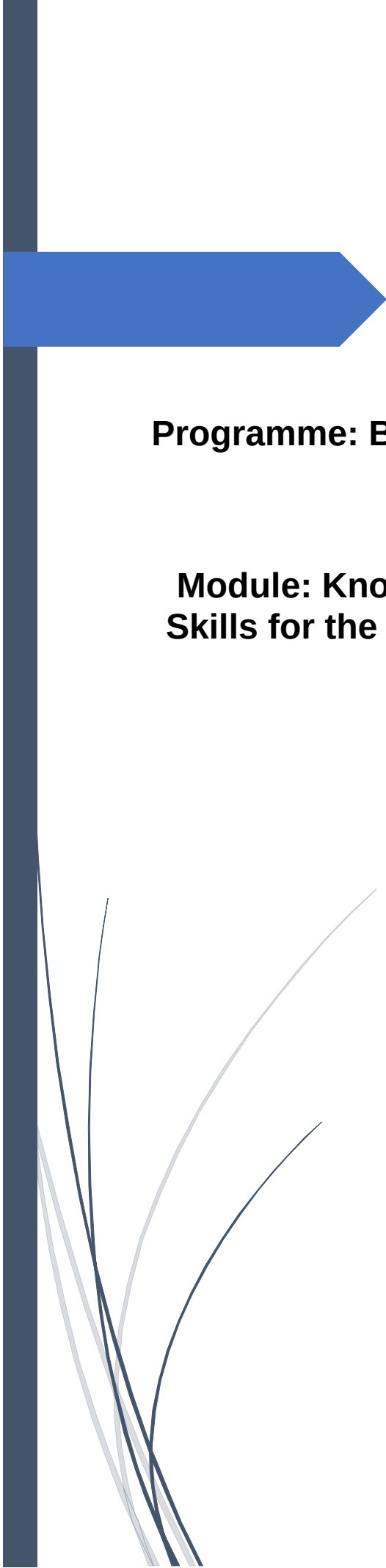




**Programme: BA (Hons) Leadership and Management
Skills for the Workplace**

**Module: Knowledge and Information Management
Skills for the WorkplaceModule Code: (BMSW5106)**

**Individual Report on Knowledge and In-
formation Management of Amazon.com**

Student name: **Isabel Gallardo Gomez**
1915303

Lecturer name: **Mohamed Kalam**

EXECUTIVE SUMMARY

This report was created to investigate knowledge and information management, explaining what it is, how it can help companies and why it is so important for each organization, especially for the Amazon company, which is the company we are going to investigate in this report, Giving some recommendations that could help to improve the service that is currently being given to customers and thanks to the information obtained from researching knowledge and information management can be an extra help to improve the service in the right direction so as not to lose customers in the future with possible competitors.

The research draws attention to the externalization of Seci model because Converting tacit knowledge into explicit thanks to coding can be dangerous for a company by giving an advantage to competitors by making it easier for them to find information and knowledge in an easier way by having codified it. When knowledge is kept tacit, it is usually more difficult for direct competitors of companies to access it.

The Choo Sense-Making KM Model, this model also draws attention in our report because it is one of the models used by the Amazon company and thanks to which the company's employees are able to obtain the necessary knowledge to be able to improve their own services that are currently offering and improve them in order to offer a better service in the future thanks to the acquisition of new knowledge acquired. This is especially important in companies like amazon because they have many competitors and they have to constantly be offering the best services to keep their regular customers.

The report also talks about areas where Amazon could improve such as the customer service they give when someone needs to make a return or how most customers want to receive their orders and how happy they are with the way they receive orders so far.

It is recommended that the amazon company continue to give importance to knowledge and information management to know how to manage knowledge and know exactly how to treat the clients they currently have and what their demands and requirements are to continue using the services offered by amazon and not use the service of competitors.

TABLE OF CONTENTS

1.0	Introduction	2
2.0	Background of Amazon	4
3.0	What is Knowledge Management.....	4
4.0	Systematic Approach	5
5.0	Kknowledge Management Cycle.....	5
6.0	The Importance of Knowledge Management	6
7.0	Nonaka and Takeuchi KM Seci Model:	6
7.1	Disadvantage:.....	8
8.0	SECI Model Conversion Operations	8
9.0	The Choo Sense-Making KM Model (1998):	10
10.0	The Karl Wiig KM (1993) Model	11
11.0	Von Krogh and Roos Model	12
12.0	Standard Operating Procedures	12
13.0	KM Models Amazon is Currently Using.....	13
13.1	von Krogh and Roos Model	13
13.2	Nonaka and Takeuchi KM SECI model.....	13

13.3 The Choo Sense-Making KM Model (1998)	14
14.0 Results With the Use of Knowledge Management Techniques	14
15.0 Amazon Achievements.....	15
16.0 Areas Amazon.com can still Improve	15
17.0 Conclusion	16
18.0 Recommendations	17
<u>19.0</u> References	17

1.0 INTRODUCTION

The main reason for writing this report is to understand in a detailed way the importance of knowlegme and information management and the importance it has for any type of organization, especially for the amazon company that is the one that we are going to talk about in the report. .

Founded by Jeff Bezos in 1994, in the garage of his home in Seattle, Amazon was launched as an ecommerce exclusively for books in 1995. Over the years, more product categories have been incorporated until it became the largest ecommerce in the world. world with more than 400 million different products in the catalog (Armstrong, 2021).

To write this report we will use the following knowledge management models: Nonaka and Takeuchi KM SECI model, Karl Wiig KM (1993), The Choo Sense-Making KM (1998), von Krogh and Roos Model. Understanding the operation of these models is expected to obtain a competitive advantage in the workplace, especially in a company because it helps to use knowledge in an optimal way to obtain benefits and make customers happy, keeping them and getting new customers.

KNOWLEDGE AND INFORMATION MANAGEMENT

2.0 BACKGROUND OF AMAZON

Jeffrey Bezos, who studied electrical and computer engineering in the United States in 1995, created Amazon.com in Seattle after reading a report on the increase in internet sales. Amazon was originally an online book store, and its first name was cadabra, although it was changed to amazon shortly after. His greatest aspiration was to become the largest store on the planet, without any promotion they managed to sell their books in more than 45 countries, achieving sales of more than 20,000 dollars a week. Being one of the first founders of online sales in 1996 he received 2,000 visits a day. In 1997 they gave users the possibility to make sales through Amazon of any product time. In 2001 it had profits of 5 million dollars (Hartmans, 2021).

In 2005 he launched an amazon prime subscription program offering free delivery on 48 hour online television. In 2018 it became the second most valued company on wall Street at 1,000,000 million. It has also competed in the world of fashion with more than 50 brands of different styles (Rey, 2019).

Currently amazon is a retail site with a sales income model, getting the money by obtaining a percentage of the sale price of the items for sale on its website or thanks to the advertising that allows companies to carry out on its website (Marvin, 2019).

3.0 WHAT IS KNOWLEDGE MANAGEMENT

Es la disciplina con la que las empresas promueven la generacion, organizacion y transmision de activos que son intangibles y que estan generando valor para la empresa estimulando el aprendizaje organizacional (Donald Hislop, 2018).

The goal of knowledge management is that all members of a company are capable of transmitting experiences and knowledge. Thanks to sharing this information among the members, we manage to preserve the information and benefit from its benefits such as creating and disseminating new ideas in the organization, this can be done more easily

if we have good technological support that allows us to transfer the knowledge and save it to be able to access them at any time and update them.

Thanks to different techniques we can identify, recognize and organize this information, resulting in a competitive advantage due to the extensive knowledge obtained from an organization (Irma Becerra-Fernandez, 2014).

4.0 SYSTEMATIC APPROACH

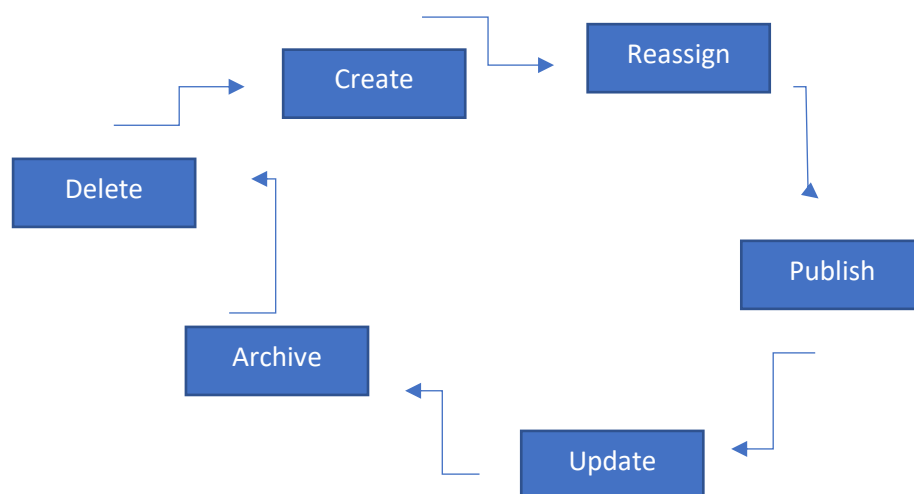
It is a stage of development of the methods of knowledge, research and the way in which the nature of the objects that are being analyzed is described (Chouikha, 2016).

Some of the benefits for an organization are that it helps to identify the direction or objectives of the organizations, also helping to create an action plan to achieve the objectives that we need in our workplace.

5.0 KNOWLEDGE MANAGEMENT CYCLE

It is a process that is used to transform the information of an organization into knowledge, this process tries to explain how within an organization knowledge is obtained, processed and distributed (Eric Tsui, 2017).

This process is of great help when there is a problem with the knowledge of an organization because alternatives to the problem are sought and the same process can always be used again because new problems with knowledge always appear in organizations.



6.0 THE IMPORTANCE OF KNOWLEDGE MANAGEMENT

Knowledge management is very important for organizations because thanks to sharing knowledge with all members of the organization, we have direct access to different areas in which we would not have access if it were not thanks to someone else. This total knowledge of what happens around us helps us to be more innovative and create a better service for our clients, knowing exactly what they are demanding the most (Nejatian Hadi, 2006).

The benefits of knowledge management are beneficial for any company but especially for large and international companies such as Amazon where the knowledge of a person who is in a different country and has access to the opinions and needs of clients that are different from those of other parts of the world. It gives us a business advantage to meet the needs of all types of nationalities.

And cover the problems that we may have in the customer service area and try to improve by giving the customer exactly what they need from our service because one type of customer may need something totally different from another who lives in the same country, such as that one likes to receive an order when he is not at home and another does not care at all or that someone cares more or less to receive an order exactly the same day he expected to receive it in order to organize his week knowing that even if he goes to receiving something important will be at home when you arrive. That is why it is important to try to give a personalized service and to monitor all the personnel, including the delivery men, so that they know how they should act according to the type of client.

7.0 NONAKA AND TAKEUCHI KM SECI MODEL:

This model was designed by Ikujiro Nonaka and Hirotaka Takeuchi to try to understand the mechanism that creates knowledge and to manage that process. This model has four ways of knowing how knowledge is transferred between the members of an organization (Socialization, Externalization, Combination and Internalization) based on two types of knowledge that interact with each other, being complementary and very important for the creation and transformation of knowledge, explicit knowledge and tacit knowledge (Cheng, 2014).

Explicit knowledge: this type of knowledge can be easily shared with others and is a technical and elaborate language that is normally encoded and is often used as formal language such as information from articles, databases, mathematical expressions or copyright (Ettore Bolisani, 2018).

Tacit knowledge: this type of knowledge is totally different from explicit knowledge because this knowledge is very difficult to transfer to others because it is not codified, it is personal and subjective knowledge that is normally based on experiences, beliefs, values, abilities or capacities. This type of knowledge is not used for manuals, books or databases (Ettore Bolisani, 2018).

Thanks to the fact that explicit knowledge can be easily transferred and stored, it gives us the possibility of saving it and being able to access it whenever we need it and at any time, making it possible for all members of the same organization to take advantage of it and make decisions. More easily with more knowledge. This means that most companies use it, making explicit knowledge little used within a company due to its difficulty in being transferred and shared with others, but thanks to interacting directly with explicit knowledge, it gives us the key to success to achieve goals by having access to information on special skills or unique experiences that not everyone has had the opportunity to live and thus learn from them, also knowing what mistakes we could make if we are in the same situation and what things to avoid, thanks to the talent that someone else has and that if they had not shared this information we would never have known.



As explicit knowledge is used in a much higher percentage, it makes the conversion and interaction of both knowledge especially difficult. Becoming a challenge. That to be overcome would be of great help for all companies.

Thanks to the use of this model, new knowledge can be created and promoted. But the model does not delve into the transfer of knowledge.

7.1 DISADVANTAGE:

To avoid threats to our competitors by codifying tacit knowledge and giving other organizations facilities to access it, it is usually an extra cost for the company to keep tacit knowledge uncoded, simply by moving and transferring members who have certain skills or Some experiences that we need to transfer to other departments so that they can teach their knowledge directly elsewhere in the company, but doing this is much more expensive than simply coding that information.

8.0 SECI MODEL CONVERSION OPERATIONS

Socialization: it is when two people interact with each other exchanging knowledge in an environment where it is possible to socialize, this type of conversion usually occurs between a person who teaches and another who learns in a practical way and observing skills and saving the knowledge learned personally (Maria Luisa Farnese, 2019).

It can also be done by sharing knowledge thanks to an interaction such as two colleagues talking about the knowledge that both have. knowledge is converted from tacit to tacit.

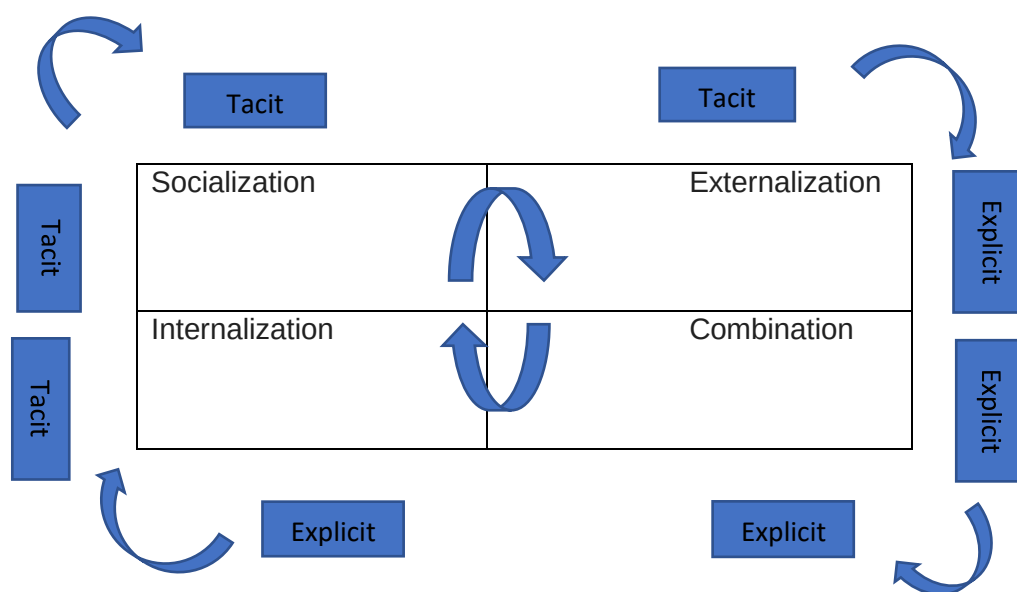
Externalization: knowledge is converted from tacit to explicit this conversion is very difficult because tacit knowledge cannot be encoded and it is very difficult to create a formal language, but if we succeeded we could save it in books or files. Another way to carry out this conversion would be to share knowledge among the members of a team talking about their experiences (Maria Luisa Farnese, 2019).

Converting tacit knowledge into explicit thanks to coding it can be dangerous by creating a possible threat with respect to our competitors because by coding the knowledge we give them the option of being able to access it more easily and be able to copy it.

When a company has access to the knowledge of others, it can improve its own service by copying the service that others are giving and reinforce the areas where they are strongest, so you have to be careful and save the information by making the knowledge of our company is airtight and competitors cannot access it to improve their services by copying ours.

Combination: knowledge is converted from explicit to explicit in this process, books or files are used to, for example, create a report or article. Thus creating new explicit knowledge having used other explicit knowledge that already existed (Maria Luisa Farnese, 2019).

Internalization: explicit knowledge is converted into tacit knowledge this is achieved by assimilating explicit knowledge by internalizing this knowledge, modifying the knowledge we previously had, normally the employees of a company learn by reading some documents and then putting them into practice and learning by doing it (Maria Luisa Farnese, 2019).



(Maria Luisa Farnese, 2019).

9.0 THE CHOO SENSE-MAKING KM MODEL (1998):

This model is based on collective observation and interpretation to improve an organization and evolve in the future. This model focuses on how information elements are selected and incorporated into organizational actions, giving special importance to the creation of meaning, the creation of knowledge and decision-making (Albert Gyamfi, 2019).

- **The creation of meaning:**

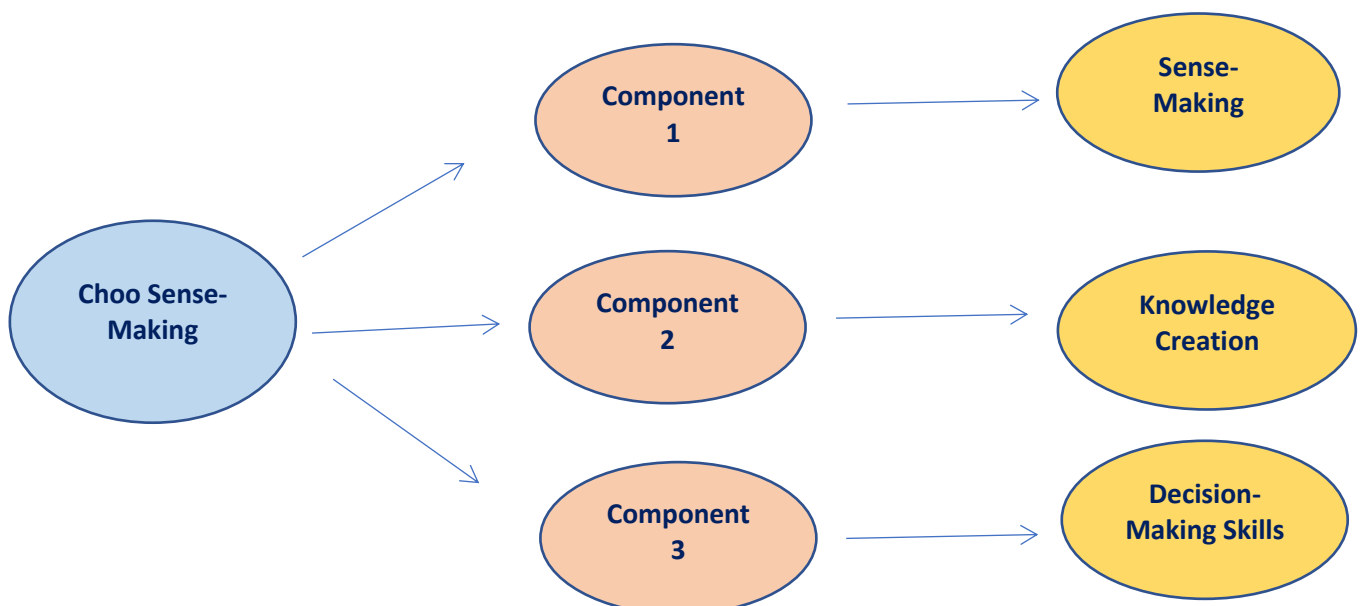
It is important so that in the future the members of an organization are able to prosper when they are in a complex environment thanks to being able to interpret important information and being more prepared to implement changes in any field (Alam, 2015).

- **Knowledge creation:**

By having new knowledge, organizations obtain new skills and are able to offer new and better services or products to their customers, this being of great advantage over their competitors, making them have more potential (Alam, 2015). This process helps organizations to create new knowledge through learning by continuing to organize and process information.

- **Decision making:**

Organizations have to make decisions to identify alternatives thanks to the knowledge they have been obtaining and processing (Alam, 2015).



This model is focused on selecting information and using it to carry out actions that benefit the company, looking for alternatives that are satisfactory and choosing one that is the best. The bad part of this process is that we must dispense with the other options that we have also analyzed because we have to choose one, although the others are also optimal for our company.

10.0 THE KARL WIIG KM (1993) MODEL

In 1993 this model was proposed by Karl Wiig believing that knowledge is something useful when we have it organized and synchronized, making it easier to use knowledge. Because for knowledge to be useful to us, the knowledge management process must be reasonable (Nonaka, 1995).

Karl Wiig Km model dimensions:

- Completeness

It is a process to obtain information thanks to the tacit or explicit knowledge that exists in an organization, organizations must have total knowledge, and that there is always someone who can access that information so that it is useful (Nonaka, 1995).

- Connectedness:

It is about creating solid networks between the different types of knowledge, making the content of the knowledge better thanks to the fact that one knowledge is well connected with another (Nonaka, 1995).

- Congruency:

Things such as skills, knowledge or procedures must be connected to each other in a way that is harmonious and congruent, although it is especially difficult to connect this type of knowledge with each other (Nonaka, 1995).

- Perspective and Purpose:

It is a technique that organizations use to know things but from a point of view that is always specific, applied in two proportions (Nonaka, 1995).

11.0 VON KROGH AND ROOS MODEL

It is the first model that is able to distinguish between individual knowledge and social knowledge. This is achieved by following an epistemological point of view on how we manage knowledge (Dalkir, 2017).

The members of an organization obtain information from their environment and process it internally in a logical way, although information is not always obtained from external factors, on many occasions we can also generate it ourselves within ourselves, having had familiarity with something specific and practical (Dalkir, 2017).

For this model to be totally effective we have to take into account that the relationship between the members of an organization must be positive and we must promote communication within organizations, and help their members to be able to develop individual knowledge and later, thanks to having communication skills, they are able to transfer that knowledge between their colleagues, between different organizations or even between different countries.

12.0 STANDARD OPERATING PROCEDURES

It is the set of instructions that an organization obtains to be able to make some routine tasks easier for workers, by performing this procedure we achieve that employees can be more efficient and obtain better results because they need less time to perform a task (Henshall, 2020).

In order to carry out a good systematic approach, all the objectives of the procedure must be defined, taking into account the regulations in force at the present time. This document is where all the instructions that must be followed for a specific procedure in the workplace are described. Employees must follow the procedure in the same way each time they have to use it, because this is the optimal way to carry out the procedure to save time by making complex activities and procedures as systematic norms, especially for Amazon to do this. It can be of great help to you to achieve speed and not waste time

since it has a lot of sales volume and many competitors who try to surpass amazon in the quality of the service.

13.0 KM MODELS AMAZON IS CURRENTLY USING

13.1 von Krogh and Roos Model

It is a totally useful model to get to know the clients that are part of a company like amazon because it allows us to obtain information from each client thanks to their user accounts and the records of the type of sale they have made (Rosenberg, 2014). Since the secret of the The success of a company like amazon is making the customer happy in their shopping experience thanks to the purchase data and having access to see the opinions of other customers.

Thanks to this model we obtain information from our environment and process it internally, this can be useful both for amazon employees to be able to create knowledge of how their customers behave knowing their preferences and the type of product they are looking for, thanks to the comments they leave on the page or thanks to the search records. But it can also be useful for customers, since by having access to the opinions of other users anywhere in the world or the detailed information of the products, they are able to create knowledge about how a product can be from before have bought it and that this influences your purchase decision.

13.2 Nonaka and Takeuchi KM SECI model

This model is also very useful to manage knowledge in a company like amazon since we can use any of its four ways to transfer knowledge between the members of the organization by having easy access to the clients' points of view by being all computerized, it also makes it possible to access information from anywhere in the world and that it can be used to improve our service in a tacit or explicit way.

➤ **Seci Model Externalization:**

Amazon can also review the comments that customers write about the products in a tacit way (Rosenberg, 2014). The amazon company turns them into explicit knowledge in order to develop better opportunities by having easy access to the information they have obtained from their customers.

13.3 The Choo Sense-Making KM Model (1998)

This model can also be used in companies such as amazon, starting by making sense of the information that comes from abroad and is based on consumer experiences

Obtaining it from the amazon website and connecting with customers, thanks also to customer service, it is possible to interpret the information (Rosenberg, 2014).

Create new knowledge thanks to all the information obtained and the new knowledge that we have, amazon staff is able to create new services and improve them for their clients, this being of vital importance since they have to take into account their needs because customers can change quickly their needs and amazon has to make the right decisions.

14.0 RESULTS WITH THE USE OF KNOWLEDGE MANAGEMENT TECHNIQUES

The main results are a great competitive advantage by having extensive knowledge of the customers, thanks to the record that is obtained from them when they register on the amazon website, companies have access to their needs thanks to their comments and the type of product they seek and the way they do it, giving amazon employees the ability to create knowledge and use it to personalize the services offered to each of their customers, because not all customers need the same type of service and can get to look for totally different services even if both clients live in the same country. Excellent customer service is another result thanks to discovering the needs of customers, as for customers feeling in a place they know and familiar makes them buy more by feeling more comfortable, that is why customer service is something basic to create comfort.

A totally personalized service to the needs of consumers, treating each one in a different way and offering things that are not the same as it is not a standardized service, gives a very broad competitive advantage over other companies (Rosenberg, 2014).

Currently people lack time and using the services of a company that invests in knowledge management will make sure their needs are covered quickly.

15.0 AMAZON ACHIEVEMENTS

Amazon is the most successful retail company in the world thanks to the fact that it has managed to make all its customers happy by creating one of the best experiences for its customers when they use its services (Rosenberg, 2014).

Among other things, clients of this type of company mainly look for three things that amazon has always focused on offering:

Great selection of products always available for when a client wants to buy them, that they have it available immediately to be sent

Totally competitive prices, being one of the lowest in the market for this type of service, customers normally making purchases online look for a price that is not too high.

Home deliveries are very fast making customers never have to wait long to get what they have bought on the web.

16.0 AREAS AMAZON.COM CAN STILL IMPROVE

Continue investing to maintain excellent customer service to have access to everything that customers do not like about our company and can still improve such as:

On many occasions, customers who have made the same online purchase of different and varied products are receiving each of these products on different dates, making them have to be aware of whether or not they have received their products (Rosenberg, 2014). For several days in a week they have to spend time picking up several products on different dates making customers to lose time that they could use for something more important and limiting customers to buying things that are not important to avoid wasting time buying something they do not really need and can get from elsewhere.

It would be more helpful to try to offer a distribution of all the products that have been purchased-two on the same date exactly the same day in order to be more efficient by

ensuring that customers do not spend so much time being careful to collect a single purchase during different days.

It could also be improved by having the option of offering customers an exact date of when they will receive their order and not an approximate date arriving before or after the date that had been initially given, making it possible for customers to specify exact dates. How they want the service to be carried out and whether or not it is important that it be collected by themselves and not by someone else, making the delivery people totally professional taking these needs into account.

In the returns area, it could also be improved by adding an option for when customers come to make the purchase of items whose return is highly probable, a member of the amazon staff who is mainly dedicated to making deliveries also collects the items to be returned, preventing customers from wasting time and money in having to go to the post office to send defective items or that do not fully adapt to their needs, due to the fact that currently the fact of having to carry out the return shipping process by some from customers, it causes many people to stop buying some of the specific products just to avoid having to return them later. By facilitating returns, we ensure that customers are not limited to purchasing a specific type of product.

Several Amazon workers, especially those who work in warehouses, have complained and are not happy with the treatment received by the company during the period of the coronavirus in which they believe they have been totally unprotected against the virus regardless of the security measures that must be taken. to ensure greater security against possible infection (Palmer, 2020). The amazon company must use the hand sanitizer so that all employees can use it whenever they want and offer free masks to all employees and in the event that it is necessary to offer free coronavirus tests, if employees feel safe, go to Working will do its job. work better and there will be no problems with the service that will be offered to customers, if the workers are not comfortable, it is almost certain that it will be reflected in the service.

17.0 CONCLUSION

The first section talks about the background of amazon and its beginnings, how it was founded and how it is today, it also talks about the importance of knowledge management for companies and how it helps companies to satisfy their customers.

Then an evaluation of various knowledge management models has been made and several real life examples have been shown where these knowledge models help companies.

Finally, it has been written about the knowledge management models that amazon.com currently uses and how the company benefits from using them. A list of suggestions has also been made for the amazon company in which it can improve its current services.

18.0 RECOMMENDATIONS

Amazon can also review the comments that customers write about the products in a tacit way and the amazon company turns them into explicit knowledge to be able to develop better opportunities by having easy access to the information they have obtained from their customers.

Nonaka and Takeuchi KM SECI model This model gives Amazon a lot of flexibility, being able to use any of its different types to improve customer service, especially the outsourcing of the SECI model, thanks to which Amazon uses the comments that customers have made about the products, knowing what your preferences are and what kinds of things are better to change and do in a different way. By doing better service using customer feedback as a guide, you can always improve the current service and get further development in the right direction by giving customers exactly what they expect to receive from the services of a company like Amazon, where satisfied customers with the service is of vital importance.

19.0 References

Gyamfi, A. and Idongesit, W. (2019). *Big Data and Knowledge Sharing in Virtual Organizations*. 1st ed. [ebook] Denmark: IGI Global, p.9. Available at: <https://books.google.co.uk/books?id=CvGCDwAAQBAJ&printsec=frontcover&dq=Big+Data+and+Knowledge+Sharing+in+Virtual+Organizations&hl=es&sa=X&ved=2ahUKEwjfyqDrt5zwAhW8VBUIHVhiDwoQ6AEwAHoECAEQAg#v=onepage&q=Big%20Data%20and%20Knowledge%20Sharing%20in%20Virtual%20Organizations&f=false> [Accessed 20 Apr. 2021].

Armstrong, C. (2021). *The History of Amazon.com*. [online] Techwalla. Available at: <https://www.techwalla.com/articles/the-history-of-amazoncom> [Accessed 20 Apr. 2021].

Cheng, E. (2014). *Knowledge Management for School Education*. 1st ed. [ebook] Hong Kong: Springer, p.16. Available at: https://books.google.co.uk/books?id=4e3SBAAQBAJ&printsec=frontcover&dq=Knowledge+Management+for+School+Education&hl=es&sa=X&ved=2ahUKEwjC78aBu5zwAhUConEKHW_SBVMQ6AEwAHoECAQQAg#v=onepage&q=Knowledge%20Management%20for%20School%20Education&f=false [Accessed 26 Apr. 2021].

Chouikha, M. (2016). *Organizational Design for Knowledge Management*. 1st ed. [ebook] London: John Wiley & Sons, p.37. Available at: <https://books.google.co.uk/books?id=tnqQCwAAQBAJ&printsec=frontcover&dq=Organizational+Design+for+Knowledge+Management&hl=es&sa=X&ved=2ahUKEwiz4uEvJzwAhWTuHEKHV7pAccQ6AEwAXoECAAQAg#v=onepage&q=Organizational%20Design%20for%20Knowledge%20Management&f=false> [Accessed 26 Apr. 2021].

Dalkir, K. (2017). *Knowledge Management in Theory and Practice*. 3rd ed. [ebook] London: MIT Press Press, pp.72-73. Available at: <https://books.google.co.uk/books?id=xclDDwAAQBAJ&printsec=frontcover&dq=Knowledge+Management+in+Theory+and+Practice.&hl=es&sa=X&ved=2ahUKEwjqpKiVvZzwAhUjZxUIHYAEBzUQ6AEwAnoECAEQAg#v=onepage&q=Knowledge%20Management%20in%20Theory%20and%20Practice.&f=false> [Accessed 26 Apr. 2021].

Hislop, D., Bosua, R. and Helms, R. (2018). *Knowledge Management in Organizations: A Critical Introduction*. 4th ed. [ebook] Oxford: Oxford University Press, p.49. Available at: <https://books.google.co.uk/books?id=fhFQDwAAQBAJ&printsec=frontcover&dq=knowledge+Management+in+Organizations:+A+Critical+Introduction&hl=es&sa=X&ved=2ahUKEwiQ2NCLvpzwAhVKRRUIHdk9BzQQ6AEwAHoECAEQAg#v=onepage&q=knowledge%20Management%20in%20Organizations%3A%20A%20Critical%20Introduction&f=false> [Accessed 26 Apr. 2021].

Tsui, E. and Cheung, B. (2017). *ICICKM 2017 14th International Conference on Intellectual Capital Knowledge Management & Organisational Learning: ICICKM 2017*. 14th ed. [ebook] Hong Kong: Academic Conferences and publishing limitedEn: A. C. a. p. limited, ed. Hong Kong, p.91. Available at:
<https://books.google.co.uk/books?id=3bIDDwAAQBAJ&printsec=frontcover&dq=International+Conference+on+Intellectual+Capital+Knowledge+Management+%26+Organisational+Learning:+ICICKM+2017&hl=es&sa=X&ved=2ahUKEwjQ-rugwZzwAhVbRhUIHRIODkkQ6AEwAHoECAEQAg#v=onepage&q=International%20Conference%20on%20Intellectual%20Capital%20Knowledge%20Management%20%26%20Organisational%20Learning%3A%20ICICKM%202017&f=false> [Accessed 26 Apr. 2021].

Bolisani, E., Di Maria, E. and Scarso, E. (2018). *ECKM 2018 19th European Conference on Knowledge Management*. 19th ed. [ebook] Padua: Academic Conferences and publishing limited, p.890. Available at:
<https://books.google.co.uk/books?id=3bIDDwAAQBAJ&printsec=frontcover&dq=International+Conference+on+Intellectual+Capital+Knowledge+Management+%26+Organisational+Learning:+ICICKM+2017&hl=es&sa=X&ved=2ahUKEwjT573gwJzwAhXtZhUIHaciA1IQ6AEwAHoECAEQAg#v=onepage&q=International%20Conference%20on%20Intellectual%20Capital%20Knowledge%20Management%20%26%20Organisational%20Learning%3A%20ICICKM%202017&f=false> [Accessed 24 Apr. 2021].

Hartmans, A. (2021). *'Amazon' wasn't the original name of Jeff Bezos' company, and 14 other little-known facts about the early days of Amazon*. [online] Insider Available at: <https://www.businessinsider.com/jeff-bezos-amazon-history-facts-2017-4?r=US&IR=T> [Accessed 23 Apr. 2021].

Henshall, A. (2020). *What is an SOP? 16 Essential Steps to Writing Standard Operating Procedures (With Templates)*. [online] Process Street Available at: <https://www.process.st/writing-standard-operating-procedures/> [Accessed 23 Apr. 2021].

Becerra-Fernandez, I. and Sabherwal, R. (2014). *Knowledge Management: Systems and Processes*. 2nd ed. [ebook] London: Routledge, p.4. Available at: <https://books.google.co.uk/books?id=v0e2BQAAQBAJ&printsec=frontcover&dq=Knowledge+Management:+Systems+and+Processes&hl=es&sa=X&ved=2ahUKEwjtbzLxZzwAhXBaRUIHWr1ASMQ6AEwAHoECAQQAg#v=onepage&q=Knowledge%20Management%3A%20Systems%20and%20Processes&f=false> [Accessed 23 Apr. 2021].

Farnese, M., Barbieri, B., Chirumbolo, A. and Patriotta, G. (2019). *Managing Knowledge in Organizations: A Nonaka's SECI Model Operationalization*. [online] Frontiers in Psychology
Available at: <https://www.frontiersin.org/articles/10.3389/fpsyg.2019.02730/full> [Accessed 20 Apr. 2021].

Marvin, R. (2019). *How Amazon Makes Its Money*. [online] PC
Available at: <https://uk.pcmag.com/twitchtv/121963/how-amazon-makes-its-money> [Accessed 20 Apr. 2021].

Hadi, N., Omid, N., Ilham, S. and Shishi, K. (2006). The Impact of Knowledge Management on Customer Relationship Management. *Journal*, [online] p. 10.
Available at: https://www.researchgate.net/publication/228866038_The_Impact_of_Knowledge_Management_on_Customer_Relationship_Management#:~:text=The%20utilization%20of%20CRM%20is,customer%20and%20obtain%20competitive%20advantage. [Accessed 20 Apr. 2021].

Teffer, T. (2016). *Knowledge Management Models*. [online] Slideshare. Available at: <https://es.slideshare.net/tilahund/knowledge-management-models-57178105> [Accessed 20 Apr. 2021].

Palmer, A. (2020). *How Amazon managed the coronavirus crisis and came out stronger*. [online] CNBC

Available at: <https://www.cnn.com/2020/09/29/how-amazon-managed-the-coronavirus-crisis-and-came-out-stronger.html> [Accessed 20 Apr. 2021].

Del Rey, J. (2019). *The making of Amazon Prime, the internet's most successful and devastating membership program*. [online] Recode

Available at: <https://www.vox.com/recode/2019/5/3/18511544/amazon-prime-oral-history-jeff-bezos-one-day-shipping> [Accessed 20 Apr. 2021].

Rosenberg, M. (2014). *The Knowledge Management Genius of Amazon.com*. [online] Learning Solutions

Available at: <https://learningsolutionsmag.com/articles/1480/the-knowledge-management-genius-of-amazoncom> [Accessed 20 Apr. 2021].