The Study of CKM in E-Business Enterprise Based on Lead User

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Abstract. E-Business is changing the traditional business model which takes the Internet as main carrier. Simultaneously, the knowledge becomes the essential factor to enterprise productivity in the new E-Business pattern, the enterprise struggles the superiority development to competitive advantage based on the knowledge. on the base of correlation theories review, This paper analyze the handicap existed in customer knowledge management, make full use of virtual enterprise of the brand-new type enterprise operation mode, and construct virtual enterprise based on lead user ,and then put forward the integration innovation operation mode and measures to resolve enterprise customer knowledge management problem based on E-Business. This pattern may help the enterprise to be quicker, grasp the market opportunity accurately, improve the product and the service unceasingly, enhance enterprise’s core competitiveness which might provide reference for research and practice work in relevant fields.

Introduction

With the elevation of knowledge economy and E-Business development, E-Business change the traditional commercial operation pattern rapidly which takes the Internet as main carrier. Today, market competition become intense day by day. If the enterprise carry on effective recognition, collection, utilization and management of customer knowledge, respond the customer request and expectation promptly, grasp customer request tendency, strengthens contact with customer, manage and excavate customer resources effectively, it will be in an impregnable position in the competition.

For getting future competition advantage, the enterprise adopts the information technology to transform traditional business way positively, and has the step to implement E-Business. During this process, the function of knowledge management gradually comes out. How to acquire knowledge is the most important stage in the knowledge management, which is the premise of knowledge shift and application. The E-Business enterprise main depend information technology to get knowledge, but this way would cause enterprise neglect society characteristic of knowledge management. With the customer demand tends to personalization, diversification .the factor, which affects customer demand, increase day by day. That causes E-Business enterprise to grasp customer demand difficulty with accuracty. Difficulty brought for the enterprise customer knowledge management, thus that needs to be resolved.

Significance of Implementing CKM in E-Commerce Enterprise

The key to enterprise survival and the development is the effective establishment and maintenance of circulation's knowledge flow highly in the era of knowledge economy. Taking rapid, nonlinear and discontinuous change as the new E-Business environment characteristic, which constituted the new challenge simultaneously to knowledge management implementation. E-Business makes full use of the Internet advantage that is quick and versatile, which also has provided the information fountainhead for enterprise's knowledge management. Knowledge management is strengthened management to valuable information, namely knowledge, including knowledge recognition, gain, decomposition, storage, transmission, sharing, value judgment and protection as well as knowledge capitalization and production. During the implementation process, if enterprise cannot integrate the
knowledge management idea, discover effectively, organize and use knowledge, would cause the very high failure rate.

Making for Enhancing the Core Competitiveness in the E-Business Enterprise

The value of customer knowledge realized through the enterprise ability, this kind of ability possibly is choosing customer ability, is also possibly ability which coordinates with the customer effectively. Customer knowledge management can make enterprise establish advantage in the customer relations aspect, and which is not easily imitated by the competitor. Moreover it may test whether different factor can meet consumer need, whether the target market located is accurate and so on. Through the real-time information analysis in database, it may select appropriate opportunity momentarily for the marketing activity according to need, to achieve anticipated target. Sales status forecasted perfectly, product stock managed effectively, enterprise new product development advanced and service improved, enterprise's innovation guaranteed continually, through knowledge management.

Making for Speeding Up the Response Ability of E-Business Enterprise

Today, facing globalization competition, market meager profit and so on a series of new tide challenge. Objectively, the E-Business enterprise requests to seek for the new method, understood the customer, the market, the competitor, enhances the science and technology application in the product, enhances the value of enterprise intelligence property. Through knowledge management, the enterprise may discover effectively, organize and use knowledge, which enhance enterprise's technological innovation, response ability, production efficiency and the skill quality, knowledge management would become the safeguard to enterprise success[1]. Customer knowledge management can help the enterprise to transmit continual and unified value in the customer service process, enables the enterprise to have keener customer response ability, and thus promotes customer loyalty. In customer management, due to difference individuality ability existed in person, and different in each department's goal, the deviation comes apart in customer service process, therefore it would have a set of system to collect and accumulate customer knowledge in order to carry on system's analysis, and lets these knowledge utilized fully in each time contacting with the customer[2].

Making for Improving Staff Professional Skills

Modern competition emphasize innovation speed, effective customer knowledge management might provide the way to acquire knowledge and enhances the enterprise leading advantage in competition. Knowledge management could promote person's development based on E-Business. Under the E-Business environment, knowledge management stressed the role of person oneself in knowledge application, through person's ability using computer and network function including information storage and search, which helps enterprise to carry on the knowledge management. Computer is one kind of tool, and information conveyer and carrier with highly effective. Only then, human could have the motion ability in the foundation availing and understanding fully[3].

Major Problems Confronted by E-Commerce CKM Management

Consumer and enterprise as the participation main body in E-Business activity face the question which exists in the knowledge management, and has affected the E-Business development. The knowledge management has become “the bottleneck” with enterprise implementing E-Business, mainly displays as follows:

Idea Limitation

Enterprise idea limitation, some enterprises always thought that “we understand technology and product compared with customer”, thus avoids to take customer as center, does not approve the customer knowledge importance. Moreover, not all enterprises want to hear customer real idea to its product, service, image and the prestige aspect[4].
Customer idea limitation, why the customer is willing to share their knowledge with the enterprise, and then creates value for enterprise. The enterprise must understand the provision of law stipulated about how the customer information protected, and excessive customization possibly cause some customers not hope to share he knowledge which obtained, for they felt that isn’t too much safety.

Technology Limitation

The construction of our country enterprise information system is also in the explicit knowledge management stage, and tacit knowledge management is also at the fumble stage. How to carry on the deep excavation to the tacit knowledge, make the explicit knowledge dominant change, and accumulates the tacit knowledge through the information system unceasingly, by consummates entire enterprise's knowledge system, which is important problem which enterprise must solve in E-Business process, lacks the way to unearth knowledge from the mass data and information.

Management Limitation

The traditional customer knowledge management pattern are unitary and the structure is imperfect, which does not suit the E-Business time application enterprise has the knowledge that involves enterprise interior various departments, the partner enterprise (for example upstream supplier, downstream core seller and so on) as well as the numerous customers. Information system structure must use the network fully, gains all kind of knowledge, enhances enterprise's competition. Moreover, along with the information enhancement, enterprise’s office procedure shifted to the information system gradually, and then that describing E-Business system's dynamic operation flow by the static information system, definitely will cause the business handling not to be nimble[5-7].

E-Commerce KM Integration Operation Mode and Measures Based on Lead User

Integration Operation Mode about Customer Knowledge Management

Knowledge management is the behavior of utilization and innovation customer knowledge, which organize enterprise, encourages knowledge acquisition, dissemination and share, thus strengthens interaction between enterprise and customer, enhances customer satisfaction and customer commercial value. Ranjit proposed that knowledge management process should contain four stages: Knowledge foundation, knowledge organization, knowledge distribution and knowledge application in the E-Business organization[8]. E-Business enterprise knowledge management operation model which way is exterior knowledge acquisition way based on lead user use “knowledge outsourcing” way to carry on. Enterprise oneself does not have indispensable knowledge or when the knowledge cost is high, the enterprise knowledge gain way turn to enterprise outside through outsourcing way with other enterprise developing knowledge chain to acquire knowledge. Collecting and disposing each kind of data through lead user enterprise with the aid of information technology handling ability, organization survivability, compatibility and competitive ability would enhance under non-continuous change environment. With construction of operation mode based on lead user E-Business enterprise knowledge management, enterprise may use lead user enterprise knowledge resources effectively to understand customer well, market and competitor, enhance enterprise technological innovation ability, raises production efficiency and skill quality, enhance enterprise intelligence property value, enhance enterprise core competition.

Customer knowledge management is a complex procedure, which is a series of effective management to customer knowledge, elemental work and auxiliary function work. Figure 1 shows the integration operation mode which takes virtual producer services as the key in customer knowledge management of based on lead user. first of all, according to the business requirements and then choosing and evaluating appropriate leading users, establishing virtual Producer service which is dominant .in accordance with the strategic objectives of business and market information, seeking and identifying opportunities, and ultimately determining the objectives of virtual enterprise. The aim of identifying and seeking opportunities is to tap market opportunities,
determine whether to respond, and put up an initial description and definition of opportunities. To make the market opportunities, information, consumer innovation, enterprise and demand chain competitor investigation analyze, process and then transmit the result to enterprise database, which conform knowledge database, affect enterprise strategy, and provide customers with products and services. Based on performance feedback, virtual producer services make re-selection and evaluation for lead users.

![Figure 1. Operation mode.](image)

**Measures about CKM Integration Operation Mode**

1. **Paying attention to human resource storage**

   The value of knowledge management come from Business Process Reengineering, if knowledge management and flow design is conformity, knowledge management value will be accepted by the business owner. if knowledge management want to succeed in the enterprise, the key is decided by person's factor. [Enterprise E-Business inducts knowledge management discussion]

   As the enterprise's main body staff, which own level and ability have the important influence to enterprise's development. therefore, enterprise senior leader wants to think much of the significance and the status of education and training seriously, and design and improve the staff training system with community organization to develop good learning ethos, which would guarantee that staff fostering the learning habit consciously. Scientific innovation and elimination mechanism might be designed and consummated to develop knowledge resources comprehensively and activate enterprise scientific innovation.

2. **Reorganization business process structure and related flow**

   Customer knowledge management cause customer, enterprise, lead user visual enterprise form the exchange and interaction. Customer want enterprise provide product and service, and enterprise needs customer demand and demand information changed or changing, lead user visual enterprise get joint function. Three part interactions, which result in difference reduced between supplies and demand. Helping enterprise gain customer knowledge, recognizing different lifelong value customer or customer group, which might analyse customer data and information to accumulate enterprise knowledge, disseminating and sharing customer knowledge, and then cause enterprise to fuller utilization customer knowledge as possible, and carry on innovation, enable enterprise production to meet customer need, providing the personalized service for customer. At the same time, gaining new customer need, preference and other related knowledge, instructing enterprise to adjust organizational structure suitably, related flow to realize the goal with the goal customer establishes lastingly, win-win relational.

3. **Formulating knowledge management strategy**

   Paying attention to commerce strategy transformation. Different with the traditional emphasis long-term predict that developing E-Business would avail of “the scene plan” technology to understand future evolution, which should pay attention to the examination of business model frequently. Observing the market and making positive response keenly, which would create
knowledge quickly, discover “the commercial theory” and the dynamic change environment difference.

Conclusions

The new economy time, E-Business and the knowledge management are principal means adapted by enterprise. this article analyze difficult problem confronted by enterprise implementing knowledge management based on E-Business operation, and propose E-Business enterprise customer knowledge management operation mode and corresponding implementation measure based on lead user, and then put up a platform between customer and E-Business enterprise, which cause customer knowledge and enterprise knowledge obtain full exchange. Through acquisition, transformation, study and accumulation, application several stages to promote E-Business enterprise staffs and customer ability enhancement, and E-Business enterprise brand popularity enhancement. This has certain practice significance regarding exploration knowledge management under E-Business environment.

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