

NAME OF STUDENT : EMMANUEL OCHIENG

STUDENT ID : 1807935

NAME OF LECTURER : MOHAMED KALAM

MODULE NAME : KNOWLEDGE & INFORMATION MANAGEMENT
SKILLS FOR THE WORKPLACE

MODULE CODE : BMSW5106

SUBMISSION DATE : 3RD SEPTEMBER 2021

EXECUTIVE SUMMARY

This report analyses three knowledge management models to determine their relevance to Amazon.com. It also aims to establish the knowledge and information management system currently deployed by Amazon, identify knowledge management challenges in Amazon and make recommendations for overcoming those hinderances.

Amazon.com, is an internet retailer, manufacturer of electronic book readers, and Web services provider founded by Jeff Bezos in 1994 and became the iconic example of electronic commerce today. Its headquarters are in Seattle, Washington.

Knowledge is a vital component of our daily activities in order to perform efficiently. It is considered as the most indispensable asset for every business. Knowledge management is a technique of obtaining, encapsulating, sharing, preserving, nurturing, maximizing, broadcasting, and deploying knowledge effectively in organisations. This report discusses three knowledge management models with the aim of identifying its relevance to Amazon.com. It also aims to establish the Knowledge information systems currently implemented by Amazon then lastly recognize the knowledge management challenges at Amazon and make recommendations to overcome them.

TABLE OF CONTENTS

Executive Summary	2
Introduction.....	4
Key Knowledge Management theories underpinning this report.....	5
NONAKA TAKEUCHI KNOWLEDGE SPIRAL MODEL (1995)	5
THE VON KROGH AND ROOS MODEL OF ORGANISATIONAL EPISTEMOLOGY (1995).	6
THE EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT (EFQM) KM MODEL.	7
Significance of Knowledge and Information Management Systems.....	8
Information systems implemented by Amazon.....	11
Challenges and Recommendations.....	14
Conclusion	16
References	17

INTRODUCTION

This report discusses three knowledge management models with the aim of identifying its relevance to Amazon.com. It also aims to establish the Knowledge information systems currently implemented by Amazon then lastly recognize the knowledge management challenges at Amazon and make recommendations to overcome them.

Amazon was created in 1994 by Jeff Bezos. He is a computer science graduate alumni of Princeton University in the United States of America. He formerly worked with an investment bank before starting an online book store he named Relentless.com then later renamed it Amazon.com. It has through the years diversified into several service and product groups and it is currently the largest online retailer on the planet (Redman, 2019). It is among the five most influential giants in America's information and technology sector, together with Google, Apple, Facebook and Microsoft (Lotz, 2019). The organisation was described as "one of the most important financial as well as cultural forces in the world", in addition to the world's best brand (Lotz, 2019). Amazon's mission "To be the world's most customer centric business where individuals are able to get any item they wish to purchase online", sounds easy but complicated to execute.

KEY KNOWLEDGE MANAGEMENT THEORIES UNDERPINNING THIS REPORT

Knowledge management models (KMMs) are the combination of information into a recyclable format for the objective of safeguarding, sharing, conserving, refining and amassing knowledge to arouse intelligence. These models are deployed by Amazon to gather, store and evaluate knowledge to get an edge over its competitors in the desired market. They are essential parts of Amazon which have enabled it to build an effective Knowledge Management and information systems that has made it a house hold name today.

The following Knowledge Management theories are analysed with specific focus on their importance to Amazon.com.

- The Nonaka as well as Takeuchi Knowledge Spiral Model (1995).
- The von Krogh and Roos Model of Organisational Epistemology (1995).
- The European Foundation for Quality Management (EFQM) KM Model.

Nonaka Takeuchi Knowledge Spiral Model (1995)

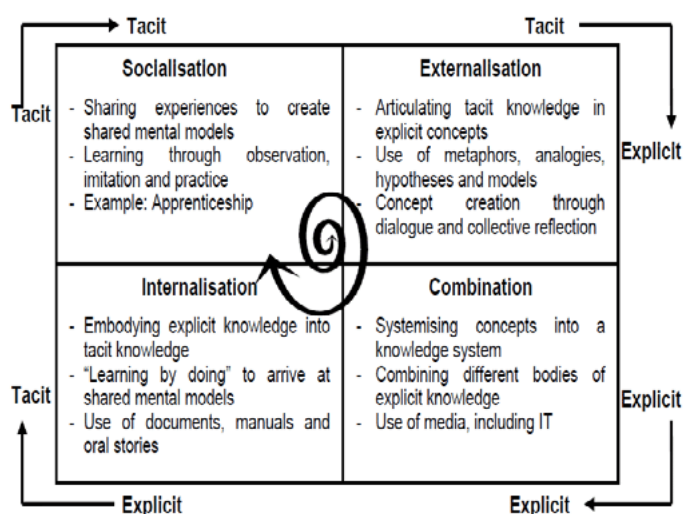
This theory was introduced by two Japanese knowledge theorist Ikujiro Nonaka and Hirotaka Takeuchi. It is acknowledged that, they were the first to link the good results of Japanese businesses to their ability to produce new understanding and make use of it to create effective products and technologies. The view point of this theory originates from an holistic style of control and expertise development (tacit or explicit spectrum of expertise) which at times occurs by chance but in a beneficial way (Dalkir, 2011). They mention that, there are two kinds of knowledge namely;

- a) Explicit knowledge, found in established plan of action and handbooks.
- b) Tacit knowledge, learned just by experience, and communicated indirectly, via analogy and metaphor.

They also emphasise, that knowledge is produced by the inter-activities between explicit knowledge and tacit and the borderline between them is not obvious. additionally, the frontier is equally supple and poriferous, Spender (1996). For example, when a new employee is recruited, he is given a document which shows where particular items are stored but over a period of time, the employee builds these information in his mind and no-longer need to look at the manual to know where the item is and therefore improving pick up speed and enhancing delivery times of Amazon. Which means that, tacit understanding is actually built by explicit information and then the other way round. This knowledge management design has enabled us to know just how completely interconnected the methods of transmitting as well as generating knowledge functions. Nonaka and Takeuchi thinks that, the best enhancement of understanding of an organisation like Amazon.com, is essentially a method which expands the improvement of knowledge by people which then build on the expertise grid of the organisation resulting in to efficiency. The cornerstone of knowledge formation of a business

such as Amazon is actually a regular interaction among folks, along with change that is continual from tacit into explicit awareness and vice versa by persons, propped up by the staff.

Below is an illustrative diagram of Takeuchi and Nonaka model of knowledge conversion



Source: *International Journal of Science and Research (IJSR)*

The von Krogh and Roos Model of Organisational Epistemology (1995).

This theory creates a clear difference between social knowledge and individual knowledge through an epistemological perspective in respect of knowledge management. It emphasises the need to evaluate the following aspects to attain the right organisational knowledge.

- why and how workers of a business acquire knowledge.
- why and how a company attains knowledge.
- what knowledge means to an employee or organisation.
- what are the hinderances to effective organisational knowledge management.

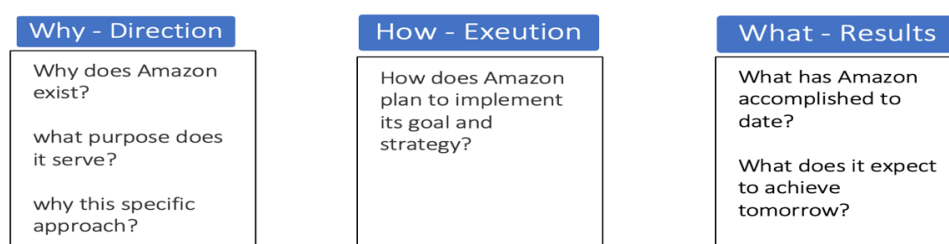
Amazon.com through careful monitoring, has been and or is able to devise ways to overcome the pitfalls of Knowledge management triggered by;

- a) Staff failure to recognise knowledge as an integral component of the company that reflects on the quality of their work. This is done through reward schemes such as best performing employee of the month award.
- b) Workers failing to disseminate information which causes issues in creating a collective interpersonal awareness. To overcome this, Amazon runs a quarterly reward program for team leaders where the best person is recognised.

The von Krogh and Roos Model has significantly favourably impacted on the achievements of Amazon.com today.

The European Foundation for Quality Management (EFQM) KM Model.

The European Foundation for Quality Management (EFQM) is a self- assessment framework for determining the strengths and sphere of enhancing performance of an organisation across all its undertakings in the fields of; Governance, Persons, Tacticts and policy, Resources and collaborations as well as Processes. Started in 1992, EFQM is recognised worldwide as a management architecture which supports companies in controlling change and enhancing performance by developing data driven insights championed by industry professionals, to suit organisational preferences, goals, and people. The structure of this model is based on the simple but dynamic argumentative technique of interrogating the direction, execution and results of decision making by asking; why?, how? and what?.



The Model puts an unparalleled focus on the benefits of purpose, vision and strategies to organisations if they are to create sustainable value. This has significantly contributed to what Amazon is now. It's a cutting-edge community creator, endearing primary quality values and shared objectives that are at the center of organisations like Amazon.com, whilst letting them stay connected and dedicated to their vision of, "To be the world's most customer centric business where individuals are able to get any item they wish to purchase online". Effective leadership will keep an organisation like Amazon true to its vision and objective, which is the reason the EFQM Model recommends a 'leaders at each level' approach to ensure good decision making and teamwork effort in every venture. The EFQM Model delivers organisational analysis as well as insight to direct a safe path to advance transformation. To be nimble amid emerging risks such as Covid-19 pandemic, will be the marker of a good organisation. This is apparent with the outstanding accomplishments of Amazon during the Covid-19 crisis where it registered substantial revenues when others were closing down. The theory is an ideal match for Amazon's client-centric management style based on effective knowledge and information handling, which has catapulted it to the market leadership it enjoys now.

SIGNIFICANCE OF KNOWLEDGE AND INFORMATION MANAGEMENT SYSTEMS

Knowledge management operations is a day-to-day business activity within a company that plays a key role in communicating relevant information for effective decision-making at all levels of corporate structure and management. A mission to achieve the goals and strategy of the company, as well as the identification of the most valuable knowledge from the "lake of information" is the ultimate aim. This is not an easy task as it involves a top-level governance structure who are responsible for sourcing, choosing, arranging and dispensing information in a way that fosters employee understanding in a specific field of interest. Knowledge Management tools such as Amazon web service that foster new knowledge creation and communication through corporate values are paramount. Gaining a deeper understanding of the intangible and inconspicuous human assets imprinted in the minds and experiences of employees by managers, is equally vital. The ability to forecast the future by organisations is greatly impaired by lack of these assets. The use of a knowledge management structure increases the efficiency of decision-making, as well as operational effectiveness, adaptability, dedication and employee engagement.

The main goal of knowledge and information management in Amazon.com is to enhance its potency and safeguard knowledge within the company. According to Bloomberg, it is approximated that poor knowledge-sharing practices cost Fortune five hundred firms 31.5 billion dollars yearly. Seventy four percent of these organisations recon that effective knowledge management disciplines improve business productivity by 10-40 percent.

The significance of knowledge management is growing annually and as the industry becomes more competitive, one of the best approach is to build an intelligent and versatile organisational culture. This is because, managers need to be able to foresee challenges and respond quickly to new information and innovations. This is often attainable by deploying information management tools like Amazon Web Services. Knowledge and information management is very important to Amazon because, it boosts potency in its decision-making ability. It is also an important tool in ensuring that every staff member have access to the experience or competence within Amazon, by building intelligent personnels who are able to make quick, wise judgments that profit the company. Additionally, advancement of innovation is easily motivated and customers benefit from increased access to best practices. Furthermore, effective knowledge management minimises overheads and enhance productivity through benefits such as;

Reducing time spent on regenerating available knowledge.

When information is readily available and accurate, interruption by colleagues with emails, conversations, and support calls is reduced. Time spent on responding to repetitive questions is cut down enabling those staff to focus on more important and productive issues.

Standardize processes. Standardization is achieved by documenting information, which makes sharing it to streamline processes easy.

Reduce mistakes. When there is lack of information sharing among the employees, mistakes which other people made are bound to be repeated. However, this can be avoided by making learned lessons from previous mistakes easily obtainable by everyone.

Make informed decision. When employees relate their experiences, learned lessons, and analyse available knowledge systems, it provides different viewpoints which others consider before making decisions.

Provision of better services to customers and staff; Effective knowledge management enables support teams to clarify employees as well as customer's concerns quickly and rightly. Thereby ensuring that employees remain satisfied and productive. Clients confidence in the business is boosted, which makes them more likely to buy again and again.

Knowledge management has emanated as a prudent ideology helping organisations like Amazon.com to create strategic competence to cope with the enhanced dynamism and unreliability of the business environment. Through methodical acquisition, generation, utilisation, storage and sharing of knowledge, businesses invent, restore and utilize their knowledge assets such as, Amazon Web Services (AWS) to become more resilient and proactive to external influences and achieve competitive edge. It is an extensive philosophy which goes beyond just enabling organisations to generate and share knowledge but also the chain that pulls the wheels of collaboration, comprehension and effective communication. Amazon greatly focuses on the effective dissemination and management of both tacit and explicit knowledge by its employees to create expertise which benefit the company. By deploying different strategies and tools aided by information technologies such as Amazon web service to effectively manage knowledge, Amazon employees are empowered to improve their understanding of the knowledge embedded in products ,processes and within themselves to create a competitive edge. Communication gap is always creeping in large businesses like Amazon causing challenges and knowledge management comes in handy to resolve it. When organisation grow in size like in case of Amazon, as employees, knowing each other and sharing experiences becomes hard. Employees leave the company taking with them the expertise knowledge but this can be minimised through effective management of knowledge by capturing and storing knowledge in the organisation knowledge and information management systems. According to Addicot, 2006, Knowledge management is a tool that assists organisational learning, therefore, its management must convert learned tacit experiences into explicit information that can be shared and enable people to assimilate and implement any encrypted information obtained through knowledge and information management. The objective of knowledge management operations is to reinforce innovation and promote the free flow of thoughts within the company, helping to increase revenue by

faster delivery of products and services to market and also reduce costs by eliminating redundant and unneeded business procedures. This motivates employees thereby increasing the time they spend in the business, because their knowledge and endeavours are acknowledged by a reward system. The company value and competitiveness is fundamentally increased by knowledge management processes since it boosts efficiency and effectiveness. (Tisen et al., 2006).

Management theories are principles encompassing suggested management frameworks and guidelines which may be implemented in contemporary organisations like Amazon.com. Various concepts and tools from different management styles that best suits the personnels and business culture of Amazon to achieve an effective customer relations management is utilized. These strategies are mostly techno-centric(technology based) in nature. Technocentric theory argues that technology can solve environmental problems through its problem-solving capabilities, efficiency, and controls. These abilities enable human beings to control nature, facilitating them to correct or overcome environmental challenges. For example, from a technological point of view, the problem of air pollution in London from automobiles can be solved with the help of advances in engine technology. Low emission vehicles and electric vehicles offer a solution to keep people using their vehicles since government is pushing for a ban on fossil fuel engine vehicles. Using this theory, Amazon has recently replaced all its delivery vans with electric models as a means of fighting global warming generally and particularly air pollution in London.

Through effective process automation, Amazon's Information Systems have increased customer value in the following ways;

Improved Customer Service: The effectiveness, and safety of Amazon's information systems has tremendously improved the interaction with its employees and users, providing customers with excellent customer service. Satisfactory user interaction with the system combined with ability to easily find solutions to various problems in real time, contented clients pass the news on to others thereby attracting more people to the site.

Unlimited inventory: Originally, Amazon was established exclusively to sell books to its clients, however, over time, it has diversified to include literally anything sellable.

Low pricing: By offering lower prices, Amazon sells more products in a short time and making more profits one the long run. This tactic has been instrumental in drawing and keeping more clients on Amazon.(Klaus, 2013).

INFORMATION SYSTEMS IMPLEMENTED BY AMAZON

Management info systems(MIS) is a computer system comprising of hardware and software that serve as the foundation of an organisation's operations by collecting data from numerous organisational assets , analysing the information and generating reports to facilitate effective decision-making by managers. Examples of organisational assets are; Financial reports, Marketing, Inventory, Personnel, Project timelines etcetera. It helps an organisation and its systems to blend in an efficient and effective way which draws out the interactive harmony between people and the information system. Deployment of advanced information systems is one of Amazon's outstanding success element. The incorporation of information systems into the analysis of business processes has played an important role in the decentralization of decision-making processes, thereby increasing the effectiveness of crucial company processes. Amazon management software comprises of two components namely; Simple Storage Service, which connects to its unified database, and Amazon Web Services, which help manage access to the e-commerce platform. It also enables customers to create user accounts and customize their profiles which in turn enhances transaction processing.

Amazon Web Services(AWS): Is a Management Information System(MIS) that was launch by Amazon fifteen years ago. It was initially called Amazon S3, which stands for simple storage service. In Amazon's own words, "It is the world's most comprehensive and broadly adopted cloud offering, with more than 200 fully featured services available from data centers globally". These featured services or systems and functions are designed solely to improve effective management of information and business process delivery (Al Imran, 2014). The sophistication of the system provide a high level of compatibility with any digital device that is able to connect to the internet for effective interaction between a buyer ,seller and Amazon employees. It also combines exceptional features such as accuracy , expandability, safety and efficiency to ensure quality and reliability in the implementation of business processes through a Customer Relationship Management (CRM) system. This is integrated intelligent analytic search engine delivers ideal safety of user information, as well as facilitating customised customer service based on client profile (Al Imran, 2014). In addition, the system is Service Oriented Architecture (SOA) designed to facilitate the decentralization of services and improve system scalability. The SOA system is a decentralized, systematically distributed, full-service program that runs multiple applications, It supports sustainable growth without sacrificing productivity enabling Amazon to create a variety of software components.

The achievements of Amazon mirrors the effective synergy of its information systems with the strategic objectives. Amazon has through the years been tweaking its e-business strategy by uniquely designing its website. Management Information System has had an important role in the improvement of Amazon globally (Weber, 2010). Amazon has vigorously utilized Management Information System as a dynamic tool to transform its management processes and guaranteeing that diversified services are offered to clients (Cao, 2011). The Enterprise

Resource Management System(ERMS) component of Amazon Web Services(AWS) plays a vital role in the gathering and incorporation of information into the relevant functions of Amazon.com. It has a distinctive ability to incorporate the internal and external information in a way that influences Amazon's management functionalities. Amazon utilises the Customer Relationship Management(CRM) module under Enterprise Resource Management system for storage of customer personalized information and purchase history . This information is later used to carry out marketing and advertising drives. Netscape secure is used to store banking details. It designed its Information Technology infrastructure in such a manner that enables it to effectively deal with millions of trading activities, customer queries and traders issues all at the same time. The Amazon Web Service(AWS) technology and enterprise system are corelated using a Relational Database Management System(RDMS) in a way that compliments each other.

Diagram of Amazon's Management Information System.



Source: *The E-commerce book: building the E-empire.*

Amazon Web Services(AWS) has especially been of great value to the customer relationship management program of Amazon.com. The platform is provides functions which enables it to obtain important customer information such date of birth and addresses as well as shopping history. These information is all later used in profiling customers, making endorsements and forecasts for later purchases.

Amazon's Transaction Processing System(TPS) is another important element of the information system, enabling customers to shop safely and efficiently. The distinctive aspects such as one-click purchase and safe encrypted credit card payments make this information management system simple but very reliable. Amazon's information management system is also incorporated with special features such as an intelligent suggestion mechanism that analyses a customer's previous searches and makes recommendations for similar products via a method called data mining (Adaji and Vassileva, 2017).making the system immensely customer friendly and satisfying. There is also the Supply Chain Management System(SCMS)

incorporated into the payment system and web services to process customer order information (Al Imran, 2014).

The Smart Analytic Search (SAS) is another management information system used by Amazon.com. It is designed to detect and eliminate or mitigate fraud. Since the system acts as a repository for large amounts of data, it is also designed to measure the personalisation of every client. It evaluates the effectiveness of Amazon.com services. SAS is also designed to detect online fraud, often associated with credit card fraud. Furthermore, Amazon.com uses SAS to study fraud trends. Based on these trends, the company is able to predict the likelihood of fraud occurring and the likely victims.

CHALLENGES AND RECOMMENDATIONS

The primary goal of Amazon's knowledge and information management is to enable employees become smarter in the execution of their job roles. However, this at many a times is confronted with a number of challenges, such as;

Staff turnover: Based on information analysed by the Times, Amazon was losing "about three percent of its hourly associates every week", converting to an annual employee turnover of about 150 percent every season. This is majorly because of questionable work practices. High staff turnover specifically impacts the data acquisition in addition to retention since those leaving, go with the tacit understanding they have acquired through the business.

Regardless of the amazing strides of success Amazon.com has achieved, its employee welfare management in relation to modern slavery is worrying.

Amazon should address the issue of workers' rights in relation to modern day slavery by adhering to set labour laws in the jurisdiction in which it operates, In this instance, the United Kingdom laws such as; Equality Act 2010, Employment Rights Act 1996, National Minimum Wage Act 1998, Employment Relations Act 1999 and Agency Workers Regulations 2010.

Skills shortage: There is an explicit deficit of competent large data professionals available. This possess threats to Amazon management systems. Training individuals for entry-level work may also prove expensive for a business that deals with brand-new solutions. Amazon should think about working with a specialised education centre for it potential staff to fulfil this skills gap.

Data Security: It's a huge issue which keeps Amazon worried. It's on the list of main challenges when compared with various other data-related problems. The information that comes into organisations as Amazon comes from different sources, several of which cannot be trusted to be compliant and secure in administrative standards. You might certainly not be equipped to recognize which channel of information is compromised, which in exchange compromises the security of the information system. Data Security best practices must be checked time and again for smooth and secure information collection, retrieval and storage. In order to mitigate this particular task, Amazon recently held a 10 day virtual hacking event which cost it \$832,135 dollars, according Forbes magazine. This is a step in the right direction.

Handling big data details Amazon controls a sizeable chunk of electronic retail market and that includes great information. The capacity to pick this humongous quantity of information and efficiently process it's developed a market dominance which occasionally leads to greed and dubious dealings which occasionally falls short of regulatory requirement. In July 2021, the Wall street journal and Bloomberg news reported that Amazon.com was fined 746 million euros, equivalent to \$887 million, by a European Union privacy regulator for violations associated with its advertising methods. Amazon needs to improve on its information management strategies in line with set laws.

Labour union: Amazon is struggling with unionization interest among warehouse workers and possibly other workers that will inevitably lead to operational disruptions when workers leave the company. It needs to adopt a flexible work routine and improve workers' pay to shave off this threat.

Growth comes with greater scrutiny as such, global regulators on issues such as taxes and data collection are getting more interested, Amazon is now grappling with antitrust lawsuits that could lead to hefty fines. Furthermore, it is facing conflicts of interest lawsuits following accusations that it uses third party information within its repository to create cheaper versions of the same products. Amazon need to adhere to antitrust laws and data governance regulations such as General Data Protection Regulation frame work.

CONCLUSION

Amazon.com is an ideal example of good knowledge management. It has demonstrated that when access to items and information is made simple by gathering all information and knowledge on one platform, individuals use it.

Amazon is both a retail and a technology company. Among its newest items, is Amazon Connect, a computerised customer care center. Another case of highly effective knowledge management.

Amazon processes enormous amounts of transactions monthly, which makes it impractical for any business to employ a human customer service representative to reply to each question coming throughout the call center, supply each update, and solve each complaint. So, it uses artificial intelligence to provide customer support to resolve simple customer issues. Amazon Connect uses information from transactions database to supply updates to clients on when their order is going to be delivered.

This report concludes that Amazon's success lies in its method of collecting, storing and analysing customer information and then making informed decisions based on this data analysis. There is certainly room for improvement though, especially when it comes to how it manages this humongous data it collects in regards to data protection legislations in its operational jurisdictions.

REFERENCES

- Adaji, I. and Vassileva, (2017) *Towards Improving E-commerce Users Experience Using Personalization and Persuasive Technology*. Available at: <https://doi.org/10.1145/3079628.3079707> (Accessed: 20th August 2021).
- Addicot et al. (2006). 'Networks, Organizational Learning and Knowledge Management: NHS Cancer Networks', *Public Money and Management*, 26(2), pp.87–94.
- Al Imran, A.(2014) *A study on amazon: information systems, business strategies and e-CRM*. Available at: https://www.researchgate.net/publication/261440748_a_study_on_amazon_information_systems_business_strategies_and_e-crm ,(Accessed: 20th August 2021).
- Amazon.com(2021) *About amazon.com*. Available at: <https://www.aboutamazon.com/what-we-do/amazon-web-services>,(Accessed: 4th July 2021).
- Ambrosini, V. and Bowman, C. (2001) 'Tacit knowledge: Some suggestions for operationalisation', *Journal of Management Studies*, 38(6), pp. 811-829.
- Baum, A (2015) *Amazon wins ruling on results for searches on brands it doesn't sell*. The National Law Rev.
- Blackler, F. (1995) *Knowledge, Knowledge Work and Organizations. An overview and interpretations*. Available at: <https://doi.org/10.1177%2F017084069501600605> (Accessed: 11th August 2021).
- Bloomberg.com(2021) *Amazon Gets Record \$888 Million EU Fine Over Data Violations*. Available at: <https://www.bloomberg.com/news/articles/2021-07-30/amazon-given-record-888-million-eu-fine-for-data-privacy-breach> (Accessed: 9th August 2021).
- Cook, S.D.N. and Brown, J. S.(1999) 'Bridging Epistemologies: The Generative Dance between Organizational Knowledge and Organizational Knowing', *Journal of Organizational Science* 10(4) pp. 381-400.
- Dalkir, K. (2011) *Knowledge Management in Theory and Practice*. Cambridge, Massachusetts: the MIT Press
- Davenport, T. H., Thomas, R. J., and Cantrell, S. (2002) 'The mysterious art and science of knowledge-worker performance', *Sloan Management Review*, Fall 2002, pp. 23-30.
- Davenport, T. and Prusak, L. (1998) *Working Knowledge: How Organizations Manage What They Know*. Cambridge, MA: Harvard Business School Press.
- Ellis, J. (2011) *The E-commerce book : building the E-empire*. 3rd edn. Massachusetts: Academic Press.
- Forbes.com(2021) *Amazon's Net Profit Soars 84% With Sales Hitting \$386 Billion*. Available at: <https://www.forbes.com/sites/shelleykohan/2021/02/02/amazons-net-profit-soars-84-with-sales-hitting-386-billion/> (Accessed: 29th July 2021).
- Forbes.com(2021) *Amazon Hackers Made \$832,135 In Just 10 Days—Here's How*. Available at: <https://www.forbes.com/sites/daveywinder/2021/06/12/amazon-hackers-made-832135-in-just-10-days-heres-how/>(Accessed: 9th August 2021).
- Girard, J. P. and Girard, J. L. (2015) 'Defining knowledge management: Toward an applied compendium', *Online Journal of Applied Knowledge Management*, 3(1),pp.14.

- Gupta et al.(2004) *Creating Knowledge Based Organizations*. Boston: Idea Group Publishing.
- Hislop, D (2005) *Knowledge Management in Organizations: A Critical Introduction*, Oxford: University Press.
- Levin, D. Z., and Cross, R. (2004) 'The strength of weak ties you can trust: The mediating role of trust in effective knowledge transfer', *Journal of Management Science*, 50(11), pp.1477-1490.
- Liew, A., (2007) 'Understanding Data, Information, Knowledge and Their Inter-Relationships', *Journal of Knowledge Management Practice*, 8(2).
- Lotz, A.(2019) ' 'Big Tech' isn't one big monopoly – it's 5 companies all in different businesses'. Available at: <https://theconversation.com/big-tech-isnt-one-big-monopoly-its-5-companies-all-in-different-businesses-92791> (Accessed: 3 July 2021).
- Martensson, M. (2000) 'A critical review of knowledge management as a management tool', *Journal of Knowledge Management*, 4(3), pp. 204-216.
- Mason, M. (2012) *Environmental Democracy*. London: Earthscan Publications.
- Nonaka, I. and Takeuchi, H.(1995) 'Theory of The organizational Knowledge Creation', *International Journal of Technology Management*.
- Nonaka, I. (1994) 'A dynamic theory of organizational knowledge creation', *Journal of Organizational Science*.
- Nytimes.com(2021) *The Amazon Customers Don't See*. Available at: <https://www.nytimes.com/2021/06/15/briefing/amazon-warehouse-investigation.html> (Accessed: 10 August 2021).
- Orlikowski, W. J.(2002) 'Knowing in practice: Enacting a collective capability in distributed organizing', *Journal of Organizational Science*, 13(3), pp. 249-273.
- Polanyi M.(1962) 'Tacit Knowing – "Its bearing on some problems of philosophy" Reviews of Modern Physics', *Journal of Applied Science*, 34(4), Available at: <https://doi.org/10.1103/RevModPhys.34.601>(Accessed: 19 August 2021).
- Polanyi, M. (1966) *The ICT dimension*. New York: Doubleday studies, 16(6),pp.1021-1046.
- Redman, R. (2019) *Brick-and-mortar retailers narrow gap with Amazon*. Available at: <https://www.supermarketnews.com/online-retail/brick-and-mortar-retailers-narrow-gap-amazon> (Accessed: 9 July 2021).
- Spender, C. and Grant, R.M(1996) 'Knowledge and the firm: Overview', *Journal of Strategic Management*, Available at: <https://doi.org/10.1002/smj.4250171103> (Accessed: 28 July 2021).
- The Wall street Journal(2021) *Amazon Hit With Record EU Privacy Fine*. Available at: <https://www.wsj.com/articles/amazon-hit-with-record-eu-privacy-fine-11627646144> (Accessed: 9 August 2021).

- Tisen, R., Andriessen, D. and Lekan Deprez, F. (2006) *The Knowledge Dividend: Creating high-performance companies through value-based knowledge management*. London: Financial Times Prentice Hall.
- Chimezie, U. et al. (2015) *Understanding the Scope and Perspectives of Information Management and Knowledge Management*. Available at: https://www.researchgate.net/publication/292906411_Understanding_the_Scope_and_Perspectives_of_Information_Management_and_Knowledge_Management (Accessed: 14 August 2021).
- Weber, S. (2010) *Sell on Amazon: A Guide to Amazon's Marketplace, Seller Central, and Fulfilment by Amazon Programs*, 7 Edn. London: Sage.
- Wilson, T. D. (2002) *The nonsense of "knowledge management"*. Information Research 8(1).
- Wingfield, N. and Michael, J. (2017 'Amazon to buy Whole Foods for \$13.4 billion',) *New York Times*, 16th June 2017, Available at: <https://www.nytimes.com/2017/06/16/business/dealbook/amazon-whole-foods.html> (Accessed: 15 August 2021).