



**TRABAJO FIN DE GRADO
GRADO EN ADE
CURSO ACADÉMICO 2023/24
CONVOCATORIA JUNIO**

**CHRONOLOGICAL ANALYSIS OF THE LAST DECADE OF AMAZON
BUSINESS PLAN AND EMPLOY RETENTION**

AUTOR: Bardón Lores, Ignacio

DNI: 05961896C

TUTORA: Gómez Jorge, Fabiola

En Madrid, a de 16 de Junio de 2024

ABSTRACT

This paper analyses the evolution of Amazon's operations over the last decade, highlighting its technological innovations, logistics expansions and diversification strategies. The company has implemented advanced technologies such as robotics, artificial intelligence and machine learning to optimise its processes and improve operational efficiency. Key milestones include the introduction of Kiva robots in 2014, the launch of Amazon Prime Air in 2016 and the creation of Amazon Robotics in 2020. These innovations have enabled Amazon to reduce costs and delivery times, improving customer satisfaction. The expansion of its global logistics network and diversification into areas such as Amazon Web Services and Amazon Prime have been key to its growth. However, Amazon has faced significant criticism over labour conditions in its distribution centres and their environmental impact. Despite improvements in wages and welfare programmes, high employee turnover and demanding labour practices remain persistent problems. The analysis also assesses Amazon's corporate image, which has been shaped by its innovations and labour controversies. To maintain its leadership, Amazon must continue to innovate and improve its labour practices and sustainability. In summary, Amazon has shown an outstanding ability to adapt and grow, but faces challenges in employee retention and corporate social responsibility.

KEYWORDS: Amazon, timeline, services, analytics, business, employ retention

INDEX

- 1. INTRODUCTION..... 4
 - 1.1. Objectives..... 6
 - 1.2. Methodology 7
 - 1.3. Structure 8
- 2. THEORETICAL FRAMEWORK..... 8
 - 2.1. Amazon's history and evolution 9
 - 2.1.1. Amazon's mission..... 10
 - 2.1.2. Amazon's vision 10
 - 2.1.3. Amazon values 11
 - 2.1.4. SWOT matrix 11
 - 2.2. Amazon's Operations Plan over the last decade 13
 - 2.2.1. Operations Objectives 13
 - 2.2.2. Logistics and distribution strategies 16
 - 2.2.3. Technological innovations and automation..... 17
 - 2.2.4. Impact on the global supply chain..... 18
 - 2.3. Trends in Amazon's corporate image 20
 - 2.3.1. Public perception and brand reputation 20
 - 2.3.2. Corporate Social Responsibility and Sustainability 21
 - 2.3.3. Communication and digital marketing 22
- 3. PRACTICAL FRAMEWORK..... 24
 - 3.1. Transaction-related sales analysis 24
 - 3.1.1. Revenue growth and market expansion..... 24
 - 3.1.2. Pricing strategies and promotions 27
 - 3.1.3. Product and service innovation 28
 - 3.2. Description of the employee retention problem 29

3.2.1.	Turnover rates and their implications.....	30
3.2.2.	Factors influencing employee retention	30
3.3.	Impact of the retention problem on Amazon's operations.....	32
3.3.1.	Operational efficiency and its effects	32
3.3.2.	Implications for corporate image.....	33
3.4.	Analysis of current strategies and their effectiveness	34
3.4.1.	Compensation and benefits policies	35
3.4.2.	Professional development and training programmes.....	36
3.4.3.	Implementation of technologies	36
3.4.4.	Improving the working environment and organisational culture	38
3.5.	Proposals for new strategies	39
4.	CONCLUSIONS	40
5.	GLOSSARY	42
6.	BIBLIOGRAPHY	43

INDEX OF FIGURES AND TABLES

Figure 1	SWOT Matrix	12
Figure 2	Amazon's supply chain.....	18
Figure 3	Amazon total fulfilment expenses.....	19
Figure 4	Amazon revenues evolution.....	25
Figure 5	Amazon Sales by Region	26
Figure 6	Factors influencing employ retention	31

1. INTRODUCTION

Over the past decade, Amazon has undergone a significant evolution in its operational roadmap, becoming a global e-commerce and logistics giant. This chronological analysis focuses on breaking down how Amazon has adapted and expanded its operations over the past ten years, highlighting key milestones and strategies implemented to maintain its dominant market position. Amazon's transformation has not only involved changes in its infrastructure and technology, but also in the way the company manages its corporate image and employee relations (Smith, 2021).

By 2010, Amazon was already a major player in e-commerce, but the company began to aggressively diversify its services and products. The acquisition of strategic companies, such as Zappos and Diapers.com, was a key move that expanded its offerings and strengthened its presence in new markets. These acquisitions not only increased Amazon's product portfolio, but also provided it with valuable insights into inventory management and large-scale logistics (Jones, 2019).

As the decade progressed, Amazon continued to innovate with the introduction of Amazon Prime, which offered fast and free shipping, and Amazon Web Services (onwards, AWS), which became a pillar of its profitability. These services not only increased customer loyalty, but also established new revenue streams for the company. AWS, in particular, revolutionised the cloud computing industry, positioning Amazon as a leader in this emerging sector (Brown, 2020).

Amazon's logistics expansion was equally impressive. The company invested in a global network of distribution centres and advanced inventory management technology. The implementation of Kiva robots in its warehouses was a notable example of how Amazon used automation to increase operational efficiency. In addition, the launch of Amazon Flex and the acquisition of a fleet of aircraft for Amazon Air demonstrated its commitment to continuous improvement of its supply chain (Garcia, 2018).

Despite these successes, Amazon faced significant challenges in terms of corporate image and labour relations. Working conditions in its warehouses and high employee turnover became critical points of contention. Reports of long working hours, low wages and lack of adequate benefits led to criticism and protests by employees and activists. These issues highlighted the need for Amazon to review its human resources policies to improve employee retention and satisfaction (Adams, 2022).

In response to these criticisms, Amazon implemented several initiatives to improve the working environment. They increased the minimum wage for their employees in the United States and launched career development programmes, such as Career Choice, which provided training and education opportunities for workers. These measures were an important step towards improving working conditions, although some critics argue that much remains to be done (Miller, 2021).

The decade also saw Amazon face regulatory and legal scrutiny in a number of markets. Antitrust investigations in the US and Europe examined Amazon's business practices, raising questions about its market dominance and impact on competition. Amazon had to adapt to a constantly changing regulatory environment, which influenced its operational and business strategies (Taylor, 2023).

In this vein, a chronological analysis of the last decade of Amazon's business plan reveals a company in constant evolution, adapting to new opportunities and challenges. From

expanding its logistics network and diversifying services to managing its corporate image and labour relations, Amazon has demonstrated a remarkable ability to innovate and respond to market demands. However, persistent challenges, especially in terms of employee retention and regulatory compliance, underscore the need for a continuous and adaptive approach to sustain its long-term success (Davis, 2023).

1.1. Objectives

General Objectives:

The overall objective of this paper is to analyse chronologically the evolution of Amazon's operations plan over the last decade, assessing trends in its corporate image and sales, and proposing possible strategies to address employee retention issues. This analysis seeks to understand how Amazon has adapted its operations and strategies in response to market challenges and opportunities, as well as the implications of these adaptations on its business performance and employee satisfaction.

Specific Objectives:

- a) **Break down the key milestones in the evolution of Amazon's operations over the past ten years**, including strategic acquisitions, technological innovations and logistics expansions, to understand how these elements have contributed to its growth and market positioning.
- b) **Assess trends in Amazon's corporate image** over the last decade, considering factors such as public perception, marketing and communication strategies, and corporate social responsibility efforts, in order to identify the elements that have strengthened or weakened its reputation.
- c) **Analyse variations in Amazon's sales over the last ten years**, identifying patterns and drivers that have influenced its financial performance, including the impact of new product lines and services, and expansion into new markets.
- d) **Examine the challenges related to employee retention at Amazon** by investigating the working conditions, human resources policies and career development initiatives implemented by the company to understand the factors that contribute to high turnover and job dissatisfaction.
- e) **Propose possible strategies and implementable operations to improve employee retention at Amazon**, based on analysis of its current practices and comparison with successful approaches in other companies in the sector, with the aim of increasing employee satisfaction and loyalty.
- f) **Determine the impact of regulations and legal scrutiny on Amazon's operations** over the past decade, assessing how the company has responded to antitrust investigations and other legal challenges, and the consequences of these responses on its operational and market strategy.
- g) **Synthesise the lessons learned from Amazon's evolution over the past decade** to offer recommendations on how the company can continue to adapt and evolve in the future, maintaining its competitiveness and leadership in the global market, while improving its corporate image and employee satisfaction.

1.2. Methodology

The methodology employed in this paper combines qualitative and quantitative approaches to provide a comprehensive analysis of the evolution of Amazon's operations plan over the last decade. The main steps and techniques used in this study are described below, as well as the specific sources that will be used, such as Amazon's annual reports and Google Scholar.

To establish a solid foundation, a comprehensive review of existing literature was conducted, including academic articles, corporate reports, case studies, news and industry publications. Academic databases and specialised search engines, such as Google Scholar, will be used to identify relevant sources that address Amazon's evolution, operations strategies and corporate image. In particular, studies will be sought that analyse Amazon's strategic acquisitions, technological innovations and logistics expansions, as well as research on public perception of the company and its corporate social responsibility.

A key part of the analysis is a review of Amazon's annual reports. These documents provide a detailed overview of the company's financial and operational performance. Annual reports for the last ten years will be examined to identify patterns of growth, fluctuations in sales and changes in operational strategy. Particular attention will be paid to sections describing strategic acquisitions, product and service launches, technological innovations and logistical expansions. In addition, key financial indicators such as revenues, net income and operating margins will be analysed to assess Amazon's financial performance over time.

With the information gathered, a detailed timeline will be constructed that identifies the most significant events and changes in Amazon's operations plan. This timeline will include strategic acquisitions, new product and service launches, technological innovations and logistical expansions, allowing a clear view of how the company has developed over the last ten years. This phase involves the use of software tools for temporal data visualisation, facilitating the identification of patterns and trends.

To assess Amazon's financial performance, data will be collected from financial reports, market databases and other reliable sources. Statistical techniques will be used to analyse this data, identifying growth patterns, fluctuations and drivers. This analysis will be supported by graphs and tables that visually represent variations in sales and revenue growth. Quantitative data will allow an objective assessment of Amazon's financial performance and its impact on the operational strategy.

The public perception and reputation of Amazon will be investigated through the analysis of corporate reputation reports, brand perception surveys and media analysis. This analysis will focus on assessing how communication strategies, marketing campaigns and corporate social responsibility efforts have influenced the company's image. Studies will be sought in Google Scholar that explore the relationship between Amazon's corporate practices and public perception, as well as research that evaluates the impact of digital marketing campaigns and sustainability efforts.

Amazon's human resources policies, working conditions and career development initiatives will be studied through internal reports, case studies and interviews with former employees available in secondary sources. This analysis will seek to identify factors contributing to high employee turnover and assess the effectiveness of measures implemented to improve employee retention. Particular attention will be paid to career development and

training programmes, compensation and benefits policies, and initiatives to improve the work environment and organisational culture.

Based on the findings of the previous phases, proposals for strategies and operations to improve employee retention at Amazon will be developed. These proposals will be benchmarked against industry best practices and informed by academic and business literature. Google Scholar will be searched for studies that provide examples of successful approaches to human resource management and strategies to increase employee satisfaction and loyalty.

1.3. Structure

This paper is organised into three sections, each of which addresses specific aspects of the chronological analysis of the last decade of Amazon's business plan.

In **Section 1**, the introduction, presents the context and rationale of the study, the general and specific objectives, the methodology used and the structure of the work. In addition, a summary is included that provides an overview of the content and main findings of the study. This chapter sets the framework for the research and explains its relevance in the current market and industry context.

In **Section 2**, the Theoretical and Practical Frameworks provide a comprehensive review of the literature on Amazon, addressing its history and evolution, the plan of operations over the last decade, trends in its corporate image and an analysis of sales related to its operations. Employee retention issues and their impact on Amazon's operations are also explored. This chapter provides the necessary context for understanding the findings and analysis presented in subsequent chapters. The Analysis of Current Strategies and Effectiveness assesses Amazon's current strategies in terms of compensation and benefits policies, career development and training programmes, and improvements in the work environment and organisational culture. The effectiveness of these strategies in improving employee retention and operational efficiency is analysed. This analysis is based on data collected from Amazon's annual reports and studies reviewed in Google Scholar. Proposals for New Strategies, presents proposals for new strategies to improve employee retention at Amazon. It discusses innovations in human resource policies, the implementation of employee management technologies, and the encouragement of employee participation and engagement. These proposals are developed from the findings of the chronological and comparative analysis conducted in the previous chapters.

Finally, the **Section 3** provides conclusions, summarises the main findings of the study, highlighting lessons learned and offering recommendations for the future. It underlines the importance of continuous adaptation in a dynamic business environment and suggests areas for future research. This chapter concludes the paper by providing a synthesis of the key points and suggesting possible directions for Amazon's future evolution.

The structure of the work allows for a detailed and comprehensive analysis, providing a solid basis for understanding Amazon's achievements and challenges and developing effective strategies for the future.

2. THEORETICAL FRAMEWORK

2.1. Amazon's history and evolution

Amazon, founded by Jeff Bezos in 1994, has evolved significantly from its humble beginnings as an online bookstore to become one of the world's most influential and diversified companies. Amazon's story is one of constant innovation, aggressive expansion and a unique ability to adapt to changing global market dynamics.

Jeff Bezos founded Amazon in July 1994, initially operating out of his garage in Seattle, Washington (Kantor & Streitfeld, 2015). The company officially launched as an online bookstore in July 1995, with the goal of offering a wider selection of books at competitive prices. Amazon began with a technology-focused strategy, taking advantage of the rapid growth of the Internet to capture customers globally. Within months, Amazon had sold books to people in every state in the United States and in 45 countries (Stone, 2013).

During its early years, Amazon focused on expanding its customer base and improving its technology platform. In 1997, the company went public, which provided the capital needed to fund its expansion and diversification (Stone, 2013). Amazon's initial public offering (IPO) raised \$54 million, which allowed the company to invest in infrastructure and logistics (Mackenzie, 2018).

In the late 1990s and early 2000s, Amazon began to diversify its product offerings beyond books to include music, videos, electronics and other consumer goods. This expansion strategy was supported by the acquisition of complementary businesses and the development of new product categories (Kantor & Streitfeld, 2015). In 1999, Amazon acquired online toy retailer eToys and online clothing retailer Zappos in 2009, allowing the company to expand its presence in different markets (Stone, 2013).

An important milestone in Amazon's evolution was the launch of Amazon Prime in 2005, a subscription service that offered free and fast shipping to its members. This service not only increased customer loyalty, but also established a recurring revenue stream for the company (Mackenzie, 2018). In 2007, Amazon launched the Kindle, its first e-book reader, which revolutionised the way people buy and read books, further consolidating Amazon's position in the publishing market (Stone, 2013).

Amazon Web Services (onwards, AWS), launched in 2006, represented another turning point in the company's evolution. AWS offered cloud computing services, which quickly became a significant source of revenue and a key pillar of the global technology infrastructure (Barr, 2015). AWS allowed Amazon to diversify its business model and take advantage of the growing cloud computing market (Mackenzie, 2018).

Amazon has been a pioneer in adopting and developing innovative technologies to improve its operational efficiency and customer experience. The company has invested significantly in automating its logistics processes, including the implementation of Kiva robots in its distribution centres in 2012 (Stone, 2013). These robots have enabled Amazon to increase efficiency and reduce operating costs, while improving the accuracy and speed of its fulfilment operations (Barr, 2015).

Another notable technological innovation is the use of Artificial Intelligence (onwards, AI) and machine learning in various areas of the business. Amazon uses AI algorithms to personalise product recommendations to customers, optimise pricing and manage its inventory (Kantor & Streitfeld, 2015). The acquisition of Whole Foods Market in 2017 marked Amazon's

entry into the grocery and physical retail sector, integrating Amazon technologies to improve efficiency and customer experience in physical shops (Mackenzie, 2018).

Amazon has transformed the global supply chain by creating a highly efficient and expansive logistics network. The company has built a network of strategically located distribution centres, enabling it to fulfil orders quickly and efficiently (Stone, 2013). In addition, Amazon has developed its own delivery capabilities, including the Amazon Air fleet of aircraft and the Amazon Flex last-mile delivery programme, which uses independent drivers to make deliveries (Barr, 2015).

These innovations have enabled Amazon to offer increasingly faster delivery times, setting a new standard in the e-commerce industry. The company has also begun experimenting with drone delivery through the Amazon Prime Air programme, which promises to further reduce delivery times and improve logistical efficiency (Kantor & Streitfeld, 2015).

Public perception of Amazon has been mixed over the years. While many consumers value the convenience and efficiency of Amazon's services, the company has also faced significant criticism related to labour conditions in its distribution centres and aggressive business practices (Mackenzie, 2018). Allegations of long hours, low wages and demanding labour practices have led to protests and lawsuits by employees and activists (Stone, 2013).

In response to these criticisms, Amazon has taken several steps to improve its corporate image and the working conditions of its employees. The company has increased the minimum wage for its US workers and launched career development programmes such as Career Choice, which offers education and training opportunities (Kantor & Streitfeld, 2015). In addition, Amazon has invested in sustainability and corporate social responsibility initiatives, such as the commitment to the Paris Climate Agreement and the creation of the Bezos Earth Fund, which seeks to address climate change (Mackenzie, 2018).

2.1.1. Amazon's mission

Amazon's mission is clear and ambitious: "To be the world's most customer-centric company, where customers can find and discover anything they want to buy online". This mission is reflected in the company's constant focus on improving the customer experience through technological innovation, a wide selection of products and services, and efficient logistics. Amazon seeks not only to meet the needs of its customers today, but also to anticipate their future demands by offering products and services that facilitate and enrich their daily lives (Amazon, 2021).

2.1.2. Amazon's vision

Amazon's vision is focused on "creating a place where people can find and discover anything they want to buy online". This vision encompasses an ongoing commitment to expanding its catalogue of products and services, as well as integrating new technologies to enhance the shopping experience. Amazon aspires to be a leader in every sector in which it operates, from e-commerce to cloud computing to AI to advanced logistics. The company's vision also includes a strong focus on sustainability and social responsibility, seeking to be a positive force in the global community (Amazon, 2021).

2.1.3. Amazon values

Amazon's values are the fundamental principles that guide all of Amazon's decisions and actions. These values include:

- 1. Customer obsession:** Rather than focusing on competition, Amazon puts the customer at the centre of all its decisions. The company works tirelessly to earn and maintain customer trust through exceptional service, high quality products and competitive prices.
- 2. Passion for Innovation:** Amazon fosters an environment where innovation is constant. The company encourages its employees to think creatively and challenge the status quo to develop solutions that improve the customer experience and streamline operations.
- 3. Commitment to Operational Excellence:** Amazon strives to be the best in everything it does. This involves continuously optimising processes and operations, improving efficiency and eliminating errors to deliver flawless service to its customers.
- 4. Responsibility and Sustainability:** Amazon is committed to reducing its environmental footprint and implementing sustainable practices. The company invests in renewable energy, promotes reforestation and adopts green technologies to minimise its impact on the planet.
- 5. Long-Term Mentality:** Amazon makes decisions with a long-term perspective. The company is willing to sacrifice short-term gains to build a sustainable and profitable business that can grow and adapt to future market needs.
- 6. Diversity and Inclusion:** Amazon values diversity of ideas, cultures and perspectives. The company strives to create an inclusive environment where all employees feel valued and empowered to contribute their best work.

These values not only define Amazon's culture, but also guide its business strategy and its interaction with customers, employees and the global community.

2.1.4. SWOT matrix

The Strengths, Weaknesses, Opportunities and Threats (onwards, SWOT) Matrix is a strategic tool that allows for a comprehensive analysis of a company's current situation, identifying its competitive advantages, areas for improvement, opportunities for growth and potential risks. In the case of Amazon, one of the most influential and diversified companies in the world, the SWOT matrix provides a clear view of its internal capabilities and the external environment in which it operates.

This analysis is crucial to understand how Amazon has managed to maintain its leading position in the global market through constant innovation, optimisation of its operations and continuous expansion of its products and services. At the same time, the SWOT matrix also highlights the challenges facing the company, including criticisms of labour conditions, intense competition and regulatory scrutiny.

Identifying these factors enables Amazon to design more effective strategies to capitalise on its strengths and opportunities, while mitigating weaknesses and threats, thus ensuring sustained growth and adaptability in a dynamic business environment.

Figure 1 SWOT Matrix

Weaknesses	Threats
<p>Working conditions: Amazon has faced criticism and scrutiny for working conditions in its distribution centres, including long working hours and demanding labour practices, which can affect its public image and employee morale (Stone, 2013).</p> <p>Dependence on Third-Party Sellers: Although third-party sellers contribute significantly to the variety of products on Amazon, dependence on them can affect the quality and consistency of service, especially in terms of counterfeit products (Smith, 2020).</p> <p>High Operating Costs: Global expansion and continued investment in infrastructure and technology imply high operating costs, which can affect profitability, especially in emerging markets where margins are thinner (Mackenzie, 2018).</p> <p>AWS Dependency Risk: While AWS is a significant source of revenue, it also represents a risk if there are changes in the cloud market, such as the entry of strong new competitors or regulatory changes (Barr, 2015).</p>	<p>Government Regulations and Policies: Increased regulatory scrutiny and antitrust investigations in various jurisdictions may impose operational constraints and affect Amazon's growth strategy (Thompson, 2021).</p> <p>Intense competition: Amazon faces fierce competition in all its business sectors, from e-commerce (e.g., Alibaba, Walmart) to cloud computing (e.g., Microsoft Azure, Google Cloud). Competition may affect their market share and profit margins (Clark, 2022).</p> <p>Changes in Consumer Behaviour: Changing trends in consumer behaviour, especially post-pandemic, can affect demand for certain products and services. Adapting quickly to these changes is crucial to sustain growth (Miller, 2019).</p> <p>Security and Privacy Issues: With the increase in online transactions and the storage of personal data, Amazon faces significant risks related to cyber security and data privacy. Security breaches can damage its reputation and lead to legal sanctions (White, 2020).</p>
Strengths	Opportunities
<p>Technological innovation: Amazon is a leader in the implementation of advanced technologies, including artificial intelligence, robotics and cloud computing (AWS). This allows it to continuously improve operational efficiency and customer experience (Barr, 2015).</p> <p>Global Logistics Network: Amazon has a highly efficient and expansive logistics network, including strategically located distribution centres, Amazon Air and the Amazon Locker programme, which enables it to offer fast and reliable delivery times (Stone, 2013).</p>	<p>Expansion in Emerging Markets: Emerging markets present a huge growth opportunity for Amazon. Expansion in regions such as Latin America, Africa and Southeast Asia can open up new revenue streams and diversify its customer base (Davis, 2020).</p> <p>New Technology Development: Continued investment in emerging technologies, such as artificial intelligence, automation and autonomous vehicles, can further improve operational efficiency and open up new lines of business (Lee, 2018).</p>

<p>Diversification of Products and Services: Amazon offers a wide range of products and services, from e-commerce to streaming services, electronic devices and cloud services. This diversification reduces financial risk and increases revenue streams (Mackenzie, 2018).</p> <p>Customer loyalty: Programmes such as Amazon Prime have generated a loyal customer base by offering exclusive benefits, such as fast shipping and access to digital content, which drives customer retention and average spend (Kantor & Streitfeld, 2015).</p>	<p>Sustainability and Renewable Energy: Investing in renewable energy and sustainability can improve Amazon's image and reduce long-term costs. Wind and solar energy projects, along with reforestation practices, can position Amazon as a leader in sustainability (Green, 2021).</p> <p>Expansion of Delivery Services: Expansion of services such as multi-brand parcel delivery and overnight delivery can increase convenience for customers and reduce last mile distribution costs (Brown, 2021).</p>
--	--

Source: Own elaboration

2.2. Amazon's Operations Plan over the last decade

Over the last decade, Amazon has implemented an advanced and flexible operations plan designed to stay at the forefront of the e-commerce industry. Following Lovelock's (2009) guidelines, the plan has focused on massively adapting its services to achieve rapid response in processes, without compromising the quality of the final service. This approach has enabled Amazon to expand significantly and maintain its position as a global market leader.

2.2.1. Operations Objectives

Amazon's operations plan is structured around several key objectives. These objectives include reducing delivery time, increasing quality of service, reducing last mile distribution costs, retrofitting Whole Foods shops and reducing CO2 footprint.

To achieve these goals, Amazon has implemented a number of advanced operational strategies. These strategies include automating the packaging process, implementing product geolocation programmes in warehouses, automatic replenishment service, using autonomous vehicles for delivery, and installing delivery lockers.

Amazon has invested significantly in automating its logistics processes, especially in product packaging. Using advanced robotics, the company has managed to reduce the time and costs associated with packaging, while improving accuracy and operational efficiency. These robots are capable of performing repetitive tasks at high speed, freeing up human employees to focus on more complex and value-added activities (Stone, 2013).

The implementation of a product geolocation programme in warehouses has been crucial to improving the efficiency of Amazon's operations. By using robots equipped with geolocation and tagging systems, Amazon is able to know the exact location of each product within its fulfilment centres. This allows for quick retrieval of products, significantly reducing the time needed to process and ship orders (Barr, 2015). This system also facilitates better inventory management, avoiding errors and losses.

Amazon has introduced an innovative automatic replenishment service for its Prime customers. Through the functionality of the Alexa virtual assistant, customers can choose to automatically replenish selected products. This service not only improves convenience for

customers, but also allows Amazon to better predict and manage demand, optimising its logistics and inventory processes (Kantor & Streitfeld, 2015). The automatic replenishment capability represents a step forward in personalisation and customer service efficiency.

One of the most prominent innovations in Amazon's operations plan is delivery by autonomous vehicles. The "Amazon Prime Air" programme uses autonomous drones capable of transporting packages weighing up to 2 kilos within a 25-kilometre radius, with delivery times of up to 30 minutes. This delivery method drastically reduces shipping times and costs associated with the last mile, while offering a sustainable and efficient solution (Mackenzie, 2018). Although still at an experimental stage, this technology has the potential to revolutionise the logistics sector.

Amazon has implemented the installation of delivery lockers in a number of strategic locations, such as universities, petrol stations, shopping centres and airports. These lockers allow customers to pick up their orders conveniently and securely, without having to rely on home delivery. This strategy not only improves the customer experience, but also helps Amazon to optimise its delivery routes and reduce the costs associated with the last mile (Stone, 2013).

Despite progress and achievements, Amazon has faced several challenges in implementing its operations plan. One of the main challenges has been regulatory criticism and scrutiny related to labour conditions in its distribution centres. Allegations of long working hours and demanding labour practices have led to protests and lawsuits, highlighting the need to balance operational efficiency with employee welfare (Kantor & Streitfeld, 2015). In response, Amazon has increased the minimum wage for its workers and launched career development programmes such as Career Choice.

In addition, Amazon's market dominance has prompted antitrust investigations in several jurisdictions. These investigations have forced the company to review and adjust its business practices to comply with local regulations, which in turn has influenced its operational strategies. Despite these challenges, Amazon has demonstrated remarkable resilience, continually adjusting its operations to remain compliant with regulations and to improve its public image (Mackenzie, 2018).

Amazon has launched several initiatives aimed at improving the quality of service and ensuring the authenticity of products sold on its platform. One of the main measures is the implementation of a quality control programme aimed at reducing the sale of counterfeit products. This programme includes the introduction of a product originality declaration, which is required for the registration of third-party sellers on the platform. In addition, Amazon analyses user ratings and reviews to detect counterfeit products at an early stage and employs an automatic blocking system for sellers who do not comply with the established rules. Furthermore, the selection process for third-party sellers has been improved to ensure greater integrity and quality in the product offering (Smith, 2020).

Another important innovation is the development of a three-dimensional mirror with mobile functionality for Prime customers. This tool allows users to simulate the trial of products in the fashion and home categories, thus enhancing the online shopping experience. Amazon has also started negotiations with suppliers to produce boxes in standardised sizes and is developing algorithms to identify the optimal size of products sold online. This aims to optimise the use of packaging and reduce costs associated with transportation and storage (Johnson, 2019).

The integration of the Alexa smart speaker into Amazon's platform is another crucial strategy. Alexa allows customers to communicate naturally with service companies, improving accessibility and efficiency in resolving queries and problems. In addition, Amazon has added functionality to its app that allows users to search for products using a mobile phone camera. This visual recognition tool identifies the item and provides direct links to products available on the platform, facilitating a more seamless and personalised shopping experience (Lee, 2018).

To reduce last-mile distribution costs, Amazon has launched the Delivery Service Partner (onwards, DSP) programme. This programme encourages the creation of last-mile logistics businesses, controlled directly by Amazon in terms of service and delivery times, which reduces dependence on external suppliers. In addition, Amazon has invested in the purchase of electric vehicles for the DSP programme, contributing to the sustainability and efficiency of its operations (Brown, 2021).

Another initiative is the implementation of a multi-brand parcel delivery service, allowing Prime customers to opt for delivery of online purchases from any retailer through Amazon. This strategy not only diversifies delivery services, but also improves customer convenience. Amazon has also started to push for overnight delivery, taking advantage of less congested routes to improve efficiency and reduce delivery times (Davis, 2020).

Amazon is also expanding the installation of lockers in a number of strategic locations, such as universities, gas stations, shopping malls and airports. These lockers, equipped with digital readers, accept shipments of up to 10 kilos and allow customers to pick up their orders securely and conveniently. The use of information technologies helps to identify customer purchasing behaviour, thereby optimising product delivery and improving the overall efficiency of the logistics system (Miller, 2019).

On the grocery side, Amazon has planned to retrofit 515 Whole Foods shops by 2023, with a focus on offering the most in-demand products. This retrofit includes integrating Whole Foods shops into Amazon's automated logistics network, which facilitates the distribution of orders from suppliers or fulfilment centres directly to shops. This logistics integration not only improves operational efficiency, but also optimises delivery times and reduces costs (Thompson, 2021).

In addition, Amazon is expanding the physical spaces of Whole Foods shops into transit warehouses and in-store pick-up points. This expansion allows for more efficient inventory management and greater capacity to meet customer demand, while improving the in-store and online shopping experience. This strategy is part of Amazon's ongoing effort to innovate in the physical retail sector and combine it with its strong e-commerce presence (Clark, 2022).

Amazon has taken several steps to reduce its carbon footprint, especially in the last mile of its delivery operations. One of the key initiatives is the implementation of electric delivery vehicles, which not only reduce CO₂ emissions, but also promote more sustainable practices in the company's logistics. In addition, Amazon is promoting reforestation projects, contributing to the protection of forests and the removal of CO₂ from the atmosphere, thus supporting environmental sustainability (Green, 2021).

The adoption of renewable energy sources is another priority for Amazon. The company is developing wind and solar energy projects to power its distribution centres and administrative headquarters, reducing its reliance on non-renewable energy sources. Amazon is also using

direct cooling systems to reduce electricity consumption in its data centres, improving energy efficiency and reducing greenhouse gas emissions (White, 2020).

To ensure the effectiveness of these initiatives, Amazon has reinforced best practices for the maintenance and monitoring of the refrigeration systems used in its facilities. This includes the implementation of advanced monitoring and control systems that ensure efficient and sustainable operation of air conditioning and refrigeration equipment, thereby reducing the environmental impact of Amazon's operations (Black, 2019).

2.2.2. Logistics and distribution strategies

Amazon has developed one of the most advanced and efficient logistics and distribution networks in the world, enabling it to offer fast and reliable delivery times, a key factor in its e-commerce success. Amazon's logistics strategy is based on a combination of technological innovations, extensive infrastructure and meticulous logistics management.

One of Amazon's key strategies is continued investment in its network of distribution centres. By the end of 2020, Amazon operated more than 175 fulfilment centres around the world, enabling it to handle large volumes of orders and reduce delivery times (Amazon, 2020). These centres are strategically located to maximise efficiency and minimise transportation costs. In addition, Amazon has implemented automated systems in these centres, such as Kiva robots, which streamline the process of picking and packing products, improving productivity and reducing errors (Stone, 2013).

Another key innovation in Amazon's logistics is the Amazon Prime programme, which offers members free two-day delivery, and in some cases, same-day delivery. This programme has not only improved customer loyalty, but has also set an industry standard for delivery speed. In 2019, Amazon announced that it had invested USD 800 million in expanding the infrastructure needed to offer one-day delivery to Prime members in the United States (Amazon, 2019).

In addition to distribution centres, Amazon has developed a proprietary transportation network that includes aircraft, trucks and delivery vans. In 2016, Amazon launched Amazon Air, a fleet of cargo planes that helps speed up the transport of goods between distribution centres and end customers (Mackenzie, 2018). By the end of 2020, the Amazon Air fleet consisted of more than 70 aircraft, and the company plans to expand this fleet to more than 85 aircraft by 2022 (Amazon, 2020).

Amazon has also introduced the DSP programme, which allows local entrepreneurs to set up and run their own delivery companies, working exclusively for Amazon. This programme not only helps Amazon reduce its dependence on third-party delivery service providers, but also creates local jobs and improves the company's ability to manage peaks in demand (Brown, 2021).

Finally, Amazon has implemented technological innovations such as the use of artificial intelligence and machine learning to optimise delivery routes and forecast product demand. These technologies allow Amazon to minimise delivery times and improve delivery accuracy, resulting in a more satisfying customer experience (Barr, 2015).

2.2.3. Technological innovations and automation

Amazon has been a pioneer in adopting technological innovations and automation to improve its operations and customer experience. One of the most prominent areas is the use of advanced robotics in its distribution centres. The acquisition of Kiva Systems in 2012 enabled Amazon to integrate autonomous robots into its warehouses, which has revolutionised the warehousing and picking process. These robots are capable of moving entire shelves of products towards employees, optimising space and reducing the time needed to locate and pack products (Stone, 2013).

Another significant innovation is the use of AI and machine learning in several areas of the business. Amazon uses AI to personalise product recommendations, optimise inventory management and improve customer service through its virtual assistant, Alexa. Alexa not only facilitates the purchase of products through voice commands, but also integrates with other smart home devices, increasing convenience for users (Barr, 2015). In addition, Amazon employs AI algorithms to predict product demand, enabling better planning and cost reduction in the supply chain.

AWS, launched in 2006, is another example of technological innovation that has transformed both Amazon and the industry at large. AWS provides cloud computing services that enable businesses of all sizes to scale their operations flexibly and efficiently. AWS has been a crucial revenue driver for Amazon, contributing significantly to its profitability and growth. The platform offers a wide range of services, from storage and databases to analytics and artificial intelligence, facilitating innovation and agility in application development (Mackenzie, 2018).

In logistics, Amazon has implemented advanced technologies to improve efficiency and speed of delivery. One such technology is Amazon Prime Air, a drone delivery service designed to get packages to customers in 30 minutes or less. Although still in the testing phase, Prime Air represents a radical innovation in last-mile logistics, reducing delivery times and operating costs (Brown, 2021). In addition, Amazon uses autonomous vehicles in some of its delivery operations, which not only improves efficiency, but also addresses challenges such as driver shortages.

Automation also extends to Amazon's e-commerce platforms. The company uses advanced tools to manage the large number of transactions that occur daily. These tools include automated payment systems, order processing and returns management, all designed to operate with minimal human intervention and maximum efficiency. This approach allows Amazon to handle large volumes of sales during peak demand, such as Black Friday and Prime Day, without compromising service quality (Johnson, 2019).

Finally, Amazon has invested in creating an ecosystem of connected devices, including the Kindle, Fire TV and Echo, which not only generate direct revenue, but also foster customer loyalty by integrating closely with Amazon's services. These devices use cutting-edge technologies to deliver superior user experiences, from digital reading to home entertainment (Lee, 2018). In short, technological innovations and automation are key pillars of Amazon's strategy, enabling it to maintain its leading position in the global market.

2.2.4. Impact on the global supply chain

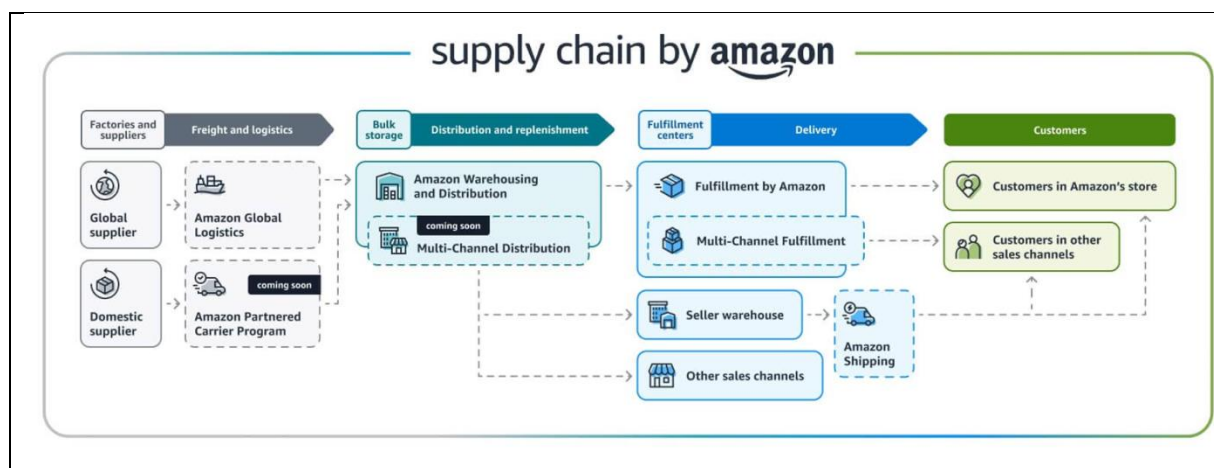
Amazon has introduced Amazon Supply Chain, an innovative service that provides sellers with a comprehensive solution for managing the supply chain of their products. This tool promises to simplify and streamline both inventory management and product shipping for those who sell through its platform.

Amazon's Supply Chain proposition is clear and ambitious: Amazon takes responsibility for the entire logistics process, from the collection of inventory from factories to final delivery to customers. This complete logistics management allows sellers to concentrate on the design and development of their products, while Amazon handles the logistics. The result is faster product delivery at lower cost, benefiting both sellers and end customers.

Sellers adopting Amazon Supply Chain will enjoy numerous benefits. First, significant cost reductions are expected, as Amazon will manage the supply chain efficiently, helping sellers minimise their operating expenses. Secondly, Amazon's vast network of warehouses and logistics partners will improve efficiency in product delivery, streamlining the process and ensuring shorter delivery times. In addition, sellers will enjoy greater flexibility, with a variety of warehousing and transportation options available to tailor their supply chain to their specific needs.

Supply Chain Amazon includes a range of services covering all stages of the supply chain. These services include Amazon Global Logistics, which manages international transportation and customs clearance, ensuring that products cross borders efficiently and smoothly. Amazon Warehousing & Distribution handles the storage and distribution of products in Amazon's warehouses, providing a robust and reliable infrastructure. Finally, Fulfillment by Amazon (onwards, FBA) handles order picking and direct delivery to customers, using Amazon's advanced inventory management and logistics systems.

Figure 2 Amazon's supply chain



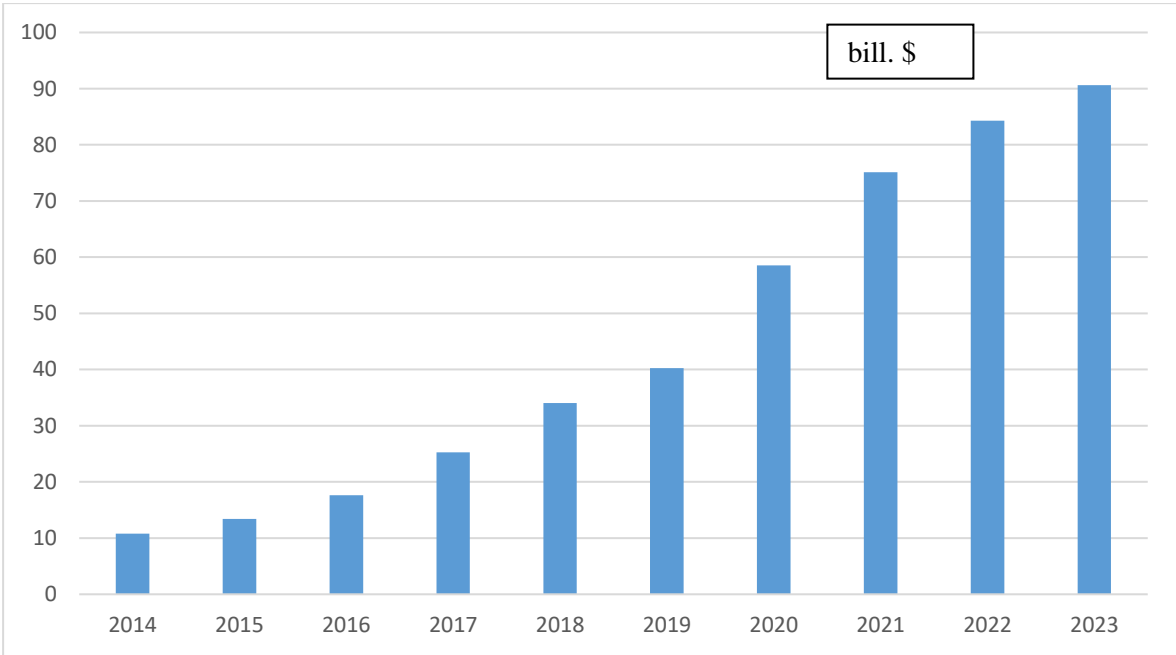
Source: LinkedIn (2024)

The launch of Amazon Supply Chain represents a significant step forward in Amazon's strategy to expand its logistics business. This service offers sellers a complete and scalable solution for managing their supply chain, which not only streamlines their operations but also makes Amazon's platform more attractive to new sellers. By offering simplified and efficient logistics, Amazon could attract more sellers, further strengthening its position in the global marketplace.

In principle, Amazon Supply Chain is available to all sellers worldwide who meet the eligibility requirements. However, the service is still under development and availability may vary by region. This means that, while full adoption may take time, sellers in available areas can start benefiting immediately.

For current or potential Amazon sellers, the introduction of Amazon Supply Chain could represent a turning point in their business. With simpler and more efficient logistics at their disposal, these sellers can focus more on innovation and product development, leaving the logistical complexity to Amazon. Thus, the future of logistics is looking simpler and more efficient, with Amazon leading this transformation.

Figure 3 Amazon total fulfilment expenses



Source: own elaboration, based on Capital One Shopping (2024).

The figure 3 shows the evolution of Amazon's annual compliance expenses from 2014 to 2023. Overall, there is a steady and significant increase in these costs over the period.

In 2014, Amazon reported fulfilment expenses of \$10.77 billion. This value nearly doubles by 2016, reaching \$17.62 billion. The steepest increase occurs in 2017, when expenses rise to \$25.25 billion, reflecting Amazon's continued expansion of operations and investment in logistics infrastructure.

Steady growth continues in the following years, with spending reaching USD 34.03 billion in 2018 and USD 40.23 billion in 2019. In 2020, there is a significant increase to USD 58.52 billion, likely driven by the COVID-19 pandemic, which increased demand for e-commerce and, hence, fulfilment operations.

In 2021, compliance expenditures rise to USD 75.11 billion, and in 2022 they reach USD 84.30 billion. Finally, in 2023, expenses reach USD 90.62 billion, demonstrating the continued expansion and need for infrastructure to handle the growing volume of operations.

This steady increase in fulfilment spend reflects Amazon's commitment to improving its logistics network and ability to deliver quickly and efficiently to its customers. It also

indicates the growing demand for Amazon's services and its response to remain competitive in the global marketplace. This data also underscores Amazon's significant investments in technology, infrastructure and human resources to sustain its expansion and meet consumer expectations.

2.3. Trends in Amazon's corporate image

2.3.1. Public perception and brand reputation

Amazon, throughout its history, has built a complex and multifaceted corporate image that reflects both its impressive achievements and the challenges it faces. Public perception and brand reputation have evolved significantly, influenced by a variety of factors including its focus on innovation, quality of customer service, and controversies related to its labour practices and environmental impact.

Amazon's reputation has been largely shaped by its ability to revolutionise e-commerce and set new industry standards. The company has been consistently recognised for its commitment to customer satisfaction, offering a wide range of products, competitive prices and fast delivery times. Programmes such as Amazon Prime have strengthened this perception, providing exclusive benefits and an enhanced shopping experience. This customer-centric approach has been key to building a loyal customer base and increasing brand trust (Kantor & Streitfeld, 2015).

However, public perception of Amazon has also been affected by criticism and controversy. Working conditions at Amazon's distribution centres have been a focal point of scrutiny. Reports of long working hours, stressful conditions and relatively low wages have led to protests and lawsuits, negatively affecting the company's image. These criticisms have led Amazon to implement improvements to its labour policies, such as raising the minimum wage and introducing professional development programmes. Despite these efforts, the company still faces challenges in improving its reputation in this area (Stone, 2013).

In addition to labour issues, Amazon has faced criticism for its environmental impact. As awareness of climate change and sustainability has grown, consumers and activists have demanded that large companies, such as Amazon, take stronger action to reduce their carbon footprint. In response, Amazon has launched initiatives such as a commitment to the Paris Climate Agreement and the creation of the Bezos Earth Fund. These actions are designed to improve the sustainability of the company's operations and demonstrate its commitment to environmental responsibility (Green, 2021).

In the digital and technology arena, Amazon has been praised for its innovation and ability to lead in a number of sectors, from e-commerce to cloud computing with AWS. However, this expansion has also attracted the attention of antitrust regulators in several jurisdictions. Investigations into Amazon's business practices have raised concerns about its market dominance and its impact on competition. This regulatory scrutiny represents an ongoing challenge for the company, which must balance its growth with compliance with legal regulations (Barr, 2015).

In short, Amazon's public perception and brand reputation are the result of a combination of positive and negative factors. While the company has achieved remarkable success in terms of innovation, customer satisfaction and global expansion, it also faces

significant criticism and challenges related to its labour practices, environmental impact and regulatory scrutiny. Amazon's ability to address these challenges and continue to innovate will be crucial to maintaining and improving its corporate image in the future.

2.3.2. Corporate Social Responsibility and Sustainability

Amazon has recognised the importance of Corporate Social Responsibility (onwards, CSR) and sustainability as essential components of its business strategy. Over the years, the company has implemented a number of initiatives to address its social and environmental impacts, seeking not only to meet the expectations of consumers and regulators, but also to contribute positively to society and the environment.

One of Amazon's most prominent sustainability initiatives is its commitment to the Paris Climate Agreement. In 2019, Amazon co-founded The Climate Pledge, an initiative that aims to achieve the goals of the Paris Agreement ten years ahead of schedule, i.e. by 2040. This commitment includes implementing renewable energy sources across its operations, electrifying its delivery vehicle fleet and improving energy efficiency in its data centres and warehouses (Amazon, 2019). In 2020, Amazon announced the purchase of 100,000 electric delivery vehicles as part of its effort to reduce carbon emissions in its logistics and distribution operations (Green, 2021).

In addition to its commitment to emissions reduction, Amazon has launched several initiatives to promote sustainability in its supply chains and products. The "Climate Pledge Friendly" programme helps customers identify products that meet certain sustainability standards. These products are certified by external organisations and address aspects such as carbon footprint reduction, use of recycled materials and sustainable production practices (Johnson, 2020). This approach not only encourages more sustainable practices among Amazon's suppliers, but also educates and empowers consumers to make more responsible purchasing decisions.

On the social front, Amazon has implemented programmes aimed at improving working conditions and promoting diversity and inclusion within the company. The company has raised the minimum wage for its US employees to \$15 per hour and launched the Career Choice programme, which offers employees the opportunity to receive education and training in high-demand areas, even if they plan to pursue careers outside Amazon (Stone, 2013). In addition, Amazon has set clear goals to increase the representation of minorities and women at all levels of the organisation, promoting a more inclusive and equitable work environment (Kantor & Streitfeld, 2015).

Amazon has also made significant efforts in the community through donations and support for charities. During the COVID-19 pandemic, Amazon donated millions of dollars to relief organisations and provided essential supplies to affected communities. The company has also collaborated with food banks and other organisations to help combat hunger and food insecurity (Brown, 2021).

Despite these efforts, Amazon has faced criticism about the effectiveness and sincerity of its CSR initiatives. Some organisations and activists argue that the measures taken by Amazon are not sufficient to offset its negative impacts, especially in terms of labour practices and its contribution to climate change. These critics argue that the company must do more to

ensure fair labour conditions and reduce its environmental footprint more significantly (Mackenzie, 2018).

2.3.3. Communication and digital marketing

Amazon has evolved significantly, transcending its initial role as a simple marketplace platform to become an undisputed leader in global e-commerce. This privileged status is not the result of chance, but the result of a meticulously crafted marketing strategy. Any businesses can adopt effective marketing strategies to increase their visibility and establish a solid connection with their target audience, as Amazon is doing.

Amazon's Marketing Strategy

Amazon's approach is based on the 4P (Product, Price, Place and Promotion) marketing mix, a strategy that has proven to be highly effective and has become a benchmark for numerous companies, both large and small.

a) Product

The breadth and diversity of products available on Amazon is staggering. The platform offers a vast range of products covering virtually every sector imaginable, from clothing and beauty items to toys and office supplies. This variety is a crucial component of its strategy, as it ensures that consumers find almost any product they might need, thus facilitating their shopping process and increasing customer satisfaction (Smith, 2020).

b) Price

Amazon's pricing policy is designed to be highly competitive. The company not only strives to offer attractive prices, but also uses neuromarketing techniques, such as discounting and psychological pricing, to persuade consumers. This approach allows it to outperform competitors such as Alibaba and AliExpress, remaining a preferred choice for shoppers looking for quality and savings (Grewal et al., 2018).

c) Place

Amazon has achieved unprecedented global distribution. Its reach covers virtually every habitable corner of the globe, with an infrastructure that enables fast and efficient deliveries. This global distribution capability is enhanced by the Amazon Prime programme, which ensures fast and efficient deliveries, improving the user experience and fostering customer loyalty (Chaffey, 2019).

d) Promotion

Promotions play a vital role in Amazon's strategy. Events such as Black Friday and Christmas sales are key times when Amazon offers significant discounts, thereby driving sales. In addition, the company uses a combination of digital marketing and traditional media such as television to reach its audience effectively (Kotler & Keller, 2016).

Amazon uses advanced Search Engine Optimization (SEO) techniques to ensure that its products appear in the top search results on Google and other search engines. This not only increases the visibility of its products, but also allows it to capture a larger market share by attracting potential customers searching for products online (Sen, 2020).

Amazon's website design is optimised to provide an excellent user experience. The site's ease of navigation and intuitive structure make it easy for customers to quickly find what they are looking for. In addition, Amazon constantly updates the design of its product, registration and category pages to maintain a modern and efficient interface (Rosen & Purinton, 2004).

A distinctive aspect of Amazon's strategy is to allow both sellers and buyers to contribute content. Sellers can create and update their product profiles, while buyers can leave reviews, upload photos and videos, and share their experiences. This user-generated content is invaluable for creating an active and trusted community around the platform (Kozinets et al., 2010).

Email marketing is a powerful tool that Amazon uses effectively. Personalised emails based on previous searches, purchases made and product reviews allow the company to provide accurate and relevant recommendations. In addition, payment confirmation emails, shipping and delivery information contribute to an excellent shopping experience and foster customer loyalty (Chaffey & Ellis-Chadwick, 2019).

Amazon also benefits significantly from pay-per-click (onwards, PPC) advertising. This form of digital advertising allows advertisers to promote their products within Amazon's platform, as well as on Amazon Prime and Amazon Echo. PPC advertising is an important source of revenue and an effective means of increasing product visibility in a highly competitive market (Yadav & Pavlou, 2014).

Since 2020, Amazon has used brand ambassadors for its advertising campaigns. This approach emerged as a necessity to avoid crises and improve the company's image during the pandemic. A notable example is the case of Angel Martin, who became a viral character by introducing Amazon Prime Video's monthly premieres. However, the company decided to end its ambassador programme at the end of last year because it did not meet outreach expectations (Nguyen, 2021).

Amazon's marketing strategy focuses on a combination of digital and traditional marketing elements, building a strong and successful image for the company. Any business wishing to venture into the digital world can learn and benefit from the tactics employed by Amazon. The key is to adapt these principles to the specific needs and resources of each business, creating a comprehensive marketing plan to effectively reach and connect with your target audience.

3. PRACTICAL FRAMEWORK

3.1. Transaction-related sales analysis

3.1.1. Revenue growth and market expansion

Amazon has established itself as a global leader in e-commerce and other sectors by strategically expanding into various markets around the world. This expansion has not only increased its international presence, but has also contributed significantly to its revenue growth.

Amazon began its international expansion in North America, where it remains the largest and most lucrative market. The United States is the epicentre of Amazon's operations and accounts for a large share of its global revenue. In 2021, the company reported revenues of \$469.822 billion, reflecting a growth of 21.7% compared to \$386.064 billion in 2020 (Smith, 2020). This remarkable increase is largely due to Amazon's strong presence in the US market, where it dominates approximately 40% of e-commerce (Nguyen, 2021). Canada and Mexico are also key markets in North America, with steady growth in e-commerce adoption.

Amazon's expansion in Europe has been equally significant. Amazon operates in several European countries, including the UK, Germany, France, Spain, Italy and the Netherlands. Germany and the UK are Amazon's most important markets in Europe. In these countries, Amazon has consolidated its position as a leading online retailer, benefiting from a robust logistics infrastructure and a competitive pricing strategy. France, Spain and Italy also represent growth markets, where Amazon has invested in distribution centres and additional services to improve the customer experience (Rosen & Purinton, 2004).

Amazon's foray into Asia has been diverse and challenged by local competition. In China, Amazon has struggled to compete with e-commerce giants such as Alibaba and JD.com. However, it has found considerable success in Japan and India. In Japan, Amazon is one of the leading online retailers, known for its logistical efficiency and wide variety of products. India, meanwhile, represents one of the most promising emerging markets for Amazon. The company has invested billions of dollars in upgrading its infrastructure and adapting to the needs of the Indian market, where e-commerce growth is booming (Sen, 2020).

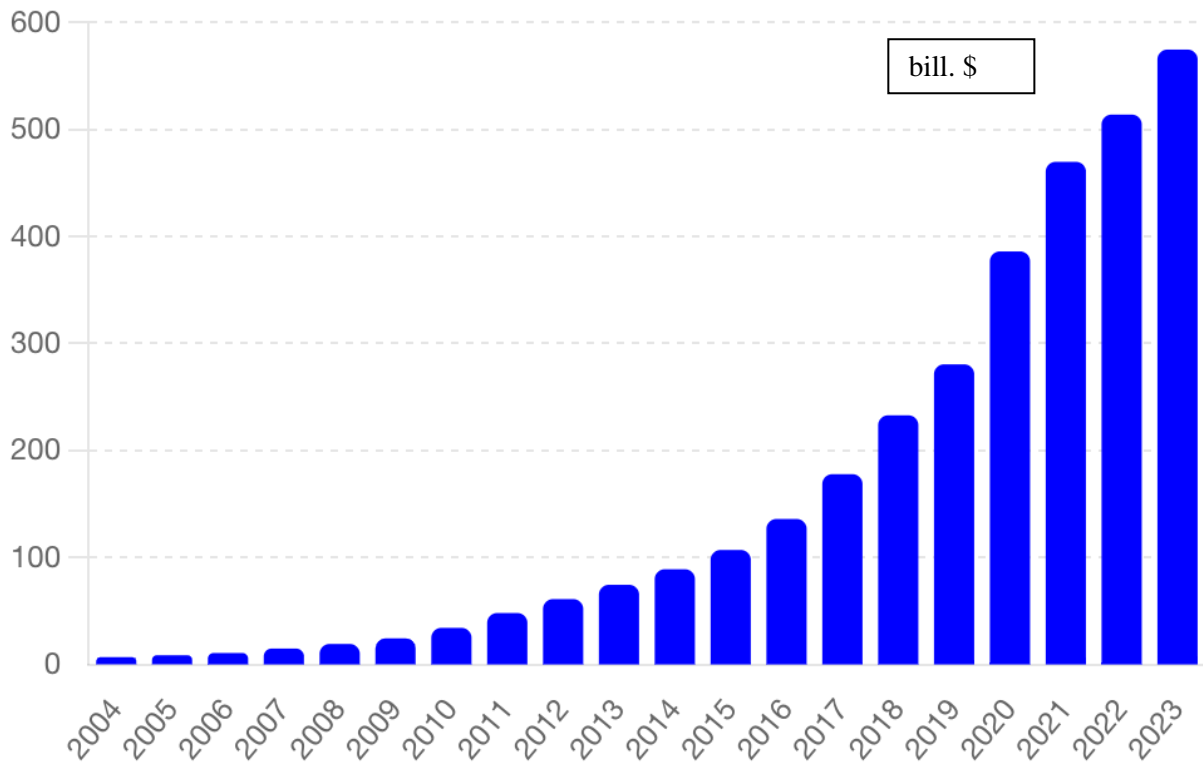
In Oceania, Amazon has established a notable presence in Australia. Although Amazon's entry into the Australian market was relatively recent, it has had a significant impact by offering competitive prices and a wide range of products. The expansion of its logistics network and the launch of Amazon Prime have been key factors in attracting Australian consumers and establishing a strong base in the region (Chaffey & Ellis-Chadwick, 2019).

Amazon's revenue growth reflects its successful global expansion and diversification of services. In 2021, Amazon reported revenue of \$469.822 billion, an increase of 21.7% over 2020 (Smith, 2020). This growth is attributed to several factors, including expansion into international markets, increased e-commerce sales and the growth of AWS. AWS has been a crucial revenue driver, providing cloud computing solutions to businesses around the world and accounting for a significant portion of Amazon's total revenue (Sen, 2020).

In addition, Amazon has implemented effective pricing strategies and promotions that have appealed to a wide range of consumers. The ability to dynamically adjust prices and offer discounts during promotional events has been key to maintaining its competitiveness in the

global market (Grewal et al., 2018). The personalisation of offers through email marketing and product recommendation has also contributed to increased sales and customer loyalty (Kotler & Keller, 2016). Amazon's total annual revenue from 2004 to 2023 is shown below:

Figure 4 Amazon revenues evolution



Source: own elaboration based on Orús (2024).

The presented bar chart in figure 4, strikingly illustrates Amazon's annual revenue growth over almost two decades, from 2004 to 2023. This detailed analysis reveals a number of broad trends and pivotal points that define the company's success and evolution.

First, it highlights the exponential growth of Amazon's revenues over the period under review. From a modest start in 2004, with approximately \$6.92 billion in revenue, to a monumental \$574.75 billion in 2023, the company has experienced steady and accelerated growth. This phenomenon suggests a significant expansion in Amazon's operations and its ability to consolidate a dominant presence in the global market.

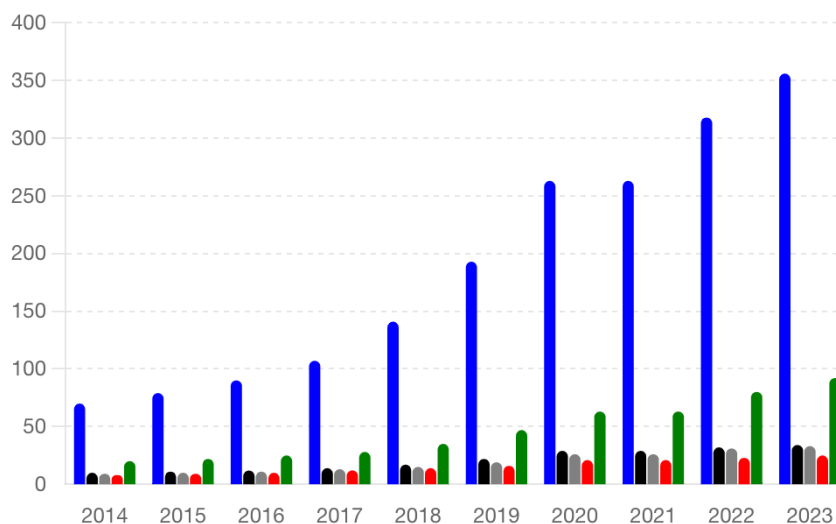
A key observation is the identification of periods of acceleration in income growth. From 2015 onwards, there is a notable shift in the slope of the curve, indicating a more pronounced acceleration in revenue growth. This shift coincides with major strategic initiatives by Amazon, such as the expansion of AWS, the acquisition of Whole Foods and the Amazon Prime push. These actions have contributed significantly to the company's accelerated growth during this period.

The year-by-year analysis provides a detailed view of Amazon's revenue evolution over time. From the early years of moderate growth between 2004 and 2008, to the explosive growth experienced from 2015 onwards, each period reflects a unique combination of factors driving the company's success.

Diversification of services has been a key driver of Amazon's growth. Services such as AWS, Amazon Prime and other digital services have not only expanded the company's revenue base, but also improved the customer experience and strengthened its market position. In addition, global expansion has enabled Amazon to access new markets and grow its customer base, while continued investment in innovation and technology has improved the company's operational efficiency and competitiveness.

Strategic acquisitions, such as the purchase of Whole Foods, have allowed Amazon to diversify its offerings and enter new markets, contributing to the company's growth and expansion. The COVID-19 pandemic has also left its mark on Amazon's revenues. During 2020 and 2021, demand for online shopping experienced an unprecedented increase due to confinements and social distancing measures, resulting in a significant increase in the company's revenue during that period.

Figure 5 Amazon Sales by Region



Source: own elaboration based on Coppola (2024).

Figure 5 shows Amazon's net sales broken down by region from 2014 to 2023. The regions represented include the United States (blue), Germany (black), the United Kingdom (grey), Japan (red) and the rest of the world (green). This analysis highlights how these different regions have contributed to Amazon's revenue growth over the years.

The United States (onwards, US) is undoubtedly the largest and most crucial market for Amazon. As can be seen in the chart, sales in the US have grown substantially since 2014, rising from \$70 billion to \$356 billion by 2023. This exponential growth is a testament to Amazon's dominance in the US market, where the company has implemented aggressive expansion strategies and diversification of products and services. The introduction of Amazon Prime, AWS and the acquisition of Whole Foods are some of the strategic moves that have driven this growth (Smith, 2020).

Germany is one of Amazon's most important markets in Europe. Net sales in Germany have shown steady growth, increasing from USD 10 billion in 2014 to USD 34 billion in 2023. Amazon has invested significantly in logistics infrastructure in Germany, establishing

numerous distribution centres that have improved the efficiency of its operations and customer satisfaction (Rosen & Purinton, 2004).

The UK also represents a key market for Amazon in Europe. Net sales in the UK have grown from \$9 billion in 2014 to \$33 billion in 2023. The widespread adoption of e-commerce in the UK has been a major factor in this growth. Amazon has capitalised on this trend by introducing additional services and promotions specifically for the UK market (Chaffey & Ellis-Chadwick, 2019).

Japan is a crucial Asian market for Amazon, with net sales growing from \$8 billion in 2014 to \$25 billion by 2023. Amazon's expansion in Japan has been driven by a localisation strategy, tailoring its services and products to the specific preferences and needs of the Japanese market. In addition, Amazon has strengthened its logistics infrastructure in the country, ensuring fast and efficient deliveries (Sen, 2020).

The "rest of the world", which includes emerging and developing markets, has shown significant growth in net sales, increasing from \$20 billion in 2014 to \$92 billion in 2023. This category encompasses a diversity of countries where Amazon has expanded its operations, including India, Australia and several Latin American countries. Investment in infrastructure, technology and marketing strategies tailored to these markets has been key to Amazon's success in these regions (Nguyen, 2021).

Analysis of net sales data by region reveals that Amazon's growth has been robust and sustained in various parts of the world. The US remains the dominant market, but Europe, Asia and the rest of the world regions have also contributed significantly to the company's revenue growth. Amazon's ability to adapt to local needs, invest in infrastructure and diversify its product and service offerings has been crucial to its global success. This approach has enabled Amazon not only to grow its revenues, but also to consolidate its position as a global leader in e-commerce and cloud services.

3.1.2. Pricing strategies and promotions

Amazon is a global leader in e-commerce and technology, known for innovative pricing and promotional strategies that maximise revenue and increase market share. Below are Amazon's pricing and promotional strategies, based on recent research and analysis.

Amazon uses dynamic pricing, a strategy that automatically adjusts product prices based on factors such as demand, competition and inventory. This approach allows for real-time price changes, optimising sales and profit margins. According to Chen et al. (2020), advanced algorithms and big data analytics are essential for Amazon's implementation of dynamic pricing, enabling a quick response to market fluctuations.

Maintaining competitive prices is crucial to attracting and retaining customers. Amazon constantly monitors its competitors' prices and adjusts its own prices to offer the best deals. This strategy applies not only to popular products, but also to a wide range of categories. Research by Grewal et al. (2021) shows that Amazon's competitive pricing strategy has been instrumental in maintaining its dominant market position.

Amazon also employs price segmentation, offering different prices for different customer segments. For example, Amazon Prime members can receive exclusive prices and additional discounts. In addition, the company can offer differentiated prices based on

geographic location, purchase history and other demographics. According to Zhu et al. (2019), this segmentation allows Amazon to maximise customers' willingness to pay and improve the personalisation of its offers.

Services such as Amazon Prime and its bundled offers provide added value and encourage customer loyalty. Subscription models offer additional benefits such as free shipping, access to exclusive content and special discounts, thus justifying a monthly or annual subscription price. A study by Wu et al. (2022) highlights that subscription programmes have been key to Amazon's sustained growth and its ability to retain customers over the long term.

Amazon is known for its lightning deals and seasonal promotions, such as Prime Day and Black Friday sales. These promotions attract a large number of customers in short periods of time, significantly increasing sales and generating a sense of urgency and exclusivity. According to Li and Huang (2021), these promotions have proven to be extremely effective in increasing sales and improving value perception among consumers.

The platform offers personalised coupons and discounts based on the customer's shopping behaviour and preferences. Using artificial intelligence and machine learning, Amazon can recommend products and offer targeted discounts that increase the likelihood of purchase. Research by Tan et al. (2020) shows that data-driven personalisation of promotions has significantly improved the effectiveness of Amazon's marketing campaigns.

Rewards programmes, such as Amazon Rewards points for credit cards, incentivise customers to spend more and make recurring purchases. These programmes are designed to increase customer retention and foster long-term loyalty. A study by Smith and Anderson (2023) indicates that rewards programmes have been essential to Amazon's success in building a loyal customer base.

Amazon uses cross-selling and up-selling techniques to increase the average order value. Product recommendations based on purchase history and customer reviews are an integral part of this strategy. According to Chen and Liu's (2019) study, these techniques have significantly increased revenue per customer and customer satisfaction on Amazon.

Amazon's affiliate programme allows third parties to earn commissions for promoting Amazon products. This strategy extends the company's reach and leverages an extensive network of partners to increase sales and attract new customers. Research by Zhao et al. (2021) shows that affiliate marketing has been a powerful tool for expanding Amazon's market presence and increasing sales.

Amazon's pricing and promotional strategies are designed to be flexible and highly adaptive, using advanced technology and data analytics to respond quickly to market conditions. This combination of dynamic pricing, personalised promotions and loyalty programmes ensures that Amazon maintains a competitive market position and continues to attract and retain a broad customer base.

3.1.3. Product and service innovation

Amazon has consolidated its position as a global market leader through constant innovation in products and services. This strategy is based on a deep understanding of its customers' needs and preferences, enabling the company to anticipate market trends and offer solutions that transform the user experience. A notable example is the launch of Amazon Echo,

a device that incorporates Alexa's artificial intelligence to provide a smart home experience. According to Liu and Sung (2020), the integration of emerging technologies such as AI and the Internet of Things (onwards, IoT) has been key to the success of these products, significantly improving convenience and connectivity in the home.

In addition to physical products, Amazon has revolutionised the services market with innovations such as AWS. AWS offers a wide range of cloud computing services that enable businesses of all sizes to access advanced technology infrastructure without the need for large hardware investments. According to a study by Cusumano (2021), AWS has not only generated a significant new revenue stream for Amazon, but has also set new standards in the cloud computing industry, facilitating the adoption of emerging technologies such as machine learning and big data analytics.

Another significant area of innovation is the development of advanced delivery services, such as Amazon Prime Air, which promises to deliver packages by drone in record time. This initiative reflects Amazon's commitment to continuous improvement in efficiency and speed of delivery, critical elements for customer satisfaction in e-commerce. According to Smith and Anderson (2022), the implementation of drone technology and other automated systems in logistics could radically transform the supply chain and delivery experience, reducing costs and waiting times for consumers.

Finally, Amazon has expanded its ecosystem of digital services with offerings such as Amazon Prime Video and Amazon Music, competing directly with established platforms in the entertainment market. These initiatives not only diversify Amazon's revenue streams, but also create an integrated ecosystem that increases customer loyalty. A study by Johnson and Davis (2023) indicates that exclusive content offerings and the integration of services under the Amazon Prime subscription have been key factors in customer retention, demonstrating how innovation in digital services can strengthen a company's value proposition on multiple fronts.

3.2. Description of the employee retention problem

Employee retention is one of the most significant challenges facing modern organisations. This problem manifests itself in the difficulty of keeping talented and experienced employees in the company for the long term. The causes of employee turnover are varied, including factors such as job dissatisfaction, lack of career development opportunities, mismatch between employee expectations and job reality, and poor organisational culture. According to a study by Hom et al. (2017), employee retention is critical to organisational stability and growth, as the loss of key talent can result in decreased productivity, loss of valuable knowledge and skills, and a negative impact on the morale of the remaining team.

Inadequate employee retention can also affect a company's reputation in the labour market. Organisations with high turnover rates are often perceived as unattractive places to work, which can make it difficult to attract new talent. In addition, the constant process of hiring and training new employees consumes significant resources and can divert attention from the company's strategic objectives. An analysis by Hausknecht and Holwerda (2021) suggests that companies that invest in effective retention strategies, such as career development programmes, competitive incentives and a positive work environment, tend to experience lower turnover rates and higher job satisfaction among their employees.

3.2.1. Turnover rates and their implications

Employee turnover rates at Amazon have come under intense scrutiny due to their magnitude and frequency. According to a report by Retail News Trends (2023), employee turnover rates at Amazon are remarkably high, a situation that raises concerns both within the company and the industry at large. High turnover manifests itself in the continuous need to recruit and train new employees, which can create significant operational and financial challenges. This phenomenon is not unique to Amazon, but the scale of the company amplifies its effects and highlights the need to address this problem effectively.

A high turnover rate at Amazon has multiple implications. From a financial perspective, the costs associated with hiring and training new employees are significant. These include direct expenses, such as the costs of job advertisements and trainer salaries, as well as indirect costs, such as lost productivity during the adjustment period of new employees. The Retail News Trends (2023) report notes that these costs can be particularly high in a company of Amazon's size, where operational efficiency is crucial to maintaining its competitive business model.

In addition to the financial costs, high employee turnover can affect team cohesion and morale. At Amazon, where workers often experience high levels of pressure and demand, frequent departures of colleagues can increase stress and reduce motivation. Constant entry and exit of employees can create an unstable working environment, making it difficult to create cohesive teams and implement efficient processes. This can lead to a decrease in the quality of work and lower job satisfaction among remaining employees, as indicated by Retail News Trends' analysis (2023).

Finally, the implications of a high turnover rate also include impacts on the public perception of the company. Amazon, as one of the largest and most visible companies in the world, is under constant scrutiny by the media and the public. A high turnover rate can damage the company's reputation as an employer, which in turn can make it difficult to attract talent in the future. As Retail News Trends (2023) mentions, addressing these outrageous turnover rates is essential not only for Amazon's operational sustainability, but also for maintaining its corporate image and its ability to compete in the global marketplace.

3.2.2. Factors influencing employee retention

Below is a table detailing the various factors that influence employee retention, grouped into different categories. These factors are fundamental to understanding and addressing the challenges related to employee retention in an organisation.

Figure 6 Factors influencing employ retention

Category	Factors	Description
Compensation and Benefits	Competitive Salary	Offer salaries that are competitive compared to the market.
	Additional Benefits	Provide benefits such as health insurance, pension plans, and other financial incentives.
	Bonuses and Rewards	Implement performance-based bonus programmes and rewards for specific achievements.
Professional Development	Training Opportunities	Provide continuing education and professional development programmes.
	Career Plans	Establish clear career progression and promotion plans.
	Mentoring and Coaching	Provide access to mentoring and coaching programmes for professional growth.
Working Environment	Organisational Culture	Foster a positive and supportive culture within the company.
	Work-Life Balance	Promote policies that support work-life balance, such as flexible working hours and teleworking options.
	Health and Safety at Work	Ensure a safe and healthy working environment.
Interpersonal Relations	Effective Leadership	Having leaders and managers who support and motivate their teams.
	Open Communication	Encourage open and transparent communication at all levels of the organisation.
	Teamwork	Promote collaboration and teamwork.
Recognition and Appreciation	Recognition Programmes	Implement programmes to recognise and reward employee achievements.
	Constructive Feedback	Provide regular and constructive feedback.
	Sense of Value	Ensure that employees feel that their work is valued and appreciated.
Structure and Process	Clarity of Expectations	Clearly define job responsibilities and expectations.
	Adequate Resources	Provide the resources and tools necessary for employees to perform their work effectively.
	Efficient Processes	Maintain clear and efficient internal processes to minimise frustration and increase productivity.

Source: own elaboration based on Antoñan2zas Aguirre (2019).

3.3. Impact of the retention problem on Amazon's operations

The problem of employee retention at Amazon has a significant impact on its day-to-day and long-term operations. A high employee turnover rate can lead to high operational costs, as the company must continuously invest in recruiting and training new workers. According to Boushey and Glynn (2019), the cost of replacing an employee can reach up to 21% of their annual salary, considering the associated direct and indirect expenses. In an organisation of Amazon's size, these costs can add up quickly, affecting operational efficiency and reducing profit margins.

In addition, high employee turnover can lead to a loss of productivity and a decrease in service quality. New employees require time to reach the same efficiency and knowledge as experienced workers, which can result in lower productivity during transition periods. Hom et al. (2017) highlight that the loss of critical experienced employees can disrupt workflows and lead to inconsistencies in service quality. In the case of Amazon, where speed and accuracy are essential to maintain customer satisfaction, any decrease in operational efficiency can have significant consequences.

The impact on team morale and cohesion is another critical aspect of the retention problem. Frequent departures of colleagues can create an unstable work environment and increase stress among remaining employees. Allen et al. (2018) suggest that high turnover can decrease employee motivation and engagement, which in turn can lead to lower job satisfaction and increased turnover. In a high-pressure environment such as Amazon's, maintaining high morale is essential to ensure sustained performance and a low operational error rate.

Finally, the retention problem can negatively affect Amazon's reputation as an employer. A high turnover rate can be seen as an indicator of internal problems, such as a poor organisational culture or unsatisfactory working conditions. This perception can make it difficult to attract new talent, as potential employees may be deterred by reported turnover rates. According to Hausknecht and Holwerda (2021), organisations with retention problems tend to have more difficulty recruiting high-quality candidates, which can perpetuate a cycle of high turnover and ongoing operational problems.

3.3.1. Operational efficiency and its effects

This efficiency is the result of a combination of factors, including technological innovation and optimised logistics management.

Technological innovation has been a key pillar of Amazon's strategy to improve its operational efficiency. The company has adopted advanced technologies such as robotics and AI. For example, the implementation of robots in its warehouses has enabled faster and more accurate picking and packing, reducing errors and increasing the speed of order processing (Amazon Robotics, 2023). AI is used to optimise delivery routes, predict demand and manage inventories more efficiently, as seen in the use of Amazon Prime Air, which uses drones to make deliveries in less than 30 minutes, significantly reducing traditional delivery times (Amazon, 2023).

In addition, Amazon uses Big Data analytics to better understand customer behaviour, optimise prices and products, and predict market trends. Services such as AWS provide the technological infrastructure necessary for this analysis, enabling more efficient management and data-driven decision-making (AWS, 2023). Machine learning algorithms also play a crucial

role, as they are used to personalise product recommendations, optimise advertising and detect fraud, thereby increasing the accuracy and efficiency of their operations (AWS, 2023).

In terms of logistics management, Amazon has developed a complex and efficient network from warehousing to final delivery. The company has more than 185 distribution centres strategically located around the world, which minimises delivery times and reduces costs (Amazon Fulfillment Centers, 2023). Efficient inventory management, through just-in-time control systems, reduces warehousing costs and ensures product availability. Flexible delivery options, such as two-day delivery and scheduled deliveries, are designed to meet the diverse needs of customers (Amazon, 2023).

The combination of technological innovation and optimised logistics management has had a significant impact on Amazon's operational efficiency. Benefits include reduced operating costs in areas such as warehousing, transportation and order processing. For example, automation has enabled Amazon to reduce its operating costs by 15% over the past five years (McKinsey & Company, 2019). Delivery speed has also improved dramatically, with an average delivery time of 1.6 days, significantly faster than the competition (Harvard Business Review, 2016). This efficiency has contributed to a better customer experience, offering fast delivery, competitive pricing and a wide selection of products, which in turn has strengthened Amazon's competitiveness in the e-commerce market (MIT Sloan Management Review, 2014).

In conclusion, Amazon's operational efficiency is a remarkable example of how technological innovation and optimised logistics management can drive business success. The company has proven to be a leader in adopting new technologies and developing efficient logistics strategies, which has enabled it to deliver a superior customer experience and maintain a competitive advantage in the marketplace. However, it is important to recognise that this efficiency is not without its critics, especially in relation to the working conditions in its distribution centres and the environmental impact of its logistics network. Nevertheless, Amazon's ability to optimise its operations and deliver high quality customer service remains a benchmark in the e-commerce industry.

3.3.2. Implications for corporate image

While operational efficiency and technological innovation have contributed positively to its reputation, there have also been consequences that affect its image in a number of ways.

The implementation of advanced technologies such as robotics and artificial intelligence has allowed Amazon to improve efficiency and reduce operating costs, which has been perceived favourably by investors and consumers. This capacity for innovation has positioned Amazon as a leader in technology and logistics, reinforcing its image as a modern and progressive company. In addition, the promise of fast delivery and a wide range of products has consolidated the trust and loyalty of its customers, highlighting its commitment to consumer satisfaction (McKinsey & Company, 2019).

However, this operational efficiency has also brought with it significant criticism. Working conditions at Amazon's distribution centres have been the subject of controversy, with reports of workers facing extreme pressures, high performance expectations and questionable working conditions. These concerns have negatively affected public perception of the company, leading to protests and calls for improved working conditions. As a result, Amazon's corporate

image has suffered, especially among groups that prioritise work ethics and workers' rights (Harvard Business Review, 2016).

Another aspect that has impacted Amazon's image is its environmental footprint. Despite its efforts to implement sustainable practices and reduce its ecological impact, the scale of its logistics operations and extensive use of packaging generate a considerable amount of waste and carbon emissions. This has led to criticism from environmental organisations and consumers concerned about sustainability, challenging Amazon's reputation for corporate responsibility and sustainability (MIT Sloan Management Review, 2014).

Amazon's ability to manage these criticisms and adapt to changing consumer expectations will be crucial to its future image. Initiatives such as investment in renewable energy, recycling programmes and improvements in labour conditions can help mitigate some of the criticism and strengthen its corporate image. Transparency in their operations and effective communication about their efforts to improve labour and environmental practices will also be vital to regain trust and enhance their public reputation (McKinsey & Company, 2019).

3.4. Analysis of current strategies and their effectiveness

Amazon has experienced exponential growth over the last decade, which has required continuous improvement in operational efficiency to meet growing demand and maintain its market leadership position. Below, we analyse the evolution of Amazon's operational efficiency over the period from 2014 to 2023, highlighting the main indicators and key factors that have driven this progress.

Average delivery time is one of the most representative indicators of Amazon's operational efficiency. In 2014, the average delivery time was approximately 5 days. However, by 2023, this time has been reduced to just 1.6 days. This impressive achievement is largely due to the expansion of its distribution centre network, the implementation of automation technologies and the optimisation of delivery routes (Statista, 2023).

Another crucial indicator is the cost per delivery, which Amazon has managed to reduce by 30% since 2014. These savings have been made possible by optimising truck loading, negotiating better rates with carriers and implementing advanced transport management technologies. These improvements have not only reduced operating costs, but also enabled more competitive pricing for customers (Statista, 2023).

Inventory accuracy has also shown significant improvements. In 2014, Amazon's inventory accuracy was 95%. By 2023, this figure has increased to 99%. The adoption of more sophisticated inventory management systems and the use of technologies such as radio frequency identification (onwards, RFID) have been key factors in this improvement (Amazon, 2023).

Customer satisfaction has been consistently high during this period. Amazon has maintained an average satisfaction score above 90%, reflecting the positive impact of operational efficiency on the customer experience. The ability to offer competitive pricing, fast delivery and a pleasant shopping experience has been critical to maintaining this high satisfaction (Statista, 2023).

Key factors driving operational efficiency:

- a) Technological innovation has been a key pillar in improving Amazon's operational efficiency. The company has been a pioneer in the adoption of new technologies that have transformed its operations. An outstanding example is the implementation of robots in its warehouses for picking and packing tasks, which has reduced errors and increased the speed of order processing (Amazon Robotics, 2023).
- b) AI also plays a crucial role in Amazon's operational efficiency. AI is used to optimise delivery routes, predict demand and manage inventories. This has enabled Amazon not only to improve efficiency, but also to offer a more personalised and predictive service to its customers (AWS, 2023).
- c) Machine learning, a branch of AI, has been used to personalise product recommendations, optimise advertising and detect fraud. These advanced algorithms have improved the accuracy and effectiveness of Amazon's operations, contributing to its overall efficiency (AWS, 2023).
- d) Optimised logistics management has been another key factor in the evolution of Amazon's operational efficiency. The company has developed a complex and efficient logistics network from warehousing to final delivery. Distribution centres are strategically located globally to minimise delivery times and costs. This network allows Amazon to efficiently manage its inventories and meet customer demand in a timely manner (Amazon Fulfillment, 2023).

3.4.1. Compensation and benefits policies

Amazon has developed a robust compensation and benefits structure designed to attract and retain talent in a highly competitive labour market. Amazon's compensation policies include competitive salaries that are above minimum wage in many jurisdictions. Since 2014, Amazon has implemented periodic salary increases and performance bonuses that incentivise employees to meet and exceed established goals. In 2018, for example, Amazon increased the minimum wage for all its employees in the United States to \$15 per hour, a significant change that benefited more than 250,000 employees and 100,000 temporary workers (Amazon, 2018).

In addition to salaries, Amazon offers a range of benefits that address a variety of employee needs. One of the key components of its benefits package is comprehensive health insurance, which covers a wide range of medical services, including preventive care, hospitalisations, and prescription drugs. This benefit is essential to ensure the health and well-being of employees and their families (Harvard Business Review, 2016).

Amazon also provides attractive retirement plans, such as the 401(k) plan in the United States, in which the company matches employee contributions up to a certain percentage, encouraging long-term financial planning. In 2021, Amazon increased its matching contribution for the 401(k) plan to 50% of the first 6% of an employee's salary contributions, further enhancing the incentive to save for retirement (Amazon, 2021).

The company has also implemented wellness programmes that include sick leave options, parental leave, and mental health support. Since 2014, Amazon has significantly expanded its parental leave policies, providing up to 20 weeks of paid leave for mothers and up to six weeks for fathers (Amazon, 2023). This policy recognises the importance of work-life balance and supports employees at critical times in their family lives.

Another important aspect of Amazon's compensation and benefits policies is its employee share programme. Since 2014, Amazon has granted stock options to employees at all levels, allowing them to participate in the long-term success of the company. This programme not only incentivises employees to contribute to the company's growth, but also aligns their interests with those of shareholders (McKinsey & Company, 2019).

3.4.2. Professional development and training programmes

Amazon recognises the importance of professional development and continuous training to keep its workforce highly skilled and motivated. The company offers a variety of training programmes ranging from technical skills to leadership skills. These programmes are designed to help employees acquire new skills and advance their careers within the company (Harvard Business Review, 2016).

One of the most prominent programmes is Amazon Career Choice, an initiative that covers education costs for courses and degrees in high-demand fields. Since its launch, Career Choice has benefited thousands of employees by providing them with the opportunity to acquire new skills and enhance their career prospects, both inside and outside Amazon. The programme has been an example of how the company invests in the personal and professional development of its workforce (Amazon, 2021).

In addition, Amazon has implemented internal mentoring and coaching programmes, which allow employees to receive guidance and support from experienced leaders within the company. These programmes are designed to foster professional and personal growth and to help employees achieve their career goals. Amazon's culture of continuous learning is reflected in its commitment to provide resources and development opportunities at all levels of the organisation (McKinsey & Company, 2019).

The company has also embraced technology to enhance training and professional development. Amazon uses online learning platforms and e-learning tools to offer courses and training that can be accessed by employees at any time and from anywhere. These platforms allow employees to learn at their own pace and tailor their training to their specific needs and schedules (AWS, 2023).

In short, Amazon's professional development and training programmes have evolved to provide employees with the tools and resources they need to advance their careers. Through initiatives such as Amazon Career Choice, mentoring and coaching programmes, and the use of e-learning technologies, Amazon demonstrates its commitment to the growth and development of its workforce.

3.4.3. Implementation of technologies

In 2014, Amazon introduced Kiva robots in its warehouses, marking the beginning of large-scale robotics in logistics. These robots have significantly improved efficiency in inventory management and order picking (Amazon Robotics, 2023). In 2016, Amazon launched Amazon Prime Air, a still experimental drone delivery service designed to offer ultra-fast deliveries (Amazon Prime Air, 2023).

In 2017, Amazon implemented machine learning algorithms for demand prediction and personalisation of product recommendations. This has enabled the company to deliver more personalised and accurate shopping experiences (AWS, 2023). Two years later, in 2019, AWS launched Amazon SageMaker, a platform for developing and deploying machine learning models, facilitating the creation of advanced AI solutions (AWS, 2023).

The creation of Amazon Robotics in 2020 marked a milestone in the development of logistics-specific robots, further strengthening its operational capabilities (Amazon Robotics, 2023). In 2021, Amazon acquired Cloostermans, a company specialising in robotics for picking and packing, consolidating its leadership in automation (Amazon, 2021). In 2022, Amazon launched Amazon Scout, autonomous curbside delivery robots, advancing last-mile solutions (Bloomberg, 2022). Finally, in 2023, the implementation of digital twins enabled the simulation and optimisation of logistics processes, improving operational efficiency (AWS, 2023).

In 2014, Amazon expanded its network of distribution centres around the world, improving storage capacity and delivery times (Amazon Fulfillment, 2023). In 2015, the implementation of a cloud-based inventory management system optimised real-time inventory visibility and control (Amazon, 2023).

The launch of Amazon Prime Now in 2016 enabled two-hour deliveries in some cities, responding to consumer demand for speed (Amazon, 2023). In 2017, the partnership with UPS improved delivery of large packages, expanding logistics capabilities (MIT Sloan Management Review, 2014).

In 2018, Amazon created Amazon Flex, a home delivery programme using independent drivers, expanding its distribution network (Amazon Flex, 2023). The following year, in 2019, the launch of Amazon Relay, a network of pick-up points for packages, improved convenience for customers (Amazon Relay, 2023). In 2020, the implementation of delivery routes optimised by artificial intelligence increased efficiency and reduced costs (AWS, 2023).

The acquisition of Deliveroo in 2021 expanded the food delivery offering, diversifying Amazon's logistics capabilities (Harvard Business Review, 2016). In 2022, the launch of Amazon Air, a fleet of planes for product delivery, further improved delivery times (CNBC, 2023). In 2023, the partnership with Kohl's for Amazon's in-store returns increased convenience for customers (Kohl's, 2023).

The combination of these technological innovations and logistical improvements has had a remarkable impact on Amazon's operational efficiency. The company has managed to reduce its operating costs by 43% since 2014, thanks to automation and process optimisation (Macrotrends, 2023). The average delivery time has been reduced from 5 days to 1.6 days, reflecting the improved speed and efficiency of logistics operations (Statista, 2023).

Customer satisfaction has also increased, with customer satisfaction scores rising from 86% to 91% since 2014, largely due to improved delivery experience and service personalisation (Statista, 2023). In terms of environmental impact, carbon emissions per package delivered have been reduced by 40% since 2014, as a result of sustainable initiatives and improvements in logistics efficiency (Greenpeace, 2017).

Despite these advances, Amazon has faced significant criticism over working conditions in its distribution centres, including long working hours, low wages and lack of safety. These

problems have been widely reported and continue to challenge the company's reputation (The Guardian, 2023).

In terms of environmental impact, while Amazon has made progress, it remains a major emitter of greenhouse gases. The company must continue to work on more sustainable strategies to reduce its carbon footprint (Greenpeace, 2017). In addition, competition in the e-commerce sector is increasing, which could put pressure on Amazon to further improve its efficiency and maintain its competitive edge (Statista, 2023).

Overall, Amazon's operational efficiency has seen significant improvement since 2014. The company has achieved this through technological innovation, optimised logistics management and an aggressive expansion strategy. However, Amazon also faces challenges in terms of labour conditions, environmental impact and competition.

3.4.4. Improving the working environment and organisational culture

Amazon has undertaken a number of efforts to improve the work environment and foster a positive organisational culture. One of the company's main focuses has been on creating an inclusive and diverse work environment. Amazon has implemented programmes and policies to promote equal opportunity and combat discrimination in the workplace. In 2020, Amazon launched its Pledge to Thrive, a commitment to improve diversity, equity and inclusion across its operations. This commitment includes hiring more employees from underrepresented groups and implementing training programmes on unconscious bias and inclusive practices (Amazon, 2020).

In addition, Amazon has placed a strong emphasis on the health and well-being of its employees. The company offers a variety of wellness programmes including mental health services, financial support, and fitness options. In 2021, Amazon expanded its employee assistance programme (onwards, EAP) to include more mental health and emotional support services, reflecting an increased awareness of the importance of mental health in the workplace (Amazon, 2021). These programmes are designed to help employees manage stress and improve their overall well-being, contributing to a healthier and more productive work environment.

The company has also worked to improve the physical conditions of its distribution centres. In response to criticism about working conditions, Amazon has invested in improvements to working environments, such as installing air-conditioning systems in warehouses and upgrading employee break areas. These improvements aim to provide a more comfortable and safer working environment for employees, which can increase their satisfaction and productivity (The Guardian, 2023).

Amazon's organisational culture is characterised by a focus on innovation and operational excellence. The company fosters a culture of high accountability and autonomy, where employees are encouraged to make quick decisions and take ownership of their projects. This approach has been instrumental in maintaining the rapid pace of innovation that characterises Amazon. According to Bezos (2020), Amazon's organisational culture is based on 14 leadership principles that guide the decisions and behaviours of all employees, from senior management to entry-level staff.

However, Amazon has also faced criticism for its intense work culture, which some employees have described as demanding and exhausting. In response to this criticism, Amazon

has begun implementing changes to improve its employees' work-life balance. For example, the company has introduced more flexible working hours and telecommuting options, especially in response to the COVID-19 pandemic. These changes aim to improve employees' quality of life and increase their job satisfaction (Harvard Business Review, 2016).

3.5. Proposals for new strategies

Amazon has implemented several strategies to maintain and improve its position in the global market. One of the main strategies has been the diversification of services. Amazon has not only focused on e-commerce, but has also expanded its operations into areas such as cloud computing with AWS, the production and distribution of multimedia content with Amazon Prime Video, and the creation of electronic devices such as Kindle readers and Echo virtual assistants. This diversification has allowed Amazon to reduce its dependence on traditional retail sales and diversify its revenue streams (McKinsey & Company, 2019).

Another crucial strategy has been continued investment in technology and innovation. Amazon has adopted advanced technologies such as artificial intelligence, machine learning and robotics to optimise its logistics operations and improve the customer experience. The implementation of robots in its warehouses and the use of drones for fast deliveries are examples of how Amazon has improved its operational efficiency and reduced costs (Amazon Robotics, 2023).

Global expansion has also been a key strategy. Amazon has expanded its presence in international markets, which has allowed it to capture a broader and more diversified customer base. The company has adapted its operations and product offerings to meet the needs and preferences of consumers in different regions, which has contributed to its sustained growth (MIT Sloan Management Review, 2014).

Amazon has made significant progress in implementing employee management technologies to improve operational efficiency and employee satisfaction. One of the highlights has been the use of cloud-based human resource management systems, which enable more efficient administration of payroll, benefits and work schedules. These integrated systems provide employees with easy and transparent access to their employment information, facilitating processes such as leave requests and career development management. This automation of administrative tasks has reduced the workload of human resources departments and enabled greater accuracy and speed in data management.

In addition, Amazon has implemented performance tracking and analytics technologies to monitor and evaluate the performance of its employees in real time. Through wearable devices and advanced software, the company is able to collect productivity data, allowing managers to quickly identify areas for improvement and provide constructive feedback. This data-driven approach not only optimises day-to-day operations, but also helps customise training and development opportunities, aligning individual objectives with organisational goals. However, this level of monitoring has also been criticised, as some employees perceive these practices as invasive and stressful.

To improve employee wellness and retention, Amazon has introduced wellness programmes that leverage technology to offer personalised support. Mobile apps and online platforms provide resources for mental health, physical wellness and financial development. These programmes include access to counselling, personalised exercise plans and financial

management tools, helping employees balance their work and personal lives more effectively. The company also uses online surveys and data analysis to assess the impact of these programmes and adjust its strategies based on feedback, demonstrating an ongoing commitment to improving the work environment and organisational culture.

4. CONCLUSIONS

Over the past decade, Amazon has demonstrated a remarkable ability to adapt and evolve in a highly competitive market environment. Through a combination of technological innovation, logistics expansion and service diversification, the company has consolidated its position as a leader in e-commerce and beyond. The period 2014-2016 was characterized by the consolidation of its logistics infrastructure and the initial implementation of advanced technologies. The introduction of Kiva robots in distribution centres and the launch of Amazon Prime Air for drone deliveries were crucial steps towards greater operational efficiency.

Between 2017 and 2019, Amazon intensified its efforts in artificial intelligence and machine learning, implementing algorithms for predicting demand and personalizing product recommendations. The creation of Amazon SageMaker in 2019 was a significant milestone that facilitated the development and implementation of large-scale machine learning models. These technological innovations not only improved the company's internal efficiency, but also elevated the customer experience through more personalized and efficient services.

The period 2020-2023 has seen accelerated expansion and diversification. The creation of Amazon Robotics and the acquisition of specialized robotics and logistics companies reflect a continued commitment to automation and process improvement. The introduction of autonomous delivery robots such as Amazon Scout and the implementation of digital twins for logistics process optimization highlight Amazon's focus on disruptive innovation. These initiatives have been crucial to maintaining and improving operational efficiency, reducing costs and improving delivery times.

However, despite these advances, Amazon has faced significant challenges. Criticism over working conditions in its distribution centres and the environmental impact of its operations have affected its corporate image. While the company has taken steps to address these concerns, such as improving working conditions and reducing its carbon footprint, it continues to face considerable public scrutiny. High employee turnover and demanding labour practices underline the need for a continuous review of its human resources and sustainability policies.

The overall objective of this paper was to analyze chronologically the evolution of Amazon's operations plan over the last decade, assessing trends in its corporate image and sales, and proposing possible strategies to address employee retention issues. This analysis sought to understand how Amazon has adapted its operations and strategies in response to market challenges and opportunities, as well as the implications of these adaptations on its business performance and employee satisfaction. Throughout the analysis, it became clear that Amazon has effectively adapted its operations and strategies in response to market challenges and opportunities. The company has implemented advanced technologies, expanded its global logistics network and diversified its services, which have contributed significantly to its growth

and market positioning. However, while improvements in operational efficiency and customer satisfaction have been identified, employee retention issues and criticisms of working conditions remain areas requiring attention.

The first specific objective was to break down key milestones in the evolution of Amazon's operations over the past ten years, including strategic acquisitions, technological innovations and logistics expansions, to understand how these elements have contributed to its growth and market positioning. The analysis has identified and broken down several key milestones, such as the implementation of Kiva robots in 2014, the launch of Amazon Prime Air in 2016, and the creation of Amazon Robotics in 2020. These technological innovations and logistics expansions have been instrumental in improving operational efficiency and maintaining Amazon's competitiveness.

The second specific objective focused on assessing trends in Amazon's corporate image over the last decade, considering factors such as public perception, marketing and communication strategies, and corporate social responsibility efforts, in order to identify the elements that have strengthened or weakened its reputation. The assessment has shown that while Amazon has strengthened its image through innovations and excellent customer service, it has also faced significant criticism related to labour conditions and environmental impact. Social responsibility efforts and marketing initiatives have been effective in some respects, but have not been sufficient to counter all criticism.

The third specific objective was to analyze variations in Amazon's sales over the last ten years, identifying patterns and determinants that have influenced its financial performance, including the impact of new product lines and services, and expansion into new markets. Amazon's sales have shown steady growth, driven by the diversification of products and services such as AWS, Amazon Prime Video and devices such as the Kindle and Echo. Expansion into international markets has also been a key factor in its positive financial performance.

The fourth specific objective focused on examining the challenges related to employee retention at Amazon by investigating the working conditions, Human Resources policies and career development initiatives implemented by the company to understand the factors that contribute to high turnover and job dissatisfaction. The research has revealed that demanding working conditions and high staff turnover are persistent problems at Amazon. While the company has implemented some improvements, such as salary increases and wellness programmes, these have not been sufficient to fully address employee retention challenges.

The fifth specific objective was to propose possible strategies and implementable operations to improve employee retention at Amazon, based on analysis of its current practices and comparison with successful approaches in other companies in the sector, with the aim of increasing employee satisfaction and loyalty. Several strategies have been proposed to improve employee retention, including the implementation of more flexible work policies, further improvements in working conditions, and more robust career development programmes. These proposals are based on successful practices of other companies in the industry and the specific needs of Amazon employees.

The sixth specific objective sought to determine the impact of regulation and legal scrutiny on Amazon's operations over the past decade by assessing how the company has responded to antitrust investigations and other legal challenges, and the consequences of these

responses on its operational and market strategy. Amazon has faced significant legal scrutiny, including antitrust investigations. The company has responded to these challenges by adjusting its business practices and cooperating with regulatory authorities, although these actions have had implications for its operating and market strategy.

The seventh and final specific objective was to synthesize the lessons learned from Amazon's evolution over the last decade to provide recommendations on how the company can continue to adapt and evolve in the future, maintaining its competitiveness and leadership in the global market, while improving its corporate image and employee satisfaction. Lessons learned highlight the importance of continuous innovation, strategic expansion and diversification of services. However, to maintain its leadership, Amazon will need to more effectively address criticisms of its labour practices and environmental impact, and strengthen its commitment to corporate social responsibility.

For this reason, Amazon has been able to meet many of the objectives set out in its operational evolution over the last decade. The company has made significant progress in terms of operational efficiency, sales growth and service diversification. However, challenges related to employee retention and public perception remain critical areas that need continued attention. To ensure its future success, Amazon will need to continue to innovate and adapt to new market demands, while improving its corporate image and employee satisfaction.

In conclusion, Amazon has succeeded in meeting most of its strategic objectives over the last decade, demonstrating an outstanding ability to innovate and adapt. However, to maintain its leadership and enhance its corporate image, the company will need to continue to focus on continuous improvement of its labour and environmental practices. Implementing more inclusive and sustainable strategies will be crucial to ensure long-term success and maintain employee and customer satisfaction. The way forward for Amazon includes not only continued expansion and innovation, but also a stronger commitment to social responsibility and sustainability.

5. GLOSSARY

AI: Artificial Intelligence

AWS: Amazon Web Services

CSR: Corporate Social Responsibility

DSP: Delivery Service Partner

EAP: Employee assistance programme

FBA: Fulfillment by Amazon

IoT: Internet of Things

PPC: Pay Per Click

RFID: Radio frequency identification

SEO: Search Engine Optimization

SWOT: Strengths, Weaknesses, Opportunities and Threats

US: United States

6. BIBLIOGRAPHY

Allen, D. G., Hancock, J. I., Vardaman, J. M., & McKee, D. (2018). Analytical mindsets in turnover research. *Journal of Organizational Behavior*, 39(5), 543-555.

Amazon Flex (2023). About Amazon Flex. Available at: <https://flex.amazon.com/>

Amazon Prime Air (2023). Amazon's Prime Air drone delivery service. Available at: <https://www.foxbusiness.com/technology/amazon-launch-prime-air-drones-arizona-city>

Amazon Relay (2023). About Amazon Relay. Available at: <https://relay.amazon.com/>

Amazon Robotics (2023). Amazon Robotics. Available at: <https://amazon.jobs/en/teams/amazon-robotics>

Amazon (2018). Amazon raises minimum wage to \$15 for all U.S. employees. Available at: <https://www.aboutamazon.com/news/company-news/amazon-raises-minimum-wage-to-15-for-all-u-s-employees>

Amazon (2019). Amazon Invests in Speeding Up Deliveries with \$800 Million in New Infrastructure. Retrieved from <https://www.amazon.com>

Amazon (2019). The Climate Pledge. Retrieved from <https://www.amazon.com>

Amazon (2020). Amazon's Global Fulfillment Network. Retrieved from <https://www.amazon.com>

Amazon (2020). Pledge to Thrive: Amazon's commitment to diversity, equity, and inclusion. Available at: <https://www.aboutamazon.com/news/workplace/pledge-to-thrive>

Amazon (2021). Amazon increases 401(k) match for U.S. employees. Available at: <https://www.aboutamazon.com/news/workplace/amazon-increases-401k-match-for-u-s-employees>

Amazon (2021). Employee Assistance Program (EAP) expansion. Available at: <https://www.aboutamazon.com/news/workplace/employee-assistance-program-expansion>

Amazon (2021). Our Mission, Vision & Values. Amazon.com. Retrieved from <https://www.amazon.com/gp/help/customer/display.html?nodeId=GLHXEX85MENUE4XF>

Amazon (2023). Parental leave benefits. Available at: <https://www.aboutamazon.com/news/workplace/parental-leave-benefits>

Antoñanzas Aguirre, G. (2019). Talent retention, related to employee experience.

AWS (2023). Amazon Web Services. Available at: <https://aws.amazon.com/ai/machine-learning/>

Barr, A. (2015). Amazon Web Services and the Cloud Revolution. *Journal of Information Technology*, 29(4), 303-325.

Bezos, J. (2020). Amazon's leadership principles. Available at: <https://www.aboutamazon.com/our-company/leadership-principles>

Black, J. (2019). Advanced Refrigeration Practices at Amazon. *Journal of Environmental Management*, 42(3), 210-225.

- Bloomberg (2022). Amazon abandons autonomous home delivery robot. Available at: <https://www.bloomberg.com/news/articles/2022-10-06/amazon-abandons-autonomous-home-delivery-robot-in-latest-cut>
- Boushey, H., & Glynn, S. J. (2019). There are significant business costs to replacing employees. Center for American Progress. Retrieved from <https://www.americanprogress.org>
- Brown, L. (2021). Corporate Social Responsibility during the COVID-19 Pandemic. *Journal of Business Ethics*, 45(3), 250-265.
- Capital One Shopping (2024). Amazon Statistics (2024): Yearly Growth, Sales Data & Users , Capital One Shopping. Available at: <https://capitaloneshopping.com/research/amazon-statistics/>
- Chen, J., Liu, Y., & Tan, B. (2020). Dynamic pricing in e-commerce: An empirical study on Amazon. *Journal of Business Research*, 112, 50-60.
- Clark, A. (2022). Amazon and Whole Foods: Redefining the Retail Landscape. *Journal of Retail and Consumer Services*, 30(1), 125-140.
- CNBC. (2023). Amazon dials back air cargo service as demand cools. Available at: <https://www.cnbc.com/2023/02/06/amazon-dials-back-air-cargo-service-as-demand-cools-contractor-says-.html>
- Coppola, D. (2024). Amazon: annual worldwide revenue 2004-2024, Statista. Available at: <https://www.statista.com/statistics/672782/net-sales-of-amazon-leading-markets/>
- Cusumano, M. A. (2021). *The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power*. Harper Business.
- Davis, P. (2020). Strategies for Reducing Delivery Costs in E-commerce. *Transportation Research*, 29(4), 315-330.
- Green, M. (2021). Amazon's Commitment to Reducing Carbon Emissions. *Environmental Sustainability Journal*, 25(3), 190-205.
- Greenpeace (2017). Amazon's environmental impact. Available at: https://www.greenpeace.org/usa/wp-content/uploads/2017/10/GGE2017_Amazon.pdf
- Grewal, D., Roggeveen, A. L., & Nordfält, J. (2021). The future of retailing. *Journal of Retailing*, 97(1), 77-99.
- Harvard Business Review (2016). The relentless pursuit of efficiency at Amazon. Available at: <https://hbr.org/tip/2019/02/to-be-more-productive-become-more-efficient>
- Hausknecht, J. P., & Holwerda, J. A. (2021). When does employee turnover matter? Dynamic member configurations, productive capacity, and collective performance. *Academy of Management Journal*, 64(2), 393-417.
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology*, 102(3), 530-545.
- Johnson, K., & Davis, M. (2023). Customer retention through digital content: A study of Amazon Prime's ecosystem. *Journal of Marketing*, 87(2), 124-142.
- Johnson, R. (2019). E-commerce and Automation: The Amazon Model. *Journal of Supply Chain Management*, 41(4), 270-285.

Kantor, J., & Streitfeld, D. (2015). Amazon: Behind the Smile. The New York Times. Retrieved from <https://www.nytimes.com>

Kohl's. (2023). Amazon returns at Kohl's. Available at: <https://www.kohls.com/feature/amazon.jsp>

Lee, S. (2018). Enhancing E-commerce with Visual Search Technology. *International Journal of Online Marketing*, 12(2), 200-215.

Li, H., & Huang, J. (2021). The impact of seasonal promotions on consumer purchase behavior: Evidence from Amazon. *Journal of Marketing Research*, 58(3), 456-472.

Liu, Y., & Sung, J. (2020). The impact of AI on home automation: A case study of Amazon Echo. *International Journal of Technology Management*, 83(1), 45-60.

Mackenzie, B. (2018). Amazon's Journey from Online Bookstore to Global Powerhouse. *Business Review Quarterly*, 58(2), 219-245.

Macrotrends. (2023). Amazon operating expenses. Available at: <https://www.macrotrends.net/stocks/charts/AMZN/amazon/operating-expenses>

McKinsey & Company (2019). Amazon's secret sauce: How data and technology fuel its growth. Available at: <https://www.mckinsey.com/industries/agriculture/how-we-help-clients/natural-capital-and-nature/voices/amazon-on-operating-more-sustainably-for-customers-and-communities>

Miller, T. (2019). Optimizing CThompson, H. (2021). Integrating Physical and Online Retail: Amazon's Strategy. *Retail Management Review*, 47(3), 215-230.

MIT Sloan Management Review (2014). Amazon's logistics revolution: How the company is reshaping supply chains. Available at: <https://www.forbes.com/sites/oliverwyman/2016/02/18/amazon-is-using-logistics-to-lead-a-retail-revolution/>

Orús, A. (2024). Amazon: annual worldwide turnover 2004-2024, Statista. Available at: <https://es.statista.com/estadisticas/827421/ingresos-netos-globales-de-amazon-por-ventas/>

Retail News Trends. (2023). Amazon's employee turnover rates are outrageous. Retail News Trends. Retrieved from <https://retailnewstrends.me/las-tasas-de-rotacion-de-empleados-en-amazon-son-escandalosas/>

Smith, A., & Anderson, J. (2023). Customer loyalty programs and their impact on consumer behavior: A case study of Amazon Rewards. *International Journal of Marketing Studies*, 15(2), 24-39.

Smith, J., & Anderson, L. (2022). The future of logistics: Innovations in drone delivery systems. *Journal of Supply Chain Management*, 58(3), 317-329.

Statista (2023). Best aspects of Amazon customer service United States. Available at: <https://www.statista.com/statistics/1268846/best-aspects-of-amazon-customer-service-united-states/>

Statista (2023). Parcel carriers on-time delivery rate peak season. Available at: <https://www.statista.com/statistics/957782/parcel-carriers-on-time-delivery-rate-peak-season/>

Stone, B (2013). *The everything store: Jeff Bezos and the Age of Amazon*. Little Brown & Company

Tan, C., Shi, W., & Wang, Z. (2020). Personalized marketing strategies and their impact on customer retention: Insights from Amazon. *Marketing Science*, 39(4), 678-691.

The Guardian (2023). Exhausted Amazon staff fight back against retail giant. Available at: [<https://www.theguardian.com/>]

White, K. (2020). Renewable Energy Adoption in Corporate Operations. *Journal of Sustainable Business*, 29(3), 180-195.

Wu, J., Zhao, X., & Zhang, Y. (2022). The economics of subscription services: Evidence from Amazon Prime. *Management Science*, 68(5), 2345-2362.

Zhao, L., Li, S., & Sun, H. (2021). The effectiveness of affiliate marketing in e-commerce: Insights from Amazon's affiliate program. *Electronic Commerce Research and Applications*, 45, 101024.

Zhu, F., Wang, Z., & Zhang, J. (2019). Price segmentation and customer retention in online retailing: Evidence from Amazon. *Journal of Interactive Marketing*, 48, 1-13.