

BA (Hons) Leadership and Management Skills for the Workplace
Knowledge and Information Management Skills for the Workplace
Role & extent of Knowledge & Information Management in
Contemporary organisations

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Executive Summary

The report has reviewed and discussed the premise of eBay's business strategy is encouraging global trade among sellers and buyers via enabling business-to-business, which is commonly known as B2B, and consumer-to-consumer known as C2C transactions. It has been seen that eBay has earned net revenue of approx. \$9.8 billion depicting a fall in revenue from the previous fiscal year. One of the key findings in this report is Knowledge Management, which is a systematic approach to acquisition, collection, capturing, storing, organising as well as sharing gained knowledge within an organisation to improve problem-solving, learning process, decision-making and entire organisational efficacy. KM (Knowledge Management) supply assurance that decision-makers have full access to vital information. KM enables knowledge sharing among expert workers with less experienced members of the team. KM makes it possible for businesses to obtain and assess customer's information including preferences along with their feedback. KM aid businesses keep track of the marketplace and contemporary market trends. Nonaka's SECI model highlights the importance of socialisation and interactions between the workforce and customers to exchange tacit knowledge and the externalisation of employees' knowledge and customer feedback to explicit forms. The report highlighted recommendations for knowledge management through the Wiig Model of Knowledge Management. eBay can invest in resources to serve its clients. This report has given recommendations about using core knowledge that is explicit knowledge, tacit knowledge and embodied knowledge. This framework of knowledge management can help the company to produce the highest level of quality and accountability of management.

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Introduction

This report's major purpose is to undertake an extensive evaluation of the e-commerce company eBay, considering its history as a vital player in global technology as well as e-commerce. The report will investigate the various eBay utilises knowledge management strategies such as the SECI model to successfully encompass information into its services and products, fostering innovation and information decision-making. The report will also investigate the role of eBay's Standard Operating Procedures (SOPs) in enhancing the experiences of customers, encouraging technology advancements, and navigating operational efficacy. The study will also illustrate the areas in which eBay can improve its performance including environmental impacts, ethical AI (Artificial Intelligence), data security, employee wellbeing, safeguarding counterfeit products, customer experience innovation, diversification of the market and supply chain streamlining. Furthermore, this report looks to supply a detailed comprehension of eBay's achievements, areas for improvement, and the importance of practices that are knowledge-driven in regulating its future development and competitiveness in the fast-paced e-commerce sectors. The multinational e-commerce retailer eBay was founded in the year 1995 by Pierre Omidyar in the United States (eBay, 2023). It is associated with running an online marketplace that drives buyers and sellers together from all around the globe. This business eases sales from business to customers as well as from customers to businesses via auctions and listings in which prices are fixed. One of the largest online marketplaces worldwide, eBay's online platform offers a wide range of products. The major outcome of this report will present the role of knowledge management within eBay to increase its customer satisfaction and product offerings.

Section 1: Knowledge and Information Management

Background of eBay

Pierre Omidyar founded the American multinational e-commerce organisation eBay in the year 1995 (eBay, 2023). Pierre's original philosophy for this e-commerce business was an auction platform through an online mode known as AuctionWeb, where he wants to make it possible for customers to sell and buy a variety of products by placing bids online. In the year 1997, "AuctionWeb" changed its name to "eBay," and the online platform's offerings continued to add fixed-price deals and online classified ads besides auctions. The premise of eBay's business strategy is encouraging global trade among sellers and buyers via enabling business-to-business commonly known as B2B and consumer-to-consumer known as C2C transactions. eBay has earned net revenue of approx. \$9.8 billion depicting a fall in revenue from the previous fiscal year (Statista, 2023). Customers can give their bids or purchase products at a price which was set previously once sellers start advertising their products on the online marketplace. To promote global trade and provide a variety of markets, eBay is associated with offering local websites in several countries. One of the largest online marketplaces worldwide, eBay has expanded significantly over the past years. Currently, eBay accounted for less than 5% market share of the vast US market among other e-commerce businesses existing there (Marketplace Pulse, 2022). Its goods categories have been extended to include anything from the electronics section and clothing to collectables sections as well as household goods. In addition, the e-commerce business has collaborated with several companies by buying their stakes and one major instance of such a company is the online payment option PayPal (eBay, 2023).

What is KM

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The term KM commonly known as Knowledge Management is a systematic approach to acquisition, collection, capturing, storing, organising as well as sharing gained knowledge within an organisation to improve problem-solving, learning process, decision-making and entire organisational efficacy (IGI Global, 2023). KM includes technologies, processes and strategies that empower the innovation, conservation, and distribution of knowledge including documents, best strategies, experiences and ability. By easing the flow of informative data and ability all over individuals and departments, knowledge management fosters innovation and cooperation while safeguarding data silos. Successful application of KM enables organisations to hold their collective knowledge, accelerating enhanced performance, competitive advantage, and flexibility in the dynamic business prospect.

Importance of KM for organisations including eBay

Any business organisation involving eBay must focus on knowledge management for a variety of reasons and those have been demonstrated below.

Effective Decision-Making- KM assures that decision-makers have ease of access to vital insights and information (IGI Global, 2023). Having complete access to precise and contemporary knowledge allows executives to make informed decisions swiftly in eBay's fast-paced and dynamic marketplace.

Continuous improvement and innovation- Innovation and consistent enhancements are encouraged by KM, which fosters concept sharing, and exchange of best practices as well as insights. eBay can stay ahead of the high competition followed by continuously improving its procedures and supplies due to this innovative and continuous learning culture.

Planning for talent retention and succession- KM allows knowledge sharing among expert workers with less experienced members of the team (IGI Global, 2023). This aids with succession planning by

preventing knowledge loss from employee turnover as eBay grows by assuring that important organisational knowledge is kept and effectively conveyed.

Risk management- In a continuously evolving business environment, KM helps in actively recognising risks by addressing them appropriately. With the ease of access to earlier information and past experiences, eBay is capable of analysing viable risks and creating strategies to address future complications.

Role of KM in helping organisations in customer satisfaction and achieving competitive advantage

Through formulating and using valuable skills and information, knowledge management (KM) play a major role in aiding organisations in assuring customer satisfaction and obtaining a competitive advantage. The role of KM in aiding organisations in customer satisfaction and accomplishing competitive rivalry has been demonstrated below with suitable instances.

Personalised customer experiences- KM makes it feasible for businesses to gather and evaluate customer's personal information including tastes, preferences and feedback. Businesses can alter their goods and services to offer customised experiences by better comprehending the demands of the clients. For instance, to enhance consumer satisfaction and loyalty, the multinational British retailer Tesco applicated client data to provide relevant goods and incentives through its initiative known as the Clubcard loyalty programme (Tesco, 2023).

Agility and Adaptability- A strong Knowledge Management system allows businesses to respond rapidly to evolutions in the market and customer demands. A UK-based online meal delivery business Deliveroo applies machine learning as a means of knowledge management to boost prompt food delivery,

operational efficiency, guaranteed on-time food delivery, and enhance client satisfaction (Outside Insight, 2023).

Streamlined Customer Support- KM enhances teamworking and collaboration, which is responsible for streamlining the customer support system. The customer care teams of UK-based online business ASOS are capable of collaborating and responding to customer inquiries due to their utilisation of a knowledge management (KM) system to share vital information across operational units (Asos, 2023).

Competitive intelligence- KM helps businesses keep a record of the marketplace, contemporary market trends, and competitors. A UK-based global information provider organisation Euromonitor International utilises KM to offer customers relevant market insights and research followed by providing them with a competitive advantage (Euromonitor, 2023).

Continuous Development- KM encourages a culture of knowledge sharing and resulting in continuous development of services and goods. A multinational airline business in the UK (United Kingdom) EasyJet applies the Self-service tool as a knowledge management tool to collect customer and employee information, making it hassle-free to recognise the developmental areas and execute changes to enhance consumer satisfaction (EasyJet, 2022).

Section 2: Evaluation of Knowledge and Information Management Models/Theories

Evaluation of knowledge management through Nonaka's SECI model

A famous and significant knowledge management approach that illustrates the way in which knowledge is produced and shared within business organisations is Nonaka developed SECI model. Four basic forms of information transformation are recognised by the SECI model including conversion, internalisation, externalisation, and socialisation (Adesina and Ocholla, 2019). These strategies make it simple to transform implicit, difficult tacit information into explicit, easily convertible knowledge.

Socialisation (Tacit-to-Tacit)

Through communications and experiences, socialisation needs the sharing of tacit knowledge between individuals. While employees work together, brainstorm, and exchange their ideas, tacit knowledge is implanted in the framework of goods creation and service ideas. For example, in a design business, designers should have one-to-one discussions about ideas, exchanging their implicit information about customer preferences and design elegances resulting in the generation of innovative product ideas. Customers socialise while they convey their demands, needs, and preferences to businesses via a range of channels such as online forums, focus groups and customer support channels. Their unsaid knowledge influence modifications to products and facilities. The UK-based consumer electronic goods maker Dyson often engages with consumers to learn about their gained experiences followed by collecting feedback and suggestions for improving the features of products (Dyson, 2023).

Externalisation (Tacit-to-Explicit)

Externalisation is the procedure of placing tacit knowledge into explicit forms including diagrams, papers or prototypes (Adesina and Ocholla, 2019). Survey and interview information collected from customer reviews and insights is externalised into crucial reports and databases. The UK-based grocery organisation Tesco uses externalisation to change customer input to explicit information, which aids them identify patterns and improving their product and service offerings.

Combination (Explicit-to-Explicit)

Combining explicit knowledge from several relevant sources is associated with the generation of new knowledge. To generate a new medicine good in the UK, a pharmaceutical organisation might integrate information from a few clinical trials, previous market research as well as regulatory information. Combination for customer satisfaction occurs when businesses gather explicit knowledge, such as descriptions of products, testimonials, and reviews, to provide prospective consumers with detailed information. The UK-based retailer ASOS offers consumers a thorough perspective of their fashion products by combining product information, pictures, and user reviews which in turn assists them to make purchasing decisions (Forbes, 2016).

Internalisation (Explicit-to-Tacit)

Through the process of experiencing and learning, explicit knowledge is converted into tacit knowledge via internalisation. Finance firms with headquarters residing in the UK often arrange training programmes on new norms and financial services for their workforce, allowing them to internalise this explicit knowledge and utilise it in customer interactions. Consumers internalise knowledge when they utilise a product or service with clear directional instructions and manuals into vital tacit knowledge. Multinational UK-based corporation Apple invites its users to participate in seminars and sessions that aid them internalise the unique features and functions of their electronic gadgets (Apple, 2023).

Nonaka's SECI model demonstrated that the tacit knowledge of people is the way knowledge is assimilated into perceptions of services and products. The model also highlights the importance of socialisation and interactions between the workforce and customers to exchange tacit knowledge and the externalisation of workforce knowledge and customer reviews to explicit forms. Along with that, the fusion of diverse explicit sources of information and the internalisation of explicit information through continuous learning and experience through this SECI model.

Evaluation of the systematic approach through the Wiig Model

Karl Wiig proposed the knowledge management model in 1993 which is a strategic concept to understand useful and valuable resources. This model of knowledge management emphasises the intelligent acting in the organisation which can facilitate accumulation, creation, deployment and quality work (Jones-Esan, 2023). This model is especially useful to build core knowledge within an organisation. The strength of the Wiig model is it helps to give a theoretical approach to various types of knowledge. This model is easily integrated with another knowledge model. This knowledge management model helps to enable adopt a more refined approach to managing knowledge.

Stages of the Wiig Model

Building Knowledge- This stage of the Wiig Model is composed of external and internal knowledge that can cover both tacit and explicit knowledge and information (Helpie WP, 2023). This stage is all about completeness which is made of several sources of knowledge. Building knowledge can be loaded from personal experience and training. It can also develop through formal education, media, books and peers. For example, Sana Labs is committed to bringing empowerment through world-class learning and the building of knowledge with more game-changing innovation (Sana Labs, 2023). This organisation is choosing to build solutions to improve knowledge about solar acceleration to renewable energy.

Holding Knowledge- This stage is all about storing knowledge and information in a specific way. This stage emphasizes the retrievable physical format (Edgar and Albright, 2022). Holding knowledge can be gained through the training within the organisation. For example, Enterprise Knowledge is a company which is dedicated to representing the full breadth of information and knowledge which is ranging from the tacit experiences of the employees to explicit documents and records (Enterprise Knowledge, 2023).

Pooling Knowledge- This stage of the Wiig model is using the appropriate Knowledge management system to ensure crosstalk within the organisation between people or a team of experts. In this stage, the knowledge management system can use the intranet or group brainstorming process to pool knowledge.

Applying Knowledge- This stage is all about improving the work process in the organisation to automate new knowledge. For example, Sana Lab is offering an AI-powered learning platform to apply the core knowledge to employer teams to achieve the mission. This company is integrated with team apps to enhance the company's knowledge searchable in under 100ms (Sana Labs, 2023).

Different Dimensions of the Wiig Model

Completeness- Building knowledge is an important step to utilisation.

Connectedness- This helps to pull out information very easily to assimilate the process of decision-making.

Congruency- It is an alignment process between facts and figures. This is related to the operational objective of the organisation to use knowledge to solve problems.

Purpose and perspective- This is the aspect of capturing knowledge with a specific perspective. This dimension is all about increasing relevancy to the user.

Section 3: Investigating of KM techniques used by eBay

Investigating the ways knowledge has become important in eBay's SOP

The Standard Operating System commonly known as SOP eBay puts a developing significance on knowledge as the business organisation perceives the value of using its extensive information and expertise to improve procedures and enhance customer experiences followed by encouraging development (FAO, 2023).

Consumer Understanding and Personalisation- To gather consumer understanding and preferences, the Standard Operating System of eBay utilise knowledge-driven strategies. eBay might modify marketing campaigns and customise product recommendations by observing customer behaviour, research trends, and buying history. For example, eBay's suggestion engine makes relevant product suggestions depending on customers browsing as well as purchase history, enhancing the purchasing experience for users.

Risk management and fraud prevention- The Standard Operating System eBay for recognising and decreasing fraud and risk heavily depend on knowledge. To recognise suspicious behavioural patterns as well as fraudulent transactions, the business organisation use machine learning algorithms and advanced data analytics. This knowledge-driven strategy assures a secure and viable marketplace by assisting to protect both sellers and customers from potential fraud (FAO, 2023).

Supply Chain and Inventory Management- To optimise supply chain and inventory management the SOP of eBay formulate data-driven solutions. eBay can evaluate the demand for products and assure reasonable stock availability by assessing trending demands and sales data. Swift order processing and efficient logistics are all possible through this knowledge-driven strategy followed by enhancing customer satisfaction.

Product Development and Innovation- Knowledge-driven Standard Operating System helps eBay in its efforts to innovate and generate new products. eBay seek opportunities for a new platform and updates by assessing user input as well as contemporary market trends. For example, eBay consistently improves the functionality and UX of its mobile applications due to its comprehension of customer preferences and advanced AI technologies (Forbes, 2019).

Investigating the major outcomes that eBay has been accomplishing with the application of these procedures

eBay has generated a range of noteworthy consequences through the utilisation of knowledge-driven Standard Operating Procedures which have assisted it become one of the biggest and most successful global online marketplaces.

Enhanced Customer Experience- Due to the knowledge-driven SOPs of eBay, consumers now receive a premium quality smooth experience. eBay offers tailor-made product recommendations, marketing incentives and browsing results by formulating user preferences and data (eBay, 2020). This customisation accelerates customer pleasure, fosters return business and assists platform loyalty.

Competitive Pricing and Market Response- eBay may effectively adapt to changing market dynamics by utilising knowledge-driven pricing plans that are highlighted by competition information and contemporary market trends. To stay highly competitive and attract customers seeking the best offers and deals, eBay may change its real-time pricing strategy.

Operational Efficiency- eBay's SOPs refine internal procedures including logistics and supply chain management through using machine learning and data analytics. This impact reduces operating expenses followed by increasing the contemporary market's general competition level.

Optimised Inventory Management- eBay's SOPs assure that sellers have adequate product stock to meet the demands of consumers through the utilisation of data-driven insights (Forbes, 2020). With greater product availability and a reduced rate of risk of out-of-stock situations, this enhanced inventory management accelerates customer satisfaction followed by boosting gross revenue for retailers.

Product Development and Innovation- eBay's SOP system which is knowledge-driven is associated with the promotion of ongoing product innovation and development. eBay investigates developmental areas and includes new functions and features to enhance the user experience of platforms by assessing current market trends and consumer input.

The areas of improvement in future to overcome the barriers

However, eBay has had a lot of achievements, there exists still a few areas the business can focus on to overcome barriers and keep going with the rapidly evolving e-commerce industry.

Customer security and Safety- eBay can keep enhancing its efforts to obtain and retain the confidence and reliability of customers. This involves improving seller feedback and ratings, developing a dispute resolution process, and further assisting fraud prevention techniques. A safer environment may be generated through proactive interaction and educating the users followed by assisting the business to attract customers and make them repeat their purchases.

Seamless Mobile Experience- Due to the rise of mobile commerce demand, eBay may focus on streamlining its mobile application and website to come up with a hassle-free and convenient shopping experience through mobile. User engagement may be enhanced, and mobile sales can increase by incorporating mobile-friendly features, simplifying navigation, and enhancing page loading speeds.

Global Expansion and Localization- eBay can explore opportunities to enter new international markets and regionalise its online platform to satisfy the diverse preferences and requirements of customers in other nations. This includes providing bilingual customer service, modifying regional payment methods, and executing advertising customised to the targeted region.

Conclusion & Recommendations

Conclusion

The report has discussed the premise of eBay's business strategy is encouraging global trade among sellers and buyers via enabling business-to-business, which is commonly known as B2B, and consumer-to-consumer known as C2C transactions. It has been observed that eBay has earned net revenue of approx. \$9.8 billion depicting a fall in revenue from the previous fiscal year. One of the key findings in this report is Knowledge Management, which is a systematic approach to acquisition, collection, capturing, storing, organising as well as sharing gained knowledge within an organisation to improve problem-solving, learning process, decision-making and entire organisational efficacy. It has been understood from the discussion that the Successful application of KM enables organisations to hold their collective knowledge, accelerating enhanced performance, competitive advantage and flexibility in the dynamic business prospect. The report has evaluated the strategy of KM that makes it feasible for businesses to gather and evaluate customer's personal information including tastes, preferences and feedback. It has been understood from the findings that businesses can alter their goods and services to offer customised experiences by better comprehending the demands of the clients. The report has discussed Karl Wiig's knowledge management model which is a strategic concept to understand useful and valuable resources. This model of knowledge management emphasises intelligent acting in the organisation which can facilitate accumulation, creation, deployment and quality work which has been found from the discussion.

Recommendation

eBay can implement the Wiig Model of Knowledge management framework to perform better in the industry. This model will help the company to use information and system knowledge to

increase customer satisfaction. Through the Wiig Model of Knowledge Management, eBay can invest in resources to serve its clients. eBay is recommended to use core knowledge that is explicit knowledge, tacit knowledge and embodied knowledge. This framework of knowledge management can help the company to produce the highest level of quality and accountability of management. The company is recommended to execute leadership and technology professionals to increase enthusiasm with the customers to achieve meaningful change. eBay needs to implement a proper timeline to adopt the four stages of the Wiig Model. The first stage- Build Knowledge will start by the end of September 2023. The second stage- Hold Knowledge will be implemented by the end of November 2023. The third stage- Pool Knowledge will be adopted after January 2024. The company can develop the fourth stage of this model, which is the application of Knowledge, by the end of March 2024.

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Appendix

Poster presentation

