

# Creating complexity matrix for classifying artificial intelligence applications in e-commerce: New perspectives on value creation

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## Abstract

This research paper provides a comprehensive exploration of the role of Artificial Intelligence (AI) in value creation within the e-commerce sector, focusing on how task and information complexity affect AI deployment. It first outlines the historical development of value theory and value creation, highlighting the shift from traditional modes to modern interactive and co-creation models. Following this, the paper delves into AI's potential in various e-commerce dimensions including personalization, product recommendation, supply chain efficiency, and more. The centrepiece of the study is a detailed matrix classifying AI into Automated Intelligence, Assisted Intelligence, and Augmented Intelligence, based on the complexity of tasks they execute and the information they analyse. This research study engaged a panel of fifteen industry and academic experts to critically examine and assign complexity scores to various Artificial Intelligence applications within the e-commerce and similar sectors. The experts evaluated task and information complexity, thereby enabling a classification of the applications into a comprehensible matrix. This classification not only provides a guide for AI system design and evaluation but also enhances understanding of their functional dynamics. The paper contributes theoretically by advancing our understanding of AI as a value creator in e-commerce and practically by offering a roadmap for businesses to adopt and leverage AI technologies. As AI continues to revolutionize the e-commerce sector, the findings of this study provide invaluable insights for businesses seeking to gain a competitive advantage in the digital marketplace.

**Keywords:** Artificial Intelligence, E-Commerce, Value Creation, AI In Marketing, Digital Marketing

**JEL codes:** M31, M37, D46

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Corporate Management language English abstract KAPLAN NORTON suggested an enlargement or change of the BSC

perspectives to be able to adjust the scorecard system to the individual situation of each company They were aware that their four classic perspectives were not the central dimensions for every time but need to be adjusted when the economic

environment of a company changes Exactly such a change happened when the digital economy appeared That is a main

reason why a new perspective is important to consider the e business strategy In practice most of the SME use only the four

basic perspectives that are described in the fundamental literature They do neither dare to create alterations of the

perspectives nor to change or modify the shown procedure These companies need a support how to add the e business

perspective to consider the digital economy For this reason it is necessary to give stimulation to the business practice how to

handle goals structures and initiatives of such a new perspective There is a permanently increasing supply of hardware and

software solutions to support or partly take over the processes of the company The balanced scorecard respects soft facts in

its calculations In the digital economy these soft facts become more and more important In former times the managing

directors of SME often ignored the knock on effect of soft facts They orientated mainly about financial figures But the digital

economy has to consider different strategies Some statistics depict that even up to 80% of a company s profits in the digital

economy depend on soft facts Managers have to learn dealing with soft facts and intrinsic values As DRUCKER says the

experience of every employee can be used as a source of value added An employ

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