. e., databases, business processes, infrastructure, value and culture, and intellectual capital, namely, the relationship between human and client and organizational capital.

The sixth stage is the construction and maintenance of knowledge. Companies must ensure that future knowledge capital will keep the organisation competitive. The key is to determine the "right" knowledge to meet the market demand, seize opportunities, and improve competitiveness. Companies can interact with customers in real time through the website and receive timely feedback. For growing knowledge, such as trends in customer preferences in the market, companies should increase their share of their resource locations and guide these resources in parallel in order to maximize the potential value of such knowledge.

The seventh stage is to strip away the knowledge, where companies should timely strip away the knowledge that will not create value for the companies in the future or that will not satisfy the needs of downstream consumers. For example, in the process of enterprise production management, will inevitably produce some have no important value for the customer goods or services, such products and services tend to reduce the downstream consumers to the enterprise satisfaction, consumers will reduce the enterprise, therefore, for long-term development, enterprises should be in the process of the enterprise knowledge management, cancel the inferior knowledge and products, so as to keep the core competitiveness and maintain the downstream customer viscosity.

In general, the seven stages in the process of enterprise knowledge management can be divided into two components. Among them, the first part is the integration process of external knowledge, which process includes knowledge acquisition, knowledge application, knowledge learning and knowledge sharing and exchange. The other component is mainly the process of combining the knowledge integration with the long-term development strategy within the enterprise, which mainly includes the assessment, maintenance and deletion of the knowledge.

5. The Practice of Knowledge Management in Chinese Enterprises

At present, the best enterprise in enterprise knowledge management is Tsingtao Beer. As a large international beer production and retail enterprise, it spent a large cost to establish a integrated company headquarters and most of the manufacturing workshop knowledge system platform, this process took two years, in China has dramatic response and milestone, within the enterprise, the knowledge system platform for a large number of employees proposed support, after set up a knowledge platform, more and more employees working mode and ideas are greatly optimization and promotion, company employees recognition of the platform is more and more strong. At the same time, the knowledge platform set up by Tsingtao Beer makes the enterprise culture of Tsingtao Beer enterprises increasingly strong. It is understood that the knowledge platform system of Tsingtao Beer has built more than 30 knowledge management channels and 14 main roads for knowledge management. Up to now, the platform of Tsingtao Beer has dealt with hundreds of knowledge sequences outside.

Since put forward the knowledge management slogan, Qingdao beer company the knowledge management platform system not only provides the enterprise employees with learning, communication, practical knowledge opportunities and channels, to reduce enterprise management costs, promote the enthusiasm of employees work and learning and improve the purpose of work efficiency, and the globalization strategy of Qingdao beer has created a remarkable effect.

6. Problems Existing in Enterprise Knowledge Management

Since the end of the 20th century, the research and development of domestic enterprise knowledge management in China has entered a rapid stage. Both academic field, or the major enterprise institutions, to strengthen the importance of enterprise knowledge management, more and more enterprises gradually build internal knowledge management system and platform, but, for now, the key to building knowledge management platform is not only information technology, but also with enterprise management, business model, organizational structure and external environment, so the enterprise knowledge management is a very complex system technology.

In general, enterprises have the following main problems and difficulties in implementing knowledge management. Rapid success and immediate benefits are often considered in implementing knowledge management. Knowledge management is a complex dynamic process, together with enterprise strategy, enterprise information, corporate culture,, business processes and human resources. In the specific implementation process, the interests of different groups within the company. Therefore, the life cycle of knowledge management systems is longer than that of general information systems (such as ERP). Therefore, the impact of enterprise knowledge management system on enterprise profitability is relatively slow.

At the organizational culture level, knowledge exchange is not unhealthy. With the development of knowledge economy, knowledge management has entered China since 1998. It is only more than ten years old. It should be said that most domestic enterprises have not yet established a corporate culture suitable for knowledge management. Traditional concepts, such as "church apprentice, hungry master" and "let go", in Chinese enterprises, especially small and medium-sized enterprises, there are widespread phenomena that it is difficult to transform personal knowledge into organizational knowledge and implicit knowledge into explicit knowledge. At the same time, the kind of incentive mechanism of knowledge exchange and remuneration is not perfect, knowledge exporter of material and spiritual balance does not exist, some experienced old employees and managers tend to "hold" -- "monopoly knowledge, consolidate jobs, have an advantage", for large multinational companies, mergers and acquisitions and localization strategy must also overcome the enterprise culture "acclimatization" phenomenon and knowledge loss caused by the cultural conflict.

7. Conclusion

Enterprise knowledge management is a set of enterprise culture, organizational structure, business process, human resources, external environment and other factors in a complex process, in the practical process, the enterprise in the knowledge management, should be closely combined with the current business and strategy, so as to enhance the core competitiveness of the enterprise.

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