



University of Wales

Trinity Saint David
LONDON

Student Name:	Stephany Bennett-Grant
Student Number:	1913503
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Lecturers Name:	Zainab Atta
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Table of Content

Introduction.....	Page 3
Knowledge and Information Management.....	Page 4
Evaluation of Knowledge and Information Management Models/ Theories.....	
Investigation of KM techniques used by Amazon.com.....	
Conclusion and Recommendation.....	
References.....	

Introduction

This report will look at the knowledge management , how it is used and why it is essential to the organisation. Amazon's knowledge management techniques will be investigated to see how they have been able to experience continued growth throughout this pandemic we are all facing at the moment. Their strengths will be looked at along with areas, if any that need improving. According to Rowley (1999), knowledge management is concerned with the exploitation and development of the knowledge assets of an organisation with a view to furthering the organisation's objectives. Amazon.com is an online retailer which was founded in 1994 by Jeff Bezos. Even though the company was founded in 1994, it was not launched until 1995. They started off by selling books but quickly evolved into other avenues such as electronics, groceries and a wide range of other products and services. By 1997 amazon.com had an impressive growth with revenues reaching \$148 million compared to \$16 million in 1996 (Mcfadden, 2021). Despite the recent covid 19 pandemic Amazon.com has been able to stay ahead , seeing further growth in their profits and market share while other retailers were closing their doors. They recorded an astonishing 38% increase in revenue and a \$386 billion increase in profits in 2020. This success owes a lot to the effective management of information and knowledge within the company. Amazon.com dominates more of the supply chain and master last minute deliveries which allows them to meet the satisfaction of their customers (Kohan, 2021). It is important to maintain a functioning knowledge management system as it is the foundation of a successful customer experience Effective knowledge management is vital to all organisations as it allows the company to innovate, problem solve and communicate essential information in order to enhance productivity.

An evaluation of knowledge and information management will be presented in this report through the Nonaka and Takeuchi and Choo sense knowledge management models. The Nonaka and Takeuchi model will look at tacit and explicit knowledge and decision making, how knowledge conversions are received whether it be in a direct or indirect approach. The Choo sense model will look at three components. These include sense making, Knowledge creation and decision making.

At the end of this report the findings will be summarized and recommendations will be given on areas where amazon can improve for the future within their knowledge management system . A proposed timeframe will be given to develop and implement these recommendations and the benefits that will be achieved will be outlined.

Knowledge and Information Management

Amazon Background

Amazon is one of the world's largest ecommerce marketplaces. New entrepreneurs use their platform to sell their products online. Amazon is known for the store where you can go to find anything from books to electronics. With the substantial selection of products they provide and the customer centric business model, amazon has been able to secure a 49% of the e-commerce market by 2018. Amazon was launched in 1995 by Jeff Bezos as one of the first online book stores. The reason behind selling books to begin with was that there was a world wide demand for books, they weren't expensive and there were a large variety of titles that could be sold. Amazon's competitive advantage was to provide convenience to customers. Jeff Bezos wanted consumers to have easy access to whatever book they needed regardless of where they lived. Amazon grew quickly, producing \$20000 in sales weekly within a month after their launch, generating customers in 45 countries and every US state in just a few months and employing 250 staff members one year after.

By 1998, Amazon started to make a slow transition into expanding their product line. They began by adding computer games and music and within a few years extended their product categories to computer software , toys and video games. Not only were amazon extending their product categories, they started to buy additional businesses and assist other companies by allowing them to use their computer systems to operate their business. By 2006, the Amazon web service was established. The Amazon web service is a cloud computing company that hosts websites for customers and businesses. Amazon encountered three significant turning points which led to their reputable success. These include the 1 click patent and the launch of amazon prime and kindle e-reader. The 1 click patent was developed in 1999 to allow customers to purchase a product with just one click. This technology eliminated the option for customers to reconsider the products in their baskets. The amazon prime was launched in 2005, this is a customer loyalty program that gives members a 2 day shipping deal for \$79 per year. This was a game changer for amazon as the bar was raised for convenience to online shoppers which gave them a competitive advantage. By 2007, the kindle e-reader was unveiled, giving consumers an entirely new reading experience (Capitalism, 2020).

During the recent pandemic Amazon has experienced a surge of wealth, delivering a whopping increase in annual revenues of 38% and annual net profits of 84% in 2020 compared to the year before. The company sustained substantial growth throughout the pandemic because of their strengths to integrate digital platform and extreme proficiency in supply chain management.

With this in mind amazon was able to move quickly and efficiently to meet shifting consumers demands (Kohan, 2021).

Knowledge Management

According to Rowley (1999), knowledge management is concerned with the exploitation and development of the knowledge assets of an organisation with a view to furthering the organisation's objectives, the knowledge to be managed includes both explicit, document knowledge and tacit, subjective knowledge. Information is likely to be viewed as an asset to organisations that are successful at knowledge management, this helps them to develop their norms and values which supports the creation and sharing of knowledge.

Knowledge Management is very essential to organisations, especially global companies as it reduces complexity and gives a huge competitive advantage. Sharing best practices across regions, functions and business will assist global companies to increase their profits by reducing inefficient overlap of work and moving effectively and efficiently (Kazua, 2006).

Effective knowledge management is vital to every organisation success due to the fact that it facilitates decision making capabilities, establishes learning routines by creating learning organisations and stimulates culture change and innovation. An overload of data can be overwhelming, however with a knowledge management system in place, better, more informed decisions will be facilitated. In establishing learning routines by creating a learning organisation, a company will be able to use their experience to capture learning and create information that can be used to streamline operations and improve processes. An organisation that actively manages their knowledge can stimulate cultural change and innovation by encouraging free flow ideas (Quast, 2012).

A well organised and sustainable knowledge management system is the foundation of a successful customer experience strategy. The customer experience can make or break a company no matter how great a product or service is. When a customer is happy they are likely to be a good spokesperson for the company's brand, however when they are unhappy they will go to great lengths to sink the company name. When customers are seeking answers about a company, the first place they will look will be the company's website, therefore it is essential that an organisation website is equipped with the correct tools to provide answers needed by customers. When customers visit a company website they will judge their experience by the amount of time and effort they had to put in to retrieve the information that they needed. A knowledge management system that works effectively helps customers to get the information they need effortlessly and relieves customers frustration of waiting on the phone for call center

representatives. Thoughtful planning is important in knowledge management as it assists in giving customers a better perception into a company's product and services and increases the benefits gained from the product and services. An organisation knowledge management strategy can improve customers experience when the correct planning, execution, analysis and updating is established. This will lead to a number of benefits for the company which includes, Increase customer loyalty and retention, increase word of mouth, reduced acquisition cost and more purchase per customer.

A good knowledge management system that will provide a better customer experience needs to be fast, effective, affordable, and easy to build and use. Scalability is also an essential element because as the business grows, the customer service request needs to be dealt with efficiently to avoid the resources and budget becoming overwhelming. To enhance customer experience it is important to establish a knowledge base and understand the difference between a knowledge base and wiki, with the former being more beneficial than the latter. To construct an effective and efficient knowledge management system it is necessary to identify a solution that allows segment access. This takes away the risk of overburden or confusion with giving customers too much information. It also helps to direct customers to the answers they require. Segment usage should be tracked in order to get a better understanding of the most sought out information by customers, knowledge gaps and the areas requiring revision, expansion or deletion. When updating individual segments companies need to be cautious to avoid redundancies and ensure all updates fulfill the customers needs (Hajric, 2021).

Knowledge management creates competitive advantages for both small companies and multinational ones based on different intrinsic properties of good knowledge management practices. Inorder for companies to do business well, especially the multinational ones they need to have a clear knowledge about the culture of the country in the market they want to enter. This will help them to avoid unnecessary faults when introducing products and services that are inconsistent with the culture of the country. It is vital to comprehend the behaviours clearly and respond to the customers feedback on time to develop the brand of the company. Research and development processes are important parts of the knowledge management system. A working environment that is multinational or multicultural, the data of knowledge achieved is very large and not easy to find. The differences in cultures might be barriers which can harm the development of the company. If the knowledge management system is clear and informative, solutions can be found by the leader to minimise the tension between staff and employees. The knowledge management system should be straightforward and friendly to the

user to access easier and quicker. They can find the exact knowledge they require which will help them to work better and improve their skills and productivity (Uk essay, 2018).

Evaluation of Knowledge and Information Management Models/Theories

Von Krogh and Roos Model

This model distinctively outlines the difference between individual knowledge and social knowledge combined with epistemology point of view. It examines why and how knowledge gets to the employee of the company and why and how they have arrived. It also establishes the meaning of knowledge for the employee/organisation and identifies the barriers for organizational knowledge management. An organizational knowledge is seen by a cognitive epistemology as a system with self-organization characteristics, where people are transparent to the information coming from the exterior. In this outlook, based on logic and detection, the brain can be recognized as a machine that does not allow opposite declarations. Therefore, the environmental information is collected by the company and processed logically. Von Krogh and Roos model follows a connexionist approach. The brain is known to recognize whole perspectives, global properties, models and synergies. Knowledge is presented not only in the mind but the connection of people.

Nonaka and Takeuchi Model

This model was developed by Nonaka and Takeuchi through research conducted on the success of some Japanese corporations about obtaining creativity and innovation. The key element identified of Japanese companies comes from the approach oriented much more to tacit knowledge. Nonaka and Takeuchi stressed that it was necessary to combine West cultures and Oriental cultures in order to obtain better instruments. West culture examines the knower and the elements, which are known as separate entities, while Oriental cultures believe in unity.: mankind and nature, body and mind, own persons and the others. This environment will enable knowledge to be found in groups not at the individuals and allow it to be easily converted, shared and transferred (Dragos and Alexandru, 2009).

The Nonaka and Takeuchi model focuses on the creation of knowledge. Two types of knowledge are defined and elaborated in this model, these include explicit and tacit knowledge. The explicit knowledge is well documented while the tacit knowledge is based on experience. Knowledge creation is an ongoing process that may occur in a planned or accidental way

throughout the organisation. This model identifies that the key to continuous improvement is to capture this knowledge. There are four methods of knowledge conversion which are specified by Nonaka. These include:

- Socialisation
With this method the sharing of knowledge occurs through the use of presentations, demonstration, one to one and other face to face communication.
- Externalisation
Through this method knowledge are stored to disseminate in a planned manner eg. through the use of publication, presentations in seminars and conferences.
- Internalisation
If something needs to be fixed in an organisation, they will firstly internalise or learn the explicit knowledge.
- Combination
In this method the enhancement and adaptation of knowledge takes place. Both tacit and explicit information are combined to create the enhanced and adapted knowledge to tackle problems (paul, 2021).

Choo Sense Model

This model is very ideal for managing knowledge based on elements used to create new senses for enhanced decision inference. Choo model focuses on the informational elements that are selected and introduced in company action. It also focuses on sense making, knowledge creation and decision making. In the sense making stage an attempt to make sense of the information derived from the external environment. The priorities are then established and used to filter this information. Interpretations are constructed by individuals from exchanging and negotiating fragments of information combined with their previous experience. Knowledge creation can be described as the transformation of personal knowledge amongst individuals through the use of dialogue, discourse, sharing and storytelling. In this phase a knowledge vision is directed through its current and future situation. Knowledge creation provides more options to aid the decision making. Decision making is used to identify and evaluate alternative options by processing the information collected. One benefit of using the choo sense model is that it provides a holistic treatment to organization.

Investigation of KM techniques used by Amazon.com

Amazon effortlessly connects millions of people with millions of products information all around the world through the use of advanced knowledge management techniques. From the beginning amazon was determined to provide their users with the ability to find what they want, when they want it quickly and easily. They then discovered that was not enough for their customers. They wanted a system that could help customers accomplish their goals in an intuitive and personalized way. Amazon is brilliant at what they do not just because of how they manage content but how it adjusts to users needs and interest. They used the principles and practices to accomplish their goal. They added value significantly for their customers in a number of ways. These include:

- **One portal, one interface**
Every activity that is made on amazon by customers goes through the same portal. This breeds familiarity and comfort for customers. It lessens anxiety among customers when they visit new areas of the site. Having just one portal is not only beneficial to customers but to employees as well. It supplies the employees with a common, familiar and easy to use gateway to the knowledge of the workplace in all forms.
- **Consistent Presentation**
Product information is displayed in the same way and same order wherever possible. This is established through outstanding content management, where information is collected and distributed consistently to users. Consistent presentation assist the employees by providing structure and consistency to them.
- **Modular Content**
Every page is organised on Amazon in the easy to read section. This allows employees to access only the content that they require quickly and diminish the time that would be wasted scanning elaborate documents.
- **Distributed upstream Content**
Amazon appears to control everything that we see, however the companies of the product possess the real life expertise and actually are the ones that generate the

content. While adhering to all of amazon's rules all the content is seen as if they came from the same place.

- Almost Magical Personalisation

One of the things that customers love about amazon is how much the site knows them. The more a person uses the site the better that person is known to amazon. It reminds customers of their history, recommends products they might like and directs them to information they are looking for. One of the benefit that this system provides for amazon is enhanced productivity and efficiency.

- Crowdsourcing

With this system amazon is able to create knowledge and awareness in users with features such as ratings and reviews provided by customers and images along with an analysis of products customers previously bought or bought together. This proves to be beneficial to amazon as it provides a sense of community.

- Insanely easy and consistent transactions

Customers quickly become comfortable with the Amazon system because of the consistency. Whether they are buying something from amazon, putting something on hold, asking for more information the process is still the same.

- Subscriptions, alerts and reminder

A customer can join a subscription list for regular updates on availability of products or ask the system to remind you when products become available. The system does all the personalised searching for the customers. This knowledge management system improves productivity and awareness of new information without repeating the searches.

- Feedback

Amazon is very successful in getting customers to leave feedback about their purchases. The reason behind this is because the company values their customers opinion and it recognises that feedback provides value back to customers. Feedback are placed on the products front page to provide readers with many ways to sort the information to their liking. It also allows readers to rate the viewers. This information allows amazon to improve its services and the product company to improve their products. The feedback

from customers on the value of content proves to be a effective way to gauge knowledge management. Compared to visiting pages or downloads, it is more impactful.

- **Reduced Servicing**

Amazon strives to ensure that their sites are user friendly and understandable to users. This in turn lessens the impact on their call centres. This results in increase customer satisfaction and savings for the company.

- **Performanced Centred**

By using this management system amazon is able to create a gateway to allow customers to complete any action they require, whether it may be a cancellation request or change of order, change of shipping or payment method, return a item or find out what they bought last year. The performanced centered approach will allow employees to perform their jobs more effectively.

- **Great Online Help**

With just one click on the help button someone will assist you with whatever you need. It's easy to use, easy to read and easy to follow. This increases customer satisfaction, increases productivity and lessens the cost to amazon. Providing help to customers is knowledge management.

- **Mobility**

This system enables Amazon.com and associated apps to be available anytime, anywhere and on any device. This is very essential to customers that are mobile (Rosenberg, 2014).

Conclusion

Knowledge management system is an important asset to every organization. It boots the efficiency of organizations' decision making. It is also essential for companies to choose the correct principles and practices to suit their organisation culture.

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