

vlad

by Vladislav Erhan

Submission date: 10-Jul-2023 01:46PM (UTC+0100)

Submission ID: 210053439

File name: 33293_Vladislav_Erhan_vlad_504190_1718495633.docx (74.82K)

Word count: 3659

Character count: 22799



1

Programme: BA (Hons) Leadership and Management Skills for the Workplace

Module code: BMSW5106

Task 1 (Individual Report)

Student Name: Erhan Vladislav

1

Student ID: 2111920

Table of Contents

Introduction.....3

Task 1.....3

Task 2.....4

Task 3 6

Task 4.....7

Task 5.....8

References.....9

Introduction

Knowledge and information management (KIM) involves optimising an organisation's data to achieve objectives. It involves coordinating people, processes, and technology to produce, share, and use implied knowledge for increased performance, competitiveness, and innovation. KIM requires information literacy, communication, teamwork, critical thinking, and technological literacy (*Alavi and Leidner, 2001*). Also, communication involves speaking and writing about information, while information literacy involves locating, analysing, and applying it. Critical thinking involves analysing data, recognising patterns, and making informed decisions.

This report aims to analyse Amazon and eBay's knowledge management systems, understanding strengths, weaknesses, opportunities, and threats. It also conducts a critical assessment of its systems, identifying areas for development and future-proofing talent. The report also presents recommendations for improving knowledge gaining, storage, sharing, and utilisation, enabling Amazon and eBay to effectively utilise their talent and expertise for sustainable development and a competitive advantage in the e-commerce market. At the same time, the report aims to support Amazon and eBay in efficiently managing their knowledge assets and positioning themselves for sustained success in the dynamic and ever-evolving e-commerce industry.

TASK 1

¹
Amazon: Amazon.com, Inc., founded by Jeff Bezos on July 5, 1994, is headquartered in ¹²Seattle, Washington. It began as an online bookstore but soon included consumer electronics, software, video games, apparel, furniture, food, toys, and jewellery (*Molla, 2018*). Therefore, Amazon is now a worldwide technology company that focuses on e-commerce, digital streaming, cloud computing, and AI. Additionally, Amazon's growth in these locations

explains this trend. As one of the Big Five firms in the US, it is home to companies like Zappos, Shopbop, Audible, GoodReads, and IMBD. Amazon's portfolio includes Zappos, Shopbop, Audible, GoodReads, and IMBD.

eBay: eBay, founded by Pierre Omidyar in 1995, is an international e-commerce company headquartered in San Jose, California. At first, designed as a marketplace for buying and selling items and services, eBay has progressed into a ²⁵ business-to-consumer and business-to-business transaction platform. The company is known for its auctions, "Buy it now" options, and a vast selection of items from sellers worldwide. eBay's platforms enable global vendors to organise and sell their goods, while buyers can locate inventory and buy it online. Therefore, the company similarly offers online event ticket trading through its subsidiary StubHub, classified ads through eBay Classifieds, and money transfers through PayPal.

Task 2

Amazon's Knowledge Management System (KMS) SWOT Analysis:

Strengths:

Amazon's Knowledge Management System (KMS) can provide enhanced customer experiences by using powerful artificial intelligence (AI) and machine learning capabilities. According to research by *Najafabadi et al. (2015)*, Amazon's recommendation systems have been fine-tuned to excellence. Additionally, these algorithms make use of Amazon's vast store of consumer data to provide highly adapted product choices. In addition, Amazon Web Services (AWS) is a great advantage since it provides a cloud computing platform that is highly accessible, secure, and dependable, which allows efficient handling of huge volumes of data (*Cegielski et al., 2012*).

Weaknesses:

Even though Amazon's KMS reaps enormous advantages from its massive customer data, it also raises substantial issues over customers' rights to privacy. According to *Martin-Martin et al.'s research from 2020*, increasing scrutiny over data gathering practises has the potential to challenge consumer confidence and pretend problems for the sustainability of the KMS. According to *Bansal et al. (2016)*, the sheer amount of data may also create challenges when it comes to effectively managing and using all of the information that is now accessible.

Opportunities:

Amazon has a huge chance to improve its KMS thanks to the ongoing development of AI and machine learning technology. These improvements will allow Amazon to add a higher level of complexity to consumer profiling, forecasting, and personalization. However, the growth of Amazon Web Services (AWS) enables the company to expand its dominance in the key market of key management services (KMS) to a wider market, therefore offering comprehensive data management solutions to companies all over the globe (*Bughin et al., 2018*).

Threats:

Amazon and other internet firms face challenges in regulating customer privacy due to global regulations like GDPR and CCPA. Failure to comply can result in fines, potentially up to 4% of a company's total revenue (*Tene and Polonetsky, 2013*). Therefore, Amazon must be transparent about its data usage and provide customers with control over their information, which may impact data-gathering activities, reduce customization, and incur more expenses. Furthermore, insufficient or non-existent cybersecurity is crucial, as Amazon's massive amounts of data make it an attractive target for hackers. A data breach can result in financial losses, regulatory penalties, and potential litigation. Additionally, a data breach can damage one's reputation, leading to a loss of confidence among consumers and business partners. In an era where digital trust is essential, a significant security breach could discourage consumers, lower user engagement, and lower income.

eBay's KMS SWOT Analysis

Strengths

eBay's Knowledge Management System (KMS) is based on its extensive database of client transactions, offering valuable insights into customer behaviour, preferences, and purchasing habits. Additionally, this data is crucial for defining business plans and providing personalised experiences. The bidding mechanism uses this data to provide intelligent bidding recommendations, improving user experience and driving sales. (*Reinartz, Thomas and Kumar, 2011*). However, customised suggestions are also provided by analysing user data to boost customer satisfaction and promote return visits. The KMS also leverages user expertise through community forums, where users can debate issues, offer advice, and answer questions, improving services and building a sense of community. Therefore, the feedback and rating system encourages merchants to provide high-quality goods and services, contributing to an effective, trustworthy, and user-friendly marketplace.

Weaknesses

eBay's Knowledge Management System (KMS) has made significant progress but still trails Amazon in AI and ML technology. Amazon's recommendation engine, driven by machine learning algorithms, provides personalised product recommendations based on customer browsing and purchase history. Also, eBay's KMS may lack the sophistication and precision of Amazon's suggestions and personalization tools, potentially resulting in less successful consumer involvement and lost sales opportunities (Huang and Benyoucef, 2013). To maintain its competitive edge, eBay's KMS must keep up with advancements in AI and ML. Additionally, the KMS's user interface (UI) is another potential vulnerability, as it enables less customization than Amazon's. If eBay fails to enable user interface customization, it may result in lower levels of user happiness and engagement compared to other rivals offering more personalised interfaces. Additionally, to improve the precision of its recommendations and customization efforts, eBay could invest in more sophisticated AI and ML capabilities and explore ways to make its user interface more adaptable to individual preferences.

Opportunities

So, eBay can enhance its Knowledge Management System (KMS) by integrating ²⁶artificial intelligence (AI) and machine learning (ML). Therefore, this integration can provide personalized and efficient customer experiences, driving customer loyalty and revenue development in the e-commerce industry. By improving recommendation algorithms, search engine operations, and AI chatbots, eBay can improve search results, predict patterns, and enhance customer support (Bughin, et. al., 2018). Also, AI chatbots can provide rapid solutions, expedite transactions, and make personalized product recommendations, resulting in improved consumer engagement and operational efficiency. Through merging demographic, transaction history, and behavioural data, eBay can cater to individual consumer preferences and provide personalized service, including personalized product suggestions and marketing messages. However, the integration of AI and ML into eBay's KMS presents a significant opportunity for innovation, user experiences, and company development (Bughin, et. al., 2018).

Threats

eBay's business faces significant risks in terms of data security and privacy due to its vast amounts of sensitive consumer data. According to Romanosky (2022), cyberattacks and data breaches can lead to reputational harm, financial loss, and legal and regulatory fines. Also, to maintain its competitive edge, eBay must ensure its KMS is following global regulations like

GDPR and CCPA, which may require substantial investments in data protection safeguards and compliance systems. Additionally, the company faces fierce competition from other e-commerce platforms like Amazon and Alibaba, as well as specialised competitors with advanced KMS systems powered by AI and ML capabilities. However, to stay competitive, eBay must continually design new products and invest in its KMS. (Stroud, 2017).

Additionally, the company faces challenges due to changes in customer behaviour and expectations, such as a unified and customised buying experience across various retail channels. To maintain its competitive edge, eBay must ensure its KMS is flexible and adaptable to deliver the improved experiences customers desire.

Similarities and Differences

Amazon and eBay are two of the world's largest e-commerce companies that utilise massive amounts of client data to power their Knowledge Management Systems (KMS). These systems help them understand customer behaviour, preferences, and requirements, enhancing the customer experience through personalised solutions and suggestions. Therefore, both companies aim to improve market share, customer engagement, and loyalty by continuously refining and enhancing their systems. However, there are significant discrepancies in their KMS in terms of complexity and efficiency. Amazon has been a leader in incorporating AI and Machine Learning technology into its KMS, using Amazon Web Services (AWS) as a cloud platform (Huang and Benyoucef, 2013). This has enabled Amazon to develop a dynamic KMS that continually learns from data and adapts to changes.

Even though eBay has made significant progress in its KMS, it may not match Amazon's sophisticated capabilities. eBay's suggestion and personalization technologies may not be as accurate or responsive as those offered by Amazon, indicating that its KMS has room for development, particularly in terms of AI and ML capabilities. Therefore, both Amazon and eBay face challenges in managing their KMS due to increasing data protection restrictions and the constant threat of cyberattacks. Both businesses must carefully negotiate these problems to safeguard customer information and maintain customer confidence (Bughin, et. al., 2018). Also, the ability of these businesses to effectively manage and exploit their information will continue to be a critical difference as the e-commerce industry undergoes significant changes.

Task 3

Knowledge Management (KM) systems are crucial for modern enterprises, especially online retailing. They help manage knowledge resources, gain insights from vast data, and optimise information usage for strategic decision-making and enhanced corporate performance.

Amazon's KM System

Amazon's IT infrastructure supports its sophisticated and intricate Knowledge Management (KM) system. Amazon Web Services (AWS) is a crucial component of this system, offering processing capacity for processing, storing, and analysing large volumes of data. AWS also provides a platform for deploying AI and ML models at scale, enabling Amazon to gain profound insights from its data and continuously improve its KMS. However, Amazon's recommendation engine is accurate and tailored to individual shoppers, using machine learning to analyse user behaviour, tastes, and purchasing history to create personalised suggestions for products. This leads to increased relevance, customer satisfaction, and sales growth.

Nonetheless, Amazon's KMS faces challenges, particularly in data privacy and cybersecurity. The company's vast consumer data collection makes it a popular target for hackers, and any data breach could lead to significant harm to the company's reputation and financial loss. (Bughin, *et. al.*, 2018). Amazon must navigate the increasing regulatory attention to data privacy and ensure compliance with applicable legislation to maintain its competitive edge.

eBay's KM System

eBay's KMS may not match Amazon's sophisticated capabilities, as it relies on customer information to deliver personalised product suggestions and enhance the buying experience. However, Hariharan *et al.*'s (2015) research suggest that eBay's personalization and recommendation algorithms may not be as accurate or dynamic as those on Amazon. To improve its KMS and stay competitive, eBay may need to ²²invest in cutting-edge technology like artificial intelligence and machine learning. Additionally, eBay must manage data privacy and cybersecurity to maintain customer data and confidence.

KM Value Chain

The value chain for KM is comprised of many phases, including knowledge gathering, knowledge storage, knowledge distribution, and knowledge application. Also, both Amazon and eBay have developed efficient methods for ²³the collection and storage of information, as shown by ²¹the massive amounts of client data that each company maintains. (Smith, 2012). However, there is a significant difference between the two firms in terms of the efficiency of

the transmission and application of information. Amazon's sophisticated AI and ML skills enable it to distribute and use information more efficiently, as shown by the company's highly personalised recommendation engine. On the other hand, eBay could need to make some changes in these areas to increase the performance of its KMS.

Task 4

Conclusion to the report

Amazon and eBay use Knowledge Management Systems (KMS) to develop corporate strategy, engage customers, and ensure growth. A SWOT analysis of the KMS revealed several crucial areas for improvement. KMS strengths, weaknesses, opportunities, and threats defined these regions. However, Amazon's Knowledge Management System (KMS) uses AI and machine learning to provide customers with highly customised experiences and exact recommendations. Amazon must emphasise data security and privacy in its KMS to maintain consumer trust and comply with legislation as data privacy concerns and regulatory scrutiny grow worldwide. (Sultan, 2013).

Even if Amazon's KMS is advanced, the business should continue investing in cutting-edge technology and investigating new AI and ML applications to stay ahead of its competitors. Following these strategies, Amazon can ensure its leadership in e-commerce and exceptional consumer experiences. Despite using customer data for personalization and recommendations, eBay's Knowledge Management System (KMS) has development potential. eBay must invest more in cutting-edge AI and ML technology to enhance its product suggestions and customer experience.

Also, eBay must value user data and privacy like Amazon. Customers' data safety standards increase with their knowledge of their digital footprints. Thus, eBay necessarily prioritises data security and privacy to retain customer trust.

Both firms need ongoing training to "*future-proof*" their knowledge management systems (KMS). They must regularly analyse their KMS, listen to criticism, learn from their mistakes, and improve (Owiti, *et. al.*, 2015). Also, they should invest in human resources to foster innovation and lifelong learning. However, this will ensure that firms keep their agility, flexibility, readiness to use new technologies, and capacity to meet changing customer needs.

Task 5

Recommendations

Amazon and eBay should upgrade their Knowledge Management Systems (KMS) due to their relevance in e-commerce:

Investment in Advanced Technologies

E-commerce companies like Amazon and eBay can enhance their knowledge management systems (KMS) by investing in cutting-edge technologies like artificial intelligence (AI) and machine learning (ML). These technologies enable businesses to analyse massive datasets and extract valuable insights, such as machine learning algorithms that can predict future product preferences based on customer actions, preferences, and purchase histories (Ghosh, 2021). Therefore, this personalised advice can lead to better customer satisfaction and increased revenue. Amazon was an early innovator in AI and ML use, utilising these technologies for inventory management and suggesting products based on browsing habits and prior purchases. However, eBay's KMS is efficient, but it could benefit from a deeper integration of AI and ML technology.

Despite progress in AI for customer support, customization, and fraud identification, there is still room for further integration. Also, by enhancing AI and ML capabilities, eBay can create personalised shopping experiences, provide accurate product suggestions, and make strategic decisions based on strong data analysis (Ghosh, 2021). Then, investing in AI and ML should be a top priority for both companies, especially eBay, given the current state of technology adoption. By enhancing the AI and ML capabilities of their KMS, Amazon and eBay can improve their ability to satisfy customer demands, remain competitive in the fast-changing e-commerce industry, and maintain their position as industry leaders.

Focus on Data Privacy and Security

In today's digital age, data breaches and cyberattacks are becoming more prevalent, making data privacy and security a crucial component of a Knowledge Management System (KMS). Amazon and eBay, as e-commerce giants, process sensitive client information, which can lead to reputational damage, customer loss, and administrative fines. However, to protect users' privacy and data security, KMS must adhere to strict regulations like GDPR and CCPA, which

require anonymization, explicit consent, and user-friendly access (Bali, et. al., 2009). Data security involves defending data against unauthorised access and breaches, requiring cybersecurity measures like encryption, intrusion detection systems, routine security audits, and employee education. A strong cybersecurity posture not only prevents data breaches but also builds consumer trust.

Therefore, a robust data governance framework helps businesses manage their data effectively, including clear rules and processes for data collection, storage, use, and disposal. This structure ensures high-quality, reliable data used in KMS, increasing efficiency and boosting consumer trust and loyalty. Prioritising data privacy and security in KMS not only helps Amazon and eBay meet legal obligations but also increases consumer trust and loyalty, contributing to their continued success.

Enhance Personalization and Recommendations

Personalization is crucial for online retailers like Amazon and eBay, as they use their Knowledge Management Systems to tailor product suggestions based on customers' preferences and past purchases. Additionally, this enhances the shopping experience, encourages more purchases, and strengthens brand commitment. Amazon was a creator of personalization and product suggestions, using complex algorithms. eBay's current system may need improvement, such as investing in AI and ML technology and developing innovative methods (Ribiere and Arntzen, 2010). To maintain competitiveness, businesses should cultivate cultures that emphasise ongoing education and development, providing training, fostering growth, and encouraging information sharing. However, these tactics help refine Knowledge Management Systems, stay ahead of emerging trends, and maintain a commitment to providing exceptional customer experiences.

17

Foster a Culture of Continuous Learning and Improvement

17

To maintain competitiveness in e-commerce, businesses must foster a culture of continuous learning and development. This involves incentivizing personnel to improve skills and adapt to new technologies, processes, and industry standards. Therefore, Amazon and eBay can build a culture of continual learning through various approaches, such as providing continual training, promoting a growth mentality, and encouraging information sharing. These strategies not only enhance adaptability and readiness to harness evolving technology but also propel innovation and improve the efficiency of their Knowledge Management System (KMS). (Huang and Benyoucef, 2013). However, implementing these tactics will enable Amazon and

eBay to further refine their KMS, remain at the forefront of emerging trends, and maintain their commitment to providing outstanding customer experiences.

Evaluate and Improve the KMS Regularly

Businesses like Amazon and eBay must continuously analyse and enhance their Knowledge Management Systems (KMS) to maintain a competitive edge in the e-commerce sector. The dynamic nature of the business environment requires rapid technical improvements and changing client expectations. Additionally, to evaluate KMS performance, businesses can use data analytics, user surveys, and performance measures. Learning from past errors and setbacks is crucial for making improvements. Cultivating a culture of innovation and development through continuous review and enhancement is vital for preserving KMS efficacy and maintaining a competitive position (Goodman, 2019). Also, companies that continuously update and develop their KMS are better equipped to capitalise on evolving technologies and processes, maintaining a competitive advantage. A KMS that is constantly improving can better respond to changing customer requirements and preferences, increasing customer happiness and loyalty and ultimately contributing to the company's long-term success.

11

References

Alavi, M., & Leidner, D. E. (2001). Review: Knowledge management and knowledge management systems: *Conceptual foundations and research issues MIS quarterly*, 107–136.

6

Bansal, G., Zahedi, F. M., & Gefen, D. (2016). The impact of personal dispositions on information sensitivity, privacy concerns, and trust in disclosing health information online *Decision Support Systems*, 86, 9–19.

2

Bali, R.K., Wickramasinghe, N. and Lehaney, B., (2009). *Knowledge management primer*. Routledge.

8

Bughin, J., Hazan, E., Ramaswamy, S., Chui, M., Allas, T., Dahlström, P., Henke, N., & Trench, M. (2018). Artificial intelligence. The next digital frontier? McKinsey Global Institute, 1–80.

2

Cegielski, C. G., Jones-Farmer, L. A., Wu, Y., & Hazen, B. T. (2012). Adoption of cloud computing technologies in supply chains: An organisational information processing theory approach. *The International Journal of Logistics Management*

14

Ghosh, B., (2021). GlobePort Faces Challenges in Its Technology Transformation. *Journal of Information Systems Education*, 32(2), pp.106–114.

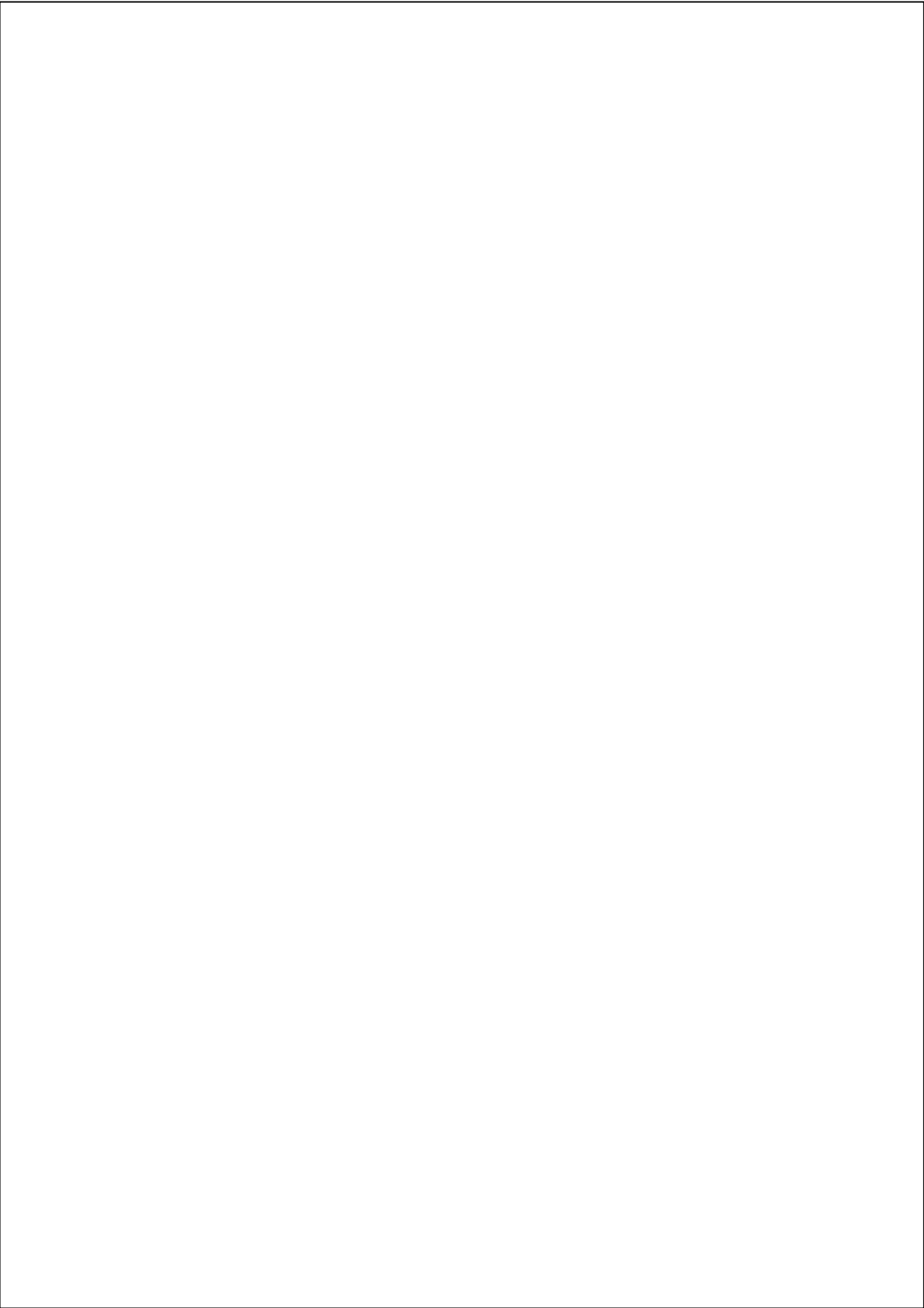
9

Goodman, J., (2019). *Strategic customer service: Managing the customer experience to increase positive word of mouth, build loyalty, and maximize profits*. Amacom.

Hariharan, S., Bezdek, M., Ramakrishnan, A., & Yew, J. (2015). Utility-based recommendation to handle sparse and dense datasets in collaborative filtering. In *Proceedings of the 8th ACM Conference on Recommender Systems* (pp. 301–304).

19

- 7 Huang, Z., & Benyoucef, M. (2013). From e-commerce to social commerce: A close look at design features. *Electronic Commerce Research and Applications*, 12(4), 246-259.
- 15 Molla, R. (2018) Amazon's e-commerce sales are expected to grow 32 percent to \$196.8 billion in 2017 in the US. Recode. Available: <https://www.vox.com/2018/5/3/17251552/amazon-earnings-retail-market-share> (Accessed 03/07/2023).
- 5 Martin-Martin, A., Orduna-Malea, E., Thelwall, M., & Delgado López-Cózar, E. (2020). Google Scholar, Web of Science, and Scopus: a systematic comparison of citations in 252 subject categories. *Journal of Informetric*, 14(1), 101007.
- 3 Najafabadi, M. K., Villanustre, F., Khoshgoftaar, T. M., Seliya, N., Wald, R., & Muharemagic, E. (2015). Deep learning applications and challenges in big data analytics *Journal of Big Data*, 2(1), 1.
- 16 Owiti, J., Nguyu, W. and Mungai, G., (2015). Knowledge Management Enhancement through ICT. *International Journal of Digital Libraries and Knowledge Management*, 1(1), pp.9-24.
- 13 Reinartz, W., Thomas, J. S., & Kumar, V. (2011). Balancing acquisition and retention resources to maximise customer profitability. *Journal of Marketing*, 75(1), 63–79.
- Romanosky, S., (2022). The State of Cybersecurity and Opportunities for Cyber Insurance.
- 18 Ribiere, V. and Arntzen, A., (2010). Knowledge management technologies. *In search of knowledge management: pursuing primary principles*, pp.33-53.
- 4 Sultan, N., (2013). Knowledge management in the age of cloud computing and Web 2.0: Experiencing the power of disruptive innovations. *International journal of information management*, 33(1), pp.160-165.
- 27 Stroud, F. (2017). Cybersecurity: Issues and Challenges on the Internet of Things. *In The IoT Physical Layer* (pp. 111–137). Springer, Cham.
- Smith, D. (2012). Exploring innovation. McGraw-Hill Education.
- 10 Tene, O., & Polonetsky, J. (2013). Privacy in the age of big data: a time for big decisions *Stanford Law Review Online*, 64, 63
- eBay Inc. (2021) About eBay: Company Info, News, and Careers Available: <https://www.ebayinc.com/company/> (Accessed 03/07/2023).



ORIGINALITY REPORT

15%

SIMILARITY INDEX

13%

INTERNET SOURCES

8%

PUBLICATIONS

12%

STUDENT PAPERS

PRIMARY SOURCES

1

www.coursehero.com

Internet Source

1 %

2

pure.coventry.ac.uk

Internet Source

1 %

3

arxiv.org

Internet Source

1 %

4

centaur.reading.ac.uk

Internet Source

1 %

5

www.researchsquare.com

Internet Source

1 %

6

Submitted to University of Southampton

Student Paper

1 %

7

mro.massey.ac.nz

Internet Source

1 %

8

www.colvinconsulting.com.au

Internet Source

1 %

9

www.wz.uw.edu.pl

Internet Source

1 %

10	Submitted to Brigham Young University Student Paper	1 %
11	repository.up.ac.za Internet Source	1 %
12	Submitted to Swinburne University of Technology Student Paper	1 %
13	www.tandfonline.com Internet Source	1 %
14	Submitted to University of Central England in Birmingham Student Paper	1 %
15	www.cnbc.com Internet Source	1 %
16	Submitted to Kisii University Student Paper	<1 %
17	Sofia Morandini, Federico Fraboni, Marco De Angelis, Gabriele Puzzo, Davide Giusino, Luca Pietrantoni. "The Impact of Artificial Intelligence on Workers' Skills: Upskilling and Reskilling in Organisations", Informing Science: The International Journal of an Emerging Transdiscipline, 2023 Publication	<1 %
18	www.iki-sea.org Internet Source	<1 %

19	link.springer.com Internet Source	<1 %
20	www.firgelliauto.com Internet Source	<1 %
21	Ellen Carm, Monica Johannesen, Bal Chandra Luitel, Leikny Øgrim, Prem Phyak. "Innovative Technologies and Pedagogical Shifts in Nepalese Higher Education", Brill, 2021 Publication	<1 %
22	www.kbvresearch.com Internet Source	<1 %
23	one.oecd.org Internet Source	<1 %
24	Submitted to University of Wales, Lampeter Student Paper	<1 %
25	hdl.handle.net Internet Source	<1 %
26	www.abiresearch.com Internet Source	<1 %
27	Andrzej Wodecki. "Artificial Intelligence in Value Creation", Springer Science and Business Media LLC, 2019 Publication	<1 %

Exclude quotes Off

Exclude bibliography Off

Exclude matches Off