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

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INTRODUCTION

Amazon.com is a international e-commerce giant which is having diversified business as they are selling from clothing to various electronic gadgets on their e-commerce portal. Amazon.com was founded by Jeff Bezos in the year 1994 and in current time this website has become the first place for shoppers to shop as the company is involved in selling 564 million products on their website. Amazon.com is market leader in terms of innovation and market growth due to which various strategic options are inhaled by Amazon.com. The company has incorporated data analysis into their decision making due to which they are able to understand needs of their customers in direct manner. In the year of 2020 the company earned revenue of US\$386.064 billion (*About Amazon.com*. 2021). Amazon.com is having 1298000 employees in their business and those are continuously putting their prominent efforts for inhaling high edge success for the business. In this report key management theories are elaborated which are primarily emphasised over organisational structures and rendering cultural diversity within organisation. Knowledge management is a series of steps that include identifying, collecting, storing, and sharing explicit, implicit, and tacit information to individuals throughout an organization (Hayes, 2018). **Organisational KM theory** is focused over organisational structure in which processes of knowledge are being managed within an organisation along with managing culture and hierarchy. On the other hand Ecological KM theory is focused over people and relationships and communities so that to provide knowledge to people existing internal and external environment. At last **Techno-centric theory** is emphasised over over technology so that redesigning of technology so that to enable knowledge and storage information within business (Teece, 2019). These knowledge management theories are helpful in sharing knowledge in such a manner that theories and various practices can be deployed in appropriate manner.

Knowledge and Information Management

Company Background:

Amazon.com is a global retail online business company which offers various products and services across globe via its online platform such as mobile application or through its websites. The company is being founded in 1994-95 by Jeff Bezos in the areas of Washington, United States. It is a global technological firm that has major focus upon digital streaming of films or web series, e-commerce, artificial intelligence, cloud computing, etc. Amazon.com has stood among the top five multinational giants in U.S. The initial business of Amazon.com was

online selling and home delivery of books later expanded to selling of electronic items, video games, various software's, furniture, jewellery, apparels and toys (Adeinat and Abdulfatah, 2019). The company has an acquisition with Whole food market worth \$13.4 billion amount. Amazon.com in terms of market capitalization and revenue generation stands at highest position in world in terms of its cloud computing, artificial intelligence, e-commerce, online streaming, and by various other services along with a valuation of brand as world's highest multinational brand company in market. The company has several partnerships with great businesses in industry such as with Toys "R" US, Borders group, DC Comics, US Portal services, Nike, Booths, JV Appario retail and also with Apple Inc. It is on the other hand carries a bunch of subsidiaries companies under its brand name that comprises of A9.com, Amazon.com Maritime, Annapurna Labs, Audible.com, Beijing century Joyo Courier services, Brilliance Audio, ComiXology, createSpace, Goodreads, Whole Foods Market, Souq, Shelfari, Ring, Lab126, Kuiper Systems, Jungle and Health navigator. Amazon.com in order to have smooth and hurdle free delivery of its orders has setup more than 75 fulfilment with 25 sortation hubs across globe being managed by more than 125000 workforce. The company has also developed robotics warehouses which are automated to the partial and some parts are managed by employees. Amazon.com faces tough competition within an industry from other e-commerce giants such as Myntra, Flip-kart and other similar firms.

What is KM?

The concept of knowledge management or KM is a sequential procedure of recognising, collecting, retaining, measuring and allowing access to concern parties regarding all the necessary information of the organisation which is being developed during daily course of business. It is a specific mechanism which is being implemented by large multinational companies in order to have support in organising their questions being frequently asked, documents or various different informations so to have easy access by external as well as internal customers of the company (Ali and et. al., 2020). A business organisation can assist its management by maintaining an updated record of all its documents, providing support to customers in searching answers for their queries along with effective management of various knowledge and permission access within a group. The tool of knowledge management can be applied by both multinational giant as well as small operating business firms which requires to share their knowledge with large audience in market. This assists Amazon.com in enhancing its services which is being provided to its customers through offering quick answers to their

questions as no customer wishes to stay in queue or explaining their queries to customer service agent instead they wish to have online search for their issues, get answer to all those and resolves the concern by themselves. This reduces the waiting time of customers, enables them to get answers by their own and offers much detailed help compared to via different mode to the potential buyers. The knowledge management system carries certain essential features such as rich editing of multimedia as well as text, maintaining control over languages, having proper analytics and reporting, collected feedback in proper manner and keeps control over various kinds of permissions.

Why KM is so important for any organisation including Amazon.com.

The importance of knowledge management for any organisation including Amazon.com are mentioned below:

- The concept of Knowledge management assists other companies and Amazon.com in having high efficiency in context to decision making process.
- It helps in building up of smart force of employees through providing access to all relevant information to all employees in an organisation in order to have quick and complete decisions which brings several benefits to company including Amazon.com.
- In order to bring innovation such as implementation of artificial intelligence or any other new technology, it is very helpful that knowledge management increases innovation rate and scope which any organisation including Amazon.com can bring and adopt to gain competitive advantage over other firms.
- This is relevant in terms of having effective communication and enhanced process of business within due course through solving of customers quickly and sharing of knowledge with expertise (Barros and et. al., 2020).
- Another importance of knowledge management is that it enhances business collaborations in market which is always backed by success and growth of the firm in domestic as well as in international market.
- The concept plays a crucial role in having decisions, making forecasts, designing, diagnosing, evaluating, analysing, planning or having judgement on several aspects in intuitive manner (Bashir and Farooq, 2019).
- Knowledge management permits organisations including Amazon.com in development of certain capabilities that is helpful in determining various ability for completion of task or achievement of objectives.

How Knowledge management helps the organisation in satisfying customers and achieving competitive advantage.

The concept of knowledge management plays a very crucial role in satisfying customers through development of strong relations with them. Knowledge management is categories as essential or vital form of customer relationships management. Customer can be satisfied through tracking of emails, calls or queries that were been enquired and solved including the issue which is mostly asked (Campanella, Derhy and Gangi, 2019). This will allow firm to analyse the interaction of customers with company's product or services with certain opportunities that are open for company in order to have enhancement in its process. Another reason in support of knowledge management which helps companies in having customer satisfaction is through offering self service option to customers. When Amazon.com develops FAQs page that describes some common issue with ways of resolution customers finds their solution quickly and does not requires to wait for customer service agent to answer their calls collecting online responses in a form of survey or feedbacks from customers can be placed on company's website or can be sent via email to registered customers, this allows customers to share their opinions or views with others and also can read others views which ultimately makes them feel connected with organisation.

Knowledge management helps the organisation in achieving competitive advantage by a way of acquiring right data of right people at correct time which assists companies in getting quick rate of consumer expectations along with a landscape of changes within industry, justifying correct information, correct person with support of correct time which can be little tricky (Di Vaio and et. al., 2021). Effective use of knowledge management supports organisations in creation, applying or sharing various information, improving usage of precious data and breaking down of silos. Knowledge management always creates an impact upon company's efficiency, productivity as well as creativity along with a bottom line on their statement of profit and loss. The application of knowledge management within an organisation helps Amazon.com in investing less time and making its process standardised that offers best services to company's employees as well as customers brings competitive advantage for them through commitment of less mistakes by the company.

Evaluation of knowledge and information management models/theories, showing of awareness by evaluation:

How knowledge is embedded in products and the service concept in the tacit knowledge of individuals.

The concept of embedded knowledge in products or services refers to a form or knowledge that is being locked in certain process, culture or products. This knowledge is either embedded in a form of formal structure like certain initiatives taken by companies management in order to formalise some routine that is in benefit of organisation or in informal manner unlike tacit or explicit form of knowledge (Ferraris and et. al., 2019). The challenge in maintaining embedded form of knowledge in products or services differs in great deal along with difference form tacit knowledge. This can be helpful in mapping of areas of organisational knowledge in a form of tool that assists in engineering of company's product in reverse or in forward manner. Application of formal routine in Amazon.com's product or services can be easy part in order to implement and have effective management that can sincerely try to embed the results from learned lessons directly into the production process or routine of manufacturing product or services. If the knowledge is used in improper manner or in informal manner by Amazon.com, than this can have a negative influence in products or services which may not be accepted by customers.

Tacit knowledge comprises of certain skills, knowledge or abilities which an individual attains from his experiences that is being difficult to express in words or through communication. This form of knowledge is also refers as tribal knowledge or Experiential Knowledge or sometimes even know-how knowledge. The concept of tacit knowledge of individuals refers to an organisational knowledge that is being possess by an individual employee of a company in respect to their products or services which they offers, or are needs by customers along with macro level impact will bring high productivity and success to the company (Hartono and et. al., 2019). The knowledge which is being carried by an individual can be easily and frequently communicated or documented by a firm. It involves ability of identifying the actual moment when a customer is ready to listen the sales talk by company's employees. An individual in this regard is asked to use correct words in order to engage and attract more and more customers within a specific part of content that is being delivered to company's customers according to their requirements. Tacit knowledge is an implication of implicit form of knowledge which is specific to Amazon.com. The tacit knowledge of Amazon.com is truly indulged in its commitment,

involvement or action. The effective use of tacit knowledge in Amazon.com can be seen through regular communication, one-to-one contact or through development of trust.

How knowledge management represents a systematic approach in sharing and exchanging an organisational knowledge base.

The representation of knowledge management in sharing and exchanging an organisational knowledge base can be done by communicating tacit and explicit knowledge with other employees of an organisation. The concept of knowledge sharing is refers as wilful interpretation of certain ideas, solutions, insights, experiences of an individual to another through intermediary like via computer systems or even can be in direct form (Hislop, Bosua and Helms, 2018). There are some firms which do not considers knowledge or information to be shared instead treated as a weapon for competition among individuals which is required to be hold privately. The various approaches of knowledge management is the practice, the process and the best practice which are discussed below:

The Practice Approach:

The approach of practice involves substantial deal in respect to knowledge of organisation that is having nature of tacit in which is not justifiable for transmitting formal processes, technologies and controls instead of creating formal system for managing of knowledge (Johannessen, 2018). The approach focuses upon developing environment socially or with different communities which is necessary in sharing of tacit understandability. This involves a community known as “community of practice” where individuals who are having mutual interest in profession works together by informal means. Under the community sharing of knowledge or experience is done by collaborative efforts of individuals who even teaches each other. In respect to Amazon.com this is applied when company offers personalised solutions to the distinctive issues of customers. Amazon.com in this case to have effective practice approach in real, invests huge amount of capital in developing customers network and interactions through technology like teleconferencing, emails or sharing of knowledge.

The Process Approach:

This approach of knowledge management tries to attempt organisational knowledge by a way of technologies, controls or process in a well formal manner. Amazon.com in this case can apply explicit form of policies which governs a way to gather, retain or disseminate knowledge within the whole organisation (Khosravi and Nilashi, 2018). This comprises of using technology in order to up-grade speed and quality of knowledge development along with its distribution in

company. This may comprise of Amazon.com's warehousing of data, tools for supporting decisions or even groupware.

The Best Practice Approach:

This comprises of such methods or activities that are being highly effective to company such as Amazon.com which is utilized in order to have operation and management of different functions. This includes for various levels which recognises the best practice of an organisation that is a good idea which presents sense of intuitive nature, a good practice which enhances results of company, a local best practice that analysed tough data and an industry best practice which uses industry's hard data (Kianto and et. al., 2019).

Use of Nonaka's tacit and explicit conversion and decision making model or any other models to illustrate the points.

Nonaka tacit is also refers ad SECI model which stands for Socialization, Externalisation, Combination and Internalization. This tacit has proven a corner stone for creation of knowledge along with a theory of transferability. This form illustrates four different methods in which knowledge can be collaborated ad converted (Masuin, Latief and Zagloel, 2018). This shows creation and sharing of knowledge within an organisation. The term socialization refers to a phenomenon of "Tacit-to-tacit" which means a knowledge is shared with the help of imitation, practice, observation or even with guidance. Externalisation comprises of "Tacit to explicit" phenomenon that includes a codification of tacit knowledge into manuals or documents in order to have sharing of knowledge throughout the organisation in easy manner. The next element of Nonaka is Combination which is backed by "Explicit-to-explicit" phenomenon in which new form of knowledge is being developed with the help of coded information. Internalization comprises of a phenomenon "Explicit-to-Tacit" where sources from explicit data is being utilised and knowledge is being internalized by modification of current knowledge pertaining to tacit.

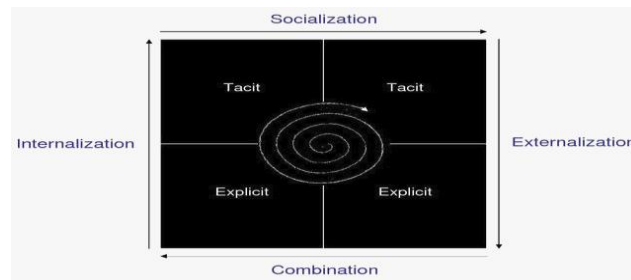


Illustration 1: Nonaka model

The another model is Karl Wiigs knowledge management model which encompasses the process of knowledge management in a perfect manner along with reasonable form that makes information valuable and useful which should be properly organised. The organisation of knowledge should be done in a way which depends upon its usage. The model includes certain dimensions such as Completeness, Connectedness, Congruency and purpose or perspective. Completeness refers to an extent of knowledge relevance that is being available from existing source (Mizintseva and Gerbina, 2018). Connectedness comprises of properly defined and understood relation among various objects of knowledge. Almost each object of knowledge is inter connected with each where the knowledge which is highly connected is set as a base and comprises highest value. Congruency covers some concepts, judgements, relation, values or facts which links consistency and object to each other. The last dimension in this model is purpose or perspective that defines a set phenomenon which is helpful in identifying a specific point or a purpose. A dual dimension of purpose or perspective is being organised in order to utilise knowledge.



Illustration 2: Wiig Model

Investigating of knowledge management techniques used by Amazon.com

How knowledge has become increasingly important in Amazon.com's SOP (Standard Operating Procedures).

Standard Operating procedure of knowledge management involves a set procedure that is utilised in describing organisation's operations or activities which are necessary in order to accomplish task by following laws and regulations of related industry. This enlists certain practices which are being expected in business where maintaining quality standards are necessary (Ngulube, 2019). They acts as a procedure, policies or standards which are helpful in disciplines of marketing, administration and operations inside the organisation in order to achieve success. This gives birth to high profitability and efficiency, reliability and consistency within products or services, generating no or less mistakes throughout the process. Standard operating procedure is a way to solve various conflicts between employees or management and helps in generation of safe and healthy environment. This always adds some value into the business and ultimately in the products or services which an organisation is offering to customers.

In relation to Amazon.com the standard operating procedure of knowledge is important in order to bringing efficiency, quality along with uniformity in performance during minimising chances of miscommunication or any kind of failure within organisation by following all regulations pertaining to the industry. Amazon.com maintains a single standard throughout its process or supply chain in order to deliver quality product or services to their customers. The Standard operating procedures helps company in creating and developing a blueprint for upcoming tasks which carries repetitive nature within organisation. It is very important for Amazon.com while outlining and launching or certain plans or procedures along with assigning and automating the routine activities in order to have standardised operations. Amazon.com by applying standard operating procedures facilitates quality control and assurance in respect to management and evaluation of process with a regular improvement in regular job. On the other hand in order to enhance communication level or holding company's employees answerable for their work done it is necessary to have standard operating procedures that presents a clear presentation like a birds view to the management. When developing a safe working environment within Amazon.com organisation it is important to follow procedures of standard operations especially at the time when all employees are performing common activity but with different methods or ways because this can bring inconsistency along with inefficiency in results that can

cause a chance of liability to Amazon.com. This also acts as a guide map in order to resolve organisational conflicts along with troubleshoot removal from emotions which allows a focus to resolve such problem.

What are the main outcomes that Amazon.com has been achieving with the use of these procedures?

As already discussed that the specified procedure is playing an important role in Amazon.com. It is beneficial for both employees and employer as well. Below mentioned are the various outcomes of Standard Operating Procedure of knowledge management:

- **Systematic Work-** This procedure provide a complete instructions in a specific way of doing things to employees in written form so that every employee should be clear about their task, that what they have to do and how they have to perform the assigned tasks which helps the organisation in achieving their desired objectives by improving work performance of employees (North and Kumta, 2018). Basically it boost the confidence of employees that they can do simple task easily and they have to do concentration on complex tasks. Along with this, it allow the employees of Amazon.com to make concentration on the complex tasks for improving their personal skills which is beneficial for organisation as well.
- **Understanding Job Role-** Standard operating procedure of knowledge management provides a complete guideline to employees so that they can complete the tasks in effective and efficient way (Petrenko, Makoveichuk and Olifirov, 2018). It helps the employees in understanding their roles and responsibilities towards the organisation which result in the performing their roles in a better way or it can be said that it helps the organisation to improve their output. It improves the performance of individual employee as well as the complete organisation.

What are the areas Amazon.com can still improve in the future in order to overcome the challenges?

It is well known that every procedure have two side, first one is positive and second one is negative. It implies that the Amazon.com have to face some challenges as well while doing implement of Standard Operating Procedure of Knowledge Management. For overcoming from that challenges, organisation will have to do implementation of some actions which are as follow:

- **Accessible to employees-** As Standard Operating Procedure make visible and do centralization of tasks and powers among all the employees of organisation. Now the challenge is to make available that SOP to all employees (Shrafat, 2018). Organisation have to develop their intercommunication process so that the information can reach to them in an effective way in a specified time period. It is the responsibility of management to make accessible that document to all the employees of organisation so that they can do start working in the decided manner.
- **Management and Maintenance-** Standard Operating Procedure of knowledge management is a continuous process, it means it is a long term decision making document but now a days the technology is growing day by day. So it is not possible for organisation to performing the task in that way which was decided as earlier (Sun, Liu and Ding, 2020). Also the organisation have to make various strategies in order to achieve the task. If they are applying this process, they will face the challenge of change in technologies and strategies as well. For overcoming from this challenge, Amazon.com also have to develop a management team who can develop strategies as well according to the changes in Standard Operating procedure and change in technology.

RECOMMENDATIONS

On the basis of above report based upon knowledge and information system management at Amazon.com the following are certain recommendations for the company in order to have its worldwide operations more effective and successful.

- Amazon.com should implement effect and updated knowledge information system into its operations which is suitable for its global business and brings greater efficiency into the organisation to attain success.
- Company Amazon.com should hire and retain highly competent employees who can work upon knowledge management system and develops good business relationships with organisation's customers.
- It is recommended to Amazon.com to have effective implementation of tacit or embedded knowledge into its products or services so to offer best of the company's services to potential customers in market across globe.
- In order to have effective and stronger standard operating procedure it is recommended that Amazon.com should implement latest and suitable innovative techniques so to bring uniqueness within company's offerings.

- To overcome with various challenges within Amazon.com it is recommended that company should take corrective and forward looking steps that can help them in overcoming with the challenges.

CONCLUSION

From the above report it can be concluded that implementation of knowledge management system within an organisation is very necessary in order to have better customer services in market. This allows companies to collect various required data or information of their employees as well as customers which helps them to cater more and more customers along with innovation and latest technological enhancement within process. Knowledge management helps firms in having high competitive advantage along with satisfying customers need and requirements. There are several approaches of knowledge management which a company can apply in its organisation to have effective systematic approach in sharing or exchanging knowledge. A multinational organisation can implement Nonaka or any other model in their operations to get best practices and profitable results. Standard operating procedures can be adopted by organisations in order to bring uniqueness or having one standard throughout its process or delivery. Adoption of systematic operating approach brings several outcomes such as systematic work, understanding of job role and several others which benefits firms in achieving success. Hence, knowledge management system is very necessary and helpful in development and customer retention by the company.

SUMMARY OF FINDINGS

From the above report there are several findings such as knowledge management system is a crucial and inseparable part of any organisation which assists them in getting proper information or data about the customers which can be accessed throughout the organisation. It was also found that knowledge management helps organisations in satisfying company's customers along with achievement of competitive advantage. Standard operating procedure is a concept which every company applies within their organisation to maintain a common standard in their firm for each output which is ultimately offered to customers who are king pin of the market. From the report it is also found that knowledge management along with several benefits also brings various challenges for the firm coping with which is very necessary for organisation for achieving success and customer trust.

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