

Knowledge and Information Management of Amazon.com

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Executive Summary

Knowledge and Information Management provides the information and tools needed to help keep business manageable, maximise productivity and maintain an overall competitive advantage. KM features a variety of products that can help address virtually every aspect of information processing within the organisation. The Amazon.com site offers a wide range of products, from books, music, electronics and computer software to apparel, toys, lawn and garden items and even grocery items. In addition to its retail offering, Amazon also provides a variety of services intended to attract, engage and grab the attention of Web shoppers by encouraging them to share reviews of their purchases with friends, family members or anyone who might be considering a purchase. The Knowledge and Information Management of Amazon is designed to provide advanced search and retrieval capabilities to researchers. It is a powerful research tool that helps users carry out their work with high accuracy, efficiency, and productivity. In addition, it provides easy access to all online content available on Amazon for fields like cooking, education, computer science, medicine, and more.

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Introduction

This report intends to research the Knowledge and Information Management of Amazon.com. Amazon.com uses Knowledge and Information Management tools to make various decisions, from product fulfilment to supply chain planning, working with suppliers, to dealing with taxes in different regions of the world. The main purpose of writing this report is to discuss the management of Amazon. Amazon.com has a large variety of products and services to provide for its customers. They have accomplished this system by hiring many employees, holding knowledge and information management sessions for the employees, and providing online resources for customers to read about products via the website. Amazon.com has everything that is needed especially big savings on books, music and DVD's, software and electronics for every interest. Amazon is a place where everyone can find everything that they need and want. It's online shopping made easy and affordable. Aside from the convenience, the customer has the power of choice with a vast selection of items at competitive prices.

Main Body

Section 1: Knowledge and Information Management

Background of Amazon.com

According to Castelli et al. (2017), Amazon.com is an American international e-commerce company focusing on consumer electronics and digital content established on July 5, 1994, by Jeff Bezos. It is based in Seattle, Washington, with other heart of operations in San Jose, California. This website started as an online bookstore but has grown to be a huge marketplace for just about

everything. The name Amazon.com is a tribute to the largest river in the world, and most of our products are distributed via the Amazon River throughout Europe to destinations as far away as Egypt. Amazon, the most recognisable name in online shopping, can now be found on the biggest retailers list this year. Despite major competition from eBay and Walmart, Amazon remains a constant in online shopping. They are continuously innovating and changing the way they do business (Hislop et al., 2018).

Liebowitz and Frank (2016) presented that Amazon.com carries nearly everything and is the web's most customer-friendly retailer. The Amazon.com catalogue is so vast that it has practically every product in existence, from books and CDs to furniture, toys, electronic gadgets, and, of course, a veritable cornucopia of food items. One of its best features is Amazon's wish list, which lets the customers assemble a list of products they would like to buy later at a discount rate or free shipping. Today, Amazon.com offers all of the conveniences of a vast online shopping network without charging a penny for shipping. The company's revolutionary business model lets shoppers search from a catalogue of several million products to find almost anything they're looking for in just seconds at great prices (Gonzalez 2017). Amazon combines the benefits of an online storefront with a vast array of merchandise options and customer service where every customer gets their own representative, achieving significant savings in shipping and return processing. It then added everything from music to toys and jewellery to sports equipment. Today it is the web's leading retailer and takes pride in offering a top-notch shopping experience for customers worldwide (Zhu and Liu 2018).

Knowledge Management

Lopes et al. (2017) explain that Knowledge Management is not just about information and content; it is about the tools, processes and people involved in storing knowledge. So it could also

be defined as "an approach for capturing, organising and sharing what the business knows so it can be used to make better decisions faster." Well, it's a broad term. It refers to the organisation and management of data related to a particular individual, department or company. So, in other words, it enables the customers to organise their thoughts, ideas, and information to get the maximum out of their experience and knowledge (Dayan et al., 2017).

According to Abubakar et al. (2019), knowledge management is a discipline focused on capturing and using an organisation's knowledge to add value. It is the process of capturing, organising, and retrieving what is known to help an organisation achieve its goals. KM has evolved from knowledge raising, learning management systems (LMS), or management information systems, a fast-growing discipline in the business and public sector. Knowledge management is the term used for initiatives aiming at the capture, organisation and distribution of knowledge. This can be an overwhelming task. Management is to organise, while knowledge is a process that describes different perceptions or pieces of information that help understand a particular situation. Knowledge Management is a dynamic and interactive process inside the brains of IT professionals and in organisational knowledge repositories. The goal is to deliver the right knowledge to the right people at the right time. Let's begin with an honest admission: Knowledge management is not and will never be an easy process (Dayan et al., 2017).

Importance of Knowledge Management for any organisation, including Amazon

As Jisr and Maamari (2017) claim, knowledge management is a management strategy to make the employees more productive. It is a framework that helps an organisation store, retrieve, and manipulate knowledge embedded in its people's brains. This will also help an organisation to leverage its "intangible" resources effectively. Knowledge management is a relatively new discipline in which organisations capture, manage, maintain, share and apply the collective

knowledge of all the stakeholders. Organisations need to manage their knowledge repositories more effectively to compete more effectively. Knowledge management (KM) has played a major role in organisations like Amazon, Google, and Microsoft for its vast growth. As the knowledge of employees grows exponentially every day, this makes companies need to have a structured organisational process that can assist in the proper storage and accessibility of new information. For example, when Amazon wants to achieve anything on the scale level, it can't do it efficiently using traditional methods. Even though they have an excellent management team, they still struggle with problems like overextended resources and uncoordinated information that slows down their pace of innovation (Chuang et al., 2016).

According to Basit (2017), knowledge management is an organisational function applied to improve operational performance by effectively using its knowledge assets. Knowledge Management (KM) is not a new concept as it has been for ages, but it was mostly implemented in banks where secrecy was needed. Since organisations were more concerned about the confidentiality of the information, they chose to follow a formal approach and implement KM. But in today's world, the term 'knowledge' doesn't need to be restricted to confidential information like trade secrets or customer lists. Nowadays, almost everyone has access to the internet where anyone can gain their knowledge.

Knowledge Management Helps the Organisations in Satisfying Customers and Achieving Competitive Advantage

Ibidunni et al. (2018) explain that Knowledge is power and the power of knowledge helps organisations manage their customers better. This can lead the organisation to achieve a strategic advantage over its competitors. Knowledge management has emerged as an essential part of business strategy for all organisations. Knowledge management makes work effective, meaningful

and fulfilling for both managers and employees. Knowledge is the key to success in any business, especially knowledge management. It helps achieve a competitive advantage over other organisations by improving communication among employees, increasing productivity, and better serving customer needs. Knowledge management is a way to gain information for better decision making and to gain information from all the different sources in an organisation (Lopes et al., 2017).

Liebowitz and Frank (2016) presented that the concept of Knowledge management is that the organisation must have a culture for sharing, developing and managing knowledge for use in both marketing and operations. The logical advantage of being a market leader motivates a company to adopt Knowledge Management and develop strategies to achieve competitive advantage. Knowledge management is the process of creating, capturing, organising and using knowledge in any place, providing an organisation with a sustainable competitive advantage. It helps us understand customer requirements and the industry or market trends and enhance customer value through unique and innovative services. For example, Amazon is one of the most successful E-commerce companies in the world. It maintains its strong market position by providing a personalised shopping experience to every customer. Knowledge Management is a powerful approach to manage knowledge, which helps organisations like amazon effectively manage their huge volume of data and provide personalised services (Gonzalez 2017).

Section2: Evaluation of Knowledge and Information Management Models/theories

a) Evaluation of How is Knowledge Generally Embedded in Products and the Service Concept in the Tacit Knowledge of Individuals

According to Castelli et al. (2017), knowledge management is a vague term that varies from person to person, which would be an excellent thing to find out. The power of knowledge management is that the customer becomes part of the knowledge. It should be transparent to the user that the product contains a service system with customer information. Features such as specification, price, warranty and customer reviews should be built into the product. Tacit knowledge is an integral part of product and service development, in many cases growing with the company and transitioning from one employee to another.: this results in a lot of shared knowledge. Tacit knowledge includes information about customers, distribution channels, technical requirements and the organisation's way of working. Tacit knowledge refers to knowledge that is within our heads, personal skill or expertise. It is contrasted with the explicit knowledge that can be articulated and is therefore easily transferrable to others. Tacit knowledge is embedded in people's skills, values, and perceptions (Hislop et al., 2018).

Mardani et al. (2018) explain that knowledge is embedded in products and the service concept men do their work by systematically applying their craft knowledge. Craft knowledge, or tacit knowledge, has historically been a vital resource for firms looking to innovate and succeed. However, the business environment is constantly changing, which can cause this human knowledge to become obsolete if not managed properly. New trends in business management like agile development acknowledge that managing tacit knowledge is vital for firms to remain competitive in today's changing business environment. The service concept is different from the product because one cannot see the service but only experience it. A product can be defined as

tangible, while a service can be intangible. The service concept is embedded in individuals tacit knowledge as not something shown but experiences by individuals.

b) Evaluation of How systematic approach (Management Information System/systems) Help Organisations in Sharing and Exchanging its Knowledge Base Across the Organisation.

According to Castagna et al. (2020), a systematic approach to knowledge management, such as information and communication technology, can help to facilitate the sharing of knowledge within and across organisations. This helps to encourage knowledge diffusion, which in turn may enhance organisational productivity. Systematic Approach (Management Information System/systems) helps organisations share and exchange their knowledge base across the organisation. It is a structured process for gathering, producing, distributing, managing, ensuring and applying information. The means to achieve these functions include procedures, policies, technologies and techniques that are implemented models of application, standards of performance and evaluation at various levels of the organisation: managerial, administrative and operational (Castelli et al., 2017).

Jisr and Maamari (2017) presented that a Systematic Approach (Management Information systems/systems) is an effective management information system application that helps organisations manage their reproduction process. The management of knowledge base data is an important activity in any organisation. Information systems are of special concern to managers because it is the very nerve centre of the modern business organisation. Information systems help managers achieve their objectives, and thus it's important to understand how information systems help management. Information systems can streamline collecting and distributing information through various channels (Chuang et al., 2016). Thoroughly developed and implemented MIS can improve an organisation's efficiency and significantly bolster its level

of competitiveness. Organisations in terms of sharing and exchanging their knowledge base across the organisation. A systemic approach largely assists a company by making the flow of information more efficient and effective. Thereby improving the overall efficiency of organisations. One of the advantages offered by the approaches is the ability to disseminate information quickly. It enables companies to create an archival & retrieval system that systematically allows record-keeping. This assists them to reduce business risks as it has a mechanism for quick response to any eventuality (Gonzalez 2017).

Nonaka's Implicit and Explicit Conversion and Decision-Making Model (SECI Model)

Liebowitz and Frank (2016) presented that Nonaka's SECI model illustrates the relationships between implicit and explicit knowledge theory. The SECI model was created around the concepts of knowledge conversion and boundary management. MIT professor Ikujiro Nonaka developed the SECI model to help explain the process in organisations that use tacit knowledge. The model includes four main components: A situation that requires action, An environment where learning becomes possible, A triggering event (or decision point), and new knowledge that helps solve the problem. The knowledge conversion and decision-making model, known as the SECI model, was developed by Professor Hirotaka Takeuchi, who later worked at the corporate think tank that produced Anecdote. The SECI model states that knowledge flows in four stages: *Socialisation*: Knowledge can only be created from a complex interaction of individuals within a social relationship. *Externalisation*: Individuals generate knowledge by externalising their tacit knowledge and information into an explicit form so that others can understand it. *Combination*: Externalised Knowledge enters various combinations with external or *Internalised* new Knowledge (Abubakar et al., 2019).

Mardani et al. (2018) presented that Understanding your customers, competitor, and internal environment is vitally important for a successful and sustainable business. The implicit and explicit conversion and decision-making model (SECI) enables firms to see this broader perspective. The model, in brief, involves the division of knowledge into 'tacit' (unspoken) and 'explicit' (shared). Tacit knowledge is accumulated by individuals through experience and is often difficult to put into words. Explicit knowledge is explicit on the existing knowledge that can be passed on to other people or firms and converted into a hierarchy of rules or models. In addition, it can be easily shared or modified within a firm (Castelli et al., 2017).

Section 3: Investigating of Knowledge Management techniques used by Amazon.com

Knowledge Has Become Increasingly Important in Amazon's SOP (Standard Operating Procedures)

Basit et al. (2017) presented that Amazon.com is one of the famous websites in the world that provides products for sellers and buyers. One of the Amazon SOP's (Standard Operating Procedures) is to deliver packages to customers as they deserve. In this standard, knowledge has become increasingly important to have to succeed on the platform. Over the last decade, knowledge has become increasingly important in Amazon's SOP (Standard Operating Procedures). It is estimated that 30% of all decisions made in large organisations are knowledge-based. More than 80% of this knowledge isn't formalised but exists as a 'bunch of stuff in people's heads. Amazon has accumulated an immense amount of knowledge about how to do its business from the beginning: from processing orders to making the most out of Prime memberships (Abubakar et al., 2019).

According to Ibidunni et al. (2018), Amazon is known for its demanding work environment, but the retailer has been a pioneer in techniques necessary in the Internet age. Amazon's knowledge and learning systems manifest in its employee evaluation process, internal networking intranet system, and development of new employees through workshops. The seminars help the company maintain fast-paced efficiency while remaining relatively stable compared to non-Internet retailers. Amazon is changing the lives of millions (Akram et al., 2018). The company has become one of the largest retailers in the world by focusing on customer experience and offering several innovative services to its clients. To provide its customers with all the necessary information, Amazon uses many advanced technologies, including Knowledge Management (KM) and Artificial Intelligence (AI). Amazon has a list of SOP (Standard Operating Procedures), which they provide online. With the implementation of technology in knowledge management tools, Amazon has effectively managed their SOP (Standard Operating Procedures). The informal SOP in the past was written with the use of pen and paper documentation. This made it hard to communicate the SOP across different departments in the company. With knowledge management tools Amazon has been able to centralise its information making it easier to communicate with employees in different offices/locations in different parts of the world (Zebal et al., 2019).

Main Outcomes That Amazon Has Been Achieving With The Use of These Procedures

According to Boy and Barnard (2019), Amazon is continuously innovating their services, which helps to meet its customers' needs and wants. As a result of this process, the outcome has been Amazon taking the lead in online sales. They, as a company, have been able to break all of Walmart's records by making them the largest online store and hosting incredible sales events to make that possible. Amazon, which sells about 60 billion dollars worth of products annually, enjoys a reputation as one of the most efficient and customer-centric online retailers. For example,

to increase purchasers' confidence in shopping from a new seller, Amazon introduced its A-to-Z Guarantee. When consumers purchase goods on the internet from third-party sellers who do not fulfil the orders or deliver poor quality goods, they can request reimbursement through Amazon. Through this policy, Amazon displays their commitment to standing by its sellers and buyers in case of customer problems or disputes over product quality (Hislop et al., 2018).

Castagna et al. (2020) presented that Amazon has successfully used the procedures to ensure that each product description encourages the customers to share their real-life experiences and leave feedback on the purchased product. Amazon has been achieving a lot with the use of these procedures. They have had quality control, which has allowed them to provide high-quality products to their consumers at a very competitive price. This allows the consumers to purchase other items at an affordable price to add to their shopping list. Amazon has also had innovation and improvement by using these procedures. Since Amazon can deliver a good customer experience, that gives Amazon an incentive to improve upon it more and more to provide the best quality customer service possible. This can also cause a cycle of collecting customer's information as providing customers with better customer care services/products (Mao et al., 2016).

Areas of Improvement for Amazon.com For The Future to Overcome The Challenges

According to Akram et al. (2018), Amazon.com can still improve its services in the future to cope with the high demand of shoppers on its website. Amazon can also improve their services to accomplish a higher level of customer satisfaction to retain its customers. The way to accomplish this is by expanding the online offerings for each department, improving the delivery speed, finding ways to lessen the cost of shipping per item. As a world leader in online retail, Amazon.com is one of the most visited websites globally, with over 250 million customers. With over 900,000 employees and a business model that has changed the retail industry, Amazon.com

still faces challenges to surpass that 40 billion dollar sales goal. For example, slow sales for vehicle equipment and supplies and its international business may be factors to consider for future improvements. It has been reported Amazon.com is also considering partnerships or acquisitions of businesses outside of e-commerce, such as medical research or oil field services, to grow their revenues (North and Kumta 2018). Amazon.com is a great resource for many products. However, with the increase in international transactions, it will be challenging for Amazon to maintain the same level of consistency worldwide. Merchandising could improve by providing more personalised recommendations based on buying behaviours and comparing items with similar pricing (Boy and Barnard 2019).

Conclusion

It is to conclude that the Knowledge and Information Management (KAM) practice of Amazon.com is responsible for handling all internal and external information requests that pertain to the business and its numerous partners and monitoring competitor and industry trends. In addition, Amazon.com's KM group engages in ongoing monitoring and analytical activities supporting the enterprise's product content team, which is responsible for cataloguing, organising and indexing seller-provided product data. Knowledge in the form of information is one of the most valuable assets to organisations and often constitutes the majority of their value. Reasonably standardised information about the organisation is stored in databases supporting the organisation's management. Most of the available information is non-structured data and structured data that are usually captured as documents. Knowledge and Information Management of Amazon.com consolidates existing information into organised information by allocating logical meaning according to business, domain, or subject Knowledge.

Recommendations

The Knowledge Management Framework that they use has a huge impact on how their structure and culture function. The framework separates work knowledge into two categories, explicit versus implicit. Explicit knowledge includes instruction, procedure and policies, whereas Tacit Knowledge includes best practices and lessons learned. There are two categories of the knowledge management system in the knowledge management frameworks: knowledge sharing and knowledge creation. For Amazon.com, based on the social network theory and the organisational culture, Knowledge Sharing is more suitable in the current situation because it allows flexibility due to its human-centred nature, which is more compatible with Amazon's mission. The knowledge management framework proposed is based upon experiential learning, which takes place at the individual level. The potential of this knowledge management framework is to develop the Amazon employees and make that organisation as successful as possible. After establishing the framework, Amazon can improve overall performance by using knowledge itself and sharing knowledge.

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A Knowledge Management Framework for Amazon- Challenges and Recommendations

Poster Purpose

The poster presentation has aimed to use the opportunity to present and discuss the essential findings and conclusion of the work and limitations and challenges that would hinder the recommendations suggested for Amazon.

What is Knowledge Management?

Knowledge management can be defined as an approach used to share, organise, and capture what the business knows and utilise it to make future decisions and add value to the organisation (Sein-Echaluze et al., 2013).

Recommendations for Amazon

1. Facilitate knowledge sharing by creating a collaborative working environment.
2. Knowledge sharing can also be promoted by developing a reward and recognition system for the employees.
3. Investing more in research to adapt their knowledge management system according to the growing technological innovations .

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Potential Challenges for Amazon's Knowledge Management

1. **Obsolete Technology:** Obsolete technology can lead to information that is cumbersome, create confusion for the employees, and lower employee motivation (Khaakpour, 2015).
2. **Employee Motivation:** Lower employee motivation related to Knowledge Management can make it difficult for Amazon to achieve its strategic goal (Khaakpour, 2015).
3. **Availability of Information:** Information or resources that are not easily accessible can diminish user experience (Khaakpour, 2015).

Evaluation of Proposed Knowledge Management Framework for Amazon

The proposed knowledge management framework for Amazon is the SECI model by Nonaka and Takeuchi in 2008. Broadly, the downsides of the framework is that its less generalizable and more linear. In addition, it does not talk about organisations that skip the stages of knowledge spiral or go counter clockwise (Adesina, & Ocholla, 2019) .

However, the advantages include provides a systematic approach for managing the relevant knowledge management processes and a broader dynamic of knowledge sharing and management (Easa, 2012).