



BA (Hons) Leadership and Management Skills for the Workplace

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Student: Denise Jillian Castro Pantaleon

Student ID: 1916143

Lecturer: Md Kalam

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Abstract

It is useful to study the concept of knowledge as many organizations have used their own knowledge management to be successful. Based on the use of this knowledge management, the organization will may create and implement business strategies. Knowledge is a complex concept; it is very powerful. The knowledge is the result of the verb knowing that most human processes. The knowledge contains the term data, information and knowledge.

Knowledge management, is very important as organizations success depends on the production, use and integration of knowledge by staffs and professionals. The knowledge and information that has been gained in the institutions; it should be disseminated to be able to see the growth in the future. It consists of the process of acquiring some information, retaining it and transferring it.

This study case has chosen Amazo.com to be investigated the used of knowledge management in its organization. Through the use of its knowledge management techniques Amazon.com have achieve to connect zillions of people with gigabytes of product information. Knowledge management principles of Amazon add significant value for their customers in many ways.

1.Introduction

Many organizations have used their own knowledge management in order to be successful. The term knowledge can be defined as data which is collected or gathered from a certain fact and converted into an information. This information will be transferred into some knowledge. There will be a different ways of knowledge acquisition, depending on how creative and innovative the person who has that knowledge will be effective the management decisions. Based on the use of this knowledge management, the organization will may create and implement business strategies.

The university have chosen Amazon.com organization to be investigated on how they have managed their company before and during this current pandemic situation.

This current coronavirus pandemic situation has devastated the global economy and have brought different industries down especially in retail, but amazon is one of the exceptions.

Amazon.com is an online retailer, manufacturer of electronic book readers and web services that has turn to the iconic example of an online commercial. Amazon.com now is being used by the majority of people ordering what their needs from non-essential to essential products, you can place an order for your favourite books, food shopping, clothes,

electronic gadgets and many more. They also became a video streamer, becoming the main rival of Netflix. Their service has been even more useful during with the lockdown situation as non-essential shops are close, Amazon.com remains open and offers even a next day delivery option (Hall, 2020).

The key of knowledge theory will help every individual that read this report to deeply understand the concept of knowledge especially the use of it in businesses and workplace. The knowledge is powerful and this one of the keys that leads us to be a successful in life.

2. Amazon.com history

Amazon.com is an online shop, producer of online books reader and web services providers that turned into one of the most popular online shopping sites. This organization is an enormous online site that offers books, films, music, toys, electronics, clothes, and many other stuffs, either the intermediary between sellers or direct supplier of Amazon.com millions of customers. Its headquarters is in Seattle, Washington (Hall, 2020).

Based on revenue, Amazon is the largest internet-based firm worldwide. It began to trade books online in 1994, Jeff Bezos had the idea the best way to triumph online was to expand big and quick. Today the business sells all from books to food groceries to shipping container houses. Amazon.com was initially to be called Cadabra from the word Abracadabra but Jeff Bezos (the founder of Amazon.com) lawyers have suggested him that this related to magic might be doubtful. Consumers might misunderstand the word Cadabra to cadaver which will not be ideal to attract customers. Jeff Bezos have tried different names such as Awake.com, Browse.com, Bookmall.com and Relentless.com but after researching in a dictionary for some inspiration, he has chosen the word Amazon which is the largest river of the world and this made him think about that his company could be the biggest online retailer in the world as Amazon river (McFadden, 2021).

As I have already mentioned that the company started to sell books back in 1994, it expanded in 1998 by starting to sell electronic games and music and simultaneously its services has grown up as well internationally by buying another bookstore in United Kingdom and Germany. Eventually it continued expanding by selling electronics, toys, games, videogames, house stuffs, software and much more (McFadden, 2021).

Jeff Bezos was convinced that even though the company started to sell books, his company will not just be an online retailer but a technology company where can simplify online transactions for customers (Hall, 2020). In the middle of 2000 Amazon began to launch its

Amazon Web Services. This kind of innovative project will really benefit what Jeff Bezos main objective was to convert Amazon a tech company rather than being only an online shopping site. By 2006 Amazon have widen its Amazon Web Services with Elastic Compute Cloud and followed up later with Simple Storage Service. These two expansions have boosted the business profits importantly and as today Amazons Web Services income has been outsatnding (*McFadden, 2021*).

The business also offers he product the called "Kindle "E-book readers. The selling of this kind of resource has grown up in electronics books publishing and converted Amazon.com the biggest competitors of book-publishing market (*Hall, 2020*).

3.Knowledge and Information Management

3.1 Knowledge

Knowledge is a complex concept; it is very powerful. The knowledge is the result of the verb knowing that most human processes. That mean knowing and knowledge have been the topic that the human has been analysing from the old times. Philosophers like Plato and Aristotle have developed the theory of knowledge which there were many arguments and answers that they have found but none of those theories have been fully accepted satisfactory (*Bolisani and Bratianu, 2018*).

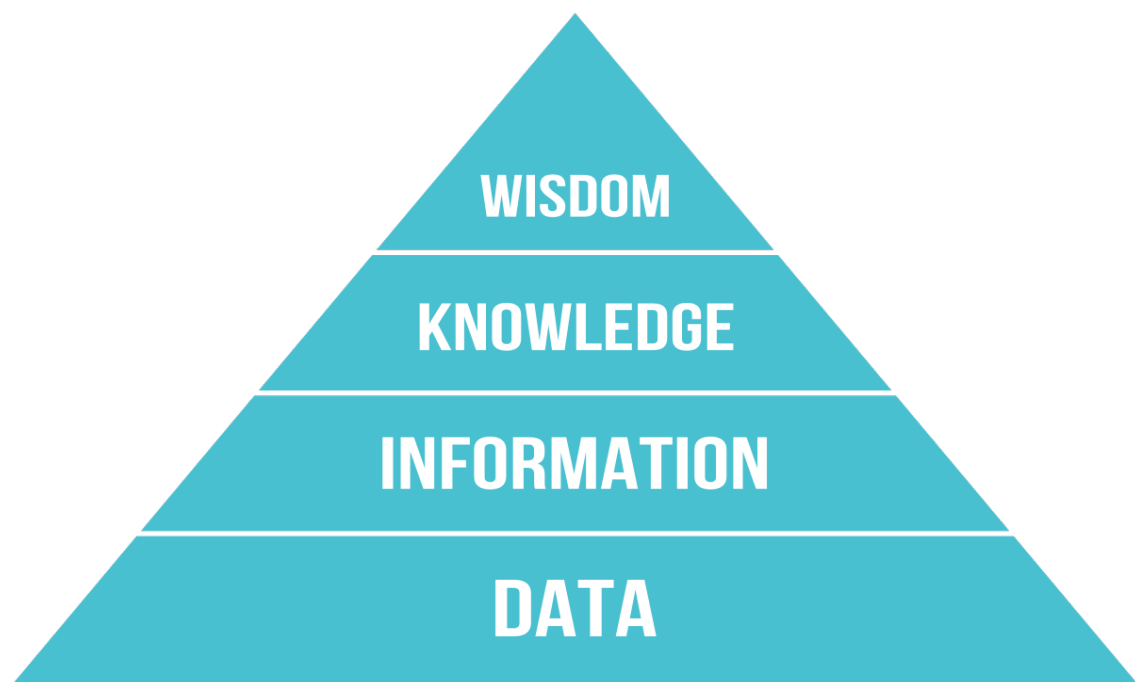
Plato's theory acknowledges four different level of mental states which demonstrates with the image of four segments of the Divided line. Plato considered that knowledge is an active mental state, being part of the comprehensive genus of cognitive states that also include all types of belief or opinion. To distinguish the concept of knowledge, in his point of view, is it should satisfy the condition of the adherence. This means that the genuine knowledge must satisfy the adherence to the highest level. He also thinks that the truth that can be known is necessary, knowledge will always require to sustain an explanation of the known truth. The truth will consist an intelligible explanation of the system of necessary truth which then the different levels of knowledge coincide to different degrees which the thinker grabs this kind of explanation of necessary truth (*Brink et al., 2018*).

According to *Bencsik, (2017)* the concept of knowledge is connected to data, information, wisdom and different type of knowledge. This group will also be connected to the concept of wisdom. In conclusion can collect information from a data and knowledge from information which we can include explicit knowledge and tacit knowledge and wisdom form knowledge. Data does not have any value, it doesn't have any information by itself

unless it becomes interpreted, it will then become an information. That information will then become some knowledge. Wisdom will then come from a knowledge that comes from an experience and conclusions which can come from self-knowledge and empathy.

To make a summary of the term knowledge diverse literature may be used. We will need to differentiate between the term data, information and knowledge. Data contains numbers and texts but does not have any significance on its own. However, data is the based point of something in an organization.

To the following image, a pyramid is shown which explain the contains of knowledge which the lowest level of the pyramid is data, by analysing this data it will then converts it to an information. The information which is the second level of pyramid is needed to create or form some knowledge. The knowledge is the third level of the pyramid which is the high value form of information or intellectual content owning significant content that normally comes from and applied in people's brain. Possessing this kind of knowledge has a huge significant especially in organizations, it is becoming as an important asset in knowledge management. By using it appropriately it will be a great advantage. On the highest level of the pyramid, there is wisdom. Wisdom is the knowledge that has been integrated into the fundamental of individuals, groups, organizational and social activities (*Bencsik, 2017*).



In my own point of view, knowledge is something that we have in our brain. everyone can always learn something new. I believe that knowledge becomes to the verb knowing and learning as for example when a baby is born, it is born empty without any knowledge, but during the process of growing, parents teach their child, beginning to teach how to eat, how

to talk and how to walk. This basic fact is part of the human knowledge which we can see that during our growth we never stop learning since birth. Our knowledge is becoming more as we grow and gain experiences.

3.2 Tacit knowledge and Explicit knowledge

Tacit knowledge is the knowledge that you learn through practice and experience and it called know-how. That knowledge is something that you have gained in life, but it is difficult to explain it to other or to pass it on to others. Therefore, it is something that is on someone's head that includes facts, stories, biases and insights. To transfer that know information to different individual, since it is grained in people's head and attitudes, it is important to turn it into explicit. Tacit knowledge is subjective, it comes from the experience, with the body, continuously with experience (*Maravilhas & Martins 2018*).

Explicit knowledge is gained from facts or information, mostly from a formal education. It represented through metaphors, analogies, concepts, hypothesis or models. It is codified, it can be seen in manuals, reports blueprints, books and other accessible sources. Explicit knowledge is objective, it is rational (*Maravilhas & Martins 2018*).

To difference Tacit and Explicit knowledge as for example, when a chef of a restaurant knows a recipe of a certain food, that recipe that he has in mind is a tacit knowledge, then when he writes the recipe in a piece of paper then that recipe will have all the information, it will then become an explicit knowledge to someone that have read the recipe. But sometimes the food does not taste exactly the same as the original chef that has written the recipe, this might because of the tacit knowledge of the chef such as time it is cooked or the way it is prepared. This kind of tacit knowledge it is difficult to pass, and it will take time.

3.3 Knowledge Management

Organization should have learned from the past mistakes and not repeat those mistakes for it to succeed successfully. This process usually happens in the knowledge management, it is very important as organizations success depends on the production, use and integration of knowledge by staffs and professionals. The knowledge that comes from professors flows to the students therefore new knowledge is produced. All the information comes from different sources such as books, reports, articles and more. Knowledge management helps the organizations to enhance the capacity and collect the information and knowledge, to help and create a decision making and a problem solving. Therefore, this means that knowledge is associated with academic institution. The knowledge and

information that has been gained in these institutions; it should be disseminated to be able to see the growth in the future. Most of the time there are challenges to see this growth as sometimes knowledge that has been created in these institutions are not properly stored and obtained, therefore it remains unknown and considered as Gray literature. Despite of the importance of knowledge management in academic systems, there are still not aware about its developments academically. There should create a culture where between professors, students and staffs should share knowledge to each other's by exchanging and disseminating knowledge (*Yazdani et al., 2020*).

Knowledge Management is defined by the Hungarian Scientific Academy's as a process and a culture which the main knowledge explores, gathers, creates, tracks, retains and shares continuously enriched treated and with the help of information technology. The purpose is to grow the organizations value, the enhancements of innovations and its key concept (*Bencsik, 2017*). Knowledge management consist of the process of acquiring some information, retaining it and transferring it.

3.4 Importance of knowledge management

The characteristic of the knowledge management inside in the organization becomes the key to the company's success. Due to the increase demands of global business, knowledge management is a must in every organizations. The lack of management where it is necessary implemented such as distributing it in several parts of the company has pointed to think that the best way to manage the organizational knowledge. In business level we can distinguish two types of knowledge which staffs have their own given knowledge and the other knowledge is the one that they learn inside the company along the training like: increasing productivity, using their knowledge will determine the best practices of the business learning to avoid inefficiency and resolve innovation problems quickly. Also, additional education for employees has significant part to succeed on knowledge management in every organizations. Easy distribution of knowledge over internet (distance learning) will allow employees to increase their knowledge management at the company level (*Hebibi et al., 2019*).

3.5 Knowledge management helps the organization in satisfying customers and achieving competitive advantage.

Knowledge workers satisfy the organizations as they directly participate in the research, creations, trainings and strategic resources of the company, in other concept, knowledge (*Kowska et al., 2017*). It really helps the organization especially on investigating what the consumer's needs, therefore when we know what the consumers need, we know what to sell and we use our knowledge management think about different techniques on how to get the company grow and achieve its goals.

4.Evaluation of knowledge information management Models/theories

4.1 Nonaka's Knowledge Management model

The formation of new concepts and ideas are found in every individual mind consisting of continuous dialogue between tacit and explicit knowledge. The creation of knowledge in businesses will go through same processes for explicit and tacit knowledge. Normally tacit knowledge is knowledge that has not been explained verbally or articulated while explicit knowledge is explained through notes, drawing or computer programming. The communication between these two knowledges will be named as knowledge conversion (*Vaiappuri et al., 2016*).

The conversion process will be called as SECI model will make both tacit and explicit knowledge bigger in terms of quality and quantity. It can classify into four categories: socialization, externalization, combinations and internalization (*Vaiappuri et al., 2016*).

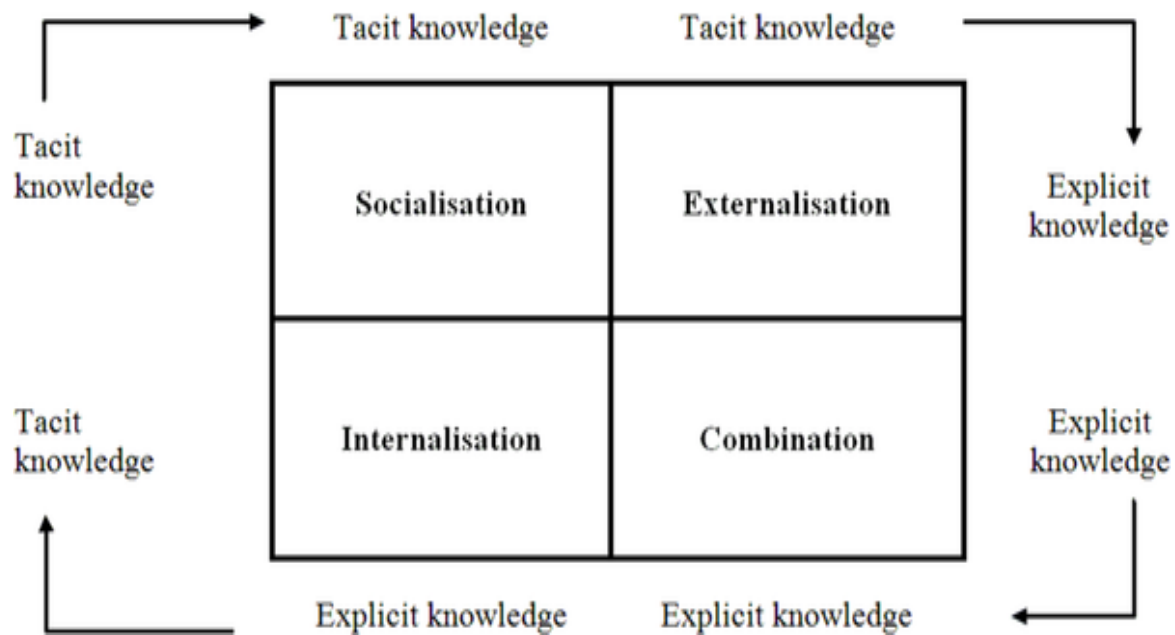


Figure 1 SECI MODEL ((Selvakkumar K. N. Vaiappuri, 2016).

Socialization: from tacit knowledge to a tacit knowledge, this knowledge is shared through experiences from one person to another person and during the process people imitates and observes the knowledge. It starts with building an interaction between each other by sharing life and work experiences and at the same time and space (Vaiappuri et al., 2016).

Example: A chef teaches the newly hired junior chef, he teaches how to cook a donut, therefore a tacit knowledge of the chef is shared with the junior chef only by demonstrating how to do it, information is passed through a conversation. The knowledge is passed on through by practice, guidance, observation and imitation.

Externalisation: from tacit knowledge to explicit knowledge, it is a process where it intends to create concepts from tacit knowledge. When knowledge is formed as explicit, it becomes clearer and it allows to be shared which it converts to a basis of new knowledge (Vaiappuri et al., 2016).

Example: A chef teaches the newly hired junior chef, he teaches the recipe of a donut, therefore a chef writes down in a note all the exact amount of ingredients of the donut recipe. This recipe that the chef has in mind will now be written in a piece of paper, therefore the next chef can follow the recipe by reading the notes.

Combination: from explicit knowledge to explicit knowledge, it is a process of combination of both knowledge into more complex and standard sets of explicit knowledge (Vaiappuri et al., 2016).

Example: with the previous examples with chef sharing his recipe with the newly hired junior chef, the recipe that was converted into a note will now be converted into a

specialized context which a project teams standardized it and writes it into a product book manual.

Internalisation: from explicit knowledge to tacit knowledge, the generated explicit knowledge is shared around the company and converted into tacit knowledge by the people (*Vaiappuri et al., 2016*).

Example: as explicit sources such as books or magazines are used and learned, therefore with using the same sample for the donut's recipe, after successfully cooking the donut with the help of reading the recipe written in book or magazine. The chef now will teach how to cook the donut and the advantages of following the recipe step by step to get a perfect taste and texture of the product to the rest of the team.

4.2 Knowledge is implemented in products and the service concept in the tacit knowledge of individuals.

Based on the given examples of the SECI model of Nonaka's knowledge management model, we can see that information that comes from the products as given in the example regarding about the donut's recipe, the tacit knowledge of the chef had a significant part of converting his tacit knowledge to explicit knowledge. His knowledge on the donut's recipe will be converted into a physical resource such a notes, books or magazines. Then later on, whoever reads this books and magazines will acquire new knowledge from explicit knowledge, the recipe now will be transferred and shared into a new individual.

4.3 Knowledge management represents a systematic approach in sharing and exchanging an organisation's knowledge base.

The strategic knowledge applies knowledge services as a plan for building or building up the business as a knowledge culture. In the knowledge culture the whole organization pay offs from the virtue in knowledge sharing and the used of knowledge. In implementing knowledge services as a strategic plan for the company, successful knowledge becomes the usual and standard. With the distribution of knowledge successfully in place, the company blooms and its missions are easier and readily achieved that it supposed to be than otherwise (*Clair, 2016*).

With the previous example of the chef sharing his tacit knowledge to the junior chef, we could have seen how knowledge is shared and transferred into another individual by simply explaining how to do such thing and this knowledge can then be transformed into a new skill. We can say that the chef's knowledge was based on what the organizations original recipe from ancient times, therefore after have learning the given recipe by the company, this knowledge is transferred to the rest of the team by teaching it and implementing training. In that scenario we can observe how knowledge management can be

shared and exchanged between one individual to another based on what the company have originally.

5. Investigating of Knowledge management techniques used by Amazon.com

In 2020 Amazon reported 43.4% sales growth in North America and 33.5% in revenue in second trimester of 2020 worldwide. Online trades of foods groceries have multiplied almost three times as costumers opted to buy online during the Covid-19 pandemic and Amazon then have expanded their services for grocery deliveries around 160%. They are focused on customer experience as they name it like customer obsession have demonstrated the consistent performance comparing to other retailers. The company has its own platform called “Weblab” that works to assess improvements (Chaffey, 2020).

When Amazon.com first launched its company, the has clear goals: Earth’s biggest selection and to be Earth’s most customer-centric company. Currently with the company’s consumers of its Amazon Web Service representing new type of customer stating: the goal continues but Amazon’s consumers have grown now worldwide including millions of consumers, sellers, content creators, developers, and enterprisers. Each department has several needs and mostly works to fulfil the needs by new innovative solutions to makes things simpler, quicker, better, and low cost. Twenty years have passed Amazon are still focus on consumers obsession as Jeff Bezos says that there are several ways to focus the business such to be a competitor focused, product focused or technology but for my point of view, focusing on customer obsessions is the most important (Chaffey, 2020)

In the management literature and marketing, the satisfaction of the clients has a significant factor especially in sales growth and the collective performance. As Amazon.com firm has been more attached with e-commerce and many other organizations, consumer happiness is an important sign of an online commercial success. Even though of the increase of sales of many e-commerce companies, customer reviews are often underestimated even for new purchase and returning customers as well as attracting new clients. Most of the time firms neglect of the list of success factors, the importance of customer reviews. As a matter of fact, organizations are mainly to focus on designing its websites, consumers service supports and administrative activities. Even though these activities (reviews and feedback) require valuable effort to the customers, the result has risen in the volume and average order value. Big company such as Amazon.com and eBay e-commerce sites have discovered that most of the customers evaluate the value of the product before even purchasing it. Around 40 % of consumers participating in a survey stated that they would not buy any electronic item without having heard any feedback from

other customers. They often read reviews from customers feedback prior to the purchase (Castellia et al., 2017).

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

Using its knowledge management techniques Amazon.com have achieve to get the people connected with gigabytes of product information. As from the beginning Amazon.com determined the user's experience figuring out what they want and when they want it quickly and easily. Knowledge management principles of Amazon have added value for their consumers in different ways: having one portal or one interface where you can buy everything in one place, constant presentation from product specification to product reviews; they display information are shown in the same way and order, modular content, content creation, magical personalization which the site can remember what product we likes, crowdsourcing, subscriptions, alerts, reminders and feedbacks (Rosenberg, 2014).

All of these knowledge management techniques are important for Amazon.com as have been discussed knowledge has always a significant part in any organizations but in Amazon.com it has obviously shown that continues use of knowledge is important as creating innovative ideas to become a successful company.

5.2 What are the main outcomes that Amazon has been achieving with the use of these procedures?

The main outcome of each procedures will positively benefit the company and its consumers. By using one portal where you can buy everything, easily this builds the familiarity and comfort for the customers.

Having the same tool that used to present information about the products it benefits the company to make it easier to track and achieve each information. It makes brilliant how they manage the contents and how it manages to connect the user's information's and interest provided by the others.

Using a modular content, they make it easier for the customers to have an option to read only what information that they would like to read, creating a tool option for additional information for the products. Also, business that would like to represent their products, Amazon generated the same content by having the standard designs and writing styles therefore It will look like the content came from the same place.

Amazon uses some programme that remember all the products that customers have purchased in the past which the company will used this tool to suggest consumers what product that they might like or buy again. Also, with the use of this kind of features like

providing customer feedback and reviews helps customers and the company to improve products and services, the company value a lot the customers feedback which measures the knowledge management effectivity of the firm. Subscription alerts and reminders for customers that have some item in the basket or some service, the system will be in charge of the searching which improves the productivity of the company.

Generally, Amazon uses amazing systems as we can see their programmes where you can easily follow the steps whenever you have queries or complaint about the products or services. They have a friendly website that reduce call centre service which can reduce cost savings. Also, they have developed associated apps that is essential for mobile users.

5.3 What are the areas Amazon.com can still improve in the future in order to overcome the challenges?

U.S news have recently reported that Jeff Bezos is stepping down and now it will be up to Jassy Andy that will lead the company forward as CEO. Jassy is already expecting many challenges from Amazons meteoric rise. One of the main challenges of the firm is the growing scrutiny, managers around the world are investigating Amazons firms practices especially information's from businesses that sell stuffs on its site and creates its own Amazon branded product, though there were policies that prevents Amazons staffs from accessing the seller data, Bezos couldn't guarantee that the policy wouldn't be violated. Therefore, the firm has been subjected to federal and state antitrust investigations (*Gordon and O'brien 2021*). As the firm grows, the third-party seller is growing which as well sometimes this leads to lose the trust of the consumers, the impact for the firm will have a bad review and lose repetitive consumers. Amazon should have this in control to prevent further lost and it should implement stronger policies.

Growing the cloud of the business, as we know it is famous because of the used of web services but it is facing a growing competition especially with Microsoft which have sold big contract to governments and big enterprises. Amazon have lost the contract with U.S government with Microsoft, firm is still fighting in court (*Gordon and O'brien 2021*). Firm should think about improvements of its web services and create ideas to beat the rivals.

6.Conclusion

The value of knowledge has a significant meaning in many organizations; therefore, its concepts involve the persons working for its own well-being and though this, the organizations can create and transfer vital information efficiently and systematically to achieve better performance and competitive advantage. When you want to measure the company's goal, it is important to consider its knowledge base to stand out with its competitors. With the good knowledge management, the organizations could create an innovative and efficient structure, this helps to achieve its goal and be successful.

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