



# Report

**Subject: KIM's process at  
Amazon.com during Covid-19**



**Module:** Knowledge and Information Management Skills for the Workplace

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## **1.Executive summary**

Being in a global Influence of information, but also of communication, technological changes have transformed our society by encouraging the globalization of the economy and innovation as a key factor in global competition. In the new economy, the creation and exploitation of knowledge has become a major resource, and Amazon.com is a clear example of this. All technologically advanced economies are knowledge-based economies. According to the definition given by Francis Bacon (1597) "Knowledge is power" instead of "knowledge sharing and management is power" is guided by Amazon.com. The value of the copane cannot bring the selected knowledge alone if it is not shared before and then managed efficiently. This report aims to present what knowledge is, what results knowledge management can bring and what are its main implications in an economy based on knowledge management within the giant Amazon, a company that has knowledge in its DNA.

## 1.Introduction

According to King and Zeithaml (2003) knowledge turned out to be one of the utmost important powerful forces for organization achievement and design significance. Knowledge Information management in the last twenty years has developed significantly, thus noticing advances in information technology, becoming for large companies sources to develop their strategies. Being for organizational management an integrated part of KIM, forming an interdependence between operations and management strategies. In this report, we will analyze the progress of Amazon.com through the prism of knowledge information management. I will evaluate the KIM system through methods, models and theories to support their importance for companies like Amazon.com(The Five Learning Cycles of the Competent Organization, Nonaka, etc). I will demonstrate how Amazon has increased the importance of standard operating procedures through knowledge. Using the 2019 and 2020 annual reporters to compare the influence of the pandemic (COVID-19) for the company. Amazon, the company designed by Jeff Bezos, is a huge world market. And just like at the market, his stalls are spread out and visible all over the world. Building a knowledge management system at Amazon can be seen in the form a life cycle. It starts with a plan and arguments for the construction and its purpose is a structured system that seeks to meet needs regarding the knowledge management of a company. The most difficult stage of the life cycle of a knowledge management system is the identification of the immediate, intermediate and long-term needs of that system. It refers to the review of the knowledge of current employees, to the realization of a analyzes regarding the cost / benefit ratio necessary to justify the need implementation of such a system.





### 3.Company Background

#### 3.1 Company snapshot



Jeff Bezos



Seattle, Washington, United States



Funded in 1994



239.59 Billion \$



1,298,000 Employees

According to Annual Report of Amazon (2020) the company are

#1 Drucker Institute Best-Managed Company

#3 LinkedIn Top Companies U.S. Edition

#3 YouGov BrandIndex Workforce Rankings Fast Company

Best Workplace for Innovators Forbes

Best-In-State Employer in 20 States

US Military Times and VETS Indexes

Best for Vets UK Ministry of Defence

Employer Recognition Scheme Gold

Award Perfect Score on Human Rights

Campaign Equality Index Disability

Equality Index Best Places to Work for

Disability Inclusion

(Amazon,2021)

#### 3.2 History

Amazon founder Jeff Bezos started growing his company right in his garage. He started his business by selling books.

In 1999 Amazon became the largest online sales platform in the world. Amazon.com has created the face of online commerce and as a leader, it has set the core business standards. Bezos has worked to make the site user-friendly and connected to all types of customers.



#### 3.3 Products and services

1. Retail goods
2. Amazon Prime
3. Digital content
4. Consumer electronics
5. Amazon Games Studios
6. Amazon Studios
7. Amazon Luna
8. Delivery
9. Amazon Business
10. Amazon Drive
11. Groceries
12. Video Direct
13. Amazon Web Services
14. Private labels/ exclusive marketing arrangements
15. Amazon Publishing
16. Amazon Web Services
17. AmazonSmile
18. Retail stores
19. Amazon Local
20. Amazon Cash/Top Up

(Amazon.com,2020)

#### 4. Knowledge Information Management System

According to Basu and Sengupta (2007) knowledge management is considered to play an increasingly important role in creating competitive advantage. Becoming a powerful force for Amazon that moves the change of organizational management, knowledge is a wealth. Amazon know that due to knowledge, competitiveness is improved, productivity is increased, efficiency is increased and customer service in the organization is improved. In this way, the company was adopted knowledge as an improvement resource go through these extremely necessary steps for a successful one. According to Statista(2020) the time series shows the net revenue of Amazon.com's e-commerce and service sales from 2004 to 2020, in billion US dollars. In the last reported year, the multinational e-commerce company's net revenue was 386.06 billion U.S. dollars, up from 280.52 billion US dollars in 2019. Knowledge management has as object dynamics of knowledge in organization, dynamics whose support is resources human rights and not information technology. It was concluded that knowledge management and information management do not coincide with data, information, knowledge and wisdom (Makori, 2009).

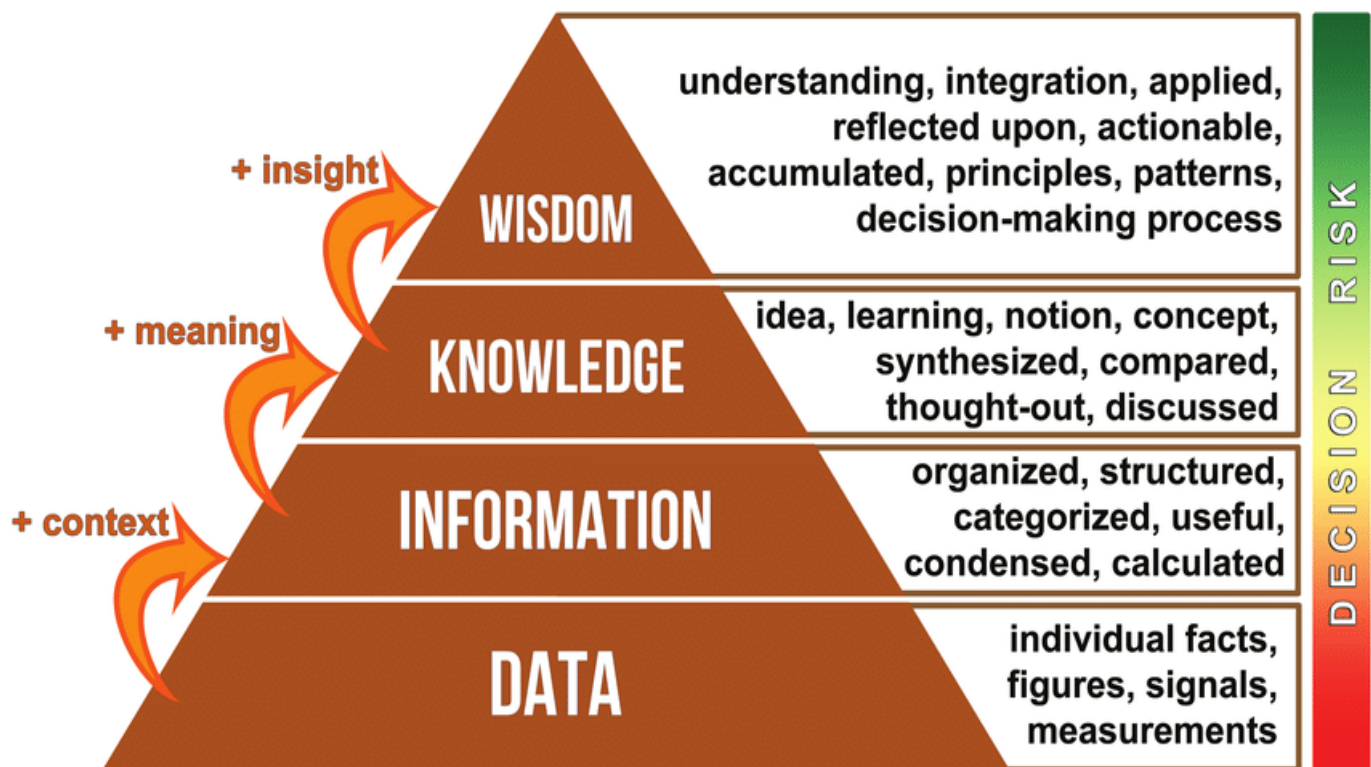


Fig.1 Data Information Knowledge Wisdom DIKW. (Cannas et al., 2019)

So how did Amazon get so high on the pyramid of knowledge to wisdom? At the base of the pyramid is **the data**. They are taken out of a certain context and have not meaning taken as such. When they can fit into a particular context or are can give a certain meaning, the data become information. **The information** represents the section immediately next to the pyramid, a section that is obviously smaller than the one at the base. These are the data processed and used usefully. Located at the next level of the pyramid is **knowledge**. It is born when information is interpreted correctly and is able to be understood and used either immediately or in the future. And at the highest level is **wisdom**, which develops internally and is an operative capacity. Principles, morality, judgments and archetypes are characteristic of wisdom

It was concluded that knowledge management and information management do not coincide with data, information, knowledge and wisdom (Makori, 2009). This was noticed when the writers (Wiig, 2004, Hicks et al., 2006, Awad et al., 2004) studied the difference between. Being a eBusiness and using technologies Amazon understood that the technologies only process data and information, not knowledge. It is a mistake to confuse knowledge management with systems management IT, which is mainly a technological management. Amazon acted, being about workers intellectuals, respectively, people who process data, information and knowledge and who generate, transfer, share, store and use knowledge, management is exercised directly on them as owners and creators of knowledge. Second, in knowledge management the emphasis must be primarily on motivating people and creating an appropriate culture knowledge creation, transfer and transformation. Such a culture must develop the values of truth and trust, as well as a comfortable emotional state of teamwork. If it does not exist mutual trust in people cannot stimulate the sharing of knowledge that is focused on the individual experiences and emotional states specific to each employee. In the third line, knowledge management can not be reduced to the concepts of efficiency and effectiveness, concepts quantitative difficult to assess in the case of knowledge, as intangible resources. In knowledge management the emphasis must be primarily on motivating people and creating an appropriate culture knowledge creation, transfer and transformation.

#### 4.1 KIM at Amazon

For Amazon.com KIM it is very important because, knowledge in organizations is very dominant through work patterns and critical thinking. To analyze this importance, I will present the model of Ikujiro Nonaka and Takeuchi, creators of the SECI model (Nonaka and Takeuchi, 2000). This model is a description of the dynamic creation of knowledge in organizations and their practical use. The model originally created by Nonaka and Takeuchi was completed together with Toyama and Konno in order to be more easily applied by companies.

Knowledge that has been expressed in words or numbers is called **explicit knowledge**. This form of knowledge is shared systematically and formally in the form of data, for example audio and video recordings, books, computer programs, etc. Knowledge that includes intuition or mental correlations, as well as hypotheses or suspicions that is difficult to prove and difficult to prove is called **tacit knowledge**. They are most of the time results of practical experiences and trial and error learning (Jones, 1999). Amazon builds on this knowledge and uses it systems that use techniques to know people to provide support in the training and decision-making process. These systems say an additional but important part in working with people due to the fact that they are able to collaborate with people thus influencing the quality of decisions and their consequences, therefore, the implementation and management of such a system, says an important issue in the organization.

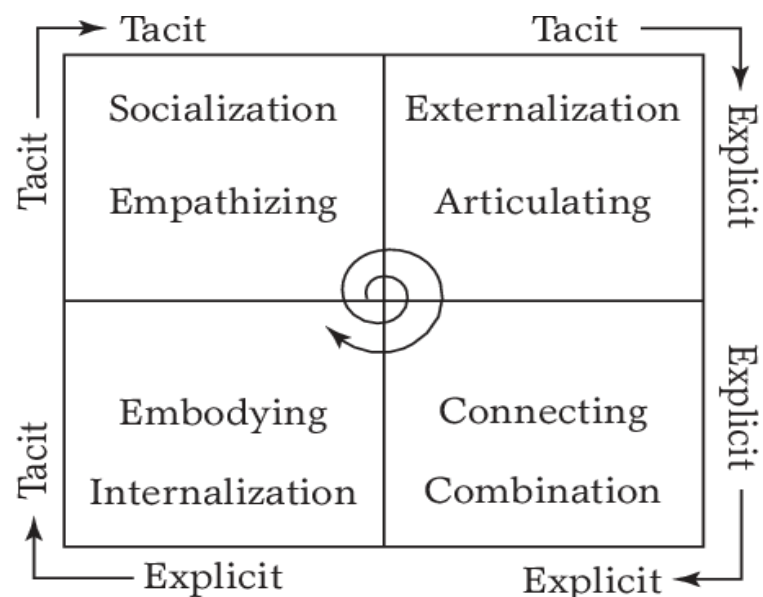


Fig.2 Nonaka and Takeuchi(2000), SECI model for knowledge creation and use

Amazon has understood how important it is to use KIM to satisfy the wishes of its customers. So the company developed a strategy to attract users and stay loyal to them. Offering them new, interactive products and services such as Amazon Prime, etc.



### A portal with a single interface

Amazon uses KIM principles to increase customer satisfaction and create a great customer experience. All the products that potential customers need can be found on the Amazon website, over 12 million products.



### Presentations

All products come from a remarkable management content. Where the information is made and transmitted to users.

- Specifications
- Review
- Display



### Content

Everything is arranged in an easy way to navigate and find the right product for each user



### Personalization

Registering on Amazon forms a database of all our searches and the products we access the most often, so we leave similar offers, this way Amazon knows its customers.

## 4.3 The impact of KM at Amazon

To understand how KM helps to satisfy customers and achieve competitive advantage, I will relate to the technologies it uses. Amazon.com is recognized for the quality of customer information they need, the services they provide to customers, and the ability to anticipate their needs. Establishing the way in which companies use their skills to meet the needs of consumers: → the ability to improve the skills they have to help companies meet the needs of consumers. With the help of information technology, organizational memory can be increased incredibly much, Amazon.com has a huge storage capacity. The use of huge databases suggestively called Big Data is a new trend of storing huge quantities data and information. The real problem now is not the storage of this data and information but their interpretation. This means developing appropriate managerial thinking and an organizational intelligence capable of extracting from these huge data and information bases the most appropriate meanings for the company's strategies. As a result, the value of customers increases (Fig.3).

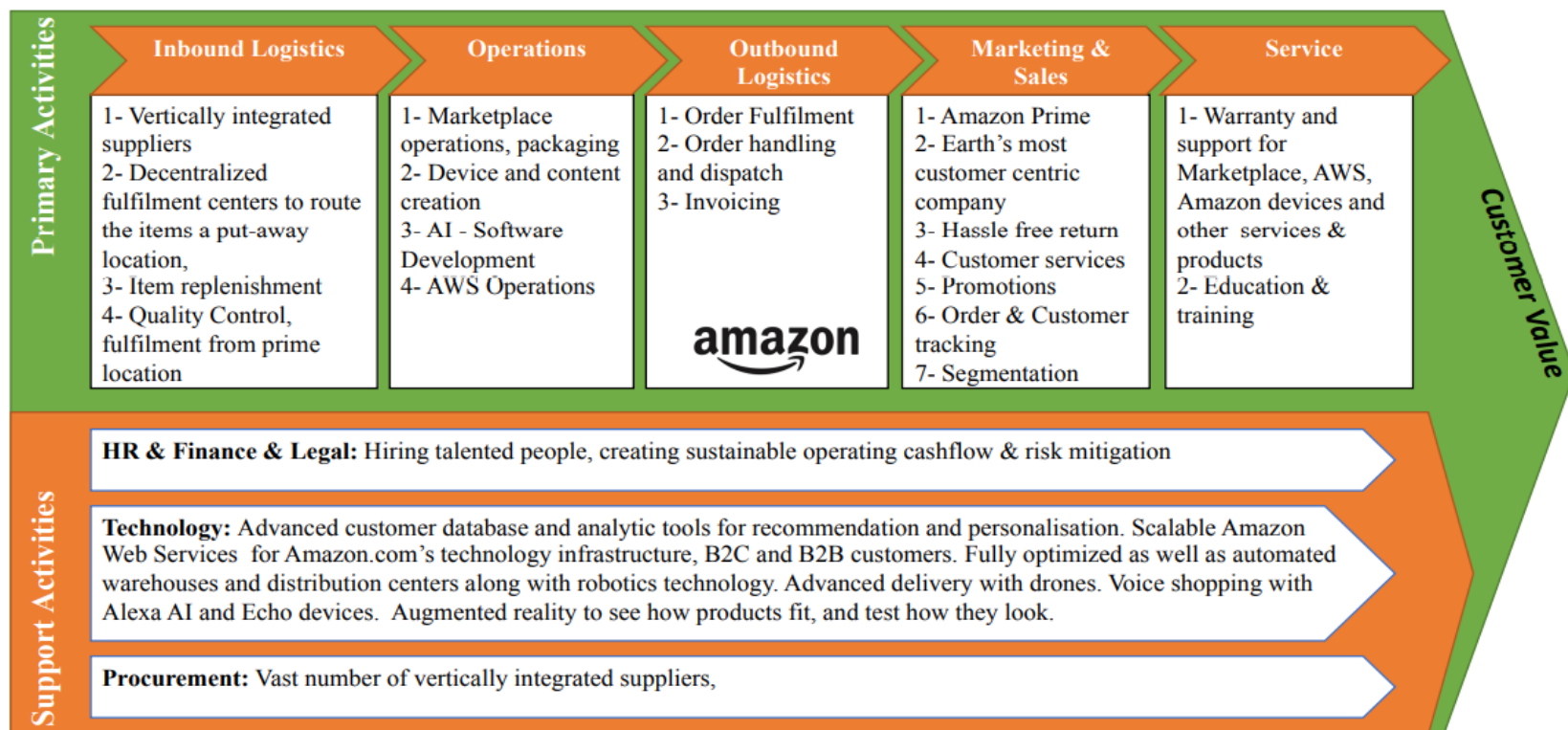


Figure 3 - Amazon.com Value Chain Analysis

## 5.Evaluation of KIM

According to Davenport (1998) a profound knowledge is “information combined with experience, context, interpretation, and reflection. It is a high value form of information that is ready to apply to decisions and actions” Amazon uses knowledge to know individuals by incorporating them into products and the concept of tacit service Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources (Daft, 2005 Knowledge is not the material things that are found in a company, but are incorporated into people through their occupations and the experience they have in the company. The purpose of creating knowledge is to satisfy a need, whether it is the customer, by their use of goods and services. Amazon transforms its internal knowledge, which is acquired through experience. Being created a long-term program to achieve economic performance, which was created on knowledge being sketched on the exploitation of tacit knowledge. Amazon has surpassed its economic capital by generating new knowledge and promoted their dissemination and transparency.

## 5.1 AutoKnow-Manually assembling knowledge

Amazon has introduced some tools that automatically generate charts, where the company's analysts interpret the data and create information about which products should appear or which are the most frequently searched features. For Amazon it is very important that its operating system works in a normal regime.

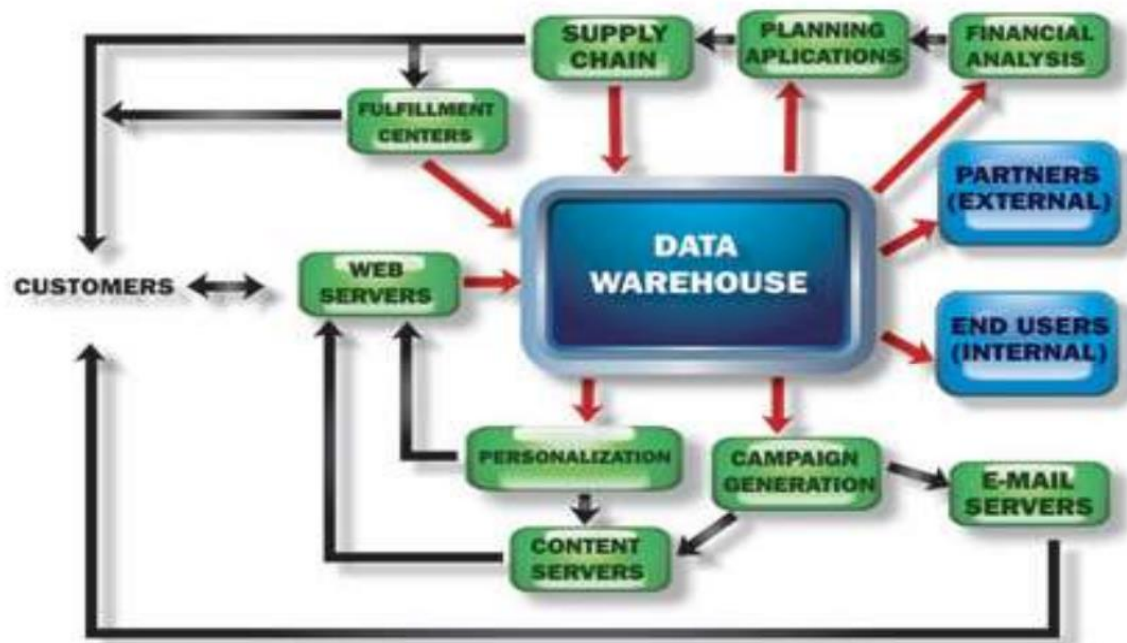
If the system falls down then the losses are extremely high according to Sofer(2019)Amazon posted \$15.7 billion in revenue, which breaks down to about \$120,000 per minute. Multiply that by the 40 minutes Amazon went down and you get around \$4.8 million in lost dollars. After more and more problems with their system, amazon has invested millions to improve their quality. According to Amazon Website(2020)With AutoKnow(See appendix B), we increased the number of facts in Amazon's *Consumables* product graph (which includes the categories grocery, beauty, baby, and health) by almost 200%, identifying product types with 87.7% accuracy.To existing systems and found that they improved performance across the board, often quite dramatically (an improvement of more than 300% in the case of product type extraction).

## 5.2 KM's Data Base -a systematic approach in sharing and exchanging

Amazon is a world leader if we refer to data, and to recover data for applications using appropriate optimization techniques, the darkness of databases and tasks allowed for certain users, data protection, including archiving tasks and search and communication mechanisms and information integrity, when databases are distributed over a network Amazon used the Oracle server. Oracle co-founder and executive chairman Larry Ellison said that Amazon was spending \$50 million a year on Oracle database licenses, and made fun of the company when the port of its warehouse operations crashed after those applications were shifted to AWS database services(Morgan,2019). Through this new contract, Amazon can more easily identify customer needs, but also propose similar or new products according to a well-established algorithm. the following diagram helps us understand how an Amazon product is "delivered" from the date to delivery of the product to the customer.



The figure below shows a diagram of the "road" traveled from a single click to the destination. Through the information and knowledge system, Amazon has developed a productive culture.



(Ellis, 2011), The E-commerce book: building the E-empire p: 45

## 6.SOP at Amazon

Using operating procedures as a tool to increase performance, which is an important part of the business. And a complete set of SOPs is the best tool to operationalize organizational documents, such as: regulations, mutual aid agreements, policies, operational plans and strategies, etc., SOP (Annex 1) presents important concepts, techniques and requirements. contained in these documents in a way that is easily used by staff in their daily activities. SOP helps to integrate the link of business operations at higher levels of managers and designers with the work of other workers. SOPs are also essential to meet the legal and regulatory requirements that affect a company's operations. . For the company explicit knowledge plays a big role in the process of Standard Operating Procedures. In a world in constant motion, a special role is given to the ability of organizations to respond, to adapt to changes in its external environment, to new restrictions and / or opportunities that they offer. be seen as an environment for collecting, organizing and analyzing information with a strong unstructured character, and its structures become more fluid and flexible if members of formal and informal groups have the capacity to work and exchange information together; It is known that the creative potential of the group is greater than the sum of individual contributions. Amazon developing group work involves combining each individual task with other parallel activities because the development of a work task may depend on the results obtained by partners. Thus, within the organization such a system must be created to ensure communication and cooperation in order to solve problems and make decisions in a fast and efficient. Groupware is an organizational model developed with the support of modern multi-user information technologies, which offers the possibility of radical redesign of processes, organization and mentality in enterprises, through a class of network applications that allow teams to collaborate in an easy way.



Amazon developed its SOP through knowledge management in a productive way to improve employee performance. Amazon designed it that way to keep knowledge accessible between the company and the employee. And when an employee leaves or leaves the organization, all the knowledge and will go with it. From this moment the SOP was identified as a necessity. Being documented everything the employees know about the job, how to work efficiently, etc. for the new employees to be in rhythm with the general performance of the things that happen in the organization, she learns from the wisdom left by the former employees, being a legacy both for the new employees and for the company. Because it saves a lot of time to learn to do the right things. With its guide for doing various training or certifications, Amazon.com capitalizes on its employees by creating a culture of the organisation. From this moment, through SOP, risk management is created, which aims to provide employees with the knowledge to understand how to act in different scenarios they may have at work. All this introduces us to a new world of online stores, where it is believed that everything is perfect and that employees work well and are paid very decently for their service, but it is not so, Amazon has many challenges that it is currently going through in particular with the relations between the employer and the employees. Until the pandemic, the way workers were treated, especially those who deliver and pack the boxes in large warehouses, was unknown to the audience. There have been many protests. Hundreds of workers at Amazon warehouses, called out sick on Friday as part of a coordinated one-day strike across the US in protest of working conditions and inadequate safety protections during the coronavirus pandemic (The Guardian, 2020), especially due to non-compliance with the epidemiological rules by employers. According to BBC (2020) "Several employees working at the site use face masks for days instead of having new ones each day". The lack of protective equipment and masks has revealed how Amazon protects its people. Another worrying fact is the false data published by Amazon about the number of illnesses, thus the company masking the worrying figures about how many employees are actually ill. Amazon should focus primarily on its employee, and not just during a pandemic, but always. After the fall they had, and after the lesson from the employees, Amazon actually understood that capitalizing on the employees and knowing their needs will bring profit to the company so they acted as follows:

### 1. What we are doing for employees

- We give a special one-time Thank You bonus totaling over \$500 million, to all front-line employees and partners who were with the company throughout the month of June. [Details here.](#)
- We have opened 15,000 new full and part-time positions and delivery driver opportunities across the UK in our fulfilment centres and logistics network. [Find out more about some of our new hires.](#)
- Our top concern is ensuring the health and safety of our employees, and we expect to invest approximately \$4 billion globally from April to June on COVID-related initiatives getting products to customers and keeping employees safe. This includes spending more than \$800 million in the first half of the year on COVID-19 safety measures. [Read more here.](#)
- We increased sick pay for Amazon employees diagnosed with COVID-19 or placed into quarantine.
- Amazon employees receive [comprehensive health benefits](#) starting on day one of employment.

Source: Amazon.com (2020) Amazon's actions to help employees, communities, and customers affected by COVID-19



## 7.Information Management

Information is essential for the existence and development of Amazon in a global and competitive market. This fact is known by the company's managers to be in the center of their concerns to harmonize the strategy business with the structure, organizational processes and infrastructure of information technology, so that there is a maximum work efficiency, reduce costs, improve relationships with customers and suppliers and notlastly, new business expansion opportunities can be identified. The exponential development of new techniques in information and knowledge management telecommunications, has facilitated the rapid information, knowledge and transformation of data into digital form . Amazon has implemented a huge success in implementing highly advanced computer systems. Decentralization of decision-making processes following the analysis of business processes in the integration of decision-making processes has played a key role. According to Mutwiri(2020) Amazon operates a two-piece information management software that comprises of the Simple Storage Service that is connected to its integrated database and the Amazon Web Service that promotes access to the E-commerce platform. The robust web service combines distinct features such as reliability, scalability, security, and efficiency to make it highly effective in delivering business processes through a Customer Relation Management (CRM) system. The management system of Amazo can be defined as the set of elements with decisional, organizational, informational, motivational character, etc. within the organization, through which all the processes and management relations are exercised, in order to obtain the highest possible effectiveness and efficiency.



Amazon has an integrated IT system for managing an organization's activities, resources and information, through which to ensure the fluidization of the information circuit, the management of resources, the assurance interoperability and improved cooperation with customers and suppliers while increasing quality, efficiency and the effectiveness of the activities carried out and the provision of solutions to the management needs are the basis of the success.



## 8.The impact of Covid-19 on Amazon

Amazon during the COVID-19 period achieved a record number of sales, although most businesses had a major negative impact and even the closure of all non-essential stores. the online giant, whether they needed entertainment or hygiene products, ec.tc. At the end of July, the company announced that it had doubled its quarterly profits to \$5.2bn (£3.95bn), compared with \$2.6bn at the same point in 2019. Net sales had risen by 40%.(The Guardian,2020). About 75 Amazon stores and couriers were infected with Covid-19 in the United States, according to the Washington Post, a publication owned by Bezos. The increase in the company's shares came at a time when financial analysts said Amazon could be a "clear winner" of the Covid-19 crisis and record record sales and profits this year due to demand for delivery services. Amazon reached these figures because it did not underestimate the importance of KIM in the company. The pandemic came with restrictions, all non-essential stores were closed, and avoiding public places was a necessary step to reduce the number of illnesses. Amazon was amazing, understanding how to adapt to customer needs and the flexibility of services This pandemic has shown us that people react in different ways, especially in times of crisis. Some have begun to make exaggerated revisions and have begun to storm stores and empty shop windows. According to Mayer(2020 ) Paul Marsden, a consumer psychologist at the University of the Arts London was quoted by CNBC as saying: "Panic buying can be understood as playing to our three fundamental psychology needs." These needs are autonomy (or the need to feel in control of your actions), relatedness (the need to feel that we are doing something to benefit our families), and competence (the need to feel like smart shoppers making the correct choice).





## 9. Conclusion

Being in the rapid growth of information and technology, in 2020 Amazon has grown in sales, although it is in a time of the pandemic, the company knew how to capitalize on its online services as you have increased online rental. By knowing the market which is a very important factor that influences assets. To be the first and to support competitiveness, but also to understand who the rivals are, so Amazon can come up with new and innovative products or services. Amazon.com is a knowledge-based company that is likely, by its specific culture, to promote in society the value of conceptual relevance as a source of influence, as well as an ethic of responsible legitimacy in the behaviours and relationships of social actors. The new trend represented by the knowledge management in the critical infrastructures regarding the management mechanism of organizations of any kind has a great potential for optimization and capitalization. It is the intelligent way in which human knowledge is processed and subsequently accessed for dissemination. At Amazon, where applied knowledge management is ensured and guaranteed continuous evolution within the organization or society. For all the techniques, mechanisms and decisions to be as optimal as possible, they must be controlled by a specialized manager who understands the importance and influence he has within the company. Knowledge and consideration of the multidimensionality of information are essential for the realization at an appropriate level of the four functions of the information system. Neglecting, even partially, one of the three dimensions of information is reflected sooner or later in diminishing the performance of the organization, while not ensuring an inadequate work climate. In conclusion, the information system is a basic subsystem of the organization's management, which performs multiple functions, presenting a strong dynamic. In the conditions of the transition to the knowledge-based economy and the continuation of revolutionary changes in the field of informatics, the information system becomes more and more important and conditional for the survival and performance of organizations in all fields. In this way, Amazon understood how important it is to understand that the effective sharing, application, creation and storage of information is necessary for the knowledge and practice and development of the company.



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[How Amazon became a pandemic giant – and why that could be a threat to us all | Amazon | The Guardian](#)

## 11. Appendix 1

A

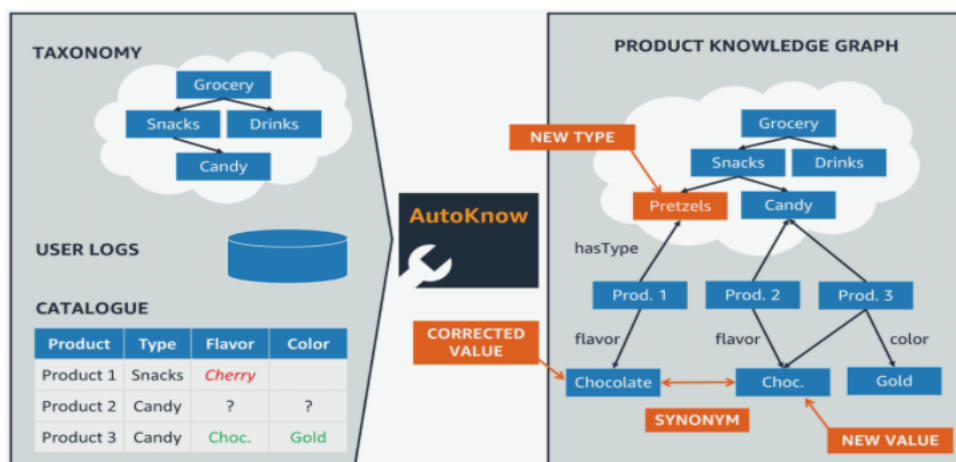
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**Standard Operating Procedure (SOP) Template**

|                                           |                       |                           |                        |                         |                   |
|-------------------------------------------|-----------------------|---------------------------|------------------------|-------------------------|-------------------|
| <b>SOP Name / Title</b>                   | [Enter SOP Name Here] |                           |                        |                         |                   |
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| <b>SOP Originator</b>                     | [Enter Text Here]     | <b>Approving Position</b> | [Enter Text Here]      | <b>Effective Date</b>   | [Enter Date Here] |
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|-----------------------------|-------------------------------------------------------------------------------------|
| <b>1. Purpose</b>           | [Provide details on the background and the purpose of the task, process or project] |
| <b>2. Scope</b>             | [Outline the scope of the work being done]                                          |
| <b>3. Responsibilities</b>  | [Describe who is responsible for what]                                              |
| <b>4. Materials</b>         | [Provide list of all resources and materials required to make this process work]    |
| <b>5. Related Documents</b> | [List any other documents or reports required]                                      |

B



The inputs to AutoKnow include an existing product taxonomy, user logs, and a product catalogue. AutoKnow automatically combines data from all three sources into a product graph, adding new product types to the taxonomy, adding new values for product attributes, correcting errors, and identifying synonyms.

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