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(on the example of Amazon.com)

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Assignment

FOR MASTER`S THESIS FOR STUDENT

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1. Project (thesis) theme.
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Project (thesis) supervisor *Ph.D. Fedyshyn Iryna Bogdanivna*
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Abstract, Introduction, Theoretical and methodological chapter; Analytical chapter; Design and Calculation chapter; Labor protection and safety in emergencies Chapter; Conclusions; References.

5. List of graphic material (with exact number of required drawings, slides)
Slides in the amount of 10 units

6. Advisors of design (thesis) chapters

Chapter	Advisor's surname, initials and position	Signature, date	
		assignment given	assignment accepted
Labor protection	*Doctor of Economics, Assos. Prof., Sherstiuk R. P.*		
Emergency safety	*Senior Lecturer, Struchok V.S.*		
Justification of economic efficiency	*Assos. Prof., PhD. Stoyko I. I.*		
Special part	*Doctor of Economics, Assos. Prof., Melnyk L. M.*		

7. Date the assignment was given 20.09.2020

PROJECT TIME SCHEDULE

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3	*Project and Calculation*	*01.12.2020*	
4	*Labor protection and safety in emergencies*	*04.12.2020*	
5	*Conclusions*	*04.12.2020*	
6	*References*	*04.12.2020*	
7	*Graphic part (illustrative materials)*	*10.12.2020*	

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ABSTRACT

"Innovation seems to have been one of the key driving factors of the competitiveness and performance of businesses over the last few decades. Innovative enterprises are growing quicker, have higher efficiency, and are more profitable than their less inventive peers" [23]. Such results indicate that the capacity of many companies to innovate and renew may be restricted due to either administrative incompetence, contradictory goals, mismanagement, or leadership skills in deficit. However, as competition in high-technology industries is pacing up within the innovation economy, modern industrial companies are under rising pressure to tune their innovation ability. The goal of this work is to better understand how innovative initiatives are affected by various organizational environments, in this case, the innovation management process and innovation factors within a business. First, the organizational structure of both methods is clarified, focusing on the management form, the organization's orientation towards innovation, team composition, and the process design of innovative projects, to illustrate the differences. Then the impact on the organization of the basic management process, the collaborative variables, and the results are illustrated and contrasted.

Keywords: innovative project, innovation management, project management

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INTRODUCTION

The study indicates that the highest performing companies are critically capable of being able to strengthen their ability to innovate and refresh, assess their underlying frameworks, management styles, core, and support processes along with the underlying organizational culture.

The goal of this work is to better understand how innovative initiatives are affected by various organizational environments, in this case, the innovation management process and innovation factors within a business. First, the organizational structure of both methods is clarified, focusing on the management form, the organization's orientation towards innovation, team composition, and the process design of innovative projects, to illustrate the differences. Then the impact on the organization of the basic management process, the collaborative variables, and the results are illustrated and contrasted. From the above, the objectives of the research work are as follows

1. To find out the factors that affect innovation in enterprises
2. To examine the barriers to managing innovative projects in enterprises'
3. To investigate the relationship between innovation and enterprise performance

Consequently, the following three research questions can be answered:

1. What are the factors that affect innovation in enterprises?
2. What are the barriers to managing innovative projects in enterprises?
3. What is the relationship between Innovation and Enterprises Performance?

Research recognizes the different obstacles to innovation that restrict, impede, or obstruct innovation, but their influence and importance have remained completely unexplored. Also, research has not provided any longitudinal research about how the effects of challenges are viewed by different companies. This study tests a potential explanation for how certain variables can be useful in enhancing the creative projects of companies. The study also suggests a novel structure for this purpose by which the innovation project of organizations can theoretically be improved.

CHAPTER 1. THEORETICAL APPROACHES ON MANAGEMENT INNOVATION PROJECT

1.1. The difference between project management and innovation management

"Historically, an agency or a corporation began its company with basic characteristics. Many other businesses or corporations have begun their business with simple characteristics day after day. Therefore, because of market rivalry, this phenomenon is a drawback for them. From here, by making 'exclusive deals' that others do not offer, they aim to be distinct from each other to draw buyers to run quickly to their businesses. The process of introducing different special deals is called creative. Companies can gain a competitive advantage over rivals by getting this innovativeness. Take, for instance, the case of Compaq, a well-known and popular computer company that has been manufacturing many computer products with IBM since the beginning. However, Compaq has found that Dell, which is also a major computer firm, has harmed them to some degree by introducing similar goods at much lower prices. Compaq suffered losses due to this so-called rivalry and 14 percent of workers had to be laid off. Therefore, Compaq has taken revolutionary steps by launching an expanded product range, creating a modern computer design and development process, and providing lower prices" [24]. Kraft Foods was another later example that highlighted the evolution of invention. For its innovation at the distribution centers, Kraft Foods won a 2009 Supply Chain Innovation Award. Passive radio frequency identification (RFID) technology, along with more effective spot and track trailers on its premises, was recognized by Kraft as the best strategy to provide real-time visibility. They mounted passive tags to obtain benefits while reducing running costs and trucks were fitted with GPS-enabled RFID readers instead of placing battery-powered RFID devices on the company's trailers. Consequently, this revolutionary approach by Kraft has contributed to versatility and cost-effectiveness. By applying this new innovation, an additional 'gift' for Kraft is that the management of Kraft will track key performance metrics for yard operations. Kraft and its carriers do not waste time dealing with faxes and phone calls now either [1].

“The term innovation is usually frequently confused with the word invention. The term invention comes from the Latin word "innovare," which means "to make something new,” [6]. Back in 1985, [2] described innovation as the particular instrument of entrepreneurs to take advantage of change for a diverse business or service. He added that it is possible to present this invention as a discipline which can be studied and practised. In other words, innovation is often said to be "an idea, practise, or object that an individual or other unit of adoption perceives as new" [13,1.4]. Meanwhile, innovation was described by [20] as a process of translating an opportunity into new ideas and being widely used in practise. Very similar to [4], who claimed that creativity was to carry out a new or improved marketing mechanism, service or goods. The innovation suggested by [1,8] is the use of new technical and administrative knowledge to offer clients a new product or service." Many scholars have therefore argued that innovation is any new practise for organisations, including facilities, products, services, processes, policies and projects" [11,12 ,13]. The conclusion was also expanded by [1,20,7] in which they said that innovation is of significant importance to businesses, as it can be the source of additional revenue from new products or services, can help save costs or enhance the efficiency of existing processes.

“Some writers claim that creativity consists of the output of a generation. A new concept and its incorporation into a new product, method, or service resulting in the dynamic growth of the national economy and job growth, as well as the development of pure benefit for a creative business enterprise” [21,5]. “Generally speaking, the idea of innovation' is a very nuanced and multifaceted study of the topic of many studies, however, despite this, there is no generally accepted definition of innovation in science. There are three key methods of taking the word into account” [19,9]. “Innovation was seen by Schumpeter, who could be considered the founder of the theory of innovation in the economy in general, as the economic effect of technological progress, as the use of new combinations of existing productive forces to solve business problems” [11].

Innovation - a mechanism that incorporates science, according to Twiss, To attain novelty, technology, economics, and management extends from the development of the

concept to its commercialization in the form of production, trade, consumption [6]. “In their development of theoretical innovation models, several writers” [12,5,4] merged technology and business perspectives.

In this section the study to establish bridges between two distinctive disciplines – project management and innovation management. Despite seemingly interrelated nature of both subjects, these two research domains have been developing relatively isolated from each other.

“Innovation studies are rooted in Joseph Schumpeter's seminal writing in the 1920s-1930s” [11], whose thoughts began to gain prominence in the 1960s, as the general interest in technological progress, R&D, and innovation among policymakers and academics increased. In the 1980s, the field grew as a distinct academic discipline. An in-depth study of innovation literature is beyond the reach of this paper (for such research, please refer to [12]. The study aims to outline key research directions. [2,3] provide a detailed overview of the cognitive and organizational characteristics of the new field of innovation studies in a recent paper, taking into account their opportunities and challenges. The authors map the field's evolution and dynamics. The field of innovation studies, representing the dynamic nature of innovation, unites different academic disciplines.

There is a long history of project management as a human activity for example, constructing Egyptian pyramids in 2000 BC can be considered a project activity. Nevertheless the start of the modern era of project management, as a distinctive field of study, was in the 1950s. [8] describes three important phases of the historical growth of the PM. The PM, as such, was not remembered before the 1950s. Tools and techniques to support the management of complex projects were developed in the 1950s. Based on numerical approaches, the dominant thinking was based on the "one best way" approach. Since the 1990s, the third stage has been characterized by the changing world in which projects take place. It is increasingly understood that an approach to project management should be dependent on its context. It is also noted that there is a shift in project

management growth over time, from focusing on single project management to wider project management and strategic project management. [7].

The interfaces between innovation studies and (project management exist, as this brief literature review shows. However, it can be seen that both research streams have evolved in relative isolation from each other and the relation between the two domains is most often implicit. However, the conventional innovation literature generally avoids project management and the intricacies of handling innovation in project-based organizations, with some notable exceptions. Furthermore, the literature on project management, considerably expanded in recent decades, largely ignores innovations.

Nevertheless, as scholars and practitioners began to witness a certain degree of convergence between these two research areas, the link between innovation and projects has recently come under scrutiny. For example, at the eight IRNOP research conferences in Brighton in September 2007, the relevance of the interplay between projects and their management and innovation was emphasized. A global community of project management researchers, IRNOP stands for the International Research Network on Organizing by Projects. 'Projects in innovation, innovation in projects' was the theme of the conference.

As the essence of this debate is reported by [7], there are several important links between projects and innovations. Think only of the origin of the two terms. In several different settings today, we use the word project to signify a group or an organization, to demarcate a particularly complex transaction, to refer to a visionary plan or idea. The term originally draws on the Latin word producer, however, from which the meaning can be derived to throw something forward. Innovation, either a new product, service or other output, and/or a new process and method, is often used to signify something new. The word can also be traced to Latin and to the word innovo that might be translated as being renewed. In many ways, the two fields of research have been kept apart, leading to neglect in the area of project management to recognize and embrace unique project processes, rather than eliminating uncertainty through the use of advanced planning techniques. Project management has often been in the innovation arena, seen as a simple

implementation endeavor with few issues. Research has, however, repeatedly highlighted the difficulties of moving from invention to innovation, of moving from ideas to product value creation, a process in which project management could potentially play a very important role.

1.2. Argument for managing innovation in projects

In comparing the PM score and innovation indices for a community of nations, [3] explicitly discuss the relations between innovation and project management. The authors find an inverted U-shape curve using the PM certifications of the Project Management Institute (based in the US and the International Project Management Association (based in Zurich) as variables and the innovation index from the European Innovation Scorecard as variables. This finding suggests that increasing project management levels are positively associated with increased innovation levels, effectively encouraging the existence of a correlation between PM and innovation. However, very high PM levels become negatively associated with innovation after a certain threshold.

[3] propose, as an explanation of this phenomenon, that formal PM methods may promote the exploitation of existing knowledge, but impede the discovery of new ones. While this study was done on a macro-level, most studies have examined the link between innovation and PM on a micro-level, i.e. interplay between innovation and project management within particular economic agents. [5] draw on a multi-year analysis of project business to explain the creation process of project capabilities and the relation between the company's creative capacity and the way it produces and organizes projects. A contingency theory of project management was outlined by [8], underlining novelty, technical instability, difficulty, and speed.

[3] looked at what helps innovation ventures to produce innovation by being part of an innovation framework. The authors argue that the difficulty of innovation projects (because they are knowledge-intensive, have many stakeholders, etc.) requires the use of support services to make them resilient. Projects in Evidence-Based Medicine are studied

to support the conceptual model. [4,21] addressed the topic of portfolio management for innovation. Management of the innovation portfolio addresses the issue of 'managing the right innovation projects,' i.e. optimizing innovation portfolios in terms of managing the right innovation projects.

[5] say that effective control and coordination with project management is necessary for a successful innovation phase. To help aligned control in the innovation process, the authors design an integrated indicator-the Value Index. In the background of Dutch businesses, [4 ,11] analyzed the determinants of success or failure of innovation ventures. The authors argue that the implementation phase is the core of every process of innovation, and during this phase, most failures can be expected to occur. Many innovation initiatives fail because the process of implementation is not correctly handled. [7] point to the lack of empirical studies on this topic; and in the Dutch sense, they study this subject.

[4,9] discuss how these companies handle innovation in construction projects, based on the argument that project-based, service-oriented modes of business are not sufficiently discussed in the innovation literature. Authors explore connections between project-level processes, project portfolios, and core routine activities based on case studies [3, 21, 19] research information processing and success in innovation projects.

Support for the hypothesis that the value of rich knowledge increases for projects as they advance from concept generation to commercialization is among several results of this research. It means that each subsequent stage demands more and richer knowledge as a project progresses. This result is in contrast to the common expectation that as the project progresses, the uncertainty will decrease. [6,10], who used twelve case studies in large US enterprises, also examined the impact of uncertainty on the success of innovation projects.

[1,2] analyzed innovation management in project-based firms in three dimensions: innovation-supporting context, slack capital, and innovation perception as helpful or not. The authors note that ideas about how to efficiently manage projects, rather than how to effectively manage innovation, dominate the interplay between innovation and projects.

In other words, as conventional project management techniques are extended to innovation projects, the attitude towards handling innovation projects remains mechanical. To build time, space, and imagination for innovation, [4,13] argue for the evolution of conventional project management toward more informal, organic innovation management, with a higher tolerance for slack resources and higher levels of redundancy.

Recent publications appear to highlight the value and importance of research on the interplay between creativity and project management, as our literature survey presented in the previous section showed. Although this relation is intuitively understood, the literature remains inconclusive about the meaning or conceptual basis of an innovation project". Very frequently, an innovation project is equated with the creation of new goods or sometimes left without definition. "One of the few, [14,15] explicitly defines for managing an innovation project that can be viewed as "... managing a system that turns inputs into outputs and has a feedback mechanism to ensure that the performance of the project is compatible with its goals. This definition, in our opinion, is highly generalized, because it can be extended to virtually all project categories and does not underline the unique essence of innovation.

It is a demanding job to find a comprehensive concept. To begin with, the boundaries can be very blurry between a project operation and a process/program. "Projects" may be named tasks of a non-project nature (to portray this work appealingly), leading to uncertainty. Also, while there is a general definition of innovation (presented in the previous section), it is difficult to formulate a specific definition. Broadly speaking, the word can refer to a new way of doing something; to improvements in thought, goods, procedures, or organizations that are gradual and evolving or radical and innovative.

Often the boundary between a slight change or development and an invention is elusive. Project management is the engine for the implementation of new ideas and, depending on the concept of innovation, all projects which require a certain degree of innovation and creative effort (product innovation, process innovation, organizational innovation, user innovation, etc). Organizational creativity may occur as an enabling

force that leads to a successful outcome. The project, but innovation per se may not be the project itself.

The study begin from the point of view of product innovation, i.e., as a result of the invention, innovation materializes. In this way, the philosophical distinction between creativity and innovation is accompanied by this interpretation. As [9,10] argues, "A significant distinction between invention and innovation is normally made." The invention is the first instance of a concept for a new product or process, whereas the first effort to bring it into effect is invention. A project is then understood to be a medium for the transition from creativity to the invention.

The Community Innovation Survey (CIS) of the European Union defines a product innovation as “the market introduction of a new or significantly improved good or service concerning its capabilities, user-friendliness, components or sub-systems”. Likewise, process innovation is defined as “the implementation of a new or significantly improved production process, distribution method, or support activity for your goods or services”. Both product (new or improved) and process innovations must be new to a specific enterprise, but they don’t need to be new to the market.

Following these definitions, and under an “innovation project,” we understand a project dealing with product and service innovation, involving various aspects of innovation and innovativeness. Therefore, an innovation project revolves around certain criteria (and should include at least one of them):

1. Aimed at the development of an innovative (new) product or service (product or service innovation);

2. Employ innovative methods and approaches (process innovation); lead to improvement of innovative and learning capabilities of the project executor (organizational innovation);

3. Be realized in close interaction with the project owner (user innovation).Several characteristics can be taken into account when comparing innovation and conventional (i.e. those without explicit “innovation” content) projects.

Firstly, the projects differ in objectives. Conventional projects tend to have clearly defined goals and targets. On the opposite, innovation projects might not necessarily have this destabilization. Innovation is often elusive and cannot be described before it is achieved. Many innovation projects related to intangible assets and the commercial success of an innovation project can be highly uncertain. Innovation is often a result of a trial-and-error.

Risk-taking is low in regular projects since the objectives are clearly defined and processes are established. In innovation projects, objectives are loosely defined and ambiguous, and processes are more experimental and exploratory, hence the risk-taking is high. Expenses for innovative and research activities are characterized as long-term, with increased insecurity regarding the eventual amount of generated earnings. In other words, it is difficult to gauge ex-ante the net present value of innovation projects [24]. To reflect the complex nature of innovation, the innovation project team is made up of people with diverse backgrounds.

The major issue regarding innovation project management is that due to its origins in the engineering field, traditional project management is shaped by the precision, accuracy, and optimal use of resources. However, innovation by its definition is a creative process coupled with uncertainty and a need for slack resources. As [1,2] argue, “A revision of traditional project management guidelines may be necessary given the potential of conventional approaches to managing (innovation) projects to stifle innovation”.

A project is by definition, a temporary undertaking, or a temporary entity , with a particular goal. In comparison to the functional organization in corporations or public agencies where such tasks are performed as a service, this temporary nature of projects is on an everyday basis, continuous operations. We graphically show this distinction.

Table 1

Project Management

Creation of a product or service which is new to its owner, and may not be necessarily commercialized on the market	Innovation project management – development of a unique and novel product or service
Innovation, unique and novel for yourself	Innovation, unique and novel for everyone
Functional activity in an organization, with minor improvements	Corporate R&D laboratories/public research institutes

"The horizontal axis plots an innovation "intensity. Innovation portrays the right-hand-side of this axis as bringing a new concept to market as a valuable product or service. From invention to innovation, an innovative idea is transformed Via the commercialization of a specific industry. The left-hand-side introduces a "weaker innovation," i.e. a new and innovative product or service production for this particular economic agent. There may already be a similar or the same product or service on the market, but it is all completely new to the person who creates it. In this sense, it is “imitation”, rather than “innovation”.

Four quadrants are created by these two axes. We find ventures of a 'low innovation rate' type in the upper-left quadrant. Although they require a temporary creative initiative aimed at producing a particular product or service, they are not as such, purely revolutionary. Construction, motion picture, consulting, etc are common examples of project-based sectors. Each project is special per se, but they are all intended to provide a standardized service. Furthermore, the product or service produced may not generally be sold on the market; it may be for internal use only. For example, writing a doctoral thesis, preparing your vacation, moving homes, or even cooking a particular meal. Also, many operations and sectors are structured in a functional manner (lower-left quadrant).

In reality, in most companies/organizations with low innovation capacity, this is a convenient way of organizing and handling day-to-day business activities. Slight product/service enhancements may be novel to a business, but not new to the relevant

market. An organization may provide maintenance services for motor vehicles, for example. This operation is carried out regularly, but this business may provide minor design changes that are already on the market.

The lower-right quadrant reflects innovation as a continuous operating operation i.e. the creation of new products or services in corporations' specialist departments or public research institutes. This scenario illustrates the "routinization" of research in general and in particular, the processes of product growth. Unique divisions/programs that follow common policies and processes with the same employees are allocated to research or product creation. Also, the formal description of research and development given by the OECD implies a certain degree of systematization and continuity. R&D includes innovative work "taken systematically to increase the stock of knowledge, including human, cultural, and social knowledge, and the use of this stock of knowledge to devise new applications" [25]. R&D, along with growth involves basic and applied research.

Last but not least, the upper-right quadrant, the project management of innovation, means the development of a new product or service using the techniques and methods of project management. This product or service is brand new and is intended to be sold on the market. It should be noted that the boundaries are blurry, despite the visibly obvious distinction between the four groups. For instance, creative products could be produced in multinational companies within existing R&D departments, but in a way of project management. Within the same R&D department, also a few project management teams. A particular product can compete for development.

An engineering viewpoint defines the roots of project management in the industrial and construction industries, seeing a project as a task-focused organization, progressing linearly or similarly from the point of initiation to execution. Up until quite recently, this view prevailed. This view is in stark contrast to the essence of creativity. It is increasingly understood that creativity is a complex non-linear process. The earliest view of the process of innovation as a pipeline model (by which a given input is converted into a particular output) was largely abandoned. Project management, however, is generally increasingly known as a core generic skill for business management [4], rather than a

planning-oriented strategy or an implementation of the philosophy of engineering sciences and optimization in which project management is embedded [5]. "Project management" has arisen as a general model of organization for all aspects of enterprise [6].

This fresh conceptualization of project management allows the non-linear nature of creativity to be accepted. Also, the innovative and non-linear nature of creativity, rather than spontaneous improvisation, is often described as an organizational or management process. State, "Innovation is a management operation, like many business functions, that

Specific resources, laws, and discipline are required.' A project, with its specified target, scope, budget, and limitations, can therefore be a suitable innovation environment. The non-linear view of innovation derives from pioneering works by the forefather of innovation studies, Joseph Schumpeter. Innovation, as Schumpeter described it is understood as the recombination of established information or new combinations [12].

1.3 Factors affecting the activities of Amazon and Alibaba

Trust. [23,22] believed that the willingness to take risks may be one of the few characteristics common to all trust situations." [12,19] argued that there must be some substantial rewards at stake to properly research trust and that the trustor must be aware of the risk involved. The concept of trust suggested in this study is that a party's willingness to be vulnerable to another party's actions is focused on the assumption that the other party will carry out a specific action important to the trustor, regardless of the ability to track or control the other party [13]. In Business to Consumer (B2C) e-Commerce, confidence can be a critical factor. Expectations can not guarantee trust in e-commerce. Even if an e-trader is unknown, it gives customers interest to purchase goods or services. It promotes the use of e-commerce technology, enables the process of e-transaction, increases the degree of acceptance and acceptance of e-commerce, contributes to improving consumer engagement, increases customer retention, introduces

the notion of loyalty, sustains long-term customer relationships, and helps to gain a competitive advantage. It is possible to inspire potential sales and tolerate increased costs. It eliminates consumer fears about data protection and allows consumers to accept the e-sporadic trader's errors [9 ,8]. Trust is a dynamic idea and has several sides to be explored. There are a variety of researchers who have continuously discussed the 'confidence' issue from a technological point of view, such as the Internet and network security and even web interface design [19,20]. According to [21,3], however, taking into account only technological expectations would not guarantee trust in e-commerce.

Security, Fraud, and Hacking. It is generally recognized by both state and industrial organizations that information security problems are a significant obstacle to the growth of e-commerce from a customer point of view. Internet security risk identification has also been identified as a challenge for both seasoned and novice Internet technology users [19, 21]. Also, [19, 21] have described online retailers' fraudulent conduct as a key concern for Internet users and thus, [2,8] recognizes hackers as an apparent threat to e-commerce security. This occurs because the online accessibility and accessibility of many businesses' stored data provides the potential for any hacker on the Internet to steal data from these corporate databases. Several new studies have identified these risks [1, 2, and 3]. The acceptance of e-banking among adult clients in India has been studied by [19,7]. The results showed that many variables such as security and privacy, confidence, creativity, familiarity, and level of knowledge enhance the acceptance of e-banking services among Indian customers.

Awareness and Perceived Usefulness. Much research has outlined the importance of the impact of perceived utility on the attitude towards the use of e-commerce in the sense of the information systems (IS) domain. The real reason why e-commerce is used by clients is that they find it a convenient facility for online shopping [1,2]. Also, the use of online banking services, which is a good example of e-commerce, is new information for many consumers, according to [21] study, and the lack of awareness of online banking is a crucial factor in preventing it from being embraced by customers. He concluded that consumers were not aware of the possible advantages of online banking in his survey of

500 Australian customers. This was reinforced by another study by [18,9] in which they found that e-commerce adoption problems are leading to the problem of lack of understanding and knowledge of online banking services. The consumer acceptance of e-Government services in Malaysia was examined by [20,10]. Their findings indicate that utility, ease of use, compatibility, interpersonal impact, external influence, self-efficacy, promoting conditions, attitude, subjective expectations, perceived behavioral regulation, and intention to use e-Government services/systems are the significant determinants of user acceptance of e-Government services.

Accessibility. A well-designed e-commerce website has become important as the internet is increasingly becoming a major source of knowledge and services so that people can access public information and increase their participation. E-commerce websites can act as a tool for consumers and the general public for both contact and relationships. It is easy to exchange and transfer knowledge and data to external stakeholders [6]. Web accessibility is characterized by [7] as having individuals to use, interpret, understand, direct, and communicate with the web. Accessibility has been described by the International Standards Organizations (ISO) as the accessibility of a product, service, environment, or facility by people with the widest range of capabilities.' The user interface is described by Gummerus et al. (2004) as the medium through which clients are in touch with the e-service provider. Park and Kim (2003) found that customer satisfaction is directly influenced by the consistency of the user interface, as it provides physical proof of the competence of the service provider as well as encourages the effortless use of the service. Tan, Tung, and Xu (2009) identified fourteen main factors for creating successful B2C e-commerce websites because of their significance to customer satisfaction. Cyr (2008) also examined the effects on confidence and satisfaction of B2C e-commerce website user interface design variables (such as information design, navigation design, and visual design) across three developed countries: Canada, Germany, and China. Cyr found that these variables in user interface design are key precedents of culture-wide website confidence and website satisfaction.

Perceived Quality. There are two dimensions to the perceived quality of service; the technical dimension that refers to what is delivered, and the practical dimension that refers to how the service is delivered. The pace of response, updates of products, and efficiency of the web refer to technical quality [20,9]. The functional aspect of quality relates to digital communication, the personalization of communication and service, as well as new ways of customer access. Quality of product/service is characterized as the perception of the quality of product/service information provided by a website by the customer [25]. According to [22,2] the consistency of website content has been argued to be a precedent of confidence in quality for online customers. Furthermore, [13] found that customer satisfaction is directly influenced by the quality of knowledge. The critical variables for evaluating the public benefit of e-Government in Sri Lanka have been defined by [12]. The study showed that the critical factors for determining the public benefit of e-Government in Sri Lanka are the provision of quality information and services, the user orientation of information and services, the efficacy and responsiveness of public organizations, and public organizations' contributions to environmental sustainability.

Role of Government. The role of the government in developing countries is a significant one that promotes the requirements for the growth of e-commerce, such as the provision of robust safe online payment options, the provision of a sound ICT infrastructure, the provision of educational programs, and the raising of awareness through various means, such as media and educational institutions. The findings of their analysis illustrate the value of government promotion and funding as a key factor [1]. [, 2,15] suggest that the government is firmly committed to supporting e-commerce. Some Saudi people believe in the significance of the position of the government, according to Eid's report. Interviewee 8 commented on the public and private accreditation of the distribution of e-Commerce in the provision of basic facilities, such as a home address for all people, to be used online for the correct delivery of goods and documents and special services. There would be no e-government if there is no trustworthy postal service. Factors which affect e-commerce.

CHAPTER 2. ANALYSIS OF THE PECULIARITIES AND PRACTICES OF INNOVATION POLICY OF THE AMAZON.COM

2.1. General characteristics of the Amazon company

Amazon.com, Inc, an American multinational technology company based in Seattle, Washington, which focuses on e-commerce, cloud computing, digital streaming, and artificial intelligence, is an American multinational technology company. Together with Google, Apple, Microsoft, and Facebook, it is considered one of the Top Five firms in the U.S. information technology industry. The organisation has been referred to as one of the most influential economic and cultural forces in the world" as well as the most valuable brand in the world. Amazon was founded on July 5, 1994, in Bellevue, Washington, by Jeff Bezos. The business began as an online book marketplace, but grew to sell electronics, software, video games, clothes, furniture, food, toys, and jewellery. Amazon surpassed Walmart by market capitalization as the most profitable retailer in the United States in 2015. Amazon is recognised by technical advancement and mass scale for its disruption of well-established industries. As measured by sales and market capitalization, it is the world's largest online retailer, AI assistant provider, live streaming network and cloud computing platform. Amazon is the world's largest revenue-based internet company. It is the second largest revenue-based internet company throughout the world. Via its Prime Video, Amazon Music, Twitch, and Audible subsidiaries, Amazon distributes downloads and streams of video, music, and audio books. In addition, Amazon has a publishing arm, Amazon Publishing, a film and television studio, Amazon Studios, and Amazon Web Services, a cloud computing subsidiary. Like Kindle e-readers, Fire tablets, Fire TV, and Echo cameras, it manufactures consumer electronics. Over the years, its acquisitions include Ring, Twitch, Whole Foods Business, and IMDb.

Alibaba Group Holding Limited is a Chinese multinational technology company specialising in e-commerce, retail, Internet, and technology, also known as the Alibaba Group and as Alibaba.com. Established in Hangzhou, Zhejiang on 4 April 1999, the

company provides web portals for consumer-to-consumer (C2C), business-to-consumer (B2C) and business-to-business (B2B) sales services, as well as electronic payment, search engine shopping and cloud storage services. It owns and operates a vast portfolio of businesses in different business sectors across the globe Alibaba's initial public offering (IPO) raised US$25 billion on 19 September 2014, giving the firm a market cap of US$231 billion and, by far, the largest IPO in world history. It is one of the top 10 most valuable companies and on the Forbes Global 2000-2020 list, it is ranked the 31st largest public company in the world. Alibaba became the second Asian company in January 2018. Alibaba is the largest retailer and e-commerce firm in the world and on the Internet's list of largest corporations. It was also listed as the fifth largest artificial intelligence firm in 2020. It is also one of the world's largest venture capital firms, and one of the world's largest investment companies. The company hosts the world's largest B2B (Alibaba.com), C2C (Taobao), and B2C (Tmall) markets. Its online revenues and income have exceeded all US retailers (including US retailers).

The mission and vision statements of Amazon.com Inc. lead to the status of the organisation as one of the largest online retailers in the world. Stringent steps to ensure that the vision and mission declarations are achieved are due to this success. The corporate vision statement, in principle, offers organisational guidance towards a desired future state of the company. The corporate mission statement, on the other hand, outlines business priorities and directs strategic management in the company. Amazon's mission statement focuses on reliable and high-quality delivery based on this market analytical scenario. For instance, the company emphasises the convenience of target customers in obtaining the best product range in the e-commerce industry. The fulfilment of these official statements allows the long-term performance of the e-commerce sector in the global market to be further enhanced. The business focuses on price, selection, and convenience variables. In this respect, in the corporate mission statement of Amazon, the following features are identifiable: Lowest prices, Best selection, Utmost convenience.

This declaration of vision underscores the key goal of the business organisation to become the world's best e-commerce company. In this regard, in Amazon's corporate vision statement, the following features are identifiable:

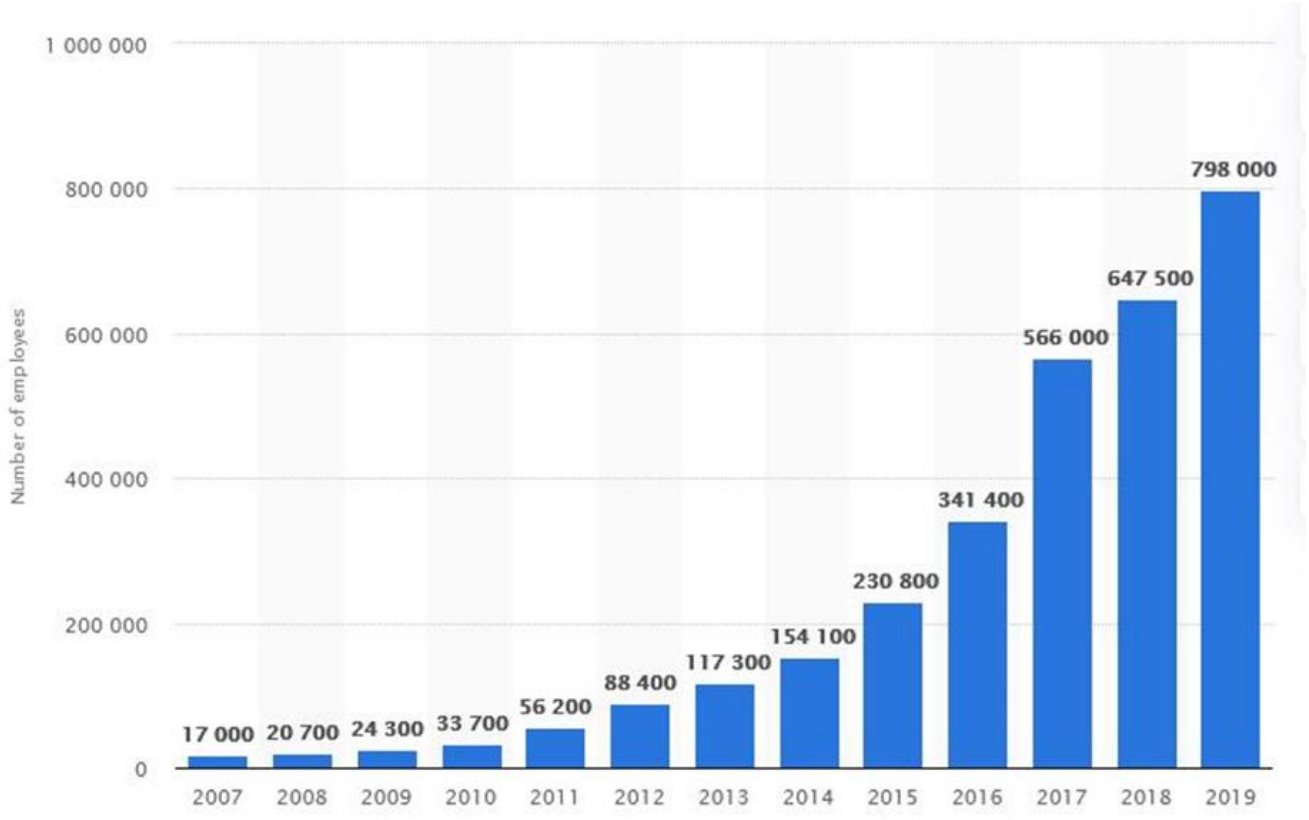
1. Global reach
2. Customer-centric approach
3. Widest selection of products

Main Brands And Details In Company Products:

- Retail goods: Different media (books, DVDs, music CDs, videotapes, and software), clothing, infant products, consumer electronics, beauty products, gourmet food, food, health and personal care products, industrial and science supplies, kitchen objects, jewellery and watches, lawn and garden items, musical instruments, sporting goods, tools, automobile items, and toys/games are included in Amazon product lines.
- Amazon Prime: Amazon announced the formation of Amazon Prime in 2005, a membership providing free two-day shipping throughout the contiguous United States on all qualifying orders for a flat annual fee of $79 (equivalent to $103 in 2019), as well as reduced one-day shipping rates. In 2007, Amazon launched the service in Germany, Japan and the United Kingdom; in 2008, in France (as 'Amazon Premium')
- Consumer electronics: In November 2007, via Sprint's EV-DO wireless network, Amazon launched the Kindle, an e-reader that downloads content via 'Whispernet'. To decrease battery consumption and to have a more legible display, the screen uses E Ink technology. There are over 2.7 million e-books available for purchase at the Kindle Store as of July 2014. Within generations of its readers, beginning with the Paperwhite, Voyage, and most recently the Oasis 2 launched in October 2017, Amazon started selling different versions in 2012.
- Delivery: Amazon has been moving away from conventional shipping services for last-mile delivery to reduce prices. The company operates over 30,000 delivery vans, which are subordinated to small businesses who chose to operate solely with the company through its Amazon Logistics program. In 2019, Amazon ordered 100,000 electric delivery vans to be distributed between 2021 and 2030. Amazon distributes routes to

independent contractors through its Flex app for its one and two-hour operation, Prime Now. Flex contractors are paid on the basis of how long Amazon feels it will take the delivery route and use their personal vehicle to make these deliveries. Under the Prime Air moniker, six-wheeled "Scout" sidewalk delivery robots and drones are currently being developed. Amazon also contracts freight shipments directly between its warehouses by truck and by Amazon Air.

- Retail stores: Amazon opened the first physical retail store, a bookstore in Seattle's University Village shopping center, on November 2, 2015. The shop, referred to as Amazon Books, has prices that equal those on the Amazon website (for Prime members) and incorporates online reviews into the shelves of the store. Amazon Go a store that uses cameras and sensors to identify items that a shopper grabs off shelves and automatically charges the Amazon account of a shopper, was opened to the general public in Seattle on January 22, 2018. Customers scan their Amazon Go app as they enter, and are expected to have an Amazon Go app installed on their smartphone and to be able to enter a connected Amazon account.



As of December 31, 2019, the firm employed approximately 798,000 full-time and part-time staff. Employment levels fluctuate, however, due to seasonal factors affecting our business. In addition, to augment their employees, it employs independent contractors and temporary workers. In some nations outside the United States and in some of our studio activities within the United States, the entire labour force comprises work councils, legislative employee representation obligations, and collective agreements. Employee connections are deemed to be successful by the organisation. Historically, competition has been intense for skilled personnel in the industry particularly for software engineers, computer scientists, and other technical staff.

2.2. Financial and Material Resources of a Company

Innovation seems to have been one of the key driving factors of the competitiveness and performance of businesses over the last few decades. Innovative enterprises are growing quicker, have higher efficiency, and are more profitable than their less inventive peers [23]. This practice is increasingly seen as a controlled discipline rather than an occasional breakthrough activity P. F. Drucker (2002), where improving the innovation capacity of organizations has become an important organizational priority to gain an advantage over rivals [11]. In response, innovation in the internal and external communications of enterprises has earned a lot of reverential rhetoric. A broad survey of 850 senior executives worldwide, however, shows that this rhetoric has largely failed to produce tangible actions. Although 66 % of respondents were worried that their company would not thrive without innovation, a large proportion of them (37%) made little to no adjustments to their approach to innovation; only 24% identified the skills they need to be innovative; and only 50% thought that their leaders show the vision and enthusiasm they need to make innovation happen [12].

Properties

As of December 31, 2019, we operated the following facilities (in thousands):

Description of Use	*Leased Square Footage (1)*	*Owned Square Footage*	*Location*
Office space	*18,051*	*4,961*	*North America*
Office space	*15,863*	*1,831*	*International*
Physical stores (2)	*20,072*	*662*	*North America*
Physical stores (2)	*169*	—	*International*
Fulfillment, data centers, and other	*187,148*	*5,591*	*North America*
Fulfillment, data centers, and other	*76,868*	*2,570*	*International*
Total	*318,171*	*15,615*	

(1)For leased properties, represents the total leased space excluding sub-leased space.

Such results indicate that the capacity of many companies to innovate and renew may be restricted due to either administrative incompetence, contradictory goals, mismanagement, or leadership skills in deficit. However, as competition in high-technology industries is pacing up within the innovation economy, modern industrial companies are under rising pressure to tune their innovation ability. Commoditization for high-technology goods, for instance, has been found to accelerate Shih (2018), although consumer expectations are still high: consumers expect smooth journeys, customization, and more regular innovation of products [13]. From the viewpoint of what hampers innovation" D'Este, Iammarino, Savona, and von Tunzelmann (2012), the capacity of businesses to meet these new requirements must be examined. Since the absence of innovation is not due to the absence of new concepts, but rather to their implementation and management [16], the results suggest substantial opportunities for change. Current innovation literature, however, has largely focused on enablers of innovation rather than

looking at organizations' management factors. The exploration of organizational contingencies, such as leadership and management strategies, the use of resources, organizational frameworks, processes and instruments, organizational learning, and culture that potentially hamper innovation is another viable research stream to improve innovation capacity (Hueske, Endrikat, & Guenther, 2015).

This includes 564 North America and 7 International stores as of December 31, 2019.

Segment	*Leased Square Footage (1)*	*Owned Square Footage (1)*
North America	*199,473*	*1,983*
International	*74,231*	*958*
AWS	*10,553*	*5,882*
Total	*284,257*	*8,823*

	Year Ended December 31,				
	2015	2016	2017 (1)	2018	2019
	(in millions, except per share data)				
Statements of Operations:					
Net sales	$ 107,006	$ 135,987	$ 177,866	$ 232,887	$ 280,522
Operating income	$ 2,233	$ 4,186	$ 4,106	$ 12,421	$ 14,541
Net income (loss)	$ 596	$ 2,371	$ 3,033	$ 10,073	$ 11,588
Basic earnings per share (2)	$ 1.28	$ 5.01	$ 6.32	$ 20.68	$ 23.46
Diluted earnings per share (2)	$ 1.25	$ 4.90	$ 6.15	$ 20.14	$ 23.01
Weighted-average shares used in computation of earnings per share:					
Basic	467	474	480	487	494

Diluted	477	484	493	500	504
Statements of Cash Flows:					
Net cash provided by (used in) operating activities (3)	$11,909	$ 17,203	$ 18,365	$ 30,723	$ 38,514

	December 31,				
	2015	**2016**	**2017**	**2018**	**2019 (4)**
			(in millions)		
Balance Sheets:					
Total assets	$64,747	$ 83,402	$ 131,310	$162,648	$225,248
Total long-term obligations	$17,477	$ 20,301	$ 45,718	$ 50,708	$ 75,376

Operating Expenses

Information about operating expenses is as follows (in millions):

	Year Ended December 31,			
	2018		2019	
Operating expenses:				
Cost of sales	$ 139,156		$ 165,536	
Fulfillment	34,027		40,232	
Technology and content	28,837		35,931	
Marketing	13,814		18,878	
General and administrative	4,336		5,203	
Other operating expense (income), net	296		201	
Total operating expenses	$ 220,466		$ 265,981	
Year-over-year Percentage Growth:				
Cost of sales	24	%	19	%
Fulfillment	35		18	
Technology and content	27		25	
Marketing	37		37	
General and administrative	18		20	
Other operating expense (income), net	38		(32	)
Percent of Net Sales:				

AMAZON.COM, INC. CONSOLIDATED STATEMENTS OF CASH FLOWS

(in millions)

	Year Ended December 31,		
	2017	**2018**	**2019**
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH, BEGINNING OF PERIOD	$19,934	$21,856	$32,173
OPERATING ACTIVITIES:			
Net income	3,033	10,073	11,588
Adjustments to reconcile net income to net cash from operating activities:			
Depreciation and amortization of property and equipment and capitalized content costs, operating lease assets, and other	11,478	15,341	21,789
Stock-based compensation	4,215	5,418	6,864
Other operating expense (income), net	202	274	164
Other expense (income), net	(292)	219	(249)
Deferred income taxes	(29)	441	796
Changes in operating assets and liabilities:			
Inventories	(3,583)	(1,314)	(3,278)
Accounts receivable, net and other	(4,780)	(4,615)	(7,681)
Accounts payable	7,100	3,263	8,193
Accrued expenses and other	283	472	(1,383)
Unearned revenue	738	1,151	1,711
Net cash provided by (used in) operating activities	18,365	30,723	38,514
INVESTING ACTIVITIES:			
Purchases of property and equipment	(11,955)	(13,427)	(16,861)
Proceeds from property and equipment sales and incentives	1,897	2,104	4,172
Acquisitions, net of cash acquired, and other	(13,972)	(2,186)	(2,461)

AMAZON.COM, INC. CONSOLIDATED STATEMENTS OF OPERATIONS

(in millions, except per share data)

	Year Ended December 31,		
	2017	2018	2019
Net product sales	$118,573	$141,915	$160,408
Net service sales	59,293	90,972	120,114
Total net sales	177,866	232,887	280,522
Operating expenses:			
Cost of sales	111,934	139,156	165,536
Fulfillment	25,249	34,027	40,232
Technology and content	22,620	28,837	35,931
Marketing	10,069	13,814	18,878
General and administrative	3,674	4,336	5,203
Other operating expense (income), net	214	296	201
Total operating expenses	173,760	220,466	265,981
Operating income	4,106	12,421	14,541
Interest income	202	440	832
Interest expense	(848)	(1,417)	(1,600)
Other income (expense), net	346	(183)	203
Total non-operating income (expense)	(300)	(1,160)	(565)
Income before income taxes	3,806	11,261	13,976
Provision for income taxes	(769)	(1,197)	(2,374)
Equity-method investment activity, net of tax	(4)	9	(14)
Net income	$3,033	$10,073	$11,588
Basic earnings per share	$6.32	$20.68	$23.46

AMAZON.COM, INC. CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(in millions)

	Year Ended December 31,		
	2017	2018	2019
Net income	$3,033	$10,073	$11,588
Other comprehensive income (loss):			
Net change in foreign currency translation adjustments:			
Foreign currency translation adjustments, net of tax of $5, $6, and $(5)	533	(538)	78
Reclassification adjustment for foreign currency translation included in "Other operating expense (income), net," net of tax of $0, $0, and $29	—	—	(108)
Net foreign currency translation adjustments	533	(538)	(30)
Net change in unrealized gains (losses) on available-for-sale debt securities:			
Unrealized gains (losses), net of tax of $5, $0, and $(12)	(39)	(17)	83
Reclassification adjustment for losses (gains) included in "Other income (expense), net," net of tax of $0, $0, and $0	7	8	(4)
Net unrealized gains (losses) on available-for-sale debt securities	(32)	(9)	79
Total other comprehensive income (loss)	501	(547)	49
Comprehensive income	$3,534	$9,526	$11,637

AMAZON.COM, INC. CONSOLIDATED BALANCE SHEETS

(in millions, except per share data)

	December 31,	
	2018	2019
ASSETS		
Current assets:		
Cash and cash equivalents	$ 31,750	$ 36,092
Marketable securities	9,500	18,929
Inventories	17,174	20,497
Accounts receivable, net and other	16,677	20,816
Total current assets	75,101	96,334
Property and equipment, net	61,797	72,705
Operating leases	—	25,141
Goodwill	14,548	14,754
Other assets	11,202	16,314
Total assets	$ 162,648	$ 225,248
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Accounts payable	$ 38,192	$ 47,183
Accrued expenses and other	23,663	32,439
Unearned revenue	6,536	8,190
Total current liabilities	68,391	87,812
Long-term lease liabilities	9,650	39,791
Long-term debt	23,495	23,414
Other long-term liabilities	17,563	12,171

2.3. SWOT-analysis of the industrial and economic activity of the enterprise Amazon and Alibaba

Amazon

Strength

- Powerful brand name-Amazon has a strong role and effective brand reputation in the industry as a global e-commerce giant.
- Brand Valuation-Amazon is ranked #3 (after Apple at #1 and Google at #2), with a brand value of $125 billion, according to Interbrand's Global Brand Ranking 2019.
- Customer-oriented-Amazon serves a wide number of consumers at low rates for daily needs. This has made it a brand that is customer focused.
- Amazon often introduces new concepts and revolutionary additions to its product line and service offerings, such as ambitious drone delivery service and Withings Aura Smart Sleep System, with differentiation and creativity. This provides a difference from other businesses.
- Cost Leadership- Amazon does not incur costs by selling anything online to sustain physical retail stores. Amazon successfully controls its prices with economies of scale and lowers its product replenishment time.

Weakness

- Easily imitable business model-In this digital era, online retail businesses have become very popular. So it's not so hard to copy the business model of Amazon for competing businesses. There are also a fewfirms giving Amazon a tough time. Barnes & Noble, eBay, Netflix, Hulu, and Oyster, etc. are among these.
- Losing margins in a few regions, Amazon has faced losses in a few areas such as India. One of the reasons for exposing the risks of losing margins in certain markets could be free shipping to consumers
- Product Flops and Failures-The launch of his Fire Phone in the US was a massive disappointment, while the Kindle fire system did not even develop well.

- Tax Avoidance Controversy-Tax avoidance has created negative publicityfor Amazon in Japan, the UK and the US. Amazon has recently been criticised by President Trump over taxes on social media networks.
- Amazon owns very few physical stores and a limited brick-and-mortar presence.

Opportunity

- In emerging markets, Amazon will obtain the ability to enter or extend its activities.
- Amazon will increase competition against big box rivals and engage consumers with the brand by expanding physical stores.
- To eliminate counterfeit sales, Amazon has the potential to strengthen technical steps and organizational policies. When Amazon sold a fake My Critter Catcher, one case of counterfeit sales came into light. They marketed the product for $1 less than the initial product.
- In order to distinguish its products and increase profit margins, it can do backward integration by expanding its production of in-house brands such as Amazon basics.
- More acquisitions of e-commerce businesses would raise the market share of the company and decrease the level of competition

Threats

- In Amazon's brand name, few scandals have left a dent. "In 2010, people reacted critically and boycotted Amazon sites when they discovered that it was selling the book "The Pedophile's Guide to Love & Pleasure: the Code of Conduct of a Child-lover.
- In certain important nations, government regulations can also threaten Amazon's business proceedings. Cuba, Iran, North Korea, Sudan, and Syria are not delivered by Amazon.
- Links to exploitative labor-Amazon is one of three retail companies facing US State Department scrutiny for maintaining supply chains and labour sources related to human rights violations. The e-commerce giant is thus exposed to reputational, economic and legal risks.
- The company's network safety system can be impacted by can cybercrime.

- Aggressive rivalry in the future with major retail corporations such as Walmart and eBay would give Amazon a tough time. Moreover, Amazon is now competing with the following firms:

Alibaba

Strength

- Scale of operations – One of the first strengths of Alibaba that come to my mind is the sheer scale of operations and the market which it majorly operates. China is the most populated country in the world and is one of the leading economics and to have a strong hold in such a market and be a market leader is no mean feat. This kind of a success story is sure to go a long way in scripting Alibaba's growth trajectory.
- Market Share – As of 2015, Alibaba had a market share of 58% in China and its closest rival was far away at 22%. One of the major strengths of China is that this market share dominance comes because of the backing of solid manufacturers who are capable of manufacturing at mass levels and supplying across the world.
- Visionary Leader – Another strength, though qualitative in nature, is the presence of a visionary like Jack Ma at the helm of the company. We all have heard the visionary ideas of Steve Jobs and many often attribute Apple's success to him. It's important to have an iconic founder/leader who can lead from the front and Jack Ma's popularity and visions for the company are not letting them down on this count.
- Good relationship with partners – Alibaba also provides a very conducive environment to all those who participate in scripting its success. Merchants, Consumers, third party dealers etc. all get access to financial schemes, scalable platforms, cloud storage and real time access to all information. This makes it very attractive for more and more partners to join hands with Alibaba.

Weakness

- Way too many sellers – Alibaba is not putting a cap on the number of sellers who register to partner up with the company. This has resulted in a huge number of sellers competing in the online market place. While this is good for the buyers, it might not be so

good to the buyers. Not being able to taste success because of the huge competition will make the sellers withdraw from the contract. When Alibaba went public a couple of years ago, there were more than 8.5 million active sellers and the number has only been going up ever since. Because of this, a few reputed brands have pulled out from selling their products on Taobao and Tmall, the two websites by Alibaba.

- Very high discounts – Not being able to allow sellers to sell at fair and profitable prices is another weakness that the company has. It makes most of its revenues by selling advertising spaces for the sellers. The sellers are being suppressed now and do not have the freedom or opportunity to sell at profitable rates.

Opportunity

- Experience in China – The opportunities that Alibaba has in store are immense. Most of these result from the strengths. Since it has a sound base in the Chinese market and an in-depth understanding of the e-commerce business, it has immense opportunities in term of tapping other markets. Thought the Indian market has two dominant players, a big blown entry by Alibaba sure has the ability to create ripples.

- Rising Investments and demand of E-commerce portals – Very few E-commerce portals garner the amount of trust which Alibaba has. Naturally, when Alibaba expands to a new country, it comes with the years of trust on the brand. And hence, it gives tough competition to the local e-commerce players. Plus, it has the backing of the manufacturers.

- Aggregator based model – Its aggregator based model helps it reduce costs and keep its operations lean. This also presents an opportunity to replicate the model in other markets.

Threat

- If Alibaba is looking to expand its operations to other countries, particularly to India, then the biggest threat will be the presence and solidified establishments of Flipkart & Amazon. The time that Alibaba will take to set up its full functionality will be long and the two major players of the Indian E-Commerce industry will start adopting new strategies to ward off competition.

- Overall rising competition – Other entities like Tencent and JD.com are local competitors to Alibaba in China while Amazon and eBay are the global threats.
- Stability of the economy – The stability of the Chinese economy will also play a role in deciding the success of the business. But since almost all of Alibaba's business comes from within China, the global markets will have an impact only in dire situations.

Dropping profitability – With rising demand in service levels from E-commerce portals, the profitability of most E-commerce firms is dropping which is a point of worry for Alibaba as well.

CHAPTER 3. INNOVATION PROJECT MANAGEMENT IN THE SPHERE OF PERSONNEL HEALTH AND SAFETY REGULATIONS

3.1 Results and Discussion on factors that affect innovation in enterprises

"Governments are facing increasing number of crises, which are often fraught with new threats. They can extend beyond national borders and can have significant economic impacts. The Report on Future Global Shocks and Risks [1,2] highlights the vulnerabilities of an interconnected global economy. In the wake of financial and socio-political crises, global leaders are keenly aware that further systemic shocks can seriously undermine economic recovery, social development and even political stability. Recent crises have challenged political leadership and crisis management in many countries, often due to unexpected or unforeseen circumstances, as well as weak links and disruptions in the flow of information. Crises include the events of September 11, 2001, the SARS and H1N1 pandemic outbreaks in 2003 and 2009, the Indian Ocean tsunami of 2004, Hurricane Katrina in 2005, the volcanic erpution in Iceland and the ash cloud over Europe in 2010 or the 2011 Tohoku Japan earthquake which resulted in a tsunami and damage to the Fukushima Daiichi nuclear power plant. All this led to cascading consequences. In these cases, risk managers, manufacturing processes and management structures were not ready to cope.

These crises have certain peculiarities: they are unexpectedly large in scale, new and unknown before, and are of a transboundary nature. This point also takes into account the other pattern of new crises - cascading risks - becoming active threats when they extend to global systems, regardless of whether they arise in health, climate, social or financial systems. The traditional crisis can become transboundary and even develop into a global shock at a later stage.

A major contribution of the strategic planning process to management is the need to monitor the nature and changing character of external forces and how they impact the operations of an organization.

Disasters reveal not only the structural strengths and limitations of the physical environment of a community but also how local, state and national response organizations function effectively and ineffectively. Hurricane Andrew also reminded managers that organizational change is often the result of external forces for change. Other external forces for change such as new technologies, laws and regulations as well as community and business needs were major factors pushing for changes in management response and recovery programs, planning tools and approaches to mitigation.

Effective response and recovery is dependent on cooperation between local public agencies, business enterprises, and sometimes community groups. Traffic control and security is a collaborative effort between numerous local law enforcement jurisdictions. Coordination is critical in linking multiple organizational efforts in a seamless response and recovery effort.

For management and everyday (practical) management alike, the successful application of any theory or concept is greatly influenced by the situation. For example, a functional organization structure with many layers of management functions best in stable environmental conditions and routine operations. For practical management, the operating environment is ever changing and must be flexible to accommodate many different hazards that a community or business faces. Managers must build an organizational culture and structure that improvises and acknowledges that each disaster is unique. As a result, a more dynamic organizational structure could be structured based on the nature of the problem (hazard) and who needs to be involved and the actions taken. Utilizing an organizational design that is rigidly structured regardless of the situation might not provide the appropriate basis for quick and comprehensive decision making in a crisis.

Preventive measures should be aimed at increasing flexibility within the enterprise, developing preparatory plans for avoiding crisis situations and preventive measures to implement these plans. The enhancement of the financial condition of activity of enterprises is possible using such anti-crisis measures:

- reduction or optimization of the costs;

- optimization of taxation: the reduction of tax payments, the maximum allowable increase in tax payments per unit of increase in financial result;

- provision of the positive net cash flow: the reduction of the volume of consumption of financial resources, the formation of optimal measures aimed at improving the financial situation, which depends on the sphere of activity, management system, market conditions, etc.

- strategic controlling, formation of insurance funds, strategic reserves of funds, technical means, etc.

The field of management has stressed the need for the development of positive organizational culture and organizational learning. The management environment today and in the future will provide new challenges and organizational responses." [26]

Determining innovation factors for businesses is important. The result showed that a total of 500 respondents were chosen from a list of variables that they consider to be the key influencer of innovation. It can be seen that the number of employees earned the highest range, representing 100 percent, of the four specified innovation variables, followed by ownership structure, the size of managed marketing and the climate of the company. Therefore, it can be documented that, as a result of growing the number of workers and also the structure of ownership within the company, the major determinant of innovation in companies. Werner, Schröder, and Chlosta (2018) in their report, they confirmed that a long-term outlook has a positive effect on innovation success in small family companies. They also show that through lower fluctuation rates, family businesses are better able to retain the expertise of the workers, contributing to higher levels of innovation production. Finally, the study stated that subsequent generations of leaders of the family firm appear to be more risk-averse than the generation of the founder. As a consequence, the production of creativity declines continuously from generation to generation.

Table 3.1

Factors that affect innovation in enterprises

Factors of Innovation	**Observation**	**Frequency**	**Percentage**
Number of employees	500	500	100%
Structure of ownership	500	450	90%
Size of operated marketing	500	350	70%
Influence of the firm's environment	500	50	10%

The goal of this chapter is to include technological, sanitary, and medical preventive measures aimed at ensuring the health and ability of individuals to deal with them. Besides, to settle on ways and means to provide a successful and supportive working environment.

Some of the main principles of the Implementation of occupational safety management are:

- a priority of human (employee's) health and life over the state institution performance;
- implementation of the accident prevention principle;
- joint discussion of labor safety issues and personal responsibility for decisions and their implications;
- the regularity of labor protection management;
- publicity of control and managerial decisions.

Some Key Management System Components that will be used in the offices of state institution:

- Communication/Feedback loops
- Continual Improvement/Learning
- Accountability/Responsibility
- Leadership
- Participation
- Concept of Integration

Labour Protection Service and structure of the remote office of state institutes.

At the offices of state institutions, LP (Labour Protection) services will include the following expertise:

- special engineers;
- occupational hygiene experts;
- labor protection lawyers.

Under the LP service of the offices of state institutions, a laboratory will be set up to exercise control over harmful substances at workplaces.

Occupational safety and service size at state institutions.

The occupational safety and service size will be determined according to the number of workers, which is working in the different offices of the state institution.

OS (occupational safety) service will participate in the following activities:

Investigation of accidents and occupational diseases;

Formation of OS fund and its budget allocation;

Development of OS instructions;

The activity of workplaces certification commission.

To ensure that occupational safety service functions properly and correctly. We will have to calculate the amount of employee's base on the following formula presented below.

For employees' number n > 500 persons, LP service size, defined by the formula:

$$M\_1=2+(E\_av*C\_h)/R \quad (3.1)$$

M_1=2+(450*100)/1800

M_1=27

where Eav is the average number of employees;

R is an annual effective production resource of LP expert R= 1800 hours;

Ch is a coefficient accounting for occupational hazard:

$$C\_h=1+(E\_b+E\_a)/E\_av \quad (3.2)$$

C_h=1+(350+100)/400

C_h=2.125

Eb is the number of employers dealing with harmful substance regardless of their concentration;

Ea is the number of employees engaged in increased-risk works who are annually certified in LP.

3.2. Results and Discussion on the barriers to managing innovative projects in enterprises'

Table 3 explores whether innovative projects and challenges to innovative projects contribute to the success of companies, such as development and profitability. Overall, the findings demonstrate that company success is strongly and substantially correlated with creative ventures. It can also be clarified that a percentage rise in companies' creative ventures would also result in a 37.9 percent increase in business growth and profitability. This rise may be attributed to the fact that product and process developments for consumers are sufficiently developed and processed and this is accomplished by substantial investment in modern technology. Technology investment not only impacts business efficiency, but also helps equip businesses as well as employees and management within the company with the entire production and distribution processes. This result is consistent with several studies like that of [20, 18 ,23]. Kastelli et al. (2018) suggest that newly formed companies involved in technology transfer agreements in particular show better output even during periods of crisis in terms of growth and export intensity. [16] found in another study that the effects of productivity growth resulting from technology transfer in the business were greater over time and showed that accelerating technology transfer can be an efficient way to advance technology. [12]highlighted in another study that efficient technology transfer has a 40 percent positive impact on the efficiency of an organisation and a 29 percent positive effect on its innovation potential for Japanese manufacturing subsidiaries in Vietnam, suggesting that

corporate culture creates major differences in the effects of efficient technology transfer on business performance.

Table 3.2

Results and Discussion on the barriers to managing innovative projects in enterprises'

Barriers to Innovation	**Observation**	**Frequency**	**Percentage**
Language Issues	500	500	100%
Cross border payment	500	450	90%
Administrative and regulatory barriers	500	400	80%
High cost of developing and maintaining	500	250	50%
Fear of fraud	500	150	30%

The study demonstrates the presence of negative relationships between innovation barriers and enterprise efficiency, according to the results published. It can be seen that an increase would result in the depreciation of growth and profitability within companies if barriers to innovation are not curtailed. Innovation obstacles are seen as a major challenge for businesses, with some resulting in a loss of market share, profitability and skilled employees.

Table 3.3

Results and Discussion on the relationship between innovation and enterprise performance

Variables	Coefficients	Std Error	T. Values	Prob
Innovative Projects	.379	.251	1.869	.070
Innovation Barriers	-0.197	.421	3.081	.004
R^2= 0.8543	Adj R^2=0.8421	Prob: 0.000		

This outcome is aligned with previous research studies conducted in the field of innovation and company performance [7,10]. [23,6] reported that, through innovation programs and initiatives, organizing for potentially disruptive and progressive innovation within major financial services companies partly promotes experimentation, but not generally the exploitation of these types of innovations. Their study illustrates that if an innovation plan, active management support and a separate innovation governance system

are in place, projects are stimulated during the exploration process so there is no shortage of sufficient resources for projects or competition with conventional projects. However, obstacles such as a narrow mentality, a lack of exploitation of innovative concepts, an unsupportive organizational structure and inertia induced by the architecture of (local) structures further exploitation of technology is hindered.

CHAPTER 4. LABOR PROTECTION AND SAFETY IN EMERGENCY SITUATIONS IN AMAZON

4.1. Labor protection in Amazon company

The goal of this chapter on health and safety regulations is to include technological, sanitary, and medical preventive measures aimed at ensuring the health and ability of individuals to deal with them. Besides, to settle on ways and means to provide a successful and supportive working environment.

The Health and Safety Regulation aims to ensure and improve the safety and health of employees at work by establishing responsibilities, rights, and reciprocal ties between employers, employees, and their representatives, including as institutions of the State, concerning labor security.

The Effective planning of occupational safety management is of great importance because the effectiveness of worker's safety depends thereon. to possess active occupational safety management. we've to make management which will successively create structural subdivisions for establishing safe and healthy working conditions. The health and safety management team at this state institution is responsible to make the subdivisions (workshops, departments, and services) by their heads and leading experts appointed by the top of the health and safety management. This individual will actively perform or coordinate the labor protection service at the state institution.

Some of the main principles of the Implementation of occupational safety management are:

- a priority of human (employee's) health and life over the state institution performance;
- implementation of the accident prevention principle;
- joint discussion of labor safety issues and personal responsibility for decisions and their implications;
- the regularity of labor protection management;
- publicity of control and managerial decisions.

Some Key Management System Components that will be used in the offices of state institution:

- Communication/Feedback loops
- Continual Improvement/Learning
- Accountability/Responsibility
- Leadership
- Participation
- Concept of Integration

Labour Protection Service and structure of the remote office of state institutes.

At the offices of state institutions, LP (Labour Protection) services will include the following expertise:

- special engineers;
- occupational hygiene experts;
- labor protection lawyers.

Under the LP service of the offices of state institutions, a laboratory will be set up to exercise control over harmful substances at workplaces.

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4.2. Organization of civil safety management on the example of the Amazon.com

Injuries analysis of occupation safety for a state institution. Some of the methods, which we will use, for studying occupational injuries at state institution are as follow:

- statistical;
- topographical;
- monographic;
- economic;
- questionnaire-based;
- experts.

The monographic method consists of a detailed survey of work conditions, equipment, facilities, technology, hygiene, and sanitary conditions.

Topographical method - implies marking accident spots at the workshop layout plan. The economic method is often wont to study and analyze losses caused by occupational injuries. Questionnaire-based method - Involves the event of questionnaire forms for workers. Expert method - this is often supported expert conclusions on work conditions and compliance of the technology, equipment, facilities, and tools with the wants of standards and ergonomic regulations to machines, equipment, control boards, etc.

Violation and responsibility of officials that violate the occupational safety legislation at the office of the state institution.

- Disciplinary responsibility is necessary in cases where guilt is violated rules and regulations for safety. The violation does not lead to serious consequences and could result in reprimand or release.

- Administrative responsibility is imposed on perpetrators' fines. The right to impose fines using the occupational safety legislation of the offices of the state institution.

- Criminal responsibility occurs when irregularities may cause or have caused accidents to people or any other consequences. Criminal liability can carry only guilty parties, which because of their official position or by special order obliged to provide safe and healthy working conditions.

- Material responsibility of guilty officials for violation of safety rules occurs when the result of severe violations at the state institution will be required to pay certain sums of money to the victim of an accident or the social insurance to compensate for these payments.

Accidents, Investigations, Registration, and Occupational diseases may occur to any employee' that is working with the state institution. These are the following types of accidents that occur, according to the result of the investigation: injuries, occupational diseases, and acute poisoning, heatstroke, burns, frostbite, drowning, electric shock, and lightning damage due to accidents, fires, natural disasters, contact with animals and insects:

- While performing job duties (including an official trip), and actions in favor of the state institution even without the authorization of the institution;
- At the workplace, on the premises or at another workplace, given the set break;
- On the time required for remediation of the means of protection, clothes before and after work, as well as facilities for personal hygiene;
- While traveling to or from work in transport provided by the state institution, as well as personal vehicles used for the benefit of the institution with permission from the institution;
- During the accident, as well as during the elimination or removal of some office equipment at the facilities;
- During working hours when moving on foot or by public transport with an employee whose work is, connected with the movement of objects between services.

In the area of injury prevention, a special place belongs to the training and instruction of employees on safe working methods. After a few years of practice, this has established a consistent system of teaching safe methods of labor.

The introductory briefing is that the first phase of coaching on safe working practices, it's compulsory for all who get employment at the state institution be it (workers, engineers, students during part-time). The introductory briefing is going to be,

conducted by a security engineer or chief engineer at the institution. Typically, the instruction is for 1.5–2 hours, and if the individual work hour is for 5–4 hours.

Content of introductory briefing:

- The main statement of the legislation on health and safety.
- Internal labor regulations and behavior in the institution premises.
- The route through the territory, the location of buildings, meaning of warning signs, colors, security, sound, and light alarm.
- Brief descriptions of particularly hazardous work and prevention accident measures (moving equipment, gas-flame treatment of metal).
- Some specific circumstances and causes of cases have occurred as a result of violations of safety instructions and discipline.

This chapter discusses the administration of workplace safety, labor health programs, and the study of occupational injuries, etc. All of the recent health and safety management topics listed remind us of the effectiveness of LAN production for remote offices of state institutions.

CONCLUSION

Amazon is well positioned to remain the biggest internet retailer in the world. The Porter's five forces show its advantage over the competition with moderate supplier bargaining power and low threat of new entrants. According to an assertion, Amazon will become one of the largest consumer packaged goods and that no industry is Amazon proof, this is shown in the strategic positioning of the Amazon management team. In general, the recommendations to adopt the contingency management theory allow the organisation absorb the shock that comes from the uncertainty of events.

During the process of compilation of this research I came to the realisation that, Amazon's corporate problems are colossally related to their employees amongst other factor, which is why the final sub-chapter of this project contains a mini-project proposal that will aid in alleviating this problem and allow the organisation to focus on external factors. After implementation of the proposed project to improve situation of corporate and innovation management at amazon, three tools and methods were used to estimate changes in value of money considering time factor and also to make calculations for analysis. I am confident that after proper implementation of the proposed project Amazon will have a boost in the rate of productivity if the initial investment funds are paid off timely with the proper interest, as well as satisfied employees.

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