



KNOWLEDGE AND INFORMATION MANAGEMENT SKILLS FOR THE WORKPLACE

Task 1



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Executive Summary

They say that Knowledge is power. The power can be static and of no benefit especially if it is not effectively implemented. It would be prudent to say that there is no knowledge, but individuals exhibit their knowledge through innovations. Knowledge management is the concept that has been implemented in today's century and was one of the proponents by Karl Wig. The report is explaining various models, theories of KM management and how it has been of impact on organizations. The report is going to show how Amazon has used various KM techniques and how it has been of great impact to its operation especially during this period of the Covid 19 Pandemic. From the report, one can highlight various ways KM can be used in enhancing customer satisfaction and in ensuring competitive advantage.

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Introduction

This report aims to discuss the importance of knowledge management (KM) for the organization called Amazon. Likewise, the report will also contain information regarding the approach that Amazon took to facing the global pandemic (Covid19). It will evaluate one of the scenarios that Amazon faced to maintain good customer service. The report is going to use Amazon as the reference company and show how it has been able to utilize knowledge management. This report will evaluate some of the KM tools that Amazon is using to ensure outstanding and reliable customer services to its clients.

The main expectation of this report is to show the understanding of how important knowledge management in a business such as Amazon. For example, how to store data warehouses/data that help the businesses expand or providing better services and products in the close future and how they use KM to share the company knowledge information within the company itself and customers and other companies that for with Amazon. Likewise, to show and explain how Amazon provided nonstop services throughout the global pandemic (Desai, 2020). Furthermore, the report will show how and where Amazon can still improve in the future.

Knowledge and Information Management

Background of Amazon

The formation of Amazon .com has been repeated and has become one of the urban legends, especially during the Covid 19 Pandemic. Amazon was founded by Jeff Bezos who was a computer science and electrical engineer graduate from the University of Princeton. Bezos resigned as the senior executive of the investment bank. He approached research that the internet was growing at almost two thousand percent and he took this as a business opportunity. Even without having experience and knowledge of the internet, he plunged E-commerce business. Jeff situated the company in Seattle since the place had a large pool of technical expertise. Amazon was, therefore, started through Jeff Bezos in 1994. At the time, he was working in a storage area in Bellevue (Desai, 2020). The business began out as a

web bookseller and went on to gotten to be the world's biggest non-travel e-commerce trade. In 1997, the company went public as there were high demands on the products provided. In the same year Amazon introduced music and movies to its customers, and within a year (1998),

Amazon launched two offices in the United Kingdom and Germany and continually expanded their business. Amazon is one of the biggest companies in the USA worth 1.7 trillion according to the wealth record In July 1995, the Company went online, and it went public in 1997. Bezos's vision of online retail business became to be when his company website was elegant and appealing and from the first day, the business was the point of reference for all retailers who were willing to sell their products online. The company vision was to build the global most customer-oriented common. Using the internet, the company was able to develop relationships with customers by accepting customers' needs and their purchasing behaviour. Amazon Customer bases have been growing for the past year.

Amazon Company has emerged as a leading multinational E-Commerce Company. The company has become a leading online retailer and in cloud computing services. Amazon's growth especially during the Covid 19 Pandemic has been due to the management of customer's relationship and information management in its overall business operation. Amazon has been effective in knowledge management. This is because apart from being a retail business it is also a technology company a recent example is Amazon Connect which is company call centre software. The software has been of great impact especially during Covid 19 Pandemic since its connection's customer with the company where the later answers any questions that come through the call centre, provide customers with every update, resolve customers complaints among other things (Arnett, et.al, 2018). The company has also been making use of artificial intelligence in recognition of voice a factor that have enhanced customer support. With Knowledge management, Amazon can develop new capabilities and therefore used to enhance a learning process hence a learning organization.

Knowledge management has been successful in the Amazon Company because the company has strong leadership where leaders are that knowledge management issues are well understood and that all the knowledge management projects are well designed and implemented. For a company to be successful in knowledge management it must ensure that strategies for KM are aligning with the Amazon operation processes. It is without a doubt that Amazon has technology which is the infrastructures that support the initiatives for the KM (Desai, 2020). These success factors are proof that Amazon has been excelling in knowledge management since it was involved in the e-commerce business in the 90s. The company has been implementing numerous important knowledge management and principles that are meeting the employee's needs. Amazon has been using the principle of housing a single interface intending to meet shareholders' needs (Bandera,et.al , 2017). This is what has made Amazon do well in business diversification and moving from bookselling to selling of equipment and even having to move from its product lines. All these businesses make use of the different approaches in knowledge management.

Knowledge Management

According to Knowledge management is the process of gathering, distributing, and making effective use of knowledge. In other words, knowledge management is the discipline that helps in promoting the approach of identifying, gathering, evaluating, or retrieving as well as sharing of all business information assets. The asset may include the databases, experiences of individual employees, business documents policies, among others. KM consists of the following.

Content management-KM involves making the company data available to company members through the utilization of content management, portals, among others. Content management is one of the common uses of KM.

Expertise location-Knowledge is in people and therefore the best way to acquire knowledge that you need is by talking to an expert. Identifying the right expert with the knowledge that you require may be a challenge especially when the expert is in another country. Identifying the expertise within the organization that possesses a particular knowledge is known as

expertise location systems. Three sources can be used to supply data for expertise local system, which is employee resumes, identification of employee area of expertise, analysis of algorithm of electronic communication to and from the employee.

Lessons learned KM is more of the content management and it extends to organizational culture and facilitates sharing of knowledge to the organization compensation schemes.

Communities of Practise (Cops)-Cops are the individual groups that are shared with interest and come hand in hand with the person in sharing and discussing problems and opportunities. Cops are encouraged to include and sought employees from a various prominent bank and their projects.

KM development-The other way of viewing KM is viewing its stages. The initial stage of KM was driven by the Information and the people desire to use technology, the internet, and working to see their capabilities. The concept of intellectual capital includes physical resources, capital, and labour, intellectual knowledge that led to growth and development. The first stage of the KM is about the implementation of the new technology to achieve effective use of information and knowledge.

KM: Hr and Corporate Culture-KM would lead to changes in the corporate culture since it involves changes that are needed for the corporate culture to encourage sharing of information and knowledge. There is a major component that is required in the designing of user-friendly systems. For example, human factors are important components of KM.

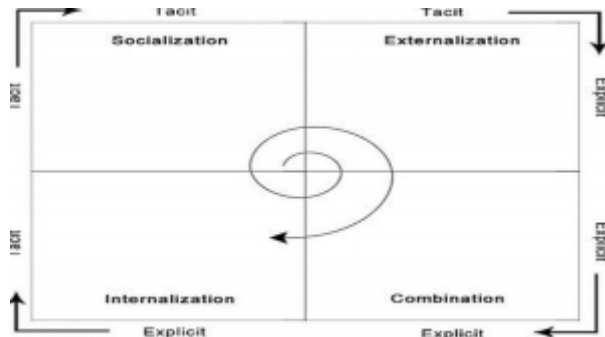
KM: Taxonomy and Content management

The third stage is created from the awareness of the importance of content. The hallmark for KM third stage continues to expand for example the data analytics and machine learning. Since they are used in business searching.

KM models

Nonaka- Takeuchi is based on the research that was based incorporation situated in Japan, whose aim was to enhance creativity and innovation. According to research most of the companies in Japan have embraced the use of the Tactic knowledge approach. The knowledge always originates from the individual at their level before it is used by the

organization. From this model, knowledge is converted through four modes which are engines for creating knowledge (Ibidunni.et.al, 2018). The various stages of knowledge creation are shown in the figure shown below.



Wig Model gives the principles of the value of knowledge which require be organizing and synchronizing it provides various dimensions which include congruency, connectedness, completeness, purpose, and perspective of KM. The completeness element considers the amount of relevant information that is obtained from various sources, for this knowledge to be of value then it must be complete. The connectedness elements provide the link between different objects of knowledge that need to be well understood and defined. Congruency provides the need for the relationship between various facts, concepts, among others. Perspective and purpose offer a particular viewpoint of a particular thing (Ferreira, et.al, 2018).

Importance of KM to any organization including Amazon.

Knowledge management is the systematic use of organizational knowledge assets to create value and meet the business strategic requirements. Knowledge management aims to provide the organization manager with the ability to locate and organize all the relevant information and expertise skills that would help in addressing the company projects and therefore enhancing productivity and longevity. Companies are implementing the use of knowledge management in identifying the business inefficiencies in the organizational processes. This is because it helps the organization in recovering from any possible risks. Effective KM reduces the inefficiencies cost since they make the company knowledge available, accessible, and accurate. This is because with the knowledge management helps

business develops innovative environment which would work help the management ensuring its success.

KM enhances collaborative and integrative approach which is essential in maintaining productive and innovative working environment since there are accessibility and affordability of technology. Besides knowledge management is crucial in integral development, this is because the information keeps on changing to the best functioning of the organization and therefore remains of importance to the organization and its members. KM ensures that individuals participate in relevant dialogues that are related to sharing of job experiences where people can learn and develop ideas for stimulating the culture of change and improving the workplace (Khatun, 2018).

KM allows the process of evaluation, with the ease of sharing information Amazon can create a working environment that is focussed on knowledge learning and which enhances the self-assessment process. This empowers employees to focus on improving business success. Besides KM enables the organic transfer of data and provides employees with opportunities for professional development (Kaoud, 2017). KM enhances individuals' unique strengths by ensuring that employees have all the necessary information that would help them perform their role to their satisfaction.

Ways in Which KM Helps Satisfying Customers and Achieving Competitive Advantage.

Knowledge of customers is a very crucial organizational asset that helps in setting customers focussed strategy which would result in competitive advantage. Customer satisfaction depends on the positive and engaging experience that the customers have with the organization. The higher level of experience the higher customer satisfaction level and this increase chances of customers being brand ambassador for such organization. The increase in the collection of customer data on their tastes, preferences among others helps in providing essential changes which the organization can use as an opportunity for emerging markets (Abusharekh, et, al, 2019). Knowledge management helps in the synthesis of customers' information and sharing of the information to the relevant department in an organization.

Customer knowledge helps in developing a long-term relationship with customers' results in continuous customer relations and the provision of their needs. A sustainable relationship with customers is a result of customer knowledge, the use of information technology which ensures that customer knowledge is managed and hence achievement of Competitive advantage.

KM is crucial in promoting competitive advantage. The Competitive advantage is based on the organization's ability to have resources that cannot be taken after by rivals and which are necessary for promoting productivity. Attaining company resources calls for the need for intellectual and knowledge of the assets. The organization's knowledge that cannot be imitates forms a basis for company competitive advantage. Most companies such as Amazon mainly rely on the people capital that is the brainpower as well as the invisible competencies to facilitate the production process (Kaoud, 2017). Employees use knowledge as infrastructure in creating and improving relations. Using KM, the company can understand and promote its activities.

Knowledge is embedded in Products and the Service Concept in the Tacit Knowledge of Individuals.

Tactical Knowledge is the knowledge that is in the human mind. It includes information that cannot be expressed formally or through sharing. It is therefore the opposite of explicit knowledge which is conscious, and which can put be put into words with ease. Tactic Knowledge is got from individual experiences in a particular environment. The knowledge that an individual possesses and is unable to explain is tact knowledge. In other words, it is the knowledge that a person knows he possesses but they cannot describe except when performing. A good example is when a driver who has experience will only express his skills by driving perfectly.

Tactical Knowledge can be transferred to the products and services of an organization in diverse ways. One of the effective ways is through the allocation of employees with tactic knowledge to perform a certain role. An experienced driver who is given the role of delivering company goods and services with the use of the company vehicles. In case there is a loss of

such employees due to death or resignation the organization is left with a vacant position. To avoid the organization from experiencing vacant positions there is a need to ensure employees' mentorship to promote teamwork and socialization where employees can learn from other employees through observation (Khatun, 2018). This can also include improving organization products and services and therefore transferring tactic knowledge into products and services.

How KM Represents a Systematic Approach in Sharing and Exchanging an Organization's Knowledge Base

KM is a systematic approach for sharing and exchanging information in an organization. This well explained using the Nonaka Takeuchi Model. Understanding the various forms of knowledge and how to develop it from one form to another helps in promoting organizational perspective. The knowledge is in two ways the explicit and the tactic. Changing from one form of knowledge to the other in the process. From the SECI process of Tactic Knowledge, it is if knowledge moves through various stages to ensure its creation and sharing. Tactic knowledge is gathered and retained by another party. However, in other cases such as in externalization tactic knowledge is converted to explicit knowledge. In the case of internalization, explicit knowledge is converted to tactic knowledge. The combination stage which is the last stage involves the conversion of tactic knowledge to explicit form. This process is an illustration that KM is a systematic process (Khatun, 2018).

KM techniques used by Amazon.com.

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

Knowledge transfer within the company is very crucial. However, the transfer of knowledge within various organizations is a concern and is associated with the problem of management. In case operating procedures and policies are not provided management wastes a lot of time in explaining to its employees the process of transferring in the organization. This can be solved where Amazon transfers both explicit and tactic knowledge

via Standard Operating Procedures which allow parties in an organization to be aware of the guidelines that allow smooth and efficient running of organization operations.

Amazon has experiencing barriers in transferring knowledge. Amazon team members need to be involved in establishing and implementing the SOP since this would promote knowledge retention among employees (Ferreira, et.al, 2018). The SOP also helps in providing employees recognition that they are the repositories of knowledge and enhance positive attitudes towards knowledge capture, diffusion, and transfer.

At the Amazon Intra organization level use of communication methods such as SOP are effective since they contribute to knowledge creation and diffusion unlike the use of external sources such as trade shows. Tacit Knowledge has increased Amazon's core competencies, understanding, and skills which are applied in the development of the organization's Standard Operating Procedures (Ferreira, et.al, 2018). Amazon is used in enhancing the organization's profitability level. The various Amazon.Com applications of KM are creating and using the portal and the interfaces for all the company deals such as sales of books, electronics, and food. This makes it easier for employees to have easier access to the workplace in various diverse forms. KM in Amazon aids in ensuring consistency of presentation of various information such as specifications of various products.

Information that is provided on the Amazon website is usually modular and its data is organized and easy to read. The website does not stock information for its readers. Where the need arises the company, information is provided in link through access options such as click here instead of creating the navigation barriers. Amazon also allows other companies that source their specific products to participate in the creation of content that can be used on the company website. Once this content emanates from Amazon which is the product source it becomes responsible for maintaining relevancy and accuracy (Ibidunni.et.al, 2018). This would help in boosting the SMEs by empowering them.

Amazon's system promotes feedback. This is evident since the company is known for its achievement in giving customers feedback especially when performing e-commerce business. The customer's feedback is crucial in product improvement and helps the

customers when they are making their purchases according to the customer's reviews. This is one of the essential KM aspects that is implemented in most businesses Amazon being one of them (Dalkir, 2017). This strategy is essential than the use of page visits or downloads since it allows other customers to get vital information that would be used in making decisions between various products.

The other KM strategies that are implemented by Amazon include reducing their levels of services they offer, and this is done by making the company website easier to access. The Amazon call centres receive few calls, hence saving cost. Besides, the services that are provided by Amazon are performance-based and more emphasis is put on the execution of duties (Dalkir, 2017). Finally, the company has mobile services and compatible devices that can be accessed and used any time and anywhere which is taking the advantage of what the global market requires today.

Main Outcomes That Amazon Has Been Achieving with the Use of These Procedures

Notably, the report has highlighted various procedures and techniques that Amazon has implemented in their KM management and the results of the implementation. This section is going to give a summary of them and combine the benefits that are accrued with the use of KM techniques. Amazon has achieved a competitive advantage using online e-commerce business. This is due to the use of original ideas in its business operation and on protecting the ideas from being used by its rival through knowledge management.

Amazon has achieved customer satisfaction where customers can give feedbacks which are acted upon by the techniques and mechanism created by Amazon. Amazon website is easy to use by customers and therefore the latter can easily get what they want at ease hence increase their experience and satisfaction. Providing customer's information especially regarding their tastes and preference based on their purchases makes the customers feel cared for since their needs are recognized. These are some of the benefits that promoted the company's productivity level now and in the future.

Areas Amazon.com can still improve in the future to overcome the challenges.

One of the areas that Amazon needs to improve is its business model. The Amazon business model can easily be implemented by its rivals since other organizations can also create e-commerce platforms and sell all that they want. In case this is emulated by its rivals then Amazon.com's competitive advantage is ruined. Also, Amazon has not utilized market penetration. Amazon's operation is limited especially in developing nations where it can increase its customer base hence maximize revenue (Ferreira, et.al, 2018). With limited market penetration, the company limits its business opportunities and expansion. Amazon has specialized only in e-commerce and therefore lacks brick and mortar presence. The expansion of the non-online businesses has been very minimal and by not taking the non-online business. Amazon is losing an opportunity of generating more revenue. The use of knowledge management can be of help in addressing all these weaknesses (Bandera,et.al , 2017).

Conclusion

Amazon's success is based on the knowledge that it has collected, organized, and applied in its daily business operation in form of KM. Customers' experience or satisfaction and competitive advantage are success indicators that largely rely on the KM. Most organizations have developed the art of knowledge from which they benefit. Amazon's success is associated with its knowledge management strategies. The organization's ability to relate with customers by getting their feedback, delivering their orders makes the works of employees to be easier and can improve their productivity. From Amazon moving from a DVD sales shop to the well-known international e-commerce business the company has utilized knowledge management.

Despite Amazon's Success, there have been improvements that need to be done. These improvements would help in ensuring that the more effective KM systems are implemented. The areas that need to be improved are Amazon's business model since it can be easily

used by rivals. Ensure expansion of its business by penetrating to the developed countries as well as entering in non-online businesses.

Recommendation

The Amazon.com improvements are dependent on the KM framework that it adopts. The KM framework is likely to enable Amazon to expand its business without other inconveniences and limitations. The KM frameworks that can provide knowledge to Amazon on diversification of its activities would help in improving its venture in a similar measure. KM framework would ensure the more concrete business that cannot be easily copied by rivals to their advantage (Arnett, et.al, 2018). The frameworks proposals for Amazon are well explained in the discussion below:

Amazon KM Framework Proposal

Possessing the framework that can be adopted and implemented in business operation would help in achieving standard KM culture.

Purpose of KM Framework

This is the framework that ensures KM-related business culture, and the KM elements are aligned. By doing so, would ensure there is no gap in the KM systems and their management and therefore lead to improvement of KM challenges.

Knowledge Management Framework Method

The organization needs to have Knowledge management done regular say for three months. This helps in establishing potential gaps and challenges as well as the areas of improvement. After assessing the areas that worth to be improved a list is made and recorded. Information is then collected on the possible areas that can be improved. This follows the organization of information so that it can be easily understood and implemented. The choice for possible improvement is made and listed and communicated to the relevant department so that an action can be made for improvement implementation. In case this applies to the whole organization then communication is drafted and communicated by making the internal mechanisms for adjusting (Abubakar,et.al, 2019). There is a need for

monitoring systems that would help in assessing the effectiveness of the knowledge management division and their effectiveness in case there are challenges identified then they need to be addressed. The use of technological facilitation would also be appropriate in the ensuring sharing and transfer of knowledge in the organization. All these duties can be facilitated effectively using the Knowledge management department in Amazon.

Knowledge Management Framework Benefits

The strong KM framework is crucial for any business which wants to achieve knowledge management. By creating various roles and duties employees will be held accountable for their specific rules. This is clear process will help ensure individual employees are aware of their duties and have knowledge of dealing with their specific duties. This framework also proposes the use of technology that provides the relevant tools for the knowledge management process (Abusharekh,et,al, 2019). With the use of this framework the governance is availed as well as the sense of belonging.

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