

Solutions For Applying Knowledge Transfer for E-Commerce Enterprises in Vietnam

Nguyen Minh Duc¹, Tran Hoai Nam²

^{1,2} Faculty of Economic Information System and E-commerce, Thuongmai University

¹ ducnm@tmu.edu.vn, ² namth@tmu.edu.vn

Abstract: Knowledge transfer is the process of transferring knowledge from one source to another and using that knowledge effectively. Therefore, knowledge as an important asset, plays a huge role in the success of businesses in the world, especially in the current era of the fourth industrial revolution. In Vietnam, some large enterprises such as Viettel and FPT have started to pay attention to knowledge transfer in enterprises [5]. However, most businesses are still not really interested in this activity. Through this article, the authors wish to contribute some solutions to enhance knowledge transfer activities for businesses in the field of e-commerce in Vietnam.

Keywords: Knowledge, Knowledge Transfer, Enterprise, E-Commerce, Vietnam.

1. INTRODUCTION

In recent years, numerous studies have shown that knowledge transfer within organizations is the basis for an organization's competitive advantage. Especially when tangible resources such as technology, facilities,... can be copied and replaced as easily as the current period. However, in Vietnam, these businesses do not understand clearly and are not fully aware of the impact of knowledge transfer activities on business results [4]. Even in the field of e-commerce, most businesses mainly use simple tools such as instant messaging such as Messenger, Zalo, Telegram,... in the work of enterprises to exchange work, transfer knowledge (according to the E-commerce Index Report 2023, VECOM [1]). However, the use of these tools is only part of knowledge transfer, other tools have not been widely deployed. Therefore, it can be seen that the investment and implementation of knowledge transfer activities in these enterprises still only stops at the basic level, not really achieving the desired effect. Therefore, raising awareness of knowledge management in general, research to promote knowledge transfer activities in particular is an urgent requirement today. Stemming from the above fact, this article hopes to contribute a lot of theoretical and practical meaning, contributing to solving one of the urgent issues for businesses in the field of e-commerce in Vietnam today.

2. THEORETICAL BASIS OF KNOWLEDGE TRANSFER

2.1. Concept

Knowledge transfer is the process of transferring knowledge (experience, lessons learned, know-how, etc.) from one source to another and using that knowledge. Activities that merely make knowledge available are not considered knowledge transfer, they are a combination of imparting and absorbing knowledge [2]. The purpose of this process is to promote and facilitate the sharing, collaboration, and networking of knowledge [3]. It creates access to scarce resources, new insights, gives rise to new and superior knowledge, and creates an ideal working environment within the organization.

2.2. Characteristics

Knowledge transfer involves three basic elements:

- Sources of knowledge transferred: Knowledge base, initiatives, improvements, lessons learned, programs, books, articles, experts, or data warehouses...

- Media used in knowledge transfer: Local networks, wireless networks, secure and unsecured transmission lines, original documents or encrypted documents...

- Subjects to be transferred knowledge: interns, new employees, users, computer systems (artificial intelligence - AI), working groups, authorized individuals, managers, customers, or an auto product manufacturer...

2.3. Knowledge transfer methods in enterprises

Explicit knowledge transfer methods

Organize meetings, reports, seminars

The most common form of this method is to conduct a training session or seminar, aimed at transferring professional knowledge and skills from experienced members to others. This process facilitates the transfer of knowledge from individuals to the entire group.

Because team meetings are usually flexible, held regularly at any time. The meeting format is usually communicated to everyone in advance, based on how the team conducts the meetings in advance. So the group of collaboration tools such as Microsoft Teams, Google Meet, Zoom ... Often popularly used by convenience. Online meetings allow for remote meetings, sharing, and convenient exchange of ideas. This group of tools provides screen sharing, displaying documents, lectures, or panels that illustrate ideas to communicate clearly and vividly to listeners. Or project management tools such as Asana, Basecamp, Trello allow the team to transfer knowledge in project management and implementation. This group of tools allows team members to communicate, share documents, and track work progress.

Encode

This is a simple type of knowledge transfer that allows an individual or group to solve problems that arise at work in a position. Combine old knowledge, new knowledge and existing knowledge and encode them into documents... to share experiences and initiatives with other members. The knowledge shared in this way belongs to existing knowledge, often clear and precise working habits and procedures. Hidden knowledge is rarely shared in this form. This product-centric approach focuses on knowledge materials, their creation, storage, and reuse in computer-based corporate memory.

The group of tools used in this method includes file management systems, structured document repositories, intranets, knowledge maps. Email or electronic means are not appropriate means of communication, but can be used additionally, supporting personal interaction in knowledge transfer.

Tacit knowledge transfer methods

Knowledge currently represents only the tip of the iceberg, while hidden knowledge is the much larger bottom of the iceberg hidden beneath the surface. Hidden knowledge (implicit knowledge) is the main and most important type of knowledge for businesses. However, hidden knowledge transfer is also the most complex and difficult type of sharing, any knowledge transmitted must be modified in language, tone and content. so that the receiving team can use it. Hidden knowledge transfer is applicable in complex tasks, specific non-normative projects, and to knowledge stored in the mind of each individual.

There are many knowledge transfer techniques that have been applied by businesses such as the use of information technology tools and many others. However, the key issue determining success is the interaction between people, most importantly the human factor and the structure of the organization. Some basic methods:

- Transfer through conversations: is a form of direct knowledge transfer, in which individuals exchange and discuss their knowledge, experience and skills. This usually takes place in meetings, seminars, internal training, or in everyday conversations between colleagues.

- Transfer through personal relationships: is a form of knowledge transfer based on close interpersonal relationships. This form usually takes place in social activities, extracurriculars, or in meetings and exchanges between individuals.

The most effective tool is face-to-face communication: face-to-face channels are practice forums. Other direct distribution channels include a knowledge manager describing the practice at a regional meeting or another member of the central team discussing practices such as knowledge fairs, open knowledge forums or knowledge bases, organizational knowledge portals, etc. business

3. RESEARCH METHODOLOGY

To achieve the research objectives, the authors used a combination of 2 methods: quantitative research and qualitative research:

- Qualitative research methods: literature review, interview, comparison, interpretation, induction

- Quantitative research methods: assess, frequency, duration, ... according to knowledge transfer tools, knowledge transfer methods, according to scale, according to business results,... using Google Forms and Excel software.

4. RESULTS AND DISCUSSIONS

4.1. Situation of knowledge transfer activities in Vietnamese enterprises

Despite the positive results, knowledge transfer activities in businesses in Vietnam still have some problems. The proportion of enterprises with knowledge transfer activities is still average, not really effective [7]. According to the author's survey, the proportion of enterprises with knowledge transfer activities accounts for only 70%. This shows that some businesses are still not aware of the importance of knowledge transfer and have not had specific knowledge transfer activities.

The effectiveness of knowledge transfer activities is limited: According to the author's survey, only 30% of businesses consider their level of knowledge transfer at a high level. Forms of knowledge transfer in Vietnam are still limited, not meeting the needs of employees. Moreover, the information technology infrastructure supporting knowledge transfer in Vietnamese enterprises is still undeveloped, not meeting the requirements of knowledge transfer activities [6]. Making knowledge transfer difficult, time-consuming and effort-consuming.

Some other issues: In addition to general issues, knowledge transfer activities in Vietnamese enterprises also have some other specific issues, namely:

- The problem of awareness and sharing space: Some businesses face difficulties in changing the consciousness and fear of sharing of employees, thereby creating a favorable and effective knowledge transfer environment.

- Lack of support from leadership: If leaders cannot create a sharing environment, do not encourage or cannot effectively transform knowledge, it will affect the sense of knowledge transfer of employees.

In order to have an objective view of the knowledge transfer situation in enterprises in the field of e-commerce in Vietnam recently, the research team has sent a survey to employees and managers of enterprises in the field of e-commerce in the current market leading group. Businesses in this e-commerce sector include Shopee, Lazada, Tiki, Sendo, and Tiktokshop. The research team created the form on Google Form and sent the survey link directly through email, instant messaging tools such as Zalo, Facebook Messenger, Telegram ... The form has questions designed

using the Likert scale (respectively 1 - strongly disagree, 2 - disagree, 3 - no opinion, 4 - agree, 5 - strongly agree). The team collected 115 questionnaire responses. Here are the results of the questionnaire:

About survey respondents' information

The information of respondents is shown in Figure 1. It can be seen that the survey respondents are diverse about job positions in e-commerce trading platforms. Accordingly, the number of senior managers (accounting for 1.8%) includes 01 director and 01 deputy director; Team managers include Sales Team Leader and Marketing Team Leader (accounting for 7.8%). Regarding the group of employees and specialists: software testers (3.5%), recruiters (5.2%), customer service staff and administrative staff all accounted for 8.7% of respondents, e-commerce platform operators accounted for 7% with 8 people, marketing staff (21.7%) and sales staff (29.6%) accounted for the largest number of respondents, Trainers and logistics staff had 1 respondent (0.9%), followed by the trainee group (4.3%). Basically, the number of answer sheets and the variety of job positions above ensure the accuracy of the information collected by this survey.

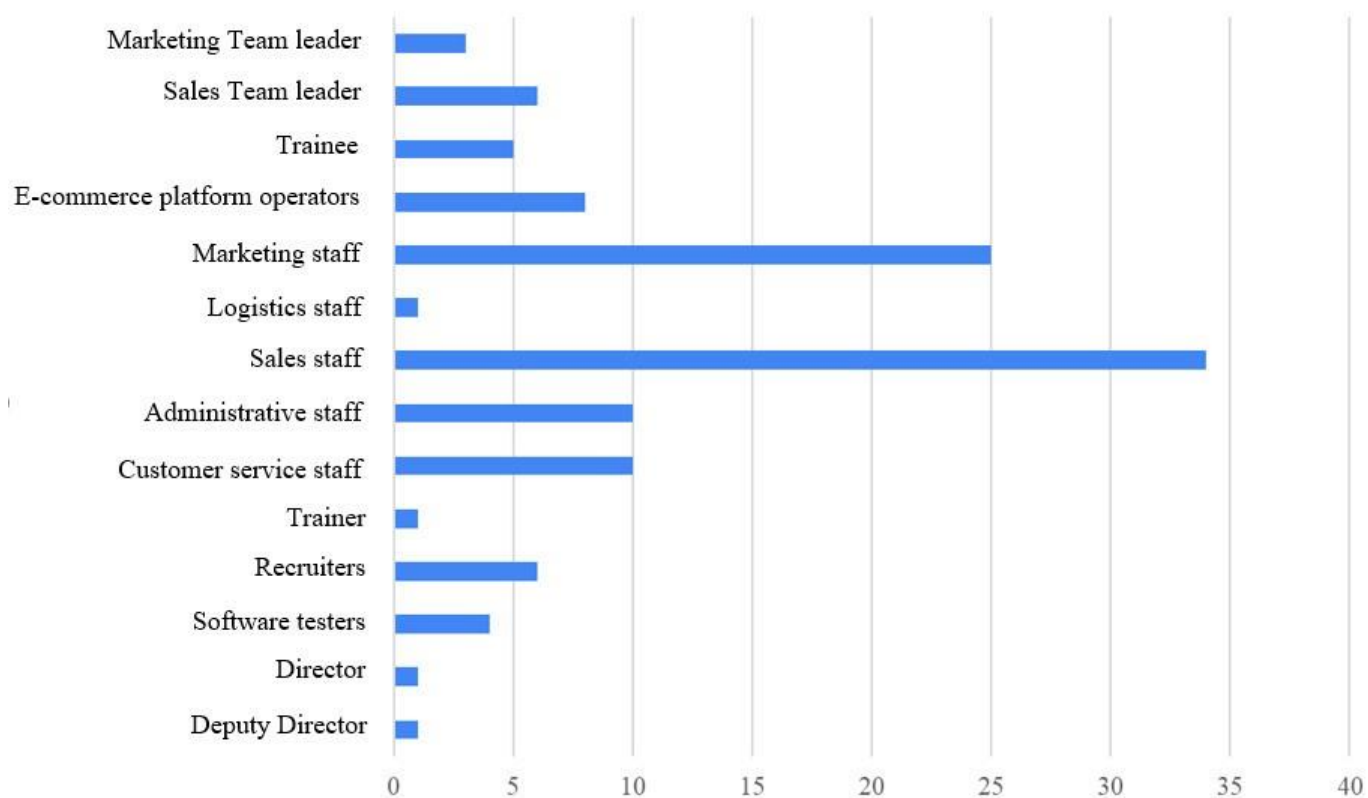


Figure 1. Information about survey respondents

Source: Research team survey

Evaluation of the effectiveness of using tools on the Internet/computer/smartphone in knowledge transfer at e-commerce trading platforms

With the question about evaluating the effectiveness of using knowledge transfer tools on the Internet/computer/smartphone, the authors obtained 59/115 votes (51.3%) and 37/115 votes (32.3%) respectively with the opinion of using these tools effectively in knowledge transfer at e-commerce trading platforms. Only 15.7% had no reviews and 0.9% said using these tools was ineffective.

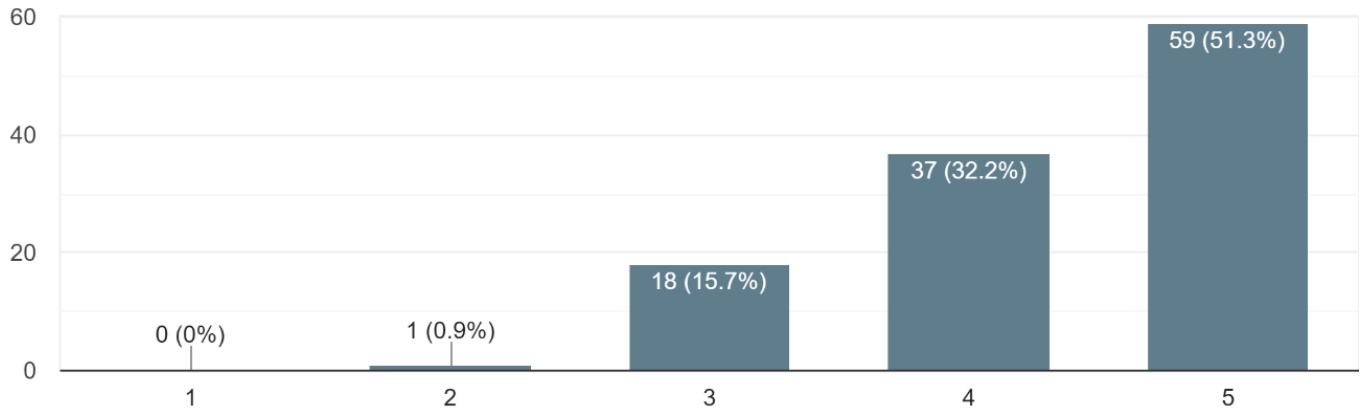


Figure 2. The effectiveness of using the tool on the Internet/computer/smartphone in knowledge transfer

Source: Research team survey

Evaluation of the effectiveness of using traditional tools in knowledge transfer at e-commerce trading platforms

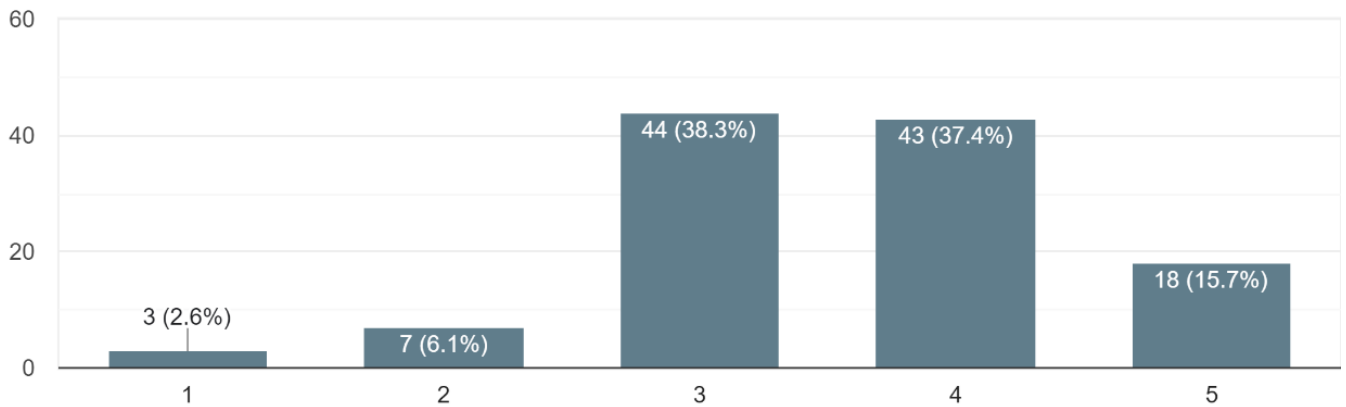


Figure 3. The effectiveness of using traditional tools in knowledge transfer

Source: Research team survey

Regarding the evaluation of the effectiveness of using traditional tools in knowledge transfer at e-commerce trading platforms, the results show a marked difference compared to the evaluation of the effectiveness of using Internet/computer/smartphone-based tools above. In this question, 44 out of 115 people (38.3%) did not have an assessment of effectiveness, plus 6.1% and 2.6% of respondents said they disagreed and strongly disagreed with the statement. Thus, nearly 50% of respondents said that these tools are not really effective. The number of people who agreed that these tools were effective was 43 out of 115 people (37.4%) and only 18 out of 115 people (15.7%) strongly agreed.

Factors affecting the effectiveness of knowledge transfer tools

With the question of factors affecting the effectiveness of use, the authors have given 05 factors. Accordingly, respondents to questions from businesses in the field of e-commerce give the following assessments:

98 out of 115 people, accounting for 85.2% of respondents, said that comfort and ease of using tools have an impact on the efficiency of knowledge transfer

- 58 out of 115 people, accounting for 50.4% of people, said that self-discipline of themselves and colleagues in using tools will have an impact on the efficiency of knowledge transfer

- 76 out of 115 people, accounting for 66.1% of respondents, said the interoperability and responsiveness feedback of the tool had an impact on the efficiency of knowledge transfer

- 73 out of 115 respondents, or 63.5% of respondents, said that the availability of tools (including whether they have been purchased by businesses, or made available on device marketplaces) will have an impact on the efficiency of knowledge transfer

Finally, only 1 in 115 people, or 0.9%, said that flexibility that can be used anywhere has an impact on the efficiency of knowledge transfer

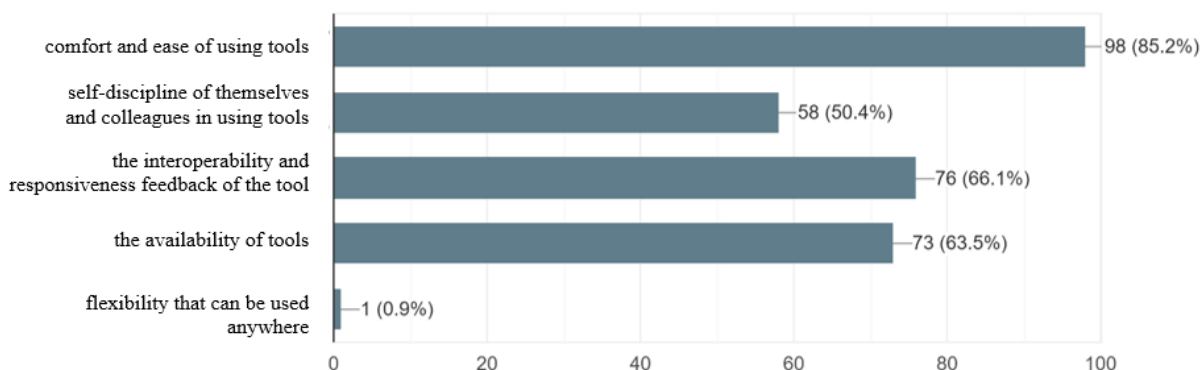


Figure 4. Factors affecting the effectiveness of knowledge transfer tools

Source: Research team survey

Thus, it can be seen that users of knowledge transfer tools in enterprises in the field of e-commerce believe that comfort, ease of use, interoperability, feedback and availability of tools are the most important and have the greatest influence on the effectiveness of knowledge transfer tools.

Through researching and understanding the situation of knowledge transfer in enterprises in the field of e-commerce in Vietnam in recent years, the authors found that these businesses have achieved positive results. One thing can be seen that businesses in the field of e-commerce in Vietnam including Shopee, Lazada, Tiki, Sendo and Tiktok shop are all businesses with huge investments in technology, infrastructure and high-quality human resources. These are great prerequisites for these businesses to successfully implement knowledge transfer activities. The evidence is that employees of enterprises have made positive comments on knowledge transfer tools, environment, supportive policies, and caring leaders,... However, through the survey, the authors also found that in these businesses there are still some limitations related to specific knowledge transfer tools, knowledge transfer processes and some other factors.

4.2. Solutions to apply knowledge transfer in Vietnamese enterprises

It can be seen that e-commerce businesses in the world more or less encounter problems in knowledge management in general and knowledge transfer in particular. These will also be great challenges for businesses in the field of e-commerce in general, and businesses in the field of e-commerce in particular in Vietnam. When investing in

knowledge transfer, these businesses can face many difficulties [8]. However, through the survey of the authors, it can be seen that businesses in the field of e-commerce in Vietnam have had certain successes. However, there are still some limitations and shortcomings in the process of implementing knowledge transfer in these enterprises. It can be mentioned that there is a lack of knowledge transfer process or the knowledge transfer process is not really effective; the use of traditional knowledge transfer tools is limited; Internet/computer/mobile-based knowledge transfer tools are still some that have not been used effectively; Therefore, enterprises in the e-commerce sector in Vietnam can still achieve more success in knowledge transfer if they can implement some of the following recommendations:

- Plan a knowledge-based business development strategy, build a knowledge-based corporate culture, in order to create conditions for employees to be ready to create and transfer knowledge.
- Develop specific knowledge transfer systems and processes in enterprises. Build a unified database to systematize knowledge in enterprises. The system of knowledge transfer policies and procedures is the foundation for knowledge transfer activities in enterprises. This system needs to be built clearly and transparently, facilitating knowledge transfer for employees. In particular, it is necessary to clearly specify the following contents: objectives of the activity; participants; forms of transfer; regulation of knowledge security; incentives and rewards.
- Training and training knowledge transfer skills for managers and employees of enterprises. Businesses should ensure that there are effective communication tools and channels such as online platforms and seminars and training sessions so that employees can easily access information and transfer knowledge.
- Improve professional training and fostering for employees in enterprises, especially internal training, people with experience in training and guiding newcomers. At the same time, strengthen propaganda and raise awareness of businesses and employees about the importance of knowledge transfer. Thereby creating a culture of sharing in the business by encouraging and motivating employees to transfer their knowledge and experience.
- Encourage employees to create and transfer knowledge through having timely and reasonable mechanisms, forms of incentives and rewards for employees when they contribute important initiatives to the business. Reward programs or identification systems can be designed to motivate employees to participate and contribute to knowledge transfer.
- Application of information technology to effective knowledge transfer and creation activities. Technology plays a supporting role, making the sharing, retention, updating and use of knowledge easier and faster in the enterprise. At the same time, employees are encouraged to update and learn new technology, develop high-level skills and knowledge to improve working efficiency.
- Finally, change the perception of the business. This includes the awareness of managers and employees in the enterprise about knowledge management and knowledge transfer. Only when people working in enterprises recognize knowledge as an asset and resource of the enterprise, they will have a sense of protecting, preserving and investing in knowledge.

CONCLUSIONS

In the context that the fourth industrial revolution is taking place strongly and exploding in all countries, knowledge has shown its value. For businesses in general, especially those in our country, knowledge is an asset, a decisive resource for success in the coming period. Vietnam is a country that is many years behind the world in terms of economic development, so it is necessary to take advantage of available knowledge. Vietnamese businesses in general and e-commerce trading platforms need to promote the application of knowledge management in their internal operations. Especially, it is necessary to highly promote the knowledge transfer process in enterprises to be able to make the best use of this available resource. Thereby, creating competitive advantages for Vietnam in general, e-commerce trading platforms in particular in implementing the fourth industrial revolution and achieving many achievements in the coming development period.

REFERENCES

- [1] Vietnam E-Commerce Association (VECOM), E-commerce Index Report 2023
- [2] Nguyen Van Minh et al., Enterprise Knowledge Management in the Digital Age, Hanoi Publishing House, 2021
- [3] https://mof.gov.vn/webcenter/portal/ttpltc/pages_r/l/chi-tiet-tin-ttpltc?dDocName=MOFUCM176705
- [4] <https://tapchicongthuong.vn/bai-viet/quan-tri-tri-thuc-trong-doanh-nghiep-co-von-dau-tu-nuoc-ngoai-tai-viet-nam-84148.htm>, retrieved 2024-01-20. 9. <https://theleader.vn/quan-tri-tai-san-tri-thuc-viet-nam-nhung-ngay-dau-chap-chung-1684561952181.htm>
- [5] <https://thanhvien.vn/doanh-nghiep-tai-viet-nam-thich-nghi-nhanh-voi-xu-huong-chuyen-doi-so-185230515113544639.htm>
- [6] <https://thanhvien.vn/gan-nua-doanh-nghiep-viet-mua-phan-mem-roi-vut-di-185230511161119953.htm>
- [7] www.gso.gov.vn
- [8] www.idea.gov.vn

DOI: <https://doi.org/10.15379/ijmst.v11i1.3716>

This is an open access article licensed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/3.0/>), which permits unrestricted, non-commercial use, distribution and reproduction in any medium, provided the work is properly cited.