

NEW ORGANIZATION STRUCTURES: VIRTUAL ORGANIZATIONS

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ABSTRACT: *Nowadays, the rapid advancement of technology has caused of new organization structures in the companies. The main new organizational structures are network organizations and virtual organizations. Companies which have become increasingly globalized and interdependent started to carry out all activities of the organization (production, marketing, finance, human resources, research and development, public relations) in a virtual environment. Increasingly used of internet, networking and commitment to each other need for flexibility, emergence of marketable as a virtual knowledge-based products/ services, globalization of markets and resources, changing competitive conditions have become inevitable creation of virtual organizations. An especially virtual organization which is shown in the international companies and preferred represents independent locations of teams, units and parts. But a clear conceptual description and/or a management theory were not formed about the human resources which is the main gain resource of virtual organizations.*

KEYWORDS: Virtual organization, new organization structures, network organization, organization competitive

INTRODUCTION

Nowadays, the rapid advancement of technology has caused of new organization structures in the companies. The main new organizational structures are network organizations and virtual organizations. Increasingly used of internet, networking and commitment to each other need for flexibility, emergence of marketable as a virtual knowledge-based products/ services, globalization of markets and resources, changing competitive conditions have become inevitable creation of virtual organizations.

An especially virtual organization which is shown in the international companies and preferred represents independent locations of teams, units and parts. Members of these teams of people who working in different countries meeting in council with tele-conferencing, talking and getting answer immediate issues with chat programs within the company, sharing knowledge by e-mail or the central databases. From a financial standpoint, they can catch the same performance decrease of costs of general by concentrating countries of low cost of staff compare to countries which has high cost of working and working conditions.

The technological development that improved speedily in last years has offered wide opportunity to enterprises has changed economics and trade connections of enterprises, has created new types organizations. With the help of global markets, enterprises had had other firm begun to make a lot of work which made themselves formerly. These firms are virtual enterprises that use information and communication technology, do

supply and marketing activities themselves. Virtual enterprises have used advantages of be able to work without need any office, be able to answer opportunity that appear with structure of variable organizations which is created and dissolved speedy, be able to reach every employee from any place in the world, be able to serve customers from any place in the world in any time.

Recent technological advancements, especially the overwhelming usage of the internet, have caused traditional organizations to be replaced with virtual organizations. Creating competition advantage using core competencies, reducing costs, and meeting customers' expectations faster, are the main reasons behind the common preference of virtual organizations. On the other hand, the disadvantages of virtual organizations are problems with trust and control. During the hiring process, companies are forced to pick out employees that are capable of advancing difference making skills and are also capable of reflecting such skills upon their behavior. Consequently, competencies are placed importance during hiring and training processes.

Virtual Organizations

Organization Concept

Organization is a community which is created by more than one person to reach a common goal. Fulfilling a job efficiently and effectively is connecting this job to specific rules and essential cooperation and coordination. Essential arrangement is needed to specify the rules and to procure the coordination and cooperation. Organizations need to determine the operations and they should be put in order to reach the determinated goals effectively and efficiently (Dalay, 2001:308).

At the same time, organization is the arrangements between work and work, work and human, human and human. Organization can be used as both organizing and organization's structure and arrangement (Koçel, 2006:97).

In the systems that are called as organization should have some features. Such as (Değirmenci, 2000: 64):

- Making common procedures to decide in the name of the community,
- Authorize the people for acting for the community,
- Making a border between the community and the rest of the world.

Virtual Organization Concept

For better understanding of the concept of the virtual organizations, it is needed to understand the basic terms related to virtual organizations. Concept of virtual can be described as feeling the existence but in fact its existence is not real. Virtual reality is that the felt event is perceived as if it is real. With the development of the computer technologies, people can be abstracted from the real world and virtually they can feel as if they are in the virtual place for real. With the virtual reality and the computer technology, the place that we are in is not important and we can walk in the shopping mall, shop; participate in the meeting, visit the museum or library, make research; chat with other users in the different environments, see them and talk to them (Ataman, 2002: 400).

When we look up the lexical meaning of “virtual”, it is not real but is created in mind, it is fiction, estimated and suppositional and “virtual reality” is the environment that is simulated by the computers. Most of the virtual reality environments are created by the visual experiences that are obtained with the help of computer screen. Also in the some environments, other senses are benefited such as motion and hearing.

As a result of the fast developments of technology and communication, time and space relation of the events is gradually abstracted and thus events are felt as if happened in the real life. Virtual reality examples are the online shopping websites, communicating the different people with one another by making teleconference (Decenzo ve Robbins, 1999:232).

Virtual organizations are the establishments, communities, clubs or institutions that are created by totally or partially communication technologies; they are connected to cable-laid or wireless systems. By exceeding the time and space border that the people, organizations or communities cooperate with the information technologies in the issues that they have the best information about it; benefit mutually are also called as virtual organizations.

Virtual organizations are the communities that are far from the central feature, workers do not have to work in the same place, and workers are participated in the process of a product or service of different firms, interact with the computer and communication systems all the time and service its customers as if the organization is a body. Virtual Organization (VO) means that two or more diverse systems can exchange and use information. It provides a flexible environment for interoperable applications. Clients are able to access other systems information while they use their own system. There is no need to access other system. Communicated systems are essential issue for members who work at a geographically distributed. In virtual enterprise systems, resources are sharing according to the requirements and managed by system administrators. Web services and RSS feed technologies widely used in cooperate systems. They must be developed on some certain business rules. Interoperate applications are connected through Internet or Intranet.

“Virtual Organization” has more than one definition. One of the most important reasons for this discrepancy and diversity is that the concept is new and it does not evolve. According to some researchers virtual organizations are one of the new organization models that is developed for the aim of acquiring the information which renews lastingly and becomes the tool of competition for the organizations (Tutar, 2000:57). Some people describe virtual organizations like that: it is an organization that is connected for producing a product by communication technologies, becomes coherent and it act as if they are in one body (Bedük, 2005:32).

William Knoke explains the virtual organizations’ structural feature that it is like ameba form. Ameba form organization is formless and changeable like the nucleoplasm which is seen under the microscope, they can easily adapt to the environment. It is hard to distinguish where the one finishes or other one is starts (Kurşunmaden, 2006:21). Charles Handy discusses that virtual organizations is an organization model in which the workers do not get together in a same place, different organizations

participate in the production of a product in the specific stage of this production, communicate with the computer utilities and as if there is only one organization, they give service to its customers (Özgeldi and Kalkan, 2007:88).

Historical Development of Virtual Organizations

After the second part of the 1970s, with the fast development of the communication technologies, time and space borders are overstepped, different people all around the world start to communicate with one another. All kinds of voice and image transmission and design are necessary things in life. 2000s are the year of fast change in terms of organizational and executive occurring. The fast change that is seen in technology, information and labor, new quality understanding about product and service and the increasing global competition among this process are important. The Internet which is the most important factor of developing the virtual organizations improves reaching the information quickly and increases the development process of the organizations that procure the efficient communication. Internet, conferring a competitive advantage, it is a means of lowering costs and providing customer satisfaction and beside this it facilitates the production of a variety of virtual goods.

Virtual Organization Types

Organizations can be classified according to whether they are similar to concrete business. Imaginary organizations are an advanced stage of virtual organizations and they are an organization that appears farthest to concrete traditional organizations. Organizations that do not belong anywhere; their individual members are geographically dispersed and they are connected with information technology, but they look like only one organization. One common form of customer service in a country is the business center in another country. Internationally different employees may work at different times for the same purpose. There are various organizations of e-Work. According to work place; Electronic Home Work, Satellite Home Work, Neighborhood Centers, Mobil Work, Distributed Business Systems. These virtual organization types are explained in detail below.

Furthermore descriptions of the types of virtual organizations are encountered. But this position is caused by the lack of definition of the terminology yet settled into a mess. Defined work area to respond, designed time, designated virtual work, project types, the sequence required, criteria such as the required number of personnel play an important role in determining the stability of the organization. It may be mentioned according to the criteria of several different virtual organizations. Virtual teams, virtual projects, temporary virtual organizations, such as permanent virtual organizations. Virtual teams and networks are the most recently developed forms of organization. 21st century businesses, the network of teams that will occur with virtual teams, not the shape of a pyramid of people together to reach the goal, will work in a network, conceptual models of business life will be like this. The virtual project are another type of virtual organization. Within this design, organizations, as a complement, combine to market opportunities or constitute a consortium. The associations, manufacturers, developers and take one type of organization to give effective way of responding to market opportunities. In many cases, these organizations are organized around similar industries and types of companies. As an extension of the virtual project design, work on multiple projects and the temporary installation of a virtual organization to respond

to specific market opportunities. Market opportunity for virtual organization also ends when finished. This is the most important type of virtual organization. Permanent virtual organization initially to respond to market opportunities are designed as revenue-generating and cost-reducing. These models require all operations in the virtual concept, virtual office and belongings include, require virtual management activities for the organization.

Electronic Home Work; while working in an organization consists of employees who work on the house. This virtual operating mode is especially suitable for software development professionals. In accordance with the work done remotely, whether in business, with internet connection or intranet connection still needed a place to send employees are named with the name of virtual employees.

Mobile Work; for jobs that require mobility, communication technology equipped with mobile devices, without being in a fixed location, is an organization composed of mobile vehicles. Also suitable for mobile work style elements of the mobile-worker distribution organization, all kinds of accounts that can be done in the office via portable computers. Especially in the logistics business, product distribution channels, such as mobile all kinds of elements can be used in organizations that employ mainly is suitable for use in fully working virtual organization management and coordination.

Mobile Virtual Network; although there is a Mobile Virtual Network Operator of mobile radio access network, GSM mobile hub, physical network infrastructure and mobile network code, is an organization that takes SIM cards on the market with its own brand. Virtual operators, subscribers not have any spectrum is a structure that provides mobile phone services. Mobile operators to offer their services to benefit from the network. Virtual operator is defined as having a different markup features a full virtual operator. Virtual operators to be able to control the SIM card is one of the most important cases, outside of the services given by the mobile operators to provide value-added services to subscribers of its own mostly intelligent network (smart grid) establishes (Arslan, 2000: 17).

Imaginary virtual organizations are the combination of first three types (mobile virtual network, mobile work and electronic home work). There is no physical structure of a fictitious organization. There is no visible section; there is only business network of call centers and back office. The work is managed with the communication technology. Customers come to the company's internet service provider, member of the virtual organization web pages website sales, commissions paid per click, there are many link that promote products or services will be sold. Orders are processed centrally, but has relatively little stock of the product, the manufacturer of the product is mostly the work of sending the orders, makes sales of affiliated companies such as publishers warehouse. Distribution and delivery job, takes another mail or courier company (Price, 2001: 25). For example, hepsiburada.com is the example of such organizations.

Virtual organizations are similar in many respects to the network organization. Network organizations; informatics backbone with an integrated autonomous working groups, under his leadership for a joint purpose, are the systems they work in collaboration with other working groups at various levels.

Virtual Organizations' Features

The main feature of the virtual organizations is that virtual organizations are emerged as a result of information technology and they do not have concrete structure. A virtual organization, thanks to the possibilities offered by the technological structure operates independently of the concept of time and space. In addition, the virtual organization having a digital structure offers opportunities to be closer to customers and markets. The main features of the virtual organization are as follows:

- Virtual organizations are organizations formed by adding one another when there is a change between the actual organizations with core skills. Unlike other organizational structure, virtual organizations are set up on an opportunity and the organizational structure is deployed after reaching the goals.
- The virtual organization is an organization with high adaptability. Structure and operation of the customer's needs as an organization that can work in a manner to respond as soon as possible. Virtual organization that combines the knowledge and expertise of some organizations in different places, you will find the most suitable combination according to customer requirements (Koçel, 2006: 341).
- Informal communication is very intense. Due to lack of clear reporting relationships, official rules and procedures, informal relationship is needed extensively. Informal relationships are personal, are concentrated in the same levels. And as face to face meetings and e-mail are interactive (Tasci, 2008: 72).
- The success of the virtual organization of the units within the network is not connected to a high degree of trust in each other. In these organizations in interpersonal relationships, it is important communication and understanding of each other (Uygur, 2005: 247).
- Instead of man-machine relationship, removes the human-human relations through the machine to the fore. In virtual organizations, face to face relations are decreased.
- Another feature is that operations in a virtual organization performed by different units are required to be made at the same time and at the same place.
- When virtuality increases, organizations become hollow organizations. Accordingly, organizations make outsourcing, the work done in the company is removed and they are sent to organizations with basic skills in these areas (Koçel, 2006: 346).

Advantages and Disadvantages of Virtual Organizations

The advantages of virtual organizations can be summarized as follows (Oflazer, 2004: 38-40):

- Overcoming organizational and geographical boundaries, there are a number of opportunities to perform work in cooperation. Work can be done at work, at home, in the office or on the road.
- Flexibility, adaptability, provides agility and speed. Virtual organizations will typically be smaller than organizations with traditional structures. This reduction in the level of organization, thereby enabling the quicker response. Any demand, at any time, any place, it is possible to produce in any way.
- A past experience reveal how important is the work power and improving the effectiveness and efficiency in virtual organizations gives the opportunity to specialize.

- It provides an opportunity to the organizations to find talented and motivated employees.
- It provides the opportunity to have the opportunities that big organizations have such as money, technology, labor and managerial skills.
- Past experiences revealed the importance of specialized labor and virtual organizations in order to increase the effectiveness and efficiency have the opportunity to specialize.
- An organization that wants to benefit from global market opportunities, reaches this goal by making this kind of cooperation with organizations with experience or market share in different countries.

Disadvantages of virtual organizations are as follows (Yalcinkaya, 2011: 135-136):

- In virtual organizations that the employees control their own work becomes a necessity.
- A natural consequence of trying to maximize their own interests in the various departments or individuals is conflicts. Virtual organizations are not advantageous at advanced degree in conflict management.
- Classic organizations because they produce their own body can take a lot of work outside, have more employees compared to organizations which choose organizational structure.
- In virtual organizations, in order to prevent the taking of a complicated orientation which work primarily for the solution of problems which person or persons as are required to be physically present in the office, the presence of which is necessary to determine whether or not required.
- Virtual organizations are built on trust. Otherwise, customers do not want to do business with this organization.
- The main reason for the use of many of the virtual organization in a conventional performance evaluation criterion is to be made by a parent's control.

Communication and Information Activity in Virtual Organizations

One of the most important processes that play a role in the organization of events and success is communication. Communication is an essential function for all types of organizations, but the importance of communication when it comes to virtual organizations is increasing even more. The main purpose of the communication is not possible to win virtual organization without the ability to exceed the limits. Virtual organizations are getting there thanks to the advanced communication systems.

In a virtual environment, an unlimited number of people to communicate and there are various ways to assess these kinds of communication ways. This direct communication paths can be direct, physical, physiological, proximal, environmental, cultural, conscious, subconscious, visual, audio, audio-visual etc. Virtual organization or the communication paths in a virtual network environment can be interpreted in various ways in terms of communication and used to assess (Coupet, 2011). Communication in virtual organizations is important in two respects. The first one is sharing the information and to equip employees with the knowledge that they can do their jobs, second one is creating the value to ensure job satisfaction, coordination and performance. Without communication, making plans because it requires the transfer of knowledge, organizing, control and coordination of activities become impossible

(Tutar, 2002: 25). The effectiveness of communication in virtual organizations carries the sense of being ready to trap the needs of the day. (Coupet, 2011).

Information event is as important as communication. As it is known, in the new business world, physical assets are now losing its importance. Because it is more cost effective and more powerful, the value of an organization is found in power of ideas, human creativity, and information produced by the creativity not in tangible assets. In other words, physical labor gives its place to information by losing its importance. When compared the knowledge of virtual organizations to the traditional organizations, information can be spread to both inside and outside of the organization. It is very important to ensure wide spread benefits. Benefits are as follows: creation of new knowledge, using the knowledge of other people's or organization, faced with more opportunities and reduction of risk, reduction of costs, product and service development (Fedotova, 2005: 74).

Knowledge Management in Virtual Organizations

Awareness of Knowledge Management in Virtual Organizations

When the virtual organizations are analyzed in terms of development in strategic management thinking, it is seen that traditional approaches replaced with resource-based view and the knowledge-based view, coming from the source based view with environmental changes. Accordingly, related organizational skills are the most important source of information that provides a competitive advantage (Özer et.al. 2002: 469). However, specialized knowledge does not produce anything on its own and only if it is integrated into a task, it can be producer. The purpose and function and specialized information can be integrated into a common purpose. Therefore, today's society is also an organization's society.

It is also possible to say those above for the virtual organizations. Information management in virtual organizations started to take place in literature in 2000s. A limited number of academics and practitioners give information about the structure of the virtual organization, definition, types, functions and features as well as information management. Especially for virtual organizations that are obliged to act quickly, gaining speed is only possible with accessing to all kinds of information resources and expertise. Certainly the factors that facilitate the development of information technology in this context is also effective. In fact, not depending on the physical space of the organization as well as the restructuring of finding life in virtual environments is through direct information technology. Information technology, even though it constitutes the source of the formation of virtual organizations, physically in the same place without people's knowledge acquisition, allowing for the sharing and use, but also in supporting the realization of the flow of information within the scope of certain key objectives are in harmony and coordination to accelerate organizational mobility.

In summary, knowledge management in virtual organizations; value of each type available to create and depends on the information found in any environment. Virtual organizations of all information forming the knowledge value chain stakeholders should be included in the information management process. In addition to this, it should be noted that the high degree of communication and interaction based on knowledge

management in virtual organizations. Communication and interaction structure which emphasizes the importance of mutual relations with integrated internal and external environment of the virtual organization.

Information Management Process in Virtual Organizations

Knowledge management is possible to examine the four basic processes. These are: production and development of information, classification and storage of information, transferring and sharing of information and the usage and evaluation of information. These four basic processes used to produce the knowledge and the development by rendering valuable show how the information management process is comprehensive. *Production and Development of Information:* Production of information is the producing new and useful information ability of an organization and information obtained from the organization's past and present sources of information to produce new knowledge restructuring and development is understood as a result of various interactions (Bhatt, 2001: 71). Every attempt made to improve the organizational knowledge is evaluated in the process of knowledge production. Information production stage has an institutional nature of activity covering all activities of the organization.

Classification and Storage of Information: Information management activities and the value of information for organizations is only possible with its classification of a particular form (editing, organizing) and conservation (storage). Information classification has vital importance in strengthening the value for the organization of knowledge. The purpose of classification and storage of information is to ensure that everyone who needs accesses to information by activating a certain way to information. This process makes easy to understand the information. Information management processes within the scope of information classification and storage are important in the evaluation of information that is necessary in the future in terms of enabling the reuse of knowledge. Information may only be removed from the organization of people's property by this method.

Transferring and Sharing of Information: Transferring and sharing the information is considered to be one of the most important processes of information management initiatives. Knowledge transfer and sharing includes the dissemination of new information by bringing together the information among stakeholders and the outside of the organization. Therefore, it is important to vaccinate the knowledge sharing culture in an organization. However, to ensure information sharing participate in the activities of the organization stakeholders are considered to be difficult to motivate.

The Usage and Evaluation of Information: Another important stage of the knowledge management process is the usage and evaluation of knowledge. This stage is about the organization's products, services, processes and information used for management information using the result of the activity. Especially, accessible information is opened for public use and serves in producing all kinds of organizations' productions by evaluating against the new situations.

Virtual organizations are often on the internet (on the network) work. However, mobile phones, digital televisions, can use the appropriate tools to other interactive activities.

An organization must create a website using the Internet generally. This service like this website can create your own business can provide as outsourcing outside. The main subject of an organization with no computer or internet, web site design, implementation, hosting, you should take external information security services. Because it cannot run a web site made safe and orderly amateurish.

A virtual organization that will use the Internet, www (worldwideweb) based websites, to resolve all needs and is designed to be safe for both customers and businesses. This level can be updated with a small time interval of the website must be flexible. To be a virtual organization of a business website, but also for the employees also need to be designed as a common area. An open section should only be part of everyone on this site and they can see the changes that are allowed to have. I would give this site a service provider hosting service after you create and design a business website you must establish a connection with the business. Or should perform a site hosting service businesses with their computer servers.

Knowledge Management Technology in Virtual Organizations

Knowledge, information, data and communication are the most basic elements in virtual organization structure. Therefore, in the virtual organization to be more effective use of highly advanced and widely accepted body of knowledge management technology is inevitable. Basic technologies' supporting virtual organizations includes group works such as internet and World Wide Web, telecommunications, electronic mail, Lotus Notes and includes video conferencing. These technologies focus on information management and technology support so as mature a bit more virtual organizations (Pang, 2010). In addition, it can be said that one of the most important factors driving the development of information management applications in virtual organizations is the growth of information sources. The role of facilitator of information technologies largely eliminates the problems faced by the organization of space and time. Also technology increases the usefulness and effectiveness because it provides tools that help people to share information directly.

Virtual Organizations' Status in the World

The virtual organization is often encountered in the world focused on e-commerce. The following table shows examples of virtual organizations dealing with e-overseas trade worldwide.

Table 1: Virtual Organizations Making E-Commerce

Virtual Organizations	Example	Company
Virtual Company	Manufacturer and supply chain; network using vertical portals	Agile Web, McDonnell; Sunhawk; Dell; VerticalNet
Web-Based Organization	Web sales process relied entirely on Web retailers; horizontal portal	Amazon.com; Vineyards; Virtual Shopping Malls, Mall; Yahoo
Strategic Network	Partnership in product development and market entry	Rosenbluth Travel; Abilene Consortium
Virtual Teams	Projects among the companies	Teamwork made by Majchzak et.al. (2000)

Virtual organizations worldwide are generally dealing with e-commerce. Together with technological advances, people can resolve all their needs in a virtual environment without leaving the house and go right to virtualization that causes the change in the structure of the company. Proportional distribution of products requested by customers from e-commerce virtual organizations that are shown in the table below.

Virtual Organizations' Status in Turkey

The development of virtual organizations in the world is not yet completed. But the world has been significant progress in this area; work area with appropriate industry has changed significantly. But also the developments in this field in Turkey, as well as infrastructure problems need training in these matters, it is observed that scientific studies and is a fast and efficient development due to lack of social orientation. To compete with the modern world and the technological possibilities of the infrastructure problems must be solved in order to offer to the community as soon as possible of both modern educational methods and materials problems.

Turkey, as well as the concept of virtual organization in the world has entered the e-commerce companies. Known by many people across the country and described as a reliable company, gittigidiyor.com is one of the biggest virtual organization in Turkey. Company in Turkey is one of the first online shopping a few business sector, a lot of advantages besides the difficulties experienced in the establishment and development process is also brought along. Gittigidiyor.com gives several innovations to online shopping sector and it has managed to be the market leader in a short time. The firm's organization chart is as follows:

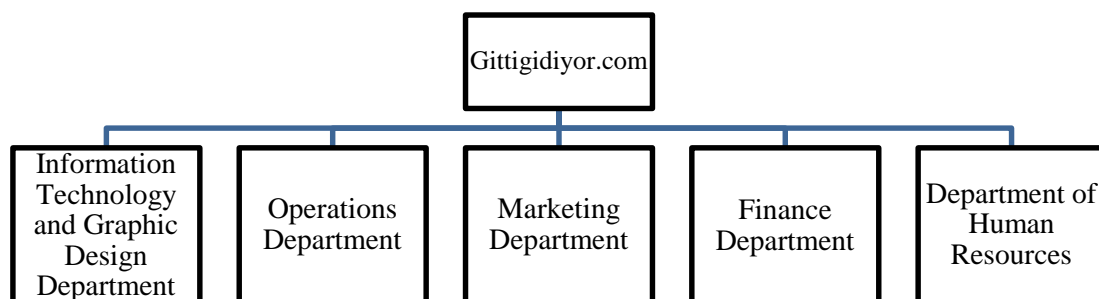


Figure 1: Company Organization Chart of Gittigidiyor.com

Especially virtual organizations which is shown in the international companies and preferred represents independent locations of teams, units and parts. Members of these teams of people who working in different countries meeting in council with teleconferencing, talking and getting answer immediate issues with chat programs within the company, sharing knowledges by e-mail or the central databases. From a financial standpoint, they can catch the same performance decrease of costs of general by concentrating countries of low cost of staff compare to countries which has high cost of working and working conditions,

CONCLUSION

Recent technological advancements, especially the overwhelming usage of the internet, have caused traditional organizations to be replaced with virtual organizations. Creating competition advantage using core competencies, reducing costs, and meeting customers' expectations faster, are the main reasons behind the common preference of virtual organizations. On the other hand, the disadvantages of virtual organizations are problems with trust and control. During the hiring process, companies are forced to pick out employees that are capable of advancing difference making skills and are also capable of reflecting such skills upon their behavior. Accumulation of knowing becomes to the success of organizational management, in today's organizations. In this situation knowledge always maintains its existence. Knowledge, in the prevalence and depth of virtual organizations, is the most important resource needed for the present and predict the future state. From whether individual or organizational perspective, the need for knowledge is increasing every day. Knowledge of virtual organizations involves, in particular - especially integrity, pluralism, communication and interaction between organizational activities. This situation provides a shift of attention to knowledge management in virtual organizations.

Information management foresight in virtual organizations is much more than a momentary event of knowledge and information management is vital and has the meaning of a cyclical process. Virtual organization through knowledge management approach is becoming a vibrant synergy. The organization is thought that it creates its own cells just like human cells. Indeed, the meaning of virtual organizations earns a living entity and thus arises. In short, today's knowledge, management and organizational trends in the world, new cases for both optimistic and pessimistic, produces events and processes. Virtual organizations with knowledge management in this regard are among the most popular topics in recent years. Now, the word of the day the most important concepts and circulate these issues and consists of new insights axis. There is no doubt that we live in the era of change; anyone who demands from new perspectives and approaches. Today we have come to use the method, the method should be remembered that we are at a time when the wounds of the past as well as the style and process. In this case, as in all areas of life, the means of creating a new awareness in the organization. Thus, knowledge-based virtual organization; value plus, it is possible to say that the effectiveness and the ability to pass on the benefits of knowledge management way of ensuring efficiency.

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