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KNOWLEDGE AND INFORMATION MANAGEMENT REPORT OF AMAZON AND BOOHOO ORGANIZATIONS

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MODULE: KNOWLEDGE AND INFORMATION MANAGEMENT

SKILLS FOR THE WORKPLACE

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Executive Summary

This report has been prepared to provide an overview of knowledge management systems within different organisations. Business organisations have developed an understanding that knowledge is very important in the competitive market. This has made them conscious of the data which can be generated by them. The major organisations in the e-commerce industry do not have a simple physical business model and hence knowledge becomes a source of advantage for them in the market. Hence organisations like Amazon and Boohoo use data originating from different sources as their basis of operations. The decision taken by the top management of the organisation is dependent on the quantity and quality of knowledge. These organisations have developed different systems to manage data. They follow the knowledge management value chain along with different tools and technologies to properly manage their data for effectively using it at the right time. There are some challenges associated with knowledge management systems. Outdated technology, staff shortage, improper goals, and inaccessible information are the major issues related to KMS. To overcome these issues companies must use upgraded technology and make clear objectives. It can be said that clear objectives would help to come over the issues related to KMS. There have been recommendations provided to overcome different challenges faced by Amazon and Boohoo in their knowledge management systems.

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Introduction

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According to Di Vaio *et al.* (2021), the purpose of a knowledge management system is to provide support for the basic functions of an organisation. The organisations have their different knowledge management systems which provide them with an understanding of key operations and market perspectives which allows them to take appropriate decisions to overcome competition in the market space. The exclusivity to knowledge is understood by the organisation very clearly and they have developed systems that would assist them in controlling the knowledge to their advantage (Antunes *et al.*, 2020). This case study report would highlight different knowledge management systems in two e-commerce organisations and their application in gaining competitive advantage.

1. Amazon - Organisational overview.

Amazon is an American multinational organisation that focuses mainly on the e-commerce space for its business. The organisation is one of its kind and has economic and cultural forces which are unparalleled in the world. The organisation was started by Jeff Bezos in Washington in 1994. It started as a book-selling organisation with the unique idea of delivering at the doorstep at that time. The organisation is number one in the e-commerce space.

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Services: Amazon.com, Amazon Alexa, Amazon Prime Video, Amazon Web Services, and Amazon Appstore among others are various e-commerce services provided by Amazon.

Size: Amazon is the second largest organisation in the world just behind Apple. The organisation has a multi-industry approach and provides various services to about 300 million people across the world.

Revenue: Amazon had a revenue of 513,938 million dollars at the end of the year 2022. The organisation had a year-to-year growth of 9 percent as compared to 2021 (annualreports.com, 2022).

Knowledge management system: The knowledge management system in Amazon has been the key to its business operations. Using the data of customers, employees, and the market to structure their decisions strategically has been proven great for Amazon. The organisation follows the *SECI model* of internal management of knowledge. The company nurtures its talents within the organisation with the help of some prior knowledge and then the information is externalised with the help of explicit concepts. The combination of the knowledge with other tacit knowledge is achieved in the third stage after which the integration process helps in getting back refined knowledge that can be used by the organisation in later stages (Nisar *et al.*, 2019).

2. Boohoo - Organisational overview

Boohoo is a British online fashion retailer. The organisation serves worldwide with its e-commerce retail services. ¹⁷ It was founded by Mahmud Kamani and Carol Kane in 2006. The organisation has its headquarters in Dale Street, Manchester, United Kingdom. Boohoo provides fast-fashion options to its consumers worldwide with its ever-growing presence in different markets (boohooplc.com, 2022).

Services: Boohoo provides fast-fashion options to its customers. The main business of the organisation is through online sales of garments.

Size: Boohoo is one of the largest online fashion retailers in the UK. The organisation is still growing rapidly with its 2352 employees. The organisation has been providing its services to people in destination markets and acquiring a place among the top sellers in the market.

Revenue: The revenue of Boohoo in 2022 has been 1983 million pounds. The organisation has been a prominent player in the online fashion market with a year-to-year growth of 13.63 percent as compared to 2021 (boohooplc.com, 2022).

Knowledge management system: The knowledge management system of Boohoo is not very prominent still the organisation uses *Akeneo's product experience management (PXM)* technology to manage information about its products and their protection as well. The organisation is very competitive in its sector and does not reveal much of its information. This allows the organisation to take advantage of that information to attract the attention of the customers.

2. SWOT Analysis of Amazon and Boohoo.

Strengths	Weaknesses
The knowledge management system of Amazon is not dependent on external technologies and the organisation has full control of its knowledge.	Amazon is a large company and hence many loopholes can be used to access the data and used by the competitors. Most of the data about the organisation is available in the public domain.
Opportunities	Threats
The organisation would have exclusive rights	The various strategies and their effect on the

to the data, and it can use the data it has generated to control the various aspects of the market. This shows the potential of the organisation to monopolise the market.	business can be diminished as the prior knowledge about the actions of the organisation is already available in the market. The market of Amazon can be potentially disrupted, and the organisation can face trouble with its operations.
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Boohoo

Strengths	Weaknesses
Boohoo is still growing, and the organisation has not had enough data sources which could potentially harm its business by disrupting its operations.	Boohoo must depend on PXM for the knowledge management of its products which is external technology provided by Akeneo.
Opportunities	Threats
The organisation can perfectly conceal its decisions and create a powerful impact that can generate higher growth prospects.	Boohoo would have to always be careful about the data which is present with PXM and spend a large sum to maintain the system in its workplace.

3. Similarities between the knowledge management system of Amazon and Boohoo.

Boohoo and Amazon both protect their knowledge about their operations. The knowledge about clients and suppliers of the organisations is not revealed in public. Organisations take precautions while publicising data and data sources. This allows them to keep control of the market and maintain their business. The major similarity in the knowledge management of both organisations is that they keep the knowledge about their products before their launch to themselves (marketlinks.org, 2022). Organisations have total control of how to release the data in the market and create a sensation about their products or services as they are introduced through marketing. Most of the knowledge about the product is made available to the customers so that trust can be ensured between customers and the organisation. The performance of the products is recorded, and it is applied to other products or services to improve their performance. Amazon and Boohoo both use data to influence the market and acquire a

dominating position. The effective use of data has a huge impact and provides a competitive edge to these e-commerce organisations. The annual reports of the organisations provide an overview of what they have decided for their prospects however, full details of the actions are not disclosed which creates anticipation among the people and would boost the impact of the action at the perfect time. The marketing of the organisation is boosted with the help of this technique and creates a competitive edge for them (Temel and Durst, 2020).

4. Differences between the knowledge management system of Amazon and Boohoo.

The major difference between the knowledge management of Amazon and Boohoo is that the knowledge management system of Amazon does not involve any external entity while that of Boohoo takes help from Akeneo. Amazon has a proper model of knowledge management that they use with the help of their technological expertise and platforms. This is not very convenient for Boohoo as the organisation does not have sufficient developments in these fields. Boohoo must depend on other organisations for maintaining their privacy which is extremely unsafe for the organisation. Boohoo uses these policies and pays for the services to Akeneo and others so that they can sufficiently use the services being used. Amazon is perfectly able to use the system developed by itself to control the data. There is no dependency for the protection of data and the control over data is highly increased. The knowledge management process makes operations more efficient (Abubakar *et al.*, 2019).

5. KM value chain for critical evaluation of the organisation KMS.

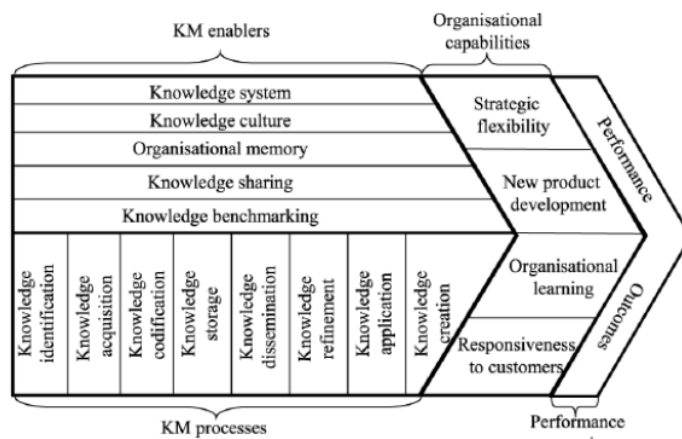


Figure 1: KM Value Chain

(Source: https://www.researchgate.net/figure/An-example-of-knowledge-value-chain-based-on-knowledge-management-KM-processes_fig1_272731129)

Knowledge management in an organisation is done to manage the data or knowledge which is related to or exclusive to the organisation. Many organisations are practicing knowledge management which has helped them safeguard crucial information from other organisations. It could be fatal to the business of the organisations to get their information revealed in front of others. The process of knowledge management has four key stages which should be followed so that they can properly manage the knowledge. These four stages are acquisition, storage, distribution, and use of knowledge.

Acquisition

The acquisition of knowledge is the first stage of the KM value chain. Valuable information is acquired from different sources. The information can be acquired from market research, it can be about employees, and it can be from feedback from customers and many others. The knowledge from different sources provides critical information to the organisation for its probable actions in the future.

Storage

The data which is generated and collected must be specifically stored in different places according to their usage and value. The information is stored so that organisations can use it to improve their functions and operations. The management of operations can be improved with the help of data and decisions to tackle unfavourable conditions can be achieved.

Distribution

The distribution of knowledge comes after the collection and storage stages. The knowledge which has been stored is distributed into different departments of the organisation. This helps the managers in these departments to take strategic decisions to improve operations (Bock, 2023). The marketing team is provided with data from the market, data from the customers and data for the competitors (Miskinis, 2018). The storage and supply data are availed for the supply chain managers. This way the data that the organisations have come around is utilised to create opportunities for the overall organisation.

Use of knowledge

The last stage of the knowledge management value chain is the use of knowledge. This stage determines the usage of data that has been acquired and refined by the managers so they can suppress the competition by properly managing the flow of data into the market and taking steps to consolidate the functions which have been lacking previously.

This KM value chain is used to manage the data using various models and technologies for each stage. Organisations have been using different systems within their capabilities to manage the knowledge about different aspects of their functions, employees, and consumers.

6. Illustration of different supporting systems deployed in knowledge management systems approaches of the organisations.

The KMS approaches taken by Amazon.

The KMS approaches which are taken by Amazon are all within the scope of self-dependency. The organisation has a robust knowledge management system for itself, and it also uses this system to help other organisations in their knowledge management as well (Ermine, 2018).

SECI Model

SECI (Socialisation Externalisation Combination and Integration) model used by Amazon is a unique model for managing internal knowledge within the organisation. The organisation has its model of processing the knowledge about its employees and production. The major internal strategies are formed with the help of this model which has four stages. Talent management and knowledge availability within the organisation are done according to this model. First, a piece of knowledge is acquired with the help of socialisation. After that externalisation makes that knowledge available for internal usage. After that the knowledge is combined with the perspectives of others and then it is integrated into the system.

Artificial Intelligence (AI)

Amazon has developed its efficiency in artificial intelligence which it uses to manage large sets of information which has been collected by the organisation. The main criterion for using AI is to discern the data which is useful and the data which would only take up unnecessary space (Paschen *et al.*, 2019). This system is used by Amazon to store specific data which has accumulated over a period about specific situations in major markets. The different markets have their data and Amazon is a large organisation which makes the knowledge which is accumulated by the organisation very large in size and managing that knowledge with perfect accuracy requires the help of AI.

Machine Learning

Machine learning can improve knowledge management in a system or technology. The set of data from various fields can be integrated into the system and it can be taught to process the data to arrive at specific conclusions. This system would be later used to process the knowledge which is related to the organisation and its operations. The process thus generated is used by Amazon to manage the data following a similar pattern. This type of knowledge processing program enhances the capability of distributing data among different operational and management bodies within the organisation to take appropriate decisions to overcome challenges that have been presented in the market (Saulles, 2023).

The KMS approaches taken by Boohoo.

The KMS approaches taken by Boohoo are on a small scale and only some operations are within the effect of this process. The knowledge management value chain of Boohoo is dependent on technologies and software systems which they have acquired by forming partnerships with other organisations. Acquiring data is also very different for Boohoo as the organisation does not have its proper system of KMS.

Digital Threading

According to Saulles (2023), digital threading is a technique that involves categorising knowledge into different sections one after the other. This makes the availability and manipulation of data very easy for the organisation. Boohoo applies this technique to store the knowledge one after another which is specific to a particular product or market. The market data which has been collected is kept in a separate thread so that the database which is formed can be used to provide support to the decision makes about the proper management of the product. The release pricing strategy and many decisions are strategically decided with the help of the digital threading technique.

PXM Software

The PXM software is used by different organisations to store data about the products and services of an organisation. This data is stored so that can be used later to provide an advantage to the organisation. Boohoo uses the PXM software of Akeneo to differentiate the knowledge about the products it has sold which it can retrieve later and use to modify its production and quality management (Skeldon, 2022). The differentiated knowledge about the products is very critical as Boohoo has many products that keeps changing over time. This maintains the freshness of their clothing products and understands the flaws in previous products so that new products can be improved by following the data.

7. The benefits of effective knowledge management systems.

The KMS developed organisational agility and increased the rate of innovation. Quicker problem-solving is also related to knowledge management systems. It is also identified that this system properly supported employee growth and development. The KMS is playing a vital role in organisations like Amazon and Boohoo. It has been identified that the KMS in Amazon has been the key to its business operations. Applying the data of customers, staff members and the market to structure their decisions in a proper manner has been proven for this brand. The *SECI* model has been followed by this organisation.

It can be said that firms could apply KMS to improve employee productivity, but they might face user adoption along with integration challenges. User Adoption is regarded as one of the vital issues related to knowledge management systems. Companies required user adoption for making technology investments worthwhile, including for KMS. It has been analysed that staff members do not like changes and that is why this is one of the problems of this management system. Before a knowledge management initiative could take hold, it may be supported by senior management. Failure of management commitment is another issue related to knowledge management systems. On the other hand, resistance to organisational change is also related to knowledge management systems. It often feels like more effort to change to a new of doing things rather than stick with existing patterns of behaviour (Skeldon, 2022). A company's information might all be there, but staff members have trouble accessing information properly. It has happened because it is laid out in non-intuitive structures.

To mitigate these issues in a proper way it is required to set clear objectives. A clear objective would help to overcome the challenges related to knowledge management systems. Knowledge Management is mainly a team effort so companies must prepare their team properly and making a team who would launch along with maintain their knowledge management strategy is significant for accountability (Faroukhi *et al.*, 2020). It has been observed that knowledge management needs a procedure to store and share knowledge. Companies need to let their staff members know how they could submit their contributors and flag an article for review systematically. It is also required to make things simple for their team which would be beneficial to remove the challenges of KMS.

Recommendations.

The discussion about the knowledge management systems of different organisations has revealed that it is a very important process in current times. Organisations must safeguard their knowledge and use it to create value for themselves in the process (Ferraris *et al.*, 2019). The process of integrating knowledge into the system and using it at a proper time needs processing and refining the knowledge which has been acquired. Amazon and Boohoo are major e-commerce organisations, and they have different business models and processes. The ability to control the flow of data makes Amazon the market leader while Boohoo uses it to overcome high competition in the clothing industry and establish itself as a highly competitive organisation. Both organisations have been using the knowledge to their advantage however they have chances to improve their knowledge management system according to the present scenario.

Amazon needs to be more careful about data leaks.

The various processes and developments in Amazon have been a great start for the organisation. Amazon has its system of knowledge management and does not depend on other organisations for this process. The organisation can use its knowledge management to take advantage of the market with various tools and systems like AI and machine learning. These tools are very effective in data analysis and provide support to the decision-making body at each level. However, the organisation is far from keeping its data safe from others. There is data available about the organisation in different domains which has increased fraudulent activities which involve the name of Amazon. This is a major concern for the organisation as it can taint the name of the organisation. The brand value of Amazon is high in the market and the organisation is a leader in many services it provides to people. However, these things would be very hard to control for the organisation as there are various kinds of data about the organisation freely available in the public domain (Kamb, 2022).

Amazon needs to take control of its knowledge management system and make improvements so that all the data which is being circulated in the name of Amazon can be found out and dealt with. The organisation must take charge of the data and carefully eliminate the fake data which is in the public domain. This is only harming the organisation and would be instrumental in creating mistrust among the public regarding the services provided by Amazon.

Boohoo needs to develop self-capacity in knowledge management.

Boohoo is a growing organisation, and it has an online platform and delivery capacity which is developed with the help of the knowledge management system. However, depending on an external organisation for storing sensitive information is very dangerous and would be very expensive for Boohoo. The organisation would need to develop self-capacity in managing its knowledge. The information has been safe with Akenoe, however, the cost of acquiring the PXM system is very endearing to Boohoo. This would be very cost-efficient for Boohoo to develop a knowledge management system of its own and deploy it within the organisation as it is growing at a rapid pace in the online clothing industry. The significance of a self-knowledge management system can be determined by evaluating several factors like the exclusivity of the data, full control of the data and others (Andreev, 2023).

Boohoo would benefit greatly from the development of a knowledge management system as it would be able to freely control the data without relying on any other organisation. The organisation would also be able to save a lot of costs which would benefit the organisation in the long run. The business organisation would be able to acquire a competitive advantage by releasing the data into the market as it pleases.

Conclusion.

Knowledge management offers team access to information along with resources they required to do their jobs effectively. Researchers have stated that knowledge management helps businesses retain that knowledge for a future application that promotes efficiency, and better working experiences together with less repetitive work. It can be said that Knowledge management systems also help to increase the performance rate as well as productivity in a proper way.

Promoting knowledge and sharing culture is important for the organisational culture. It can be said that these are helping to increase productivity efficiently. The microenvironment relates to the immediate periphery of a company and directly impacts the company regularly.

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