

Individual Report on Knowledge and Information Management of Amazon.com

**MODULE: KNOWLEDGE AND INFORMATION
MANAGEMENT SKILLS FOR THE WORKPLACE**

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Introduction:

This report will evaluate the concept and importance of knowledge management (KM) in terms of an organisation's knowledge assets and management and help understand the processes required for organisational development and produce a framework for establishing a knowledge management culture.

Moreover, the paper will analyse the KM theories and principles used by Amazon.com. The online base retailer combines the tools and technics to create a perfect environment to store data with easy access anytime and anywhere via cloud computing.

Furthermore, it will examine the different KM theories and models as: The Nonaka And Takeuchi Knowledge Spiral Model, The Choo Sense-Making KM Model, The Wiig Model for Building and Using Knowledge and The Boisot I-Space KM Model reported to our chase study.

This report aims to interpret the outcomes of using these models and how it helps the organisation satisfy customers and achieve an advantage in the business world.

Main body:

Jeff Bezos found Amazon.com, and it is online since July 1995, a company that defines the best E-Commerce phenomena. Amazon.com, Inc. offers a range of products and services through its websites (Britannica, 2021).

The company's products cover merchandise and services bought from thousands of vendors for resale. The company also has its own electronics brand, covering three main divisions of interest: North America, International and Amazon Web Services (AWS). Its AWS products include analytics, Amazon Athena, Amazon CloudSearch, Amazon EMR, Amazon Elasticsearch Service, Amazon Kinesis, Amazon Managed Streaming for Apache Kafka, Amazon Redshift, Amazon QuickSight, AWS Data Pipeline, AWS Glue and AWS Lake Formation. This segment of the company includes machine learning, analytics and data lakes, Internet of Things, serverless computing, containers, enterprise applications, and storage. Moreover, the company offers Amazon Prime services, being the market leader in online shopping with next day or same-day delivery (Britannica, 2021).

Jeff Bezos is a well-known entrepreneur who has been successful at many different businesses, including online retail, e-commerce and internet business. He is also the founder of Amazon.com Inc, having success at many other companies such as e-commerce, e-mail marketing and web design. Jeff Bezos is an American businessman who started out as a small boy with his father's help in building a computer shop in Seattle. After many years of hard work, he became one of the most famous names for the internet industry.

Forbes magazine has named him one of America's 100 most influential people and was named the wealthiest person in modern history (Britannica, 2021). AWS is one of the most popular cloud computing services available today. As of 2017, AWS owns the dominating 34% of all cloud while that following three rivals Microsoft, Google, and IBM, get 11%, 8%, 6%, respectively, according to Synergy Group (Britannica, 2021).

Amazon.com is the largest Internet-based organisation that sells books, music, films, housewares, electronics, toys, and some different commodities, either immediately or as the wholesaler between other retailers and amazon.com's millions of customers. Its network services job includes renting information warehousing and computing resources, so-called "cloud computing," around the Internet. Its significant online presence is so that, in 2012, 1% of all Internet commerce in North America travelled in and out of the Amazon.com information centre (Britannica, 2021).

Knowledge Management:

The knowledge management method (KMS) helps organisations collect, record, organise, store, and distribute knowledge. That may include documents, accounting records, unrecorded processes, exercises, and accomplishments. Knowledge management (KM) as the method encompasses the process of knowledge creation and acquisition from internal operations and the outside reality. The accumulated knowledge is contained in organisational policies and procedures and then circulated to the stakeholders (Joshi and Girdhar, 2013). The knowledge system comprises all of these people you get knowledge with and want ability from and people with whom you transfer experiences and resources, including the acquaintances, family members, cashiers, librarians, doctors, museum docents and Uber drivers. Cognition networks are valuable for everyone, but particularly for entrepreneurs (Kurshan et al., 2016).

Knowledge organisation (KM) is the process of making, sharing, applying and managing the knowledge and data of the organisation (Girard et al., 2015). It relates to the multidisciplinary approach to achieving organisational objectives by giving the most significant use of knowledge. In 1999, the term private knowledge management was presented for the first time and related to the organisation of knowledge at the personal level (Wright, 2005). One strategy to KM requires actively managing cognition (force strategy).

In such an example, people seek to explicitly code their knowledge into a shared knowledge repository, e.g., the information and retrieving knowledge they require that different individuals have provided (codification).

When Bezos established Amazon.com, this strategy was not to take any product.

Nevertheless, to reach more power over deliveries, in 1997, the company started taking an inventory at its warehouses. In 2000 this company started the service that allows smaller corporations and people to sell their products through Amazon.com, and by 2006 it got begun its Fulfilment by Amazon delivery that did the inventory of such business. Its rising inventory-management sector spurred its \$ 775 million acquisition in 2012 of Kiva Systems, the robotics organisation whose devices automate inventory-fulfilment responsibilities (Britannica, 2021). The most successful transformations happen when powerful, visionary leaders converge with good governance. Both are needed to determine a clear path, plan accordingly and find the organisation idea through to fulfilment (Gleeson, 2017).

A little experimental study has been made on the effect of stakeholder governance on firm performance. In the report, the stakeholder theory process was led by deriving two different stakeholder management models from existing research, examining the descriptive quality of these models, including significant variables from this strategy writing in these tested models.

These results support the strategic stakeholder management framework but no support for the essential stakeholder loyalty model. Implications of these findings for organisation training and subsequent research are talked about (Berman et al., 1999).

Theories of Knowledge Management:

The possible relevance of theoretical research at KM has been examined, with action research indicating more application and the need of understanding the findings represented in scholarly journals (Booker et al., 2008). Knowledge needs to be organised in order to be helpful and relevant; this is what Karl Wiig KM model states in 1993. Moreover, this should be classified accordingly with the purpose or use required. Critical factors of knowledge organisation in the Wiigs KM model are completeness, connectedness, congruency, and perspective and intention (Dalkir, 2011, pp.76-77).

Completeness introduces the level of relevancy of the knowledge from a given source. There are many types of sources; however, the information must come with a reliable reference and be complete (Dalkir, 2011, p.77).

Connectedness indicates how straightforward and precise are the connections between the various knowledge objectives. If the knowledge objects are well-connected with each other, the meaning of the information can be more accurate and comprehensive (Dalkir, 2011, p.77).

The ideal of the knowledge base is to be congruent, which means to be composed of a series of logical theories, attitudes, values and morals. However, the ideal concept of knowledge is hard to find in actual cases (Dalkir, 2011, p.77).

Purpose and scope are a state through which the knowledge is particularised to a specific purpose. A vast majority of the knowledge acquired is stored in the form of a dual dimension, comprising a purpose and a scope (Dalkir, 2011, p.77). Wiig's design tries to explain various levels of internalisation of knowledge. The levels of internalisation spread into the classifications of novice, beginner, competent, expert, and master. A novice is not aware of the knowledge's presence and its uses. A beginner identifies the knowledge and can access it but cannot comprehend it or modify it. The competent knower learns the knowledge and connects it with other parts of information, experiences or people. The expert understands the knowledge and can memorise it, share it, explain it, and derive it, showing a deep judgment of the facts (Dalkir, 2011, p.80).

Wiig (1993) also recommends a ranking of knowledge that comprises public, shared, and personal knowledge structures. Each design can incorporate four varieties of information: factual, conceptual, expectational and methodological (Dalkir, 2011, pp.80-81).

The development of new knowledge is vital for a company's success, and this process was first explained by Ikujiro Nonaka and Hirotaka Takeuchi, experts in business strategies.

Ikujiro Nonaka and Hirotaka Takeuchi linked the ability to create new knowledge and the capacity to use it and produce successful products and technologies (Dalkir, 2011, pp.80-81).

The Nonaka and Takeuchi model of KM has its origins in a holistic design of knowledge production and the administration of 'serendipity'. The tacit/explicit spectrum of knowledge structures (the epistemological dimension) and the individual/group/organisational or three-tier model of knowledge sharing and diffusion (the ontological dimension) are both needed to create knowledge and produce innovation (Dalkir, 2011, p.64)

The authors explain the two types of knowledge: explicit knowledge found in textbooks and methods, and tacit knowledge, learned only through experience only and shared indirectly. The difference between U.S and Japanese managers is that the first ones are keener in choosing the explicit form of knowledge, and the second ones acknowledge the importance of tacit knowledge. The authors claim that the key to success is to transform explicit knowledge into a tacit form. They discuss that Western society views "the knower" and "the known" as distinct entities. In opposition, the structural features of the Japanese language and influences such as Zen Buddhism led the Japanese to acknowledge both entities in one (Dalkir, 2011, p.65).

In the Knowledge-Creating Company (1995), Nonaka & Takeuchi presents an inside look at how Japanese companies build this new knowledge organizationally.

To show how this is done, the authors explore from "Greek philosophy to Zen Buddhism, from classical economists to modern management gurus, illustrating the theory of organisational knowledge creation with case studies drawn from such firms as Honda, Canon, Matsushita, NEC, Nissan, 3M, GE, and the U.S. Marines" (Dalkir, 2011, p.65).

In addition, the authors show that the creation of new knowledge is majority dependent on the middle-class management figures, which form a bridge between the frontline workers and the company's goals.

Nonaka and Takeuchi dispute that creating and implementing new knowledge will become the most crucial advantage that a company might have in front of rivals. This is primarily due to the dynamics of customer behaviour and competition goals. Helped by the Knowledge-Creating Company, directors can access databases including years of insight from Japanese firms that expose how to produce knowledge continuously and utilise it to make new merchandises, services, and systems.

The SECI model is an extremely known conceptual design that was first proposed by Nonaka in 1991 and expanded by Nonaka and Takeuchi in 1995. It explains how explicit and tacit knowledge is produced, shifted, and derived at the organisational level. Even if the model was firstly proposed for business uses, it could be successfully applied in other fields, like education and health systems.

The core of the KM model is to learn how to make personal knowledge available at the organisational level. This type of knowledge creation process takes place continuously, and

it occurs at all levels of the organisation. In many cases, knowledge creation occurs in an unexpected or unplanned way (Dalkir, 2011, p.65).

There are four forms of knowledge exchange in the Nonaka and Takeuchi model: socialisation (tacit to tacit), externalisation (tacit to explicit), combination (explicit to explicit), and internalisation (explicit to tacit).

Socialisation is the method of giving tacit knowledge through perception, mimicry, training, and support in formal and informal associations (Yeh et al., 2011). The socialisation method is usually obtained by creating material or virtual location where a specific community can interact at a social level.

Externalisation is the process of articulating tacit knowledge into explicit concepts (Yeh et al., 2011). Since tacit knowledge is highly internalised, this process is the key to knowledge sharing and creation. Combination is the method of mixing theories into a knowledge system (Yeh et al., 2011). Some illustrations of combined approaches are a synthesis in the form of a review report, a trend analysis, a brief executive summary, or a new database to organise content (Dalkir, 2011, p.68)

Internalisation is the process of embodying explicit knowledge into tacit knowledge (Teacher Knowledge Exchange, 2021).

The Choo Sensemaking KM Model (1998) stresses sense making, knowledge creation and decision making. Choo (1998) asserts that the "knowing organisations" are those which use information strategically in the context of three arenas, namely, (a) sense making, (b) knowledge creation and (c) decision making. These three highly interconnected processes play a strategic role as to the unfoldment of the organisation's knowledge vision, it's potential to knowledge creation and its commitment into taking knowledge creation to the utmost consequences (Teacher Knowledge Exchange, 2021).

Concerning sense making, its long-term goal is to ensure organisations will adapt and continue to prosper in a dynamic and complex environment by prospecting and interpreting relevant information, enabling it to understand changes, trends, and scenarios about clients, suppliers, competitors and other external environment actors. Organisations face issues such as the reduction of uncertainty and the management of ambiguity (Neto et al, 2009, p.595).

Knowledge creation is a process that allows an organisation to create or acquire, organise and process information in order to generate new knowledge through organisational learning (Neto et al, 2009, p.595).

The new knowledge generated, in its turn, allows the organisation to develop new abilities and capabilities, create new products and new services, improve the existing ones and redesign its organisational processes. This process reveals the organisation "potential to act" (Neto et al, 2009, p.595).

Nonaka's perspective may remain contrasted with Polanyi's new position of "implicit knowing. "Polanyi thought that while declarative knowledge may be required for developing skills, it is redundant for applying those skills once the beginner turns into an expert. And So, it does appear to be the fact that, as Polanyi argued, when we develop the skill we gain the corresponding reason that defies articulation (Schmidt et al., 1993.) any inferences can be made upon the decision making theory, Choo (1998) lists a few of them: (i) the decision making process is driven by the search for alternatives that are satisfactory or good enough, rather than seeking for the optimal solution; (ii) the choice of one single alternative implies in giving up the remaining ones and concomitantly in the emergence of trade-offs or costs of opportunity; (iii) a completely rational decision would require information beyond the capability of the organisation to collect, and information processing beyond the human capacity to execute. The decision-making process results in the organisation committee for action (Neto et al., 2009, p.595).

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