Competitive Digital Strategic Model of Amazon - A Case Study Analysis

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ABSTRACT

Purpose: We continue our investigation into the origins of business models and look at how the business models of new firms originate by integrating institutional and restriction theories.
Design: Amazon's business models are studied following the deductive and inductive approaches. Inductive: by checking the assumptions and coming to a conclusion, Deductive: by checking the theories and proving the hypothesis.
Objective: To find out the competitive digital strategies of Amazon, that could be learned and copied for other organizational applications.
Findings/Result: The findings show that there are several consumer complaints and service issues about Amazon's influence, notably in regard to pricing, customer service, in-store staff, and post-purchase support. The paper claims that Amazon's development and profitability have been greatly aided by business strategies combining technology, distribution networks, and customer service. These tactics have also assisted Amazon in differentiating itself from its competitors in the brick-and-mortar and online retail industries.
Originality/Value: The business model as well as the SWOT analysis presented may be used by organizations to assess and narrow down their options for a business modeling platform. This case study work is original and would help researchers to do further study accordingly.
Paper Type: Case study.
Keywords: Competitive digital strategies, Amazon, rating systems, repurchase, business models, Search Engine Optimization.

1. INTRODUCTION :

The digital revolution has had a significant impact on manufacturing by enabling flexible and individualized forms of manufacturing, and production of service sectors by dematerializing every step of the consumer selection and buying process, which has changed how firms operate (Ritala, P., et. al., (2014) [1]. Actually, an increasing number of consumers globally are shopping online. E-commerce sales accounted for 15% of all retail sales globally in 2019, surpassing $3500 trillion (an increase of over 20%) (Koo, C. M., et al (2004), Botelho, J. V., et.al., (2020) [2, 3]). The Covid-19 outbreak is believed to have ramped up this tendency, observed and evidenced by the increase of 32.4% in internet sales in 2020 [4]. Presently, Amazon makes up over forty percent of all US online sales.
As internet shopping becomes more common, the retail landscape is rapidly altering (Daspit, J. J. (2017) [5], Zhu, F., & Liu, Q. (2018) [6]). Gains for online retailers can occasionally come at the expense of "traditional" brick-and-mortar retailers, who are compelled to quickly change their business models and formats in order to differentiate themselves from pure e-commerce enterprises. 2017 had a 218% surge in shop closings in the United States alone, to 5321. The COVID-19 pandemic has exacerbated these destructive consequences on physical stores (Culpepper, P. D., & Thelen, K. 2020) [7]. During lockdowns in various regions of the world, the majority of retailers selling non-essential commodities were forced to close, and according to market analysts' predictions, the United States will experience more than 15,000 shop closures in 2020 (Kimble, C., & Bourdon, I. 2013) [8]. However, the pandemic has increased e-commerce sales, Amazon grabbing the lion's share by making it twofold its earnings in

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2020 with a 37% growth in sales collections and a 39.1% improvement in e-commerce promotions year-over-year, which accounts for 75.7% of the total e-commerce ad expenditure. The example being studied to test the associated hypothesis also involves Amazon as a company. Amazon uses a customer-centric approach, which is crucial to its success, by utilizing its customers' needs and preferences to fulfil a specific demand. The study found that the pandemic has, however, increased e-commerce sales, with Amazon capturing the lion's share by doubling its earnings in 2020 with a 37% rise in sales revenues and a 39.1% increase in e-commerce advertisements year-over-year, which accounts for 75.7% of the total e-commerce ad expenditure (Varghese, B. A., & Chitra, S. 2019), (Agnihotri, A., & Bhattacharya, S. 2022) [9-10]. Amazon as an organization is the case under study used to test the corresponding hypothesis too. Utilizing their customers' requirements and desires to meet a particular need, Amazon uses a customer-centric approach; key to their success. According to the study, an organization's marketing strategy is framed by the voice of its customers and travels from the outside into the inside as part of a successful marketing strategy. The study goes on to analyze this stance critically and shows where the company approach might be improved.

2. OBJECTIVES AND GOALS :

(1) To clearly identify the most effective marketing techniques and strategies in light of what Amazon customers want and need.
(2) To summarize the corpus of research on the best marketing tactics for businesses, with a focus on Amazon as the case study.
(3) To determine Amazon's firm growth.
(4) To examine Amazon's financial operations.
(5) To comprehend Amazon's ideas.
(6) To know what factors lead customers to choose this retailer in online shopping over its rivals.
(7) To distinguish Amazon from its rivals.
(8) To conceptualize the main strategies that Amazon uses to create as well as win back lost customers

3. REVIEW OF LITERATURE :

Between 2004 and 2022, a perfect examination of the published and printed literature is carried out using Google Scholar search engine with the help of important works like Amazon, rating systems, reviews, business models, and search engine optimization. Details are reported in Table 1.

Table 1: Literature Review details.

S. No.	Area	Contribution	Reference
1.	Amazon Business Model	A business process that is a blended business method that incorporates the internet as the platform for matching customer expectations and connecting various vendors through the web interface.	Aversa, P. et al., (2021). [11]
2.	Reviews	Investors are willing to pay more for businesses that use networks to manufacture their goods and services and that value intangible assets like customers, employees, and intellectual property. Amazon deals with a network of organizations, which are a collection of autonomous, privately or publicly traded businesses, each with its own goals. These businesses are constrained by a few short- or limited-term contractual arrangements that are directed at a specific collaborative business activity, such the combined	Viswanadham, N. (2018). [12]

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		provision of a service to a client.	
3.	Repurchase	Persuasion is the key to holding a customer for repurchase and retaining a customer for a very long time. Hence an understanding of variables, using the Persuasive System's Design (PSD) framework that influences how well, how credibly, and how long users intend to use e-commerce systems.	Jin, B. E., & Shin, D. C. (2020). [13]
4.	Search Engine Optimization	Those who are interested in learning more about how environmental management system ideas might be applied in the pest control industry. The study's precise reasons are to: (1) recognize the equipment and environmentally responsible manufacturing methods that the business employs in all its operations	Adaji, I., & Vassileva, J. (2017, April). [14]

4. ORGANIZATIONAL STUDY OF AMAZON :

In July 1994, Jeff Bezos thought, conceived, and created Amazon. As a leader, he selected the Seattle region intended for its wealth of technical know-how because Microsoft was close by. NASDAQ listed Amazon in May 1997. It started selling music and movies in 1998. To create and start its global operation, it bought various on line books shops of German and British online book shops in 2003. The following year, it began offering video games, consumer goods, consumer electronics, toys, software, games, and toys. In order to enable web developers to create online applications on top of Amazon's e-commerce platform, it set up Amazon Web Services (AWS) in 2002. In 2004, AWS integrated web crawler data and website popularity information as of Alexa Web Information delivery services. Later, AWS shifted to providing Simple Storage Service (S3) and Elastic Compute Cloud (EC2) as enterprise services, enabling companies to lease data storage and processing capacity from them. In addition, Amazon launched the Fulfillment by Amazon programme in 2006, allowing people and small businesses (often referred to as "third-party sellers") to sell goods using Amazon's infrastructure and distribution centres.

Amazon purchased the Whole Foods Market chain of supermarkets in 2017. During the COVID-19 pandemic, Amazon imposed hazard pay of $2 per hour, changes to overtime pay, and a policy of unlimited unpaid time off until April 30, 2020. The increase in hazard pay as well as the paid time off policy were both scheduled to end in June 2020. Additionally, Amazon added 100,000 new jobs in the US and Canada while temporarily limiting the sale of non-essential goods. Despite the fact that many COVID-19 trials were successful, some Amazon workers in the US, France, and Italy disputed the decision to "run normal shifts." The company has faced legal challenges about its practises in Spain. A number of people wrote Bezos an open letter in March 2020 on this.

The details and overview of Amazon as a company is depicted in Table 2.

Table 2: Overview of Amazon

S. No.	Category	Information
1	Trade Name	Amazon
2	Country of Origin	United States of America, Seattle- US
3	Formerly known as	Cadabra Inc.(1994-1995)
4	Category of Company	Public Listed
5	The script is traded in the exchange as	AMZN is a part of the Nasdaq-100 index. S&P 100 constituent S&P 500 constituent

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6	Industry	Artificial intelligence, cloud computing, and e-commerce Digital distribution, entertainment, and consumer electronics Autonomous vehicles, supermarket
7	Founded	5th July 1994 (twenty eight Years ago) ,Bellevue, state of Washington D.C. U.S.A
8	Name of the founder	Mr.Jeff. Bezos
9	Headquarter location	American cities like Seattle, Washington, and Arlington, Virginia
10	Areas Served	Worldwide
11	Goods and services or products	Echo, Fire Tablet, Fire TV, Fire OS, Kindle
12	Renders services in	Amazon Appstore, Amazon Alexa, and Amazon.com Amazon Prime, Amazon Pay, Amazon Music, and Amazon Luna
13	Money flow or revenue	US Dollars 469.822 billion (2021)
14	Business operating income	US Dollars 24.879 billion (2021)
15	Net income from the business	US Dollars 33.364 billion (2021)
16	In general the Total assets	US Dollars 420.549 billion (2021)
17	In General the Total equity	US$138.245 billion (2021)
18	Number of Employees	15, 23, 000 (2022)
19	Number of Employees (US Citizens)	9, 50,000 (2022)
20	Web site	www. Amazon.com
21	Biggest office outside USA	Hyderabad's newest monument is the world's largest campus building for global e-commerce giant Amazon. This new Amazon facility, which spans 9.5 acres, is both the company's largest building worldwide and its first owned office complex outside of the United States.
22	Total number of lifts and employees in its Hyderabad Campus (India)	49 lifts and 15000 (Fifteen thousand Employees)

Source: Amazon website, [15]

5. RESEARCH METHODOLOGY :

Deductive and Inductive methodology has been used to understand Amazon. The mediating and invisible forces affecting Amazon are studied, these are theories and concepts looked into for a deductive approach.

Similarly, an inductive approach is followed by understanding the patterns that are followed. These two methods help us to reach a point of interaction for knowing the Digital Competitive strategy of Amazon.

6. MEDIATING AND INVISIBLE FACTORS GOVERNING THE E-COMMERCE BUSINESS :

6.1 Deductive Approach:

The following three factors govern the e-commerce business of Amazon as it is based on the internet and mobile handset for operations of Amazon.

Gordon Moore made the following prediction in 1965: The total number and amount of transistors used on microchips may almost quadruple every two to three years. Moore's prophecy or Law phenomenon narrates that as time goes on, computational advancements will get considerably faster, smaller, and more efficient.

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Metcalfe's law defines that a telecommunications or digital mobile network's value is inversely connected and correlated with the square of the number of users connected to it. Metcalfe's law was previously stated in 1980 in terms of "compatible communication devices," but it was only presented in this form in 1993 and attributed to Robert Metcalfe in reference to Ethernet (e.g., fax machines, telephones). This law was first intended to apply to Ethernet connections, but as the Internet became more widely used,

Micheal Porter's five force model: The five forces that impact a corporation, according to Michael Porter, are: the ability of customers and suppliers to bargain, Threats from new competitors, replacement products, and existing firms in the same sector

6.2 Inductive Approach:

Amazon has a certain pattern of online business in its operations as given below.

Step (1): Tie up with vendors on a global scale

Step (2): Tie up with logistics and supply chain companies

Step (3): Create and communicate to customers

Step (4): Work in the business plan throughout the nation.

7. STUDY OF AMAZON BUSINESS MODELING ARCHITECTURE :

On discovering the analysis of online social networks, a specific study has been done. They may be divided into three groups: topological, statistical, and geometrical. The steps of detection, extraction, selection, and classification are employed by most analytic systems. Using mutually beneficial work of many algorithms and methodologies, they properly identify the JSON network analysis or graph visualization (Moriez, D.2016) [16].

8. DATA ANALYSIS OF AMAZON'S PRODUCTS REVIEW :

For the data analysis of Amazon's products review, we have chosen the reviews of three categories of its products, which are:

Reviews of electronic devices

(1) Review of Cell phone accessories

(2) Review of Musical Instruments

Totally we have selected over 48,500 product reviews. Among them, 24352 reviews were about electronics, 21600 reviews were about mobile phones, and 2548 reviews were about musical instruments. The dataset was unlabeled, so we had to label it before using it in a supervised learning model. The three JSON files we utilized have the following data structures:

"ReviewerID": The reviewer's ID

"asin": the product's ID

"ReviewerName": the reviewer's name

"helpful": Review's assessment of its usefulness

"review Text": text of the evaluation

"overall": assessment of the product

"summary": an overview of the study

"reviewTime": Review period timing (raw)

The methodology followed for analyzing the Amazon products review is shown in Fig. 1.

8.1. Data Acquisition:

We classified the data-set after acquiring it in three distinct JSON forms. Since we have many reviews, personally identifying them was very hard. As a result, we deployed Active Learner to label the datasets after pre-processing the relevant data. As Amazon reviews are rated from 1 to 5 stars, 3 stars are often regarded as neutral reviews, meaning they are neither favorable nor negative (Cattero, B., & D'Onofrio, M. 2018) [17]. Therefore, we removed all reviews with 3-star ratings from our data-set and used the remaining reviews to classify the data-set in the next phase.

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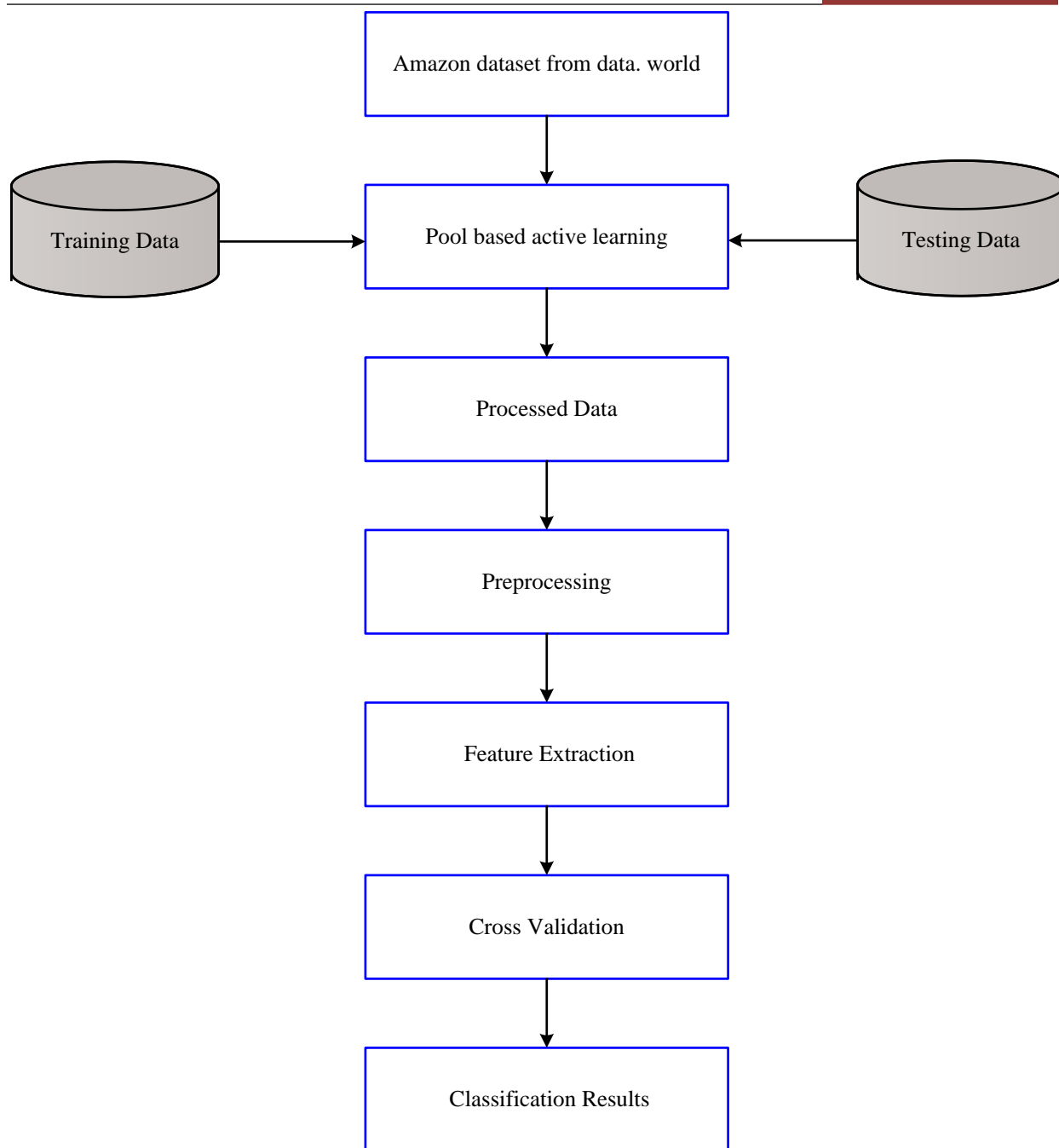
Fig. 1: Methodology of Data Analysis of Amazon Products Reviews from the world of data

8.2 The Training Data and the Testing of Data of Machine learing:
Training data and testing data are primarily distinguished by the fact that the former is a subset of the original data used to train the machine learning model and the later is used to evaluate the model's correctness. The training data set is typically larger than the testing data set.

8.3. Data Pre-Processing:
The Data collected and preprocessing, which is a step in the data collection and preparation, is the very process of selecting an instance from raw data to prepare it for further data processing. Historically, it has been an important first step in the data mining process. For any purpose it is of running inferences against AI and machine learning models, data preparation techniques have recently been altered. Data preprocessing transforms the data into a format that can be processed more rapidly and effectively for

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data mining, machine learning, and other data science applications. The techniques are often used at the very beginning of the machine learning and AI development pipeline to provide accurate results. …

8.4 Tokenization:

It involves breaking down a string of characters into discrete units, such as specific words, specific phrases, special symbols, and other so-called tokens. Individual special words, special phrases, or even whole sentences may be used as tokens. Punctuation marks and other special characters are excluded from the tokenization process (Kimble, C., & Bourdon, I. 2013) [18].

8.5 Removing Stop Words:

For any text mining industry, stop words are those sections of a phrase that are superfluous. We frequently omit specific terms from our analyses in order to increase their accuracy. Different words known as stop words are utilized in multiple formats, depending on the nation, language, and other situational circumstances. In English language presently plenty of stop words are used.

8.6 POS tagging:

The technique of labelling a term with a particular part of speech is known as components of speech tagging is used. It is frequently called 'POS' tagging. Parts of speech include nouns, verbs, adverbs, adjectives, pronouns, conjunctions, and each of their subclasses. This task is carried out by a programme known as POS tagger, or Parts of Speech tagger.

8.7. Feature Extraction:

8.7.1 Bag of Words: A method also known and called "bag of words" is utilized always used in natural language processing and information retrieval to extract features from text or data by condensing it. According to this idea, a text or document's words are represented by a bag (multiple sets). Consequently, creating a list of useful terms utilising sentiment analysis and a small collection of words. We used the bag of words technique to extract our feature sets. We chose nouns and adjectives to use in the building of a bag of words after utilising POS tagging to separate the different parts of speech in the pre-processed data set. Once we run the review dataset using supervised learning, the top phrases from the dataset are also discovered.

9. AMAZON'S 'AWS' AND COMPUTING THROUGH CLOUD ANALYSIS :

Amazon utilizes and engages cloud computing through AWS to execute data analytics and exploring through mining with a high level of security protection (Amazon Web Services). Because the data is in the cloud, there are no protection and security issues and a lower risk of user privacy being violated (Fuchs, M., & Wiedemann, C. 2022) [19]. When stored on the AWS cloud, there is significantly less chance of data loss and manipulation. Amazon's corporate information security has increased because of the use of AWS cloud computing. The following qualities apply to AWS Cloud computing.

9.1. Amazon Data Integrity:

Cloud computing ensures that data processing is secure; transmission or storage or may be swiftly identified by the system after tampering. By doing this, the data's integrity is guaranteed. Through security technologies, AWS cloud computing offers security assurances for data transfer, ensuring that no modifications are done to the data during the process for transmission. The source and recipient of the data transfer may both be identified concurrently.

9.2 Data Availability:

Data availability is the state in which data is not rendered useless as a result of hacking or actual device failure. In general, cloud computing will take data backup procedures to avoid it if you are concerned that crucial data will be lost due to computer infections and power outages. A redundant backup strategy is utilized in the Amazon AWS cloud solution to guarantee availability and employs the system's parallel approach to enhance input and output resilience. The below RDS (Relational Database Service) are supported by AWS.

(1) Multi-AZ, InnoDB-powered, Community Edition of MySQL versions 5.1, 5.5, and 5.6
(2) Multi-AZ Postgre SQL 9.3, 9.4, and 9.5

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(3) Maria DB 3. 10.0.17, finished MySQL, Multi-AZ
(4) The database that AWS recommends is Avamar Aurora, Multi-AZ, compatible with MySQL and Postgre SQL, and has 5 times better speed of MySQL.
(5) Business, Multiple AZ, KMS, and TDE.

9.3 Two types of RDS databases:
(1) High transactional and data consistency requirements are present in online transaction processing (OLTP), a transactional database.
(2) An analytical database called Online Analytical Processing (OLAP) has high demands for computation, processing data, and reading speed.

9.4. Data Privacy:
Personal user data and their information must be protected along the whole chain of mass data transfer, storage, and processing. A crucial component of information security is data privacy. While strengthening the security of the data itself, Amazon AWS computation through cloud preserves data secrecy and privacy using authorization and clarifying techniques including key technology, new algorithms, and encryption algorithm. At several points during data transit, storage, and processing, data is encrypted. AWS processes data using cloud technology to achieve data, conceal, and secure user data.

To start an Amazon EMR cluster, Task Runner may transfer log files to Amazon S3. Installed and set up to execute automatically on the resources the pipeline specification creates is Task Runner. Customers have the option of creating their own task runner apps or using the one that AWS Data Pipeline offers.

10. AMAZON WEB SERVICES CONCEPTUAL WORKING FRAMEWORK MODEL :

As data is stored in the cloud the chances of the data compromise is minuscule and once the data collected is converted into information it opens up a whole lot of information to the critical thinking team. In-general large quantities of data is generated from multiple sources for a particular process or a transaction. India is a country of different seasons, festivals and variation in income generation to a large number of people and hence their purchase patterns may not be similar to each region. This is referred below in the form of a figure in Fig. 2, for easy understanding.

Data could be related to customer details, customer purchases as well as financial transactions. The data is correlated using Artificial Intelligence (AI) to understand the needs, likes and choices of a specific customer. The AI creates a specific image of the customer and adds to the central database as an information set that could be used for knowledge generation, which could also lead to customer targeting subtly without the customer's awareness.

Hence, knowledge management is possible when information is found to be homogeneous or heterogeneous. This brings in a set of thoughts that could lead to strategic decision making in terms of adding or deleting new concepts to the existing digital strategy.

Greater the knowledge of a large number of customers, better the wisdom to understand what really works and what does not work in terms of product sales.

The conceptual model speaks of making things happen faster; the role of AI is crucial in creating a perfect buyer image of needs and wants. The model also speaks of future needs in terms of life cycle needs. Each individual grows in age and maturity hence the wisdom generation model creates better insights as to what the customer would need in the near future. Once these are known, planning can be done for procuring those products that may be targeted to the current customer; a strategic digital retention model.
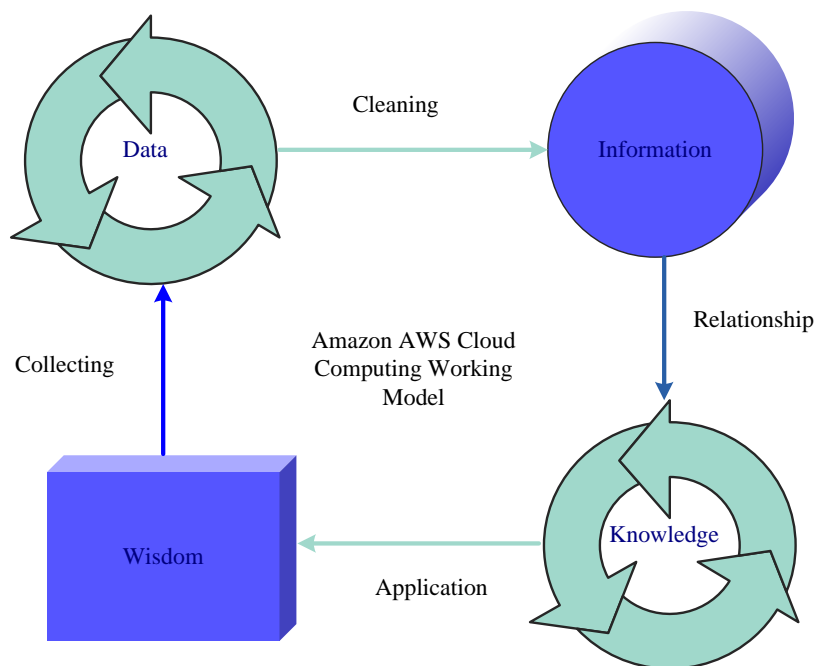
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Fig. 2: Amazon Web Services conceptual Working Frame model for wisdom creation in a given market

11. STRATEGIC ANALYSIS :

Various analyses are used for understanding the organization from multiple angles SWOT analysis, PESTLE analysis, Michael Porter's five force model, and ABCD analysis are among the analyses employed. The reason for adopting these models is, as Amazon is into e-commerce, they interfere in the regular off-line business activity in a given market. Currently, they are doing well due to one strategic advantage that is Price. Price plays a major role in terms of entry into a price-sensitive market. There could be many more reasons for their success for example the large number of Smartphones that Indians have or the speed of internet that Indian companies offer; these could be mediating factors that are not considered in the success of an organization. There could also be the political will of a given nation for a brand like Amazon to be successful in India. Therefore, we would use PESTLE analysis to understand from this point of view too.

12. SWOT ANALYSIS :

A tool that identifies the benefits, dangers, and development opportunities for a company. The SWOT analysis specifically assesses an organization's strengths, weaknesses, potential opportunities, and threats. SWOT analysis is a strategy that divides environmental analysis information (opportunities and threats) into internal (strengths and weaknesses) and external (problems) aspects [20]. Following this, the SWOT analysis assesses what the organisation can do to achieve its objectives and what problems need to be solved or minimised in order to produce the desired results.

Strengths: The strengths that Amazon has created to itself are Delivery on time, Exceeding expectation and the Best quality control, Minimal Rivalry. It is Time efficient and creates an impression of high entry barriers for any new e-commerce.

Weakness: Return on Investment is an issue, when we look at the size and scale of the business of Amazon in India. They need to get things moving else they would lose out as a business proposition. There could be a threat of losing the system itself and can be coined as "Weather Theft" in a company purely based on e-Commerce. The organization may face a "The Range Issue" and can be a weakness.

Opportunities: There lies a tremendous possibility as technology evolves into 5G and more. Amazon has the highest capability of designing and developing a wide range of products and product delivery

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platforms. Scope to penetrate the untapped market. More new vendors can be contacted and enrolled in their system.

Threat: Government regulations can sometimes bring down a business due to changes in the legal framework. Hence, this can create new options for new entrants and can snatch away the business completely from the process. There could be alternatives or substitutes coming from another industry all together to bring down the business.

13. PESTL ANALYSIS :

PESTAL Analysis is done to understand how things can go either in favour or against an organization. Companies that are multinational in operations have challenges of handling both the legal aspects of the parent nation as well as the host nations. Hence any political, Economic, Social, as well as technical changes, can affect a company like Amazon.

PESTAL analysis, in a technical sense, aids in understanding the true impacts of external influences on the organization. Economical, environmental, political, social, and technological factors are among them.

Political: Changes in political situations or changes in policy matters can affect Amazon in a big way. India as a nation has multiple laws as well as state laws in which it operates. Changes in GST or tax laws can also affect the whole process.

Economic: Amazon's customer base and the market is seriously disturbed and threatened by the current financial debacle, which has been creating and wreaking havoc on the global economy since 2008. The business's imports and export can both be impacted by changes in the value of the dollar.

Social changes: Societies generally operate in a particular certain fashion with a peculiar norm and hence any changes in the social settings like dressing patterns, fashion, fads or trends can impact the overall business. Stocks at various fulfillment centers can get struck and can be a big burden overnight in such social upheaval situations.

Technology: Amazon's systems must be updated frequently to keep up with the demands of the digital revolution if it is to continue to exist. Speed of the internet connectivity and social fabric can change the way e-commerce operates. In general, technically a small change can affect or disrupt internet connectivity in a few areas for a few days and this can create havoc for both receiving and servicing orders.

Legal: Legal aspects especially can create complexity in certain areas of e-commerce or e-business operations. Especially the contracts act, financial transactions act, Foreign exchange act, or IT Act 2000, 2006 or any amendments that may take shape as per a situational demand or need.

14. MICHEAL PORTER'S FIVE FORCES ANALYSIS :

Force: 1 Buyer's Bargaining Power: Customers bargain and ask for price reductions. This is one force that acts strongly across Amazon's operations. They leverage it by sourcing it from different nations.

Force: 2 Buying Influence of Suppliers: As Amazon develops, its capacity to reach agreements with suppliers will also keep changing. Suppliers ask for more payments and this brings in a force on the organization to reduce their margins.

Force: 3 Existing Rivalry in the industry: As the rivalry increases both from online and off-line companies Amazon will have to be highly competitive every time and every day to fulfill its requirements.

Force: 4 Threat of New Entrants: New entrants could enter the market and create a hurdle to the organization. The threat can change the way the business is performed. New entrants may disturb the business and change the game itself. Hence Amazon in general keeps a watch of 360 degree view in all the markets.

Force: 5 Threat of Substitutes: For the time being Substitute or substitution is not a major threat to Amazon and are having an added advantage to make it big.

15. ABCD ANALYSIS :

This is an analysis which considers four aspects of understanding of an organization from various angles. A meant for- Advantage, B meant for - Benefit, C Meant for – Constraint, and D meant for - Disadvantages of an institution or enterprise organization. Hence, this ABCD qualitative analysis is

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done for Amazon to have a clear understanding of how it performs at it progresses (Aithal, P. S. 2017) [21].

A-Advantages: Amazon has technical support from their parent establishment located in the United States and this helps them to adopt and implement such concepts in various parts of the world. India they have the largest organization set up outside the US. This gives them a strategic advantage to conduct market research and apply such concepts across Indian Markets.

B-Benefits: Amazon has the highest benefits of having the best staff who are well-trained to operate in the Indian markets. These teams are well-qualified and can take on any sort of challenging situations head on and create a highly competitive situation for other organizations.

C-Constraints: They do not manufacture any major products and this could be a constraint in case if things go wrong with the suppliers. Suppliers too have options today in India to partner with other E-Commerce companies. This constraint can change the market operations advantage and can be a threat to the business (Aithal, P. S. (2016) [22]).

D-Disadvantages: Amazon would lose out if there is a change in the technology and telecom systems. These disadvantages can damage and wound them in the long run. If retailers in India start their own websites and supply to customers, Amazon would lose out instantly. If few or more retailers make a cartel then it can change things very badly for Amazon (Aithal, P. S. et al, (2015) [23]).

16. COMPETITION VS AMAZON FEATURE EVALUATION :

Amazon's CEO, Jeff Bezos, highlighted AWS, Amazon Marketplace, and Amazon Prime as the three foundations of the business' success in a letter to shareholders. The following businesses compete fiercely with Amazon: Online retailers, including eBay, Walmart, Flipkart, Target, Otto, JD, Netflix, and Alibaba Group. Amazon's digital capacity does not encompass "Internet platform" for two reasons. First, search engines and social media are primarily referred to as Internet platforms by the United Nations International Conference on Business Trade and Development (UNCTAD). Google and Facebook are the dominant search engine and social media platforms in the US, whereas Baidu and Tencent are in charge of both the US and China. Amazon's business strategy heavily relies on tangible assets.

17. FINDINGS :

This section lists the findings and suggestions of the research study.

(1) The growth of the Amazon Corporation is based on a thorough shift toward SEO and Ad Words target keywords.

(2) The key selling point of Amazon is its commitment to making things simple and enjoyable throughout the customer journey.

(3) Rather than concentrating on competitors, it is suggested that Amazon Company concentrate on consumer observation.

(4) It is a highly competitive business because to digital invention and innovation that offers actual-time end-to-end logistics and supply chain insight, improved and advanced delivery accuracy, stock level enhancement and optimization, alignment with demand planning, and sophisticated software.

(5) The gap between the upstream and downstream has been eliminated as a result of the development of e-commerce solutions.

(6) By combining producers and consumers, these streams boost Prosumers (Producer and Consumers)

(7) In line with this transformation stream, Amazon, the world's largest online retailer, has promoted creative disruption by fusing online and offline shopping via the acquisition of substantial physical locations.

(8) The co-evolution of changing business models and developing digital solutions, which results in self-replicating dynamism, should be sped up.

(9) It should be publicly acknowledged that such an effort supports local economies and encourages the creation of brand-new, international corporate collaborations. Table 3 indicates the findings of the study of Amazon company for the objectives set.

Table 3: Findings of the study of Amazon for the set objectives

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S. No.	Objectives	Objectives Met via Findings
1	To investigate marketing tactics and demonstrate the most successful one in terms of what Amazon customers want and need.	Investigated their tactics and found a successful formula; which is based on Amazon business model
2	To summarize the corpus of research on the best marketing tactics for businesses, with a focus on Amazon as the case study.	Found that the best marketing tactic of Amazon is its competitive edge; as they engage multiple platforms for multiple products
3	To determine Amazon's firm growth.	Amazon has been growing at a Compounded annual growth rate of 100% annually
4	To examine Amazon's financial operations.	Their investments in India is to the tune of 15000 crores and is a clear indication of good financial operations
5	To comprehend Amazon's ideas.	Ideas are unlimited, hence new products and new customers are always sourced
6	To know what factors lead customers to choose this retailer in online shopping over its rivals.	Price, Quick delivery, Quick response to problems, very less errors. They keep an eye on the competition and the market in general.
7	To distinguish Amazon from its rivals.	
8	To conceptualize the main strategies that Amazon uses to create as well as win back lost customers.	They are in constant touch with old customers and keep on offering new products and new discounts.

The competitive digital strategy followed by Amazon and not followed by other companies is shown in Table 4.

Table 4: Competitive Digital strategy followed by Amazon

S. No.	Digital Platform	Method followed by Amazon
1	Instagram strategy	Instagram used by Amazon is to enhance its reach to the general masses and to people who are connected with both Instagram and Amazon. Indeed it is a link that creates scope for people to understand and develop a business relationship of a different scale.
2	Facebook strategy	Facebook is also used and engaged as a strategy to enhance it spread and presence to people and its processes.
3	SEO strategy	It has a good functional website that can create a better impact when people search for it
4	Mobile and Marketing strategy	All widely used operating systems, including Windows Phone, iOS, and Android, have access to the Amazon apps. They've had over 10 million Android installations and have a 4.1 rating, and they're increasing the amount of app-specific rewards to aid in the spread of their apps' popularity. Additionally, they see to it that regular updates are made to their current software.
5	E- Mails	E-mail strategy has an option where clients can unsubscribe instantly. Else they can look for various opportunities to buy.
6	The Great Indian shopping festival	It hosts massive Indian festival for shoppers, breaking records and reaching new heights. In fact, a LiveMint research claims that during the event in 2020, Amazon's sales soared eightfold! Your happiness will no longer be constrained by your money, declares Amazon India. "Ab India ki khushiyon ke beech budget nahi aayega!" The

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		company is making every attempt to draw people to its services and amenities.

The competitive advantage becomes greater as 'Digitally' the organization is involved. Digital means greater reach to a large number of customers. Hence, the spread of the organization is immediate and faster. Table 5 indicates the aspect of the pricing strategy that Amazon has taken up.

Table 5: Pricing Strategy of Amazon

S. No.	Strategic Stages	Online pricing
1	Stage-1	Much lower than off-line.
2	Stage of strategy -2	Same as off-line.
3	Stage of strategy-3	Much higher than off-line

From the above table, we understand that one of the competitive product positioning is due to the pricing of the product. The best pricing is possible due to volumes and vendor negotiation. The scale gives them the opportunity to price very competitively. Hence, there are three stages of strategic pricing: stage-1: Much lower than off-line, Stage-2: Equal as off-line, Stage-3: Much higher than off-line. As products reach home they would price it higher than off-line pricing for customized and specialty products.

18. SUGGESTIONS :

(1) Amazon makes a difference if it can source the majority of the products from Indian manufacturers and sell it to other markets too.

(2) Amazon will have to comply with business norms that make a difference in India.

(3) Their collaborations with payment gateway companies which are US based can create money flow in large quantities out of India for all financial transactions.

(4) Amazon should ensure that they invest in other establishments across India.

(5) Amazon should invest its major portion of profits in India itself.

19. LIMITATIONS :

Amazon and its strategic methods are under study and there has been no opportunity to get in touch with suppliers and direct employees. Hence, the perception from these stakeholders is unavailable in this case study. Visible only through the internet and TV media and very hard to understand its presence like a traditional retailer. The impact of their connectivity and the spread of their app is very difficult to measure, only when measured it could be further studied.

20. SCOPE FOR FUTURE RESEARCH :

Further research can be done to understand the inner secrets of Amazon like their team strength, technical strength, agreements and bindings on vendors, etc. This will lead to the development of similar models that could be further copied. The strength of the company lies in the way they overcome competition. These are open areas for further research.

21. CONCLUSIONS :

The Amazon case study proved that the greatest business strategies are those that are centered on the needs and desires of the consumer and is accurate by using the idea that the best business strategies are those that are external to the company. Even after employing all of these strategies, there is still room for improvement in terms of growing investment in Amazon, stabilizing the share price, and enhancing the company's business model. Amazon is well-positioned to lead the list of successful e-commerce companies globally. It is essential to advancing the growth of online commerce and making it more well-known than ever. Because of the worldwide e-commerce industry's explosive growth, Amazon's influence will only grow over time.

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