

Amazon's Strategic Shift in the Face of the COVID-19

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ABSTRACT

From 2020 to 2022, the global economy has been severely affected by COVID-19, and many enterprises have been devastated in the face of this sudden disaster. This article will show Amazon's main response measures in the face of COVID-19, How to face employee disputes internally, how to adapt to market changes in marketing, how to gain competitive advantages in logistics and how to make contributions to society in science and technology. In addition, we put forward discussion on these aspects, so that the readers to learn more about Amazon's response to the COVID-19.

Keywords: Strategic shift, Management analysis

1. INTRODUCTION

21st century is an information era, when the e-commerce is flourishing. However, the covid-19 broke the e-commerce from 2019 to now, bringing both chances and challenges to this industry. So how to seize the opportunities but avoid possible threats become a serious question for all the e-commerce firms.

Among these e-commerce companies, it is surprising to find that one of the most successful e-commerce firms Amazon keep a relatively great profit in these years through the financial report from 2019 to 2021. We think the actions and changes of Amazon during the epidemic give rise to the success. If the business experience can be concluded and maybe some shortcomings can be improved, it will not only help Amazon to make their strategies better, but also give a reliable reference for other e-commerce firms during the epidemic.

However, the existing research mainly focus on the sections of the Amazon's decisions and actions but lack a systematic summary and conclusion. Furthermore, many analyses only note the reason why Amazon do a thing or make a choice but forget to evaluate whether this is a sufficient decision or is there any improvement can be done to make the situation better. So there remains some discussion gaps to be mentioned.

The research will analyze the financial report, the actions during the epidemic period of Amazon and try to

explain the reasons why Amazon do a good job or have something remaining to be resolved or improved from four dimensions as 'Internal management', 'External marketing strategies', 'Logistics' and 'Technology'. After doing the job, the research will assess the changes in Amazon of these four dimensions and discuss on whether the choices can be references of other e-commerce companies. If so, how they can be used in different environments, and if not, how they should be improved to meet the real needs of different stakeholders.

2. INTERNAL STRATEGIES

2.1 Employees' Complaints

It has been two years since the outbreak of the COVID-19, Amazon has repeatedly strengthened and improved its quarantine measures, but we can still see a lot of negative news about Amazon on various news platforms. Most of these are due to complaints from employees about unreasonable quarantine measures or unfair treatment.

2.1.1 Lack of transparency

Amazon's employees are not clear how many people are there in his warehouse confirmed cases, because Amazon has not provided clear information on it. And employees do not know whether they have been exposed to confirmed cases, they can't weigh whether or not can

continue to work. According to NBC News, Amazon said that sharing the number of cases was misleading. When, where and how the case was infected is uncertain, not publishing the data can avoid unnecessary panic and anxiety.

2.1.2 Dismissal

In April 2020, after openly criticizing Amazon's treatment of warehouse workers during the coronavirus outbreak, two employees were dismissed. What happened was they issued a petition for Amazon pandemic safety protocols. They also called for higher wages and the closure of facilities used by confirmed cases. Amazon gave the reason for firing them was "repeatedly breaking internal regulations", employees publicly evaluate the company's management without permission from their superiors. The US National Labor Relations Board (NLRB) determined that was improperly dismissed.

In addition, NBC News interviewed more than 20 Amazon employees, nine of whom said they had been fired or retaliated because of the protest to the company's inadequate quarantine practices.

2.1.3 Reduced leave benefits

After the Centers for Disease Control and Prevention reduced the recommended isolation period for asymptomatic Covid patients from 10 days to five days in January 2022, Amazon reduced their Covid leave benefit. Workers who test positive or are exposed to the virus now have the option of taking up to 40 hours of paid time off, rather than the previous two weeks.

2.2 Amazon's Measures

Amazon has also introduced a number of measures to ensure the well-being of its employees in response to the COVID-19.

2.2.1 Funds

Amazon set up a \$25 million assistance fund for delivery workers and seasonal colleagues who are suffering financial difficulty or isolation. Once an employee becomes a confirmed case, they can apply for up to two weeks' salary for assistance fund.

2.2.2 Cleaning

At all of its locations, Amazon has enhanced the frequency and intensity of cleaning, including regular sanitization of handles, touch screens and other regularly handled places. Furthermore, they use Brain Corp's cleaning robot for everyday use. And employees have received millions of more units of personal protective

products from Amazon, and the factory incorporate more hand-washing and sanitary equipment stations.

2.2.3 Vaccines

Amazon has sponsored over 1,800 on-site immunization sessions for front-line employees, and continue to innovate on their behalf to keep them safe and healthy. As we know, Amazon has made COVID-19 vaccinations available to almost 1 million workers and their family members since initiating on-site immunization events during 2021. On top of that, Amazon is offering rewards to motivate employees. And Amazon also offer a \$40 per-dose incentive to the front-line personnel in the United States. immunized.

3. MARKETING STRATEGIES

3.1 The Basic Introduction of Amazon Marketing Strategies

Amazon's marketing strategies can be divided into several sections like big data analysis marketing, O2O marketing model, customer-oriented marketing, etc. Using the Internet technology, Amazon developed rapidly in these years with these marketing strategies.

3.1.1 Big data analysis marketing

As the latest research of EKN say, nearly 80% of the leaders of e-commerce industry think that Amazon has mature process of data analysis than other firms. With a data method, Amazon collect an abundant amount of data from the platform and customers. After the big data analysis, Amazon establish its own database of the consumer preference and act according to the result, which give rise to the great sales. For example, a few years ago, Amazon started to gather the IP addresses of the customers and found out their living places. After that, Amazon tried to find out the correlation between the offline book stores and those addresses, finally gave information about books to people who need. What's more, the big data analysis also helps Amazon to find what the consumers may want in the future. Through the customer database, Amazon can easily find the preference and give useful push in time.

3.1.2 O2O marketing model

Amazon use an O2O marketing model during the external process. O2O means 'Online and Offline', which means the combination of online push and the offline service. As a core revenue activity, offline book stores have their irreplaceable reasons. However, with the lack of symmetrical information, many customers fail to find out what they need. O2O model uses the online platform to attract the customers and show the necessary information, after that, Amazon recommend the nearest

offline books stores to the consumers. The connection of online and offline make the sales grow greatly [2].

3.1.3 Customer-oriented marketing

Amazon applies a customer-oriented method during the marketing process. On the online platform, customers can share their needs and suggestions. After getting the feedbacks, Amazon will change their way of serving and produced items. This manner cultivates great customer loyalty and creates a sustainable development. What's more, mingled with the data analysis talked above, the strategy can help Amazon to locate the needs and do the preview purchase in advance. In some areas like the book sales, there was also a list of the most popular books of the customers during a certain time that could help other readers to quickly get their requirements.

3.1.4 Third-party seller services model

The third-party services are parts of the main way of revenue recognition in Amazon. This marketing method is to treat the online platform as an intermediary between the third-party sellers and the customers [3]. Other sellers can use the Internet of Amazon to sell their goods and Amazon will earn some virtual rents and platform expenses during the deals. In this way, both the sellers and Amazon itself can reach a win-win circumstance.

3.2 During The Epidemic

The Covid-19 affect Amazon's marketing strategies and some of the methods. With the reasonable use of the big data analysis and O2O marketing model, also some improvements based on these achievements, Amazon do a relatively great job.

However, there also leave some problems and conflicts remain to be solved during the epidemic period because of the changes in some marketing strategies and rules of the platform, which results in a terrible situation for Amazon.

3.2.1 The priority sale of emergency materials and Amazon's own goods

During the covid-19 period, Amazon change the rule of the platform. Because of the large growth of the orders, labors and logistics are no longer affordable to deliver all the goods in time. There is a priority sale of emergency materials or goods sold by Amazon itself, in another word, other products from the third-party sellers were delayed.

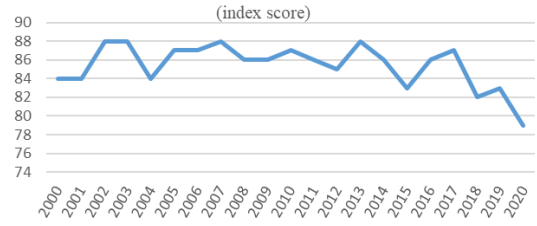


Figure1. US customer satisfaction with Amazon.com from 2000 to 2020

The change brings about two consequences. The first one is the loss of loyal customers. From these two figures, it can be found that from 2000 to 2020, the US customer satisfaction with Amazon shows a decline trend, especially in 2020 which is dramatic. Besides, there also witnesses a fall of the positive seller reviews on Amazon marketplaces. The second one is the loss to the third-party sellers. The priority of Amazon's own products, third-party sellers fail to finish their deals and suffer a great loss themselves.

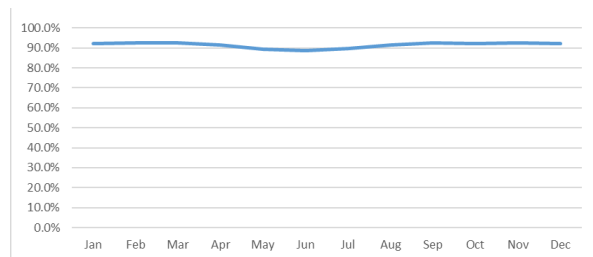


Figure2. Positive seller reviews on Amazon Marketplaces

3.2.2 The introduction of 'Just Walk Out'

'Just Walk Out' is a kind of unmanned supermarket that customers can choose what they want in the offline stores and pay by themselves without any shop assistants [4]. Differentiated from the former manner which calls 'Amazon Go Grocery', 'Just Walk Out' no longer need customers to pay by themselves. With the use of big data analysis and technology, customers can be recognized just when they walk out of the supermarket. After that the sale will be done by itself, which is simple and convenient [5].

This marketing model in the certain period help customers to get the daily necessities with the least contact with strangers. This not only protect the health and safety of the customers, but also meet the needs of people. The output of this kind of groceries greatly stimulated the sales of offline stores. In addition, the efficient use of online platform to make advertisements, the O2O marketing model also make contributions to the 'Just Walk Out'.

From the figure, it is clear that there is an increase and constant up trend of the ROE ratio, net income and

stockholders' equity in Amazon during the epidemic period. Especially the stockholders' equity, a significant addition can be seen. And among many possible reasons, the marketing model 'Just Walk Out' may do a remarkable job.

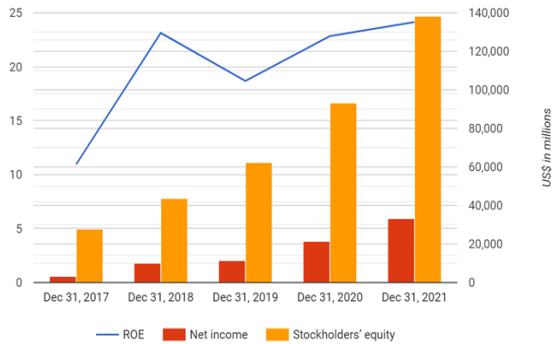


Figure3.ROE calculation

3.2.3 The online cinema: 'Amazon Prime Video'

The epidemic stops people from going to the cinema to watch the latest movies, which can be seen as a threat of the movie industry. But Amazon takes the advantage of this and introduce the Amazon Prime Video as a substitute of the traditional cinemas.

The result of such a breakthrough is the increase of the net sales and net profits. From the table about the common-size analysis of Amazon from 2019 to 2021, it is obvious that both two elements show an improvement. And the whole net income shown in the figure below delivers the information that the increase in 2020 and 2021 is magnificent. The online video platform helps Amazon to realize the periodical revenue online, what's more, is gradually changing the way of people's enjoyment.

Table1.Net profit and net sales

	Dec 31,2021		Dec 31,2020		Dec 31,2019	
Net profit	\$33,364	7.10%	\$21,331	5.53%	\$11,588	4.13%
Net sales	\$469,822	100.00%	\$386,064	100.00%	\$280,522	100.00%

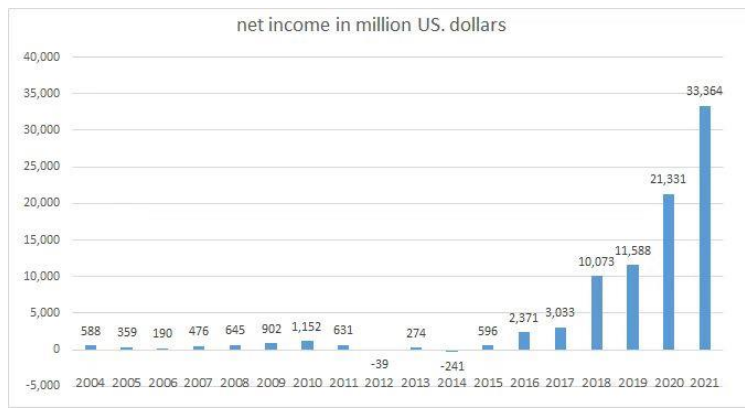


Figure4.Annual net income from 2004 to 2021

3.2.4 The comparison with Ali Baba

There are also other famous e-commerce companies. Among them, Ali Baba is biggest on in China, which has some differences about the marketing strategies during the epidemic period. Amazon uses an O2O marketing method, while Ali Baba applies a B2B marketing method [6].

O2O means offline and online, so for Amazon, the company involves its business on both platforms. B2B means business to business, so Ali Baba deals with its business online with other firms. O2O model takes advantages of the big data and realizes an accurate

location of customers' needs. However, in epidemic period, the offline services may not be as safe as possible. On the contrary, B2B finish the deals online but requires a great foundation of the credit system.

4. LOGISTICS

4.1 The Basic Introduction of Amazon Logistics

Amazon has 80 storage bases around the world and also the world's leading efficient storage management. The three key businesses supporting amazon's "flywheel effect" are the marketplace and prime membership services and FBA (Fulfillment by Amazon) logistics

services. Amazon's FBA logistics actively makes use of the Internet and big data technology, which greatly improves the efficiency of logistics, storage, distribution and other processes and reduces the error rate of goods delivery. Second, the amazon FBA logistics can control inventory management, greatly save storage costs, increase the amount of capital to participate in the turnover cycle, also greatly save inventory space, so we can see from table, the amazon's inventory turnover is still very considerable, which reflect its good-overstocking is rarely a problem, and the transportation of goods is also relatively flexible [7].

4.2 During The Epidemic

Due to the COVID-19 outbreak, people will more likely to concern being infected by offline shopping, so

Table2.Inventory turnover

	Dec 31,2021	Dec 31,2020	Dec 31,2019	Dec 31,2018	Dec 31,2017
Cost of sales	272,344	233,307	165,536	139,156	111,934
Inventories	32,640	23,795	20,497	17,174	16,047
Inventory turnover	8.43	9.80	8.08	8.10	6.98

To address this situation, Amazon spent billions on coronavirus-related investments like safety gear for workers and its internal testing initiative, called Project Ultraviolet. In addition, Amazon said it implemented more than 150 process updates inside its warehouses to stem virus transmission, from enhanced cleaning and social distancing measures, to mask requirements. It also ramped up testing for the coronavirus among its workers, and was testing workers at nearly a dozen warehouses in July, 2020.

4.2.2 Speed of logistics

Buyers' estimated delivery dates may be automatically delayed, depending on whether there is an outbreak in the location. If the FBA center is in quarantine, shipments will be made to buyers on all continents after the quarantine is repealed, but this may result in some time delay. Due to insufficient capacity, Amazon cross-border shipping may be prohibited at any time, and some cross-border orders may be cancelled by default.

In this situation, Amazon claims that in order for Amazon Prime members to enjoy free and fast shipping, sellers participating in the Seller Depositing Prime program must meet the following shipping conditions, or they will lose the Prime label of their products.

logistics-based online shopping becomes the most common way of shopping. With a surge in orders on Amazon, which is good news for Amazon, Amazon also faces a new challenge as the logistics sector is also heavily affected by the pandemic.

4.2.1 The labor

As the Covid-19 has spread on a global scale, and countries around the world have taken quarantine and death prevention measures to contain it. As a result, the majority of Amazon Logistics employees are unable to return to work immediately, and even if some workers are able to return to work, they are facing a risk of infecting COVID-19 at work.

Starting February 1, 2021, sellers participating in the SFP program must meet one-day and two-day delivery requirements.

If sellers in affected areas are unable to deliver orders, they can ask buyers to submit cancellation requests; If the buyer is unwilling to submit a cancellation request, the seller must cancel the order on its own and notify the buyer messages. These notices to buyers will be taken into account in the performance evaluation. And if the buyer asks to cancel the order Through communication channels, the seller must reply to them and ask buyer to submit a formal cancellation request.

At the same time, FBA is prioritizing the medical supplies, household necessities and other products in high demand, and these will be quickly distributed through distribution centers. Also, Amazon reportedly announced on January 5, 2021 that it had purchased 11 Boeing 767-300 aircraft, hoping to speed up deliveries by expanding its cargo fleet. Amazon Air plays a central role in delivering goods to customers by moving items over long distances in a short amount of time. Amazon also said its corporate aviation business will continue to expand globally to meet the needs of its growing customer base, while investing in jobs and sustainable solutions to power its business network.

Table3. Liquidity ratios

	Dec 31,2021	Dec 31,2020	Dec 31,2019	Dec 31,2018	Dec 31,2017
Current ratio	1.14	1.05	1.10	1.10	1.04
Quick ration	0.86	0.83	0.83	0.80	0.70

But we can see that the logistics do have been influenced by the COVID-19. When the epidemic was serious, Amazon gave priority to the delivery of daily necessities during the epidemic period as we said in front, which inevitably led to the backlog of some goods in FBA warehouses and other warehouses, resulting in the excessive inventory. Therefore, we can see that Amazon's quick ratio in 2019 and 2020 was mediocre. Fortunately, Amazon's logistics system recovered quickly than others, so its quick ratio in 2021 improved and performed well.

4.2.3 Competition and Cooperation

For years, Amazon has supplemented its delivery ranks with third-party providers like the U.S. Postal Service, UPS and FedEx. That mix has changed dramatically, with Amazon's own share of deliveries steadily increasing and the POSTAL Service's steadily declining, and Amazon's use of the SERVICE drawing sharp criticism from Trump. In 2018, Trump tweeted that the POSTAL Service was effectively subsidizing Amazon, describing it as amazon's "Delivery Boy." In 2019, with the USPS losing share of its delivery business and its contract with FedEx expiring, Amazon has had to rely on UPS and other smaller local delivery companies for "last mile" deliveries.

Amazon has been pulling out all the stops to meet the "last mile" delivery challenge. In May 2019, the company launched a program to encourage employees to set up their own delivery company with \$10,000 in start-up capital and three months 'salary. It's part of a larger Delivery Service Partner Program enacted in 2018. In 2019, Amazon had 60 aircraft and 20,000 leased or owned cars; FedEx has 681 aircraft and 160,000 vehicles, while united packs It has 564 aircraft and 123,000 cars. There have been media reports that Amazon is offering deep discounts to third-party sellers to encourage them to ship with Amazon rather than with competitors such as FedEx [8].

And during the pandemic, with Amazon Air, the COVID-19 crisis rocketed the rise of online retailers, while attracting some existing, mainly bricks-and-mortar retailers (such as Wal-Mart) further into the online business. For these companies, the increased flow of air cargo could strain existing networks and create new opportunities for airports as e-commerce portals. Amazon Air's gateways fit a specific profile. They're relatively uncrowded airports with at least one runway suitable for a Boeing 767F, and they're located along major interstate

highways with good access to large populations within a day's shipping distance. New gateway facilities are likely to be added as Amazon grows and other online retailers expand their networks amid booming e-commerce. The rise of online retailers and improved logistics networks has created opportunities for communities with underutilized airports [9].

Another advantage of Amazon is its brand and membership system. For consumers, when they use Amazon to shop, they are more concerned about whether they can buy their own things and receive the goods faster. They do not care about which express delivery service they use. In addition, Amazon's Prime membership is another force for engagement. With only one account, users can enjoy convenient logistics services, as well as reading books, watching streaming videos, listening to music and other high-value services, which will make them forget to spend money on membership fees. On the other hand, consumers may not care whether they choose FedEx or not. It does not have strong brand loyalty, which is also the basis for Amazon to cancel the use of FedEx.

5. TECHNOLOGY

In China, some people proposed that science and technology were the first productivity. It is still also established in the big background of the current national and world development, and it is also equally effective for the company's performance. Amazon has also vigorously developed its own unmanned automotive technology and online medical systems in recent years to help Amazon increase efficiency and speed in express logistics distribution, and joining the medical service function in the network e-commerce platform. From these two aspects, it can reflect the core tenet of Amazon: customer first and innovation.

5.1 Background

When the COVID-19 is infecting, Amazon seems to have all the commercial advantages that can be imagined. It is a major participant in an e-commerce giant, cloud computing giants and streaming media, all of which are strong. In fact, in the first quarter of 2020, Amazon was in the market, not many of the technology companies raised in the market this year, and is one of the 30 companies that have risen in the first quarter. According to Wall Street, Jefferies in March, Amazon is the only retailer in the US e-commerce company's consumer expenditure in the epidemic. At the same time, due to the

cause of the epidemic, many people are from home, and those who go out, there are fewer and fewer people who have eating, and people are more inclined to take a takeaway and online shopping. Because people have large online shopping on online platforms, it has produced great pressure on Amazon's supply chain and logistics transport. However, Amazon quickly made measures: Increased employees in key areas, temporarily improved workers' salary, and prioritized the selection of products, demand. And use your own unmanned driving technology to help distribute express, realize no personnel contact delivery. This makes Amazon a biggest beneficiary in the epidemic.

5.2 New Field

5.2.1 Unmanned car field: acquisition of ZOOX

ZOOX is a dynamic automatic driving company, which intends to independently produce automatic driving cars, and also wants to develop software, research and development sensors, which leads to ZOOX to need huge financial support. Amazon said that the transaction will help ZOOX's "automatic driving of the car is reality".

In the second half of 2020, Amazon and ZOOX signed an acquisition agreement, the price of this transaction exceeded 1.2 billion US dollars. Amazon is expected to spend \$ 2 billion in the future to help ZOOX for technical development. This may help Amazon sharply reduce express delivery costs, becoming a powerful opponent from takeaway companies, while Amazon may integrate ZOOX products into their logistics network to provide cheaper, faster delivery service, and grocery stores without non-recovery. Sony wrote: "This is very conforming to the Amazon's distribution network automation mode, from the warehouse robot to the last mile delivery service." He added that the acquisition will "improve the operational efficiency, expand the scale, and ultimately large cut costs.

Amazon is pushing for the commercialization of automatic driving and distribution, which can expect Amazon to connect a new distribution system in series with automatic driving in the next 3-5 years. On September 19, 2020, the California government approved Amazon on the urban road to carry out no car driving test. This is the fourth company approved for this test, indicating that Amazon has achieved great success in the unmanned field. Statistics show that Amazon logistics spending costs up to \$ 37.9 billion per year. According to Morgan Stanley, 2019, its logistics costs accounted for 12% of the total cost of e-commerce. If you use a drone, Amazon can save at least 20 billion US dollars per year.

5.2.2 Prime Air's development

Around 2013, Amazon started the project of drone logistics, and its final goal was to cover an orders of about

80% of its e-commerce platform in a way that was delivered in drone, and allowed users to receive within 30 minutes after order. goods.

In 2014, Amazon's delivery drone prototype PRIME AIR appeared, approximately 20 km in the range.

In February 2015, Amazon applied for a patent on the drone delivery cluster, mainly for the general amount of goods. Use a small drone to form a cluster, perform different arrangements as needed to complete the transport of goods of various weights and shapes. In the same year, FAA issued an experimental flight certificate to Amazon and its drone principal-type design -- airworthiness certificate

In January 2016, Amazon's executives announced more details of the drone express system. The future goal is to complete the delivery within 30 minutes of the user online. Regarding the public concern that the city will spread all over the drone, Amazon's solution is to propose to the regulatory authority and divide a certain height airspace for delivery drones.

In March 2017, Amazon completed the first drone parcel express in the United States, which marked Amazon's aerial express in the United States into a big step forward.

Today, Amazon's drone transportation plays a major role during the epidemic, not only achieves the purpose of contactless transport, but also promotes the sales of Amazon during the epidemic, helping the company maintain the rise of profit, Amazon During the epidemic, it is a very good company.

5.3 Health Navigator

On October 28, 2019, Amazon announced the acquisition of digital health startup in Chicago—Health Navigator. After the acquisition is completed, Health Navigator will incorporate the Amazon's virtual medical clinic Amazon Care Services. At the same time, this acquisition is the second time after the acquisition of Health Care after the acquisition of online market pharmacy PillPack last year. Amazon's plans in the medical health are also like other markets, namely all aspects of the infiltration industry, with each of its production tools and platform penetration industries. Amazon quickly sells its medical health services directly to consumers, and wants to reduce human expenditure and hospitals and medical networks responsible for managing care.

In 2020, eight hospitals and Amazon's cloud computing department Amazon Network Services (AWS) launched to let voice activate into experimental operating rooms. In the case where the patient's prior consent, Amazon's technique will listen to various details that can be written to health records, and then analyze and give more comprehensive treatment. At the same time,

Amazon also launched its own medical health services on the online platform, providing many people's health consulting services for many people during the epidemic.

On March 17, 2022, Amazon officially announced that Amazon Care medical services were extended to non-Amazon employees, first of all, the residents of Washington, and extended to the whole American, this year, indicating that Amazon Care will become a public online Remote medical service platform. At the same time, Amazon Care also provides COVID-19 and influenza tests, helping everyone from the network platform to detect whether they are infected by viral. Amazon's income structure is complicated, and you can see Amazon's figure in all industries in the market. In recent years, Amazon has increased investment in healthy and healthy medical industries.

6. DISCUSSIONS ON INTERNAL CHANGES

6.1 Solution to The Continuous Dissatisfaction of Employees

Stakeholder theory is a management method to deal with corporate ethics. Any group affected by a company is a Stakeholder. There is no doubt that employees are an important Stakeholder in influencing a company, which can also reflect a company's corporate social responsibility. Moreover, employees can have an impact on the capital structure of an enterprise. Some studies show that companies with employee-friendly practices have low debt-to-income ratio [1].

Therefore, in all respects, Amazon should treat its employees fairly. Employees continue to be dissatisfied with Amazon's handling of the COVID-19 issue. They make complaints and participate in protests, which also indicates that the problems that employees' feedback to Amazon have not been solved in time, and they have to use other ways to get attention.

It may associate with Amazon's organizational structure. The organizational structure of an enterprise affects the efficiency of communication between employees and so on. Amazon organizational structure can be classified as hierarchical. Hierarchical organizations like a pyramid. At the top of the structure is the CEO, and below that are the different layers of management. Hierarchical structure at Amazon has developed due to the immense size of the business. The problem of this structure is that once the superior gives an order, it cannot be transmitted to the front-line employees in the first time and the details of the work of front-line employees, the top-level CEO who designates the strategy is also unknown. Therefore, whether Amazon can set up a department to deal with employees' problems and directly report the valuable parts to the CEO which can reduce the time for problem feedback. And Amazon

can deal with most of the problems internally, thus reducing the generation of negative news.

However, this does not mean that Amazon can accommodate any demands of employees, such as reducing leave benefits, which is a reasonable reform according to the new policy issued by the Centers for Disease Control and Prevention.

In short, there is no way to fundamentally eliminate the dissatisfaction of employees, but to solve and reduce as far as possible, in order to reduce the impact on the company's reputation, and do a good role model of corporate social responsibility.

7. DISCUSSIONS ON MARKETING

7.1 The Balance between Own Platform and Third-party Sellers Should Be Emphasized

The former content has mentioned the impact on customers and third-party sellers caused by the change of rules in Amazon that there is a priority sale of emergency materials or goods sold by Amazon itself. Actually, the third-party sellers account for a great part of the revenue recognized in Amazon. In the short term, this may not affect Amazon itself greatly because the third-party sellers are not the only section. However, in the long run, the ignorance of these third-party sellers will cause the bankrupt of these small groups. With a constant decline of the third-party sellers, Amazon will gradually lose this potential part of the income, which is a big threat.

To maintain such a balance, not just Amazon but also other firms in e-commerce industry, the cooperation with other logistic companies may be reasonable. For Amazon, instead of relying too much on FBA delivery system but turn to other firms or platforms, and finally form a sustainable logistic ecological environment. This is not just a manner to solve the problems of third-party sellers, but also a chance to improve FBA system itself by absorbing other companies' successful experiences.

7.2 The Wide Reference of 'Just Walk Out' Model to Other Firms of E-commerce Industry

The combination of the technology and marketing methods in the unmanned stores in Amazon like 'Just Walk Out' can be a successful reference for other e-commerce companies. Unlike traditional O2O marketing model, 'Just Walk Out' reduce the contact and payment process as much as possible, which can effectively suit the Covid-19 situation. Besides, it can also keep the development of offline industry.

However, the barrier of technology may be a main challenge for most firms because the intelligent machinery management of stores and convenient payment approach have a high standard for the technical power. But in such a complicated period, the change and

improvement in this part are worthy and this may become a trend in the following future.

7.3 The Choice of Products Should Closely Follow the Change of Consumption Preference

Although Amazon are customer-oriented, the consumption preference is changing with an extremely rapid speed. That is to say, to a certain degree, the efficiency of the products changing decides the profit through the deals. The big data analysis can help firms to notice the changes immediately in instinct time according to customers' clicks and interests, so for other e-commerce companies, the development of the accuracy and timeliness about the data analysis on consumption preference can be necessary in the long run.

8. DISCUSSION ON LOGISTICS CHANGES

8.1 The Last Mile: Construction of Residential Delivery Points.

Not like FBA large transport logistics warehouse, but like Chinese rookie station, set up near the residential area, it is convenient to put the parcel Courier company store here, and then use the telephone or SMS to tell customer to come here to get the packages in whenever they like. In this way, customers can avoid spending unnecessary time at home waiting for delivery, causing confusion to their travel plans. Similarly, this residential delivery point can also be used for returning goods. After the seller agrees to submit an online application for returning goods, the seller can choose to place an order at the residential delivery point, and the staff is responsible for choosing the delivery company. The customer only needs to bring the parcel here and pay the freight, which is very convenient. It is worth mentioning that I think the delivery points in residential areas will form a huge logistics network, which will greatly increase the stickiness of customers for Amazon. Amazon can let the staff of the delivery points in residential areas choose to deliver goods through their own logistics, which will take the initiative and increase their income. And if being associated with Amazon's Prime membership allows members to pay less, it could also attract more people to join.

9. DISCUSSIONS ON TECHNOLOGY

9.1 Why Amazon Is Still Increased in The Investment of Technology during The Epidemic?

First of all, science and technology is the foundation of a company's survival and development. For many companies that want to financing, only when the

company has made out the laws of market development and innovation, investors in the market will pay attention to this company. By attracting the vision of investors, the investors will consider this company and then invest in the company. For a large company such as Amazon, it has already had a very large capital chain, which will also invest in the market in developing prospects, enhance your comprehensive strength, and provide its own products in major markets.

Then, the essence behind Amazon's investment science and technology is still expanding its market share. Under the trend of globalization, many international companies are very fierce competition in the global market, and these companies are fighting for themselves in many new markets' Share. I think that Amazon's investment science and technology is to innovate in the future logistics and transportation link, complete the original intention of "the last kilometer", on the other hand, in order to earn profits in emerging markets and create an Amazon Business empire. In the epidemic context, the rise of medical care on the network is an unstoppable wave. Amazon Care, Amazon itself is a network online medical information platform, so Amazon has increased its investment in science and technology and medical services. Through a series of acquisition programs, Amazon successfully entered the industry, providing a platform for consumers online medical consultation, and collecting certain usage fees to expand their income.

In general, as a super large international network e-commerce company, Amazon wants to get more success and continuously carries out new attempts to invest in emerging fields for its future development. Through large amount of investments, Amazon has made breakthroughs in major areas, which helped the company reduce cost spending and get greater income.

10. CONCLUSION

In this article, we analyze amazon's strategic changes during the epidemic period from the perspectives of internal control, external marketing, logistics and technology. Amazon has actively taken measures to deal with COVID-19 in all aspects. Meanwhile, we compare amazon with other companies and find that Amazon is in an advantageous position. These multi-dimensional mining measures are amazon's strategies to achieve profit growth and seize the opportunities brought by the epidemic. According to the analysis in this article, Amazon has not only successfully overcome the economic winter brought by the epidemic, but also grasped the trend that people prefer online shopping due to the COVID-19. Therefore, competitors in the e-commerce industry and offline retailers need to worry about the impact of Amazon on them. This paper can help competitors improve themselves by analyzing the change of Amazon's strategy; Investors can evaluate whether

Amazon is worthy of investment or increase investment after the epidemic. Consumers, third-party sellers and employees can decide whether to continue to choose Amazon based on amazon's epidemic performance and foreseeable short-term development prospects.

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