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ORGANISATION'S QUALITY SYSTEMS AND CUSTOMER RELATIONSHIP MANAGEMENT

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Company Introduction

The world's first online retailer, Amazon.com, Inc. was founded on July 5, 1994 in Seattle, Washington, USA. Its sales in 2017 exceeded US \$177.9 billion. Although Amazon only has physical locations in 13 countries, it sells online to 185 countries and has sellers in 100 countries (Wells et al., 2018). In 2017, the number of Amazon employees exceeded 566,000 workers.

In July 2021, Jeff Bezos, the legendary founder of Amazon, stepped down as CEO. In 27 years under Bezos, the company has reached a capitalization of more than \$3 trillion, and the number of marketplace users has increased to 310 million and continues to grow (Kingsnorth, 2019). In 1995, Amazon started selling books, and now consumers can buy almost everything in the website - from A to Z, as the company logo says. Incredibly, even a remote Himalayan village has Amazon delivery.

In addition to retail (Amazon Marketplace), cloud services (Amazon Web Services), streaming (Amazon Prime Video and Twitch purchase in 2014), and the e-book niche (Amazon Kindle), the corporation dominates numerous important areas with its robust product lineup (Kingsnorth, 2019). The business keeps going and conquers new markets.

Amazon's success is based on its emphasis on the customer, which is enabled by its intelligent use of CRM. Their CRM is Developed in-house, with software that captures customer data during the purchase, which they uses to instantly customise its users' online experience. Amazon requests that customers create an account when they make the first purchase there, because customers will receive recommendations based on their preferences, the experience will be smoother and more individualised. The characteristics of the suggested products are yet another wonderful aspect of Amazon's CRM. While the user is signed in, Amazon will make recommendations based on their prior purchases. Customers can also browse relevant products and see what other people are looking at with ease. By offering these temptations without putting the customer under pressure, Amazon makes billions of dollars in sales every year. Another amazing part of their CRM is that almost any problem the customer face, it can contact the Amazon client support through your account.

Key Marketing Theory

In order to identify the internal and external factors that has affected or influenced Amazon, including Covid-19; is important to considerate a Key Marketing Theory such as **Marketing Mix**, which has the purpose of achieving a successful market offering.

By gaining a thorough understanding of markets, customers, competitors, costs, channels (distribution or place), and marketing communications, a firm can implement a strategic marketing approach. (Goodman et al., 2019)

Marketing Mix

In this segment the 4Ps of Marketing Mix will be applied to Amazon in order to identify and critically analyse internal and external factors that influence the company system and customers during crisis times such as Covid-19.

Product:

The first is the P for Product. Any consumer who buys products on Amazon will see that there are millions and millions of options at their fingertips. With a huge number of seller who offer their products for sale on this marketplace, it covers all possible sectors: clothing, electronics, food, beverages, music, entertainment, toys, office supplies, health products, physical books and eBooks, and musical instruments (Wells et al., 2018). In addition, all products from independent sellers are added to those of the Amazon brand itself. These range from streaming Amazon Prime Video or Amazon Music Unlimited to Alexa, Amazon Fresh or Amazon Warehouse.

The company covers everything imaginable in sales and offers advantages such as the immediacy of receiving orders on the same day or in the days following the purchase of all the products it has on Amazon Prime (Venkatesan, 2017). And that ability to sell everything is also exposed in the Amazon logo, with an arrow in the shape of a smile that goes from A to Z.

Covid-19 has positively impact Amazon with an increasing of sales during the lockdowns, according to The Guardian (2021) as people trapped at home due to the Coronavirus pandemic lockdowns turned to Amazon to buy items unavailable at closed high street stores and to keep themselves entertained, Amazon's sales soared by 51% on 2020 to a record of £19.4bn.

Price:

Amazon's pricing policy, speaking of the P for Price, is based on offering the most competitive prices possible in the market to improve the offers of its major competitors (Venkatesan, 2017). These are not only the online stores of big brands (Amazon "has eaten" many competitors and is a preference for a large part of online shoppers), but also their direct competition in the marketplace sector: AliExpress, from the Amazon Group. Alibaba.

In addition to, as any company should do, analysing the prices of the competition, neuromarketing is part of Amazon's marketing strategies and its marketing mix in particular (Venkatesan, 2017). Amazon is using the neuromarketing techniques based, for example, on promotions or "psychological prices" such as 9.99 pounds or similar.

According to The Guardian (2021) during Covid-19 lockdown, some customers paid inflated prices on items such as Carex hand wash, which went from £1 to £26.41. Third-party sellers set Amazon's prices and the company has taken action to prevent exploitative pricing and remove thousands of listings.

Place:

Third P for Place. Amazon distribution reaches the entire world. Perhaps not literally, there are always some tribe in the Amazon and Eskimos in Siberia who do not have an Internet connection and are not even potential clients of any company (Rahe et al., 2021). But Amazon reaches any habitable zone of the more or less developed world.

There is no competitor in the retail sector that matches this marketplace available both in the web version and through its mobile app (Rahe et al., 2021). To which must be added, as we have mentioned in the Product section of Amazon's marketing mix, the speed of shipments for those who are subscribed to Amazon Prime. Get everywhere and get there fast is a good summary of Amazon's marketing strategies.

Fast delivery has been affected by Covid-19 lockdown, according to The Independent, (2020) orders were fulfilled by the online retailer, but delivery times were longer. Moreover, Amazon advised their customers that parcels cannot be delivered to companies and businesses that may be closed. It also announced it would hire 100,000 people across the country to cope with the surge in demand and ensure that it could continue to provide service, particularly to the most vulnerable.

Promotion:

Finally, the last of the 4Ps of marketing mix is the P for Promotion. Amazon promotions, like those of any marketplace, ecommerce or physical store, are the hook for consumers to buy almost without thinking twice (Lee et al., 2018). In relation to the company's pricing policy, it is not a good strategy to have fixed prices all year round.

In this way, it should be noted that at specific times of the year, such as Black Friday and Christmas, there are Amazon promotions and large discounts on the prices of their products. Which in many cases makes it impossible to resist buying on sale (Lee et al., 2018).

As all businesses that aspire to be large have to do, they need a communication department or an alliance with media agencies to spread their news of all kinds through the media (Lee et al., 2018).

Amazon's CEO came up with and implemented his idea for a subsidiary market. The idea was that other sites could sell Amazon products and advertise the Amazon brand at the same time, while receiving a percentage of the sales of each item. The incentive was simple and obvious to other sites.

For Amazon itself, this incentive doubled. First, distribution and sale of products by other sites made Amazon's task easier, since the Internet user did not have to type the email address of its site directly. As a result, Amazon's so-called affiliate e-marketplace for a site of a certain direction provided literature of a certain direction (Lee et al., 2018). Business websites sold economic books, and children's websites sold Harry Potter books. Each of the distribution sites received a 3.5% commission without worrying about problems with the products in circulation. By the end of the nineties, Amazon had spread its influence throughout the global network. Second, Amazon's sub-market scheme allowed for arbitrary description-ads, which were given differently by different sites, eliminating Amazon's large advertising campaign costs.

Analysis of Internal Factors

Amazon is one of the most recognizable companies in the world. In 2020, Forbes ranked Amazon 4th in the list of the most valuable brands (after Apple, Google and Microsoft) with a valuation of \$135.4 billion (Kingsnorth, 2019). And already in 2021, Kantar Group placed Amazon in 1st place in the top 100 rating - valuing the company at \$254 .2 billion

Amazon has a solid reputation as a retail colossus that provides the best value and the broadest selection of goods, as well as quick shipping, an easy online shopping experience, and top-notch customer support. In addition, the brand is focused on creating value for all stakeholders (Kingsnorth, 2019). This is the personal position of Jeff Bezos. In an April 2020

letter to Amazon shareholders, he wrote : "Any business that doesn't create value for those it touches is short-lived."

The COO of Amazon Studios is an ex-CPO at the Walt Disney Company who confidently manages creative teams and drives program strategy across Amazon's video production. The company's board of directors includes ex-COO Starbucks, ex-CEO and ex-chairman of MTV Networks, and ex-CEO PepsiCo (Jindal et al., 2021). Amazon catchphrase: "Work hard. Have fun. Make history." Given the overall expertise of the Board of Directors, it is only natural that Amazon defines and expands the boundaries of business in the 21st century.

Bezos' low-price strategy

The corporation made \$121 billion in internet sales in 2021 during Covid-19. This sum comprises sales from third-party sellers, advertising services, and commission from deliveries. Additionally, over 75.1 million items have been bought and sold over the course of time. A cheap business model lies at the core of all Amazon goods and services. Lower prices result, and when combined with a wide selection, they enhance customer service. (Jindal et al., 2021). Customers that had a positive shopping experience frequent Amazon product sites again, increasing traffic. Additionally, it draws outside sellers to the marketplace. Rapid growth is a result of all of these conditions, particularly during the Covid-19 lockdown.

With the introduction of Amazon Air (a bulk carrier), Prime Now, and Amazon Logistics, Amazon has refined its distribution network. In 2022, there will be 185 fulfilment and distribution centres worldwide, from 8 in 2006. (Jindal et al., 2021). These hubs are critical for more than just Amazon's logistics: by adding them, the company has already cut shipping costs by more than \$13 billion.

Amazon searches, gathers, and distributes orders using around 200,000 Kiva robots. For example, a process that takes 60 minutes can be completed by the robot in just 15 (Hunter, 2021).

Analysis of External Factors

Amazon's key competitor, Walmart, as well as Barnes & Noble, eBay, Netflix, Hulu, Oyster, annoy Amazon a lot by copying the e-commerce leader's business model (Hunter, 2021). For instance, Walmart launched Walmart Plus in 2020, a subscription service similar to Amazon Prime that also provides users with free shipping, while eBay is pursuing a low-price strategy. Customers can simply choose another online store because its costs are much cheaper and its services are comparable to those of Amazon.

Although Amazon's business model provides benefits, the company has the lowest margins in the e-commerce industry. This is because marketing, promotional materials, and logistics are so expensive. (Hunter, 2021). Amazon reported online sales revenue for the second quarter of 2021 at \$53.2 billion, far less than the market expectation of \$57 billion during COVID-19.

Tens of billions of counterfeit goods are sold by third-party sellers on Amazon. The marketplace has fakes on its list of top threats. The government is putting pressure on the business and wants compensation for the harm caused by fake goods. (Chen et al., 2022). In 2020, a US court ruled that Amazon was liable for bodily injury and property damage from an explosion created by a fake battery that was bought on the open market. However, losing money is not Amazon's biggest concern; rather, it's losing the customers' faith if they become the victim of fraud.

Walmart outperforms Amazon in retail sales at physical locations. Walmart is Amazon's main rival. The company's websites have launched in more than 10 nations, and Walmart is stealing Amazon clients in the US, Canada, the UK, China, and Japan. In addition, Walmart is putting a lot of work into establishing itself as an e-commerce shop. (Chen et al., 2022). Walmart's internet sales climbed from \$20 billion in 2020 to \$43 billion in 2021, a 70% rise.

Amazon controls 40% of the US e-commerce market. In 2024, the company's projected profit will be 108.8 billion. Amazon's extraordinary progression has not gone unseen by the state (Chen et al., 2022). National policies, regulations and lawsuits threaten the development of the company.

At the very beginning of the COVID-19 pandemic, the Indian government banned the sale of essential goods on Amazon - otherwise the rest of the online stores would have gone at a loss. Because of this ban, the company lost \$398 million (Chaffey and Ellis-Chadwick, 2019). In November 2020, the European Commission launched an antitrust investigation against Amazon for abusing its position in European markets and using large amounts of personal data. Amazon was the subject of a U.S. government antitrust action for the first time in 2021 due to evidence of improper targeting of rivals. It was government regulations that caused Cuba, Iran, North Korea, Sudan and Syria to be closed to the giant.

Another external factor is the customer's privacy. The privacy of the customer is currently the most important value for any organisation. More than 300 million users' data are stored by Amazon and its subsidiaries, including Twitch. (Chaffey and Ellis-Chadwick, 2019). Such a huge database leak becomes a crisis for Amazon and seriously harms its brand.

During the Covid-19 epidemic in May 2021, an open database on the Elasticsearch server containing more than 13 million phoney Amazon reviews was found.

On the same year, July 2021, the EU fined Amazon more than \$852 million for violating the General Data Protection Regulation (GDPR). In addition, a hacker stole 128 GB of personal data from Twitch members in October 2021, including money earned by streamers.

Expansion during and after Covid-19

Nearly a dozen nations will have their own Amazon marketplaces by 2022, and the corporation will offer delivery services in more than 100 nations (Sheth, 2021). The e-commerce behemoth's primary source of revenue is North America. In 2020, when Covid-19 started the total annual income from this region reached \$236.2 billion, while the international amounted to \$45.3 billion, \$10.3 billion more than in 2019.

Amazon reported a 60% year-over-year growth in net sales in the worldwide e-commerce industry during the first quarter of 2021. The business opened a market in Poland in March 2021, and by October it had given Polish users access to the Amazon Prime service. (Sheth, 2021). On September 1 of that year, Amazon Egypt went live, taking the place of the regional e-commerce website Souq.com. Launches in Asia were successful in Japan, Singapore, and India. In China, things are not going so well: the local market only allows purchases from international vendors, and Prime Video and Prime Music are not widely available. The business intends to expand significantly throughout Asia, concentrating on the expanding economies of Vietnam, Malaysia, and Indonesia.

Amazon Food Market during Covid-19

In crisis times such as Covid-19, Amazon has faced a large amount of food demand, as it was online, easy to order and many available products that could be sold out to high street supermarkets.

Food is the second largest category in American retail. U.S. online sales in this segment are expected to grow to \$59.5 billion by 2023 (Sadq et al., 2018). The numbers have risen due to lockdowns during the pandemic, and Amazon has a great chance to capture a niche and increase its profits through online sales of products. food and delivery.

This is not difficult for the company, because it has already formed its own audience. In 2021, 36.36% of US consumers bought groceries from Amazon. Online sales and delivery can be done using Amazon Fresh, which is available in most US states, Berlin, Rome, Tokyo, London and Singapore (Sadq et al., 2018).

Amazon CRM

Fight counterfeiting and sell real items to customers

Fake products on the Amazon marketplace are a significant threat to the company. To reduce the number of fakes to zero is one of the highest priority tasks. Already, Amazon has invested more than \$700 million to protect its stores from fraud (Ramadan et al., 2021). Here is a list of initiatives and projects that Amazon has launched to combat counterfeiting:

Amazon Brand Registry, brand registry created in 2017, Project Zero; launched in 2019, the project is based on ML and scans store catalogues for fakes, an initiative to increase the transparency of the sales process in other countries, which has already protected more than 500 million products, IP Accelerator; launched in 2019 to protect brands that sell their products on Amazon, in 2020 Amazon created a global anti-counterfeiting division.

Establishing Relationship with Customers

At the beginning of his journey to the Olympus of global e-commerce, Jeffrey Bezos focused his marketing decisions on the brand of his offspring. In the early years of its existence, in the absence of real competition, the owner of Amazon.com sought to consolidate and increase awareness of his brand (Lincoln and Andrew, 2018). The next stage of the marketing campaign was to work on such a fundamental parameter as brand loyalty. This made it possible to turn regular visitors into regular customers who were not afraid to give their money to a still little-known store.

The Amazon website is comparable to a mall with multiple brands that offers links to other websites. Amazon could have sold medications directly, but due to its lack of expertise and reputation in this field, the company's management chose to restrict itself to referring to the websites of pharmaceutical companies, giving visitors another reason to visit Amazon.com. (Lincoln and Andrew, 2018).

The perception of quality service is not the reality. Of course, Amazon offers a simple payment method and timely delivery of high-quality goods, but the very idea of service level requires giving customers a unique experience. Amazon therefore works to uphold a positive perception of the business by often updating the website, expanding the selection, and attempting to make pleasurable (Lincoln and Andrew, 2018).

Automated customer service at Amazon during Covid-19

Covid-19 emergencies change daily routines dramatically, forcing companies to change how they support their employees and customers. The COVID-19 has changed the way we work, including in contact centres. While virtual contact centres have many benefits, many organizations do not have the systems to support them.

As a result of COVID-19, contact centres have been swamped with inquiries and requests, resulting in long wait times for customers. According to Aws Amazon (2022) in response, contact centre agents have been overworked, jumping from call to call, unable to meet the needs of incoming inquiries. Amazon Employee Service agents are often overwhelmed with questions when events such as COVID affect employees' ability to work in an office. By using chatbots, agents can handle more complex calls have delivery a batter customer experience on the website.

Maintaining good customer relationships

By constantly sending customers' desired goods in the same branded brown boxes, on time, and undamaged, Amazon has gained their trust. Amazon gained a reputation as a trustworthy counsellor by making precise product recommendations online. Amazon has nailed the consumer relationship by surfacing reliable ratings, from ease to price, product variety, and overall experience.

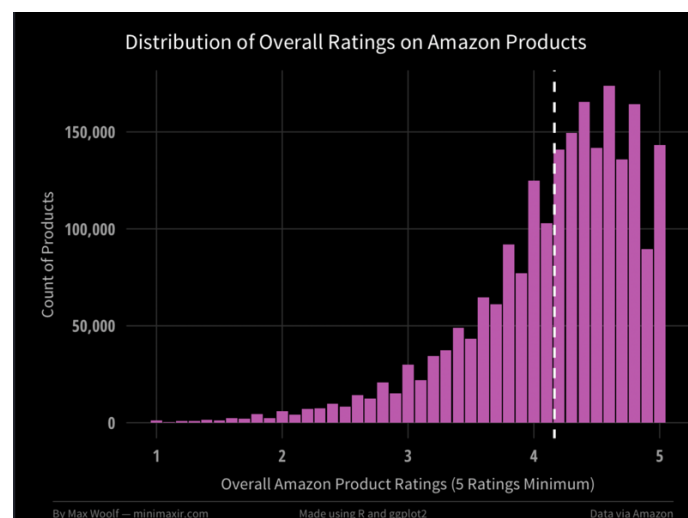


Figure 1. Amazon Product Rating from Customers. Source MiniMaxir

According to Forbes (2017) Amazon has created a brand-new model of consumer contact. In order to create adaptive, tailored customer journeys that offer experiences and content that engage and please consumers at every step of their lifecycle, Amazon generates a massive stream of customer interaction data in real time.

With the help of one streamlined page, customer can monitor their orders, manage their account, read FAQs, and get in touch with customer care at Amazon. If customers can't find the answer to the query right away, they can also search for themes. Of course, Amazon has libraries full of how-to materials beyond this screen. But it's quite easy to find what customers need immediately. Customers can either conduct a specialised search or simply explore a category, which is how they approach the things they sell. All the difference is made through clear labels and simple navigation.

Amazon customers had a variety of issues during COVID-19, including sluggish deliveries and refund delays of up to two weeks. Due to panic buying and Amazon's coronavirus restrictions for FBA sellers, many items have been unavailable. It goes without saying that the experience is not what clients are used to. Amazon is powerless to stop these issues. They have therefore done what they can only do, which is to inform customers of the circumstances. (ChannelReply, 2020)

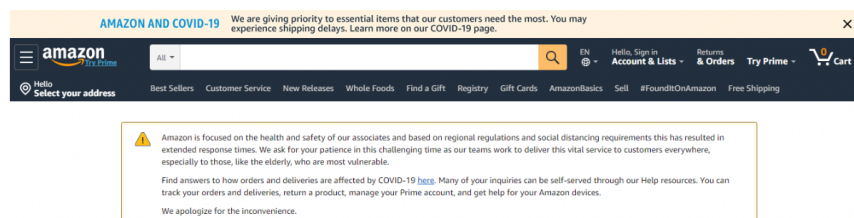


Figure 2. Amazon during Covid-19. Source ChannelReply (2020)

The Amazon website was covered in banners informing visitors to expect delays. In-depth articles examine the circumstance in detail. The information in the existing help articles has been updated to clarify what will function normally as well as what hasn't changed.

Amazon systems quality processes

Amazon quality management processes is based on the following principles (Haque et al., 2020):

begin with the purchaser. The corporation had a clear knowledge of what customers wanted from a chain store in its very first business plan. Through websites, forums, online conferences, and other channels, Amazon keeps tabs on its customers' demands and requirements. Be observant for different "moments of truth." Every interaction with the customer marks a new turning point in the relationship. All workers at Amazon.com are covered by this statement.

Link logistics to the company's marketing strategy. For instance, constructing warehouses in Nevada and Delaware was suggested as a way to save sales taxes (close to the California border). Internal commodity distribution and transportation are also quite important. Create a brand, particularly for consumers. Yes, there are many different wholesalers and independent sellers, but most people shop at Amazon.com to buy books or other items online. And they anticipate receiving an email from Amazon.com informing them of the order's status and the estimated time of arrival. And they are aware of where to go for assistance if issues develop.

Amazon Key is a smart door lock that can be opened with a one-time PIN. The lock allows Amazon employees to deliver packages directly to the home in the absence of the owners. At the same time, the system provides continuous monitoring using the indoor camera Cloud Cam with Alexa support (Grover, 2019). It is currently unclear exactly how the exploit works, but according to the researcher himself, he used the so-called "dropbox" - a computer with Wi-Fi connectivity that can control the lock. Dropbox may unlock the system or somehow leave the Amazon device unable to close the door again.

The Atagon patent describes a method of operating an UAV by establishing a communication interface in a mesh network with many other drones. To protect against interception, the navigation system will check the navigation data with other sources, including those received from other devices (Grover, 2019). Thus, an attacker will not be able to spoof navigation information so easily: to do this, he will have to hack the entire UAV network at once or disable communication with other drones. If the computer detects that the data from the first and second navigation systems do not match each other, then the device is instantly switched to a safe landing mode (fail-safe). Upon landing, the emergency mode is activated when the drone transmits a distress signal and its coordinates to other drones in the UAV network and to the administrator in the Atagop control centre put the order and close the door the sensor gives a signal to the lock and it will block the door until a special code is entered.

Conclusion

In conclusion, today one of the leaders of the IT sector is Amazon. It is a firm with many facets that operates in various industries. It's possible that in the future, only Amazon's diversification can be observed. Bezos uses the Internet to offer a rich selection of products and provide millions of shoppers with a personalized service. Amazon's success has spawned a new attitude towards retail; By making the firm one of the best chain stores on the Internet, Bezos has changed the way people perceive e-commerce.

It is a global company that, as a marketplace, sells all kinds of products, not only its own, but also from many independent sellers. Their products are of all kinds, they arrive anywhere and there is no lack of promotions and discounts, as well as the speed of services such as Prime. Amazon's marketing strategy, as we have seen, touches different sticks of both offline marketing and online marketing, with campaigns not only digital.

In crisis times such as Covid-19, Amazon has positively been impacted, with an increase of sales as people trapped at home due to the Coronavirus pandemic lockdowns turned to Amazon to buy items, Amazon's sales soared by 51% on 2020 to a record of £19.4bn especially has faced a large amount of food demand, as it was online, easy to order and many available products that could be sold out to high street supermarkets.

Moreover, the pandemic has increased a number of customer's inquiries and requests, Amazon has used a chatbots, in this way agents has handled with more complex customer's calls.

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