CLC - Executive Summary

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MGT-600 Strategic Management

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CLC - Executive Summary

Amazon Inc. has seen a spectacular rise in the online retail business. The company has done several things to keep its competitive advantage for a long time. Strategic management was one of the most important aspects of its success. Strategic management is important since it aids in decision making. The decision-making process is an issue that most businesses face. They firms may have a strategy that primarily targets internal concerns while ignoring customer-related issues such as poor service performance. This is why Amazon invested in a strategic management plan. Leadership is essential in any business. It is not just a leader, but a leader who can take command from the front. Despite the pandemic, Amazon's stock has increased in value over the last four years. The primary cause is creativity. Amazon's initial innovation is the delivery of things to a person's home. Customers regard them as more trustworthy as a result of this. They also utilize artificial intelligence to learn about an individual's purchasing habits and then offer products based on those habits. This is an efficient method of marketing that also ensures they reach a large target audience.

It is also expected of leaders to encourage innovation. They have a variety of methods for doing this. The first piece of advice for Amazon to follow is for leaders to make room. This indicates that the staff members are not feeling constricted. They have ample time to grow into what they are. Consider the concept of using drones to deliver goods. This was a wonderful initiative, and the innovators came up with this idea by creating space.

The other suggestion is to provide compensation to individuals who can innovate. The leaders ought to devise an equitable structure that does not subject anyone to discrimination on the basis of their race or ethnicity. Creativity requires collaboration. Additionally, Jeff Bezos bases the managers' training on the experiences of his customers. He asserts that once a business

invests in customer happiness, the customer is always right. Bezos implements customer experience management for customers in addition to encouraging his managers to do likewise. This was evident when Bezos showed his customers that he was humble when Amazon erred and deleted its customers' eBooks and then quickly apologized. There are ways to keep the business and promptly forget about the issue. Bezos works to keep all corporate expenses under control so that low prices may be offered. As was already established, one of the company's eight official values is medication. This is consistent with Bezos's business practices and guarantees that there are no extraneous expenses that might result in higher prices for customers. For instance, it is well known to maintain inexpensive office supplies like black and white printers; no one in the organization is interested in first-rate supplies, therefore the equipment is kept compact. In addition, the "two pizza rule" states that if you require more than two pizzas to connect to a computer, the device is too large. In an effort to cut expenses, Bezos raised both his salary and the salaries of his management staff by $81,840. Workers appear to take advantage of the company's stock options as a way to make up for their declining pay.

Finished Strategic Analysis

Company Overview

Amazon, founded in 1993 by Jeff Bezos, is an online shopping platform, online retailer, producer of electronic book readers, and provider of Web services that has become an iconic example of electronic commerce. The company's headquarters are in Seattle, Washington. Amazon is a web-based retailer that sells books, music, movies, housewares, electronics, toys, and a variety of other products. Amazon also dominates the Kindle e-book reader industry. Amazon's dedication to the client has helped them become one of the largest online shopping platforms today, and they continue to expand both on and off the web.

Amazon's goal to grow and become a top online platform has been boosted by its improved website and offering more to the public including Amazon Books, Amazon Go, and Amazon Fresh Pickup to increase sales and meet customers where they are. Amazon Books presently has over ten physical locations (David Et al.,2020). Having these resources and options attracts more customers and recurring customers. Amazon Prime, 2-day shipping, Amazon TV & Music, and the Food Pantry have all changed the way people order things online. Amazon also has strong brands, a moderate and rising company diversification, and a high aptitude for quick technology innovation, particularly in online services (Greenspan, 2019).

Amazon is provided with new prospects for growth, including development into developing markets, expansion of brick-and-mortar businesses, and new alliances with other companies, particularly in developing markets (Greenspan, 2019). Amazon Go stores are the company's next significant step. This increases their chances of forming alliances with other companies and expanding globally. Partnering with companies that have a solid reputation in the community can enhance Amazon's brand and market share.

Current Vision Statement

Four principles lead Amazon: client preoccupation rather than competitor focus, a passion of creativity, a commitment to operational excellence, and long-term thinking. Amazon strives to be the world's most customer-focused corporation, the top employer on the globe, and the safest place to work on the planet. Customer reviews, 1-Click shopping, tailored recommendations, Prime, Fulfillment by Amazon, AWS, Kindle Direct Publishing, Kindle, Career Choice, Fire tablets, Fire TV, Amazon Echo, Alexa, Just Walk Out technology, Amazon Studios, and The Climate Pledge were all pioneered by Amazon (Amazon.com, Inc, 2020).

Current Mission Statements

Amazon holds itself and its employees accountable for implementing the Amazon Leadership Principles in our daily actions. Our Leadership Principles describe how Amazon works, how leaders lead, and how we keep the consumer at the center of our decisions. Our distinct Amazon culture, as expressed by our Leadership Principles, enables us to pursue our goal of being the most customer-centric company on the planet, the best employer, and the safest place to work daily (Amazon.com, Inc, 2020).

New and Improved Vision Statements

Despite the fact that Amazon has grown over time, one constant has been our customers' need for lower prices, a bigger range, and more convenient services. Customers of Amazon can now find what they're looking for both online and in person. We are always exploring for new ways to delight our customers, from delivering fresh vegetables to their door to producing and distributing movies, music, and other media.

New and Improved Mission Statements

Amazon's revised mission is built on four pillars: operational excellence, innovation, long-term sustainability, and unwavering customer centricity. Amazon's new offerings such as Prime and AWS attempt to reinvent convenience and satisfy customer expectations. With a focus on customers, sustainability, and ethical business practices, its reimagined purpose is to become a global force for good that will influence a better future for all (Pereira, 2023). The fundamental principles include customer passion, staff ownership, innovation, continuing learning, hiring excellence, high standards, daring thinking, action bias, reliability, and a dedication to achieving excellent results. These ideals guide Amazon's steadfast commitment to societal responsibility and consumer delight.

How or Why Proposed Vision and Mission Statements are Better.

The proposed Vision and Mission statements are better than what Amazon has currently because they're more specific and all-encompassing of what Amazon really brings to the table, which is A LOT. The four pillars mentioned in the Mission Statement outline operational excellence, innovation, long-term sustainability, and unwavering customer centricity. From the vision statement, we know it's clear that Amazon customers want lower prices, a bigger range, and more convenient services. Having a more straightforward mission and vision statement as mentioned above makes it easier for shareholders and customers alike to know exactly what Amazon brings to the table.

External Factor Evaluation (EFE) Matrix

	Opportunities	Weight	Rating	Weighted Score
1	boosting the quantity of customers using the Internet	0.06	3	0.18
2	The acceptance of new technologies and creative ideas by young	0.03	4	0.12
3	Online grocery sales will reach US$59.5 billion by 2023	0.06	3	0.18
4	Revenue from Video on Demand is projected to increase by 13.26%	0.02	2	0.04
5	Global sales of furniture online are anticipated to increase at an	0.04	2	0.08
6	improvements to the market and bookselling industry	0.05	4	0.2
7	Growth of e-commerce in Asia and the Pacific	0.03	2	0.06
8	Expanding the product category	0.08	4	0.32
9	An increase in Internet users, mostly in outside markets	0.10	4	0.4
10	Companies who go to AWS for their infrastructure see 62% more	0.05	2	0.1

	Threats	Weight	Rating	Weighted Score
1	Potential rejection of online sales in foreign markets as a result of	0.03	3	0.09
2	Payment data theft is acknowledged by 22% of retailers nationwide.	0.03	1	0.03
3	Globally, the typical expense per data breach has hovered at $3.5	0.06	3	0.18
4	Government restrictions and instability's effects on online sales and	0.03	3	0.09
5	More than 2100 Walmart locations in the US provide grocery pickup	0.10	3	0.30
6	Worldwide, just 14% of consumers "Trust a lot" in internet	0.03	3	0.09
7	heightened rivalry as a result of low market entry barriers	0.10	2	0.20
8	lawsuits related to rivalry	0.03	2	0.06
9	Competitive prices	0.05	3	0.15
10	Seasonal goods generate variable income	0.02	2	0.04
	Total EFE Score	**1.00**		**2.91**

Data Identified in the EFE Matrix

An EFE matrix, also known as an external factor assessment matrix, is a strategy tool that is used to examine a company's external environment and discover various possibilities and risks

(Sridharan, 2023). This Matrix provides information that the business can use to better understand how it is managing outside influences. Prior data, such as a competitive profile matrix or PEST analysis, is used to build an EFE matrix. When this information about Amazon.com is found, it provides the corporation with the advantages and hazards associated with its existing business model.

Amazon opportunities and dangers are weighed to reflect the significance of each element affecting the business. Generally, the more focus they present, the closer the weight is to the top (the higher the weight). Amazon is a fiercely competitive online retailer and wholesaler. For instance, under opportunity number 9 on the Amazon.com EFE Matrix excel file, it states, "In increase in internet users, mostly in markets", this is weighted at 0.10, which shows the higher importance for the company's success. Amazon would like to grow their market more globally which will bring in more customers and more income. Now when you investigate the second chart under threats number 7 list, "heightened rivalry as a result of low market entry barriers" This is valued at 0.10, indicating how crucial it is for the company to protect its operations in order to maintain a high market share. On the excel chart, smaller values, such as 0.01 for Amazon.com, indicate less importance or threat. Recall that the maximum value on this EFE Matrix is 1.00, and that achieving total success is the only way to achieve greater success.

Rating is the way that Amazon is now handling risks and opportunities. One being the lowest answer and four being the best. The greater the company's readiness to handle these possibilities and dangers, the higher the rating. For instance, unlike other businesses, shelf space for a product is not restricted on Amazon, an online retailer. Because of this, Amazon does not have to worry about risks like losing money on products and small profits like physical stores do. Under threats number 9 "Competitive pricing" is the only issue that concerns them when they

lose money. Amazon must take care to prevent clients from switching to their rivals who offer cheaper pricing than they do. Amazon is starting to team up with other online retailers like clothing brands, furniture etc. This investment opportunity helps boost their customers and all around the company growths. Amazon feels they are handling this opportunity well, rating number 8 under opportunities "Expanding the product category".

Finally, you can find the answer by multiplying the weighted score by the rating. The performance of the company's strategy is then expressed as a numerical value obtained by adding together all the weighted scores. The matrix indicates that Amazon's weighted score total is 2.91, somewhat higher than average. An EFE typically receives a score of 2.5. This suggests that the companies' approaches to demonstrating deference to dangers or taking advantage of opportunities are neither successful nor unsuccessful. These elements all play a part in Amazon's success and have different effects on the business.

Competitive Profile Matrix (CPM)

		Amazon		Walmart		E-Bay	
Critical Success Factors	**Weight**	**Rating**	**Score**	**Rating**	**Score**	**Rating**	**Score**
Product Quality	0.10	4	0.40	3	0.30	2	0.20
Product Price	0.10	4	0.40	4	0.40	3	0.30
Advertising	0.10	3	0.30	3	0.30	2	0.20
Customer Loyality	0.06	2	0.12	4	0.24	3	0.18
Market Share	0.07	4	0.28	3	0.21	2	0.14
Brand Equity	0.08	4	0.32	3	0.24	1	0.08
Financial Position	0.09	3	0.27	2	0.18	1	0.09
Global Presence	0.09	3	0.27	2	0.18	2	0.18
Distribution Network	0.06	4	0.24	3	0.18	4	0.24
Customer Service	0.08	3	0.24	2	0.16	2	0.16
Online Presence	0.10	4	0.40	2	0.20	4	0.40
Brand Reputation	0.07	3	0.21	3	0.21	3	0.21
Totals	**1.00**		**3.45**		**2.80**		**2.38**

Data Identified in the CPM

When compared to Walmart and E-Bay, the company's two primary rivals in the retail trade sector, Amazon ranks higher in three of the top four categories according to the competitive profile matrix. Amazon's dedication to advertising, product diversity, and customer service. In the industry, Amazon and these categories rank highest among the essential success elements. One of Amazon's primary areas of focus and one of its main advantages over rivals is fulfillment.

The impact of COVID-19, as well as the anticipated of a fall in brick-and-mortar revenue and profit as consumers prefer online shopping and home delivery in order to exercise social distancing, will have an influence on the industry (Fernandez, 2020).

Amazon is offering Prime memberships at a significantly lower introductory rate in the Netherlands, Belgium, Luxembourg, Singapore, and India in order to improve customer service and create more competition for rival Walmart and E-Bay, as well as expanding its third-party marketplaces to include Australia, Brazil, India, Europe, and many other places (David Et Al., 2020).

After acquiring Whole Foods Market, Amazon made a bold move into the fiercely competitive and low-profit supermarket industry, which could provide difficulties for the corporation. Nonetheless, projections indicate that e-commerce revenues will increase at a 7.8% yearly rate (David Et Al., 2020).

With its established delivery system and the trend toward online purchasing, Amazon should have significant success in a cutthroat market.

Steps to Improve the Company's Competitive Advantage

Amazon, despite its massive size, can continually enhance its competitive advantage through strategic initiatives. One such plan involves optimizing its supply chain to ensure

efficient inventory placement, allowing for broader product availability and improved customer satisfaction ("What is Supply Chain Optimization," 2023).

Additionally, a focus on sustainability initiatives can further strengthen its competitive position by addressing areas such as reducing packaging waste and enhancing transportation efficiency, beyond the ongoing efforts in renewable energy ("Sustainability at Amazon," 2023). To execute these strategies effectively, leadership skills play a pivotal role. Empowering teams and employees through delegation of responsibilities fosters a culture of autonomy and innovation. Leadership can also support ongoing development and learning, ensuring that the workforce is equipped with the skills needed for continuous improvement.

Effective communication from leadership is crucial in conveying the company's commitment to these initiatives, fostering a shared vision, and understanding among employees. In this way, leadership becomes a driving force in implementing these facets, ultimately contributing to Amazon's sustained competitive advantage.

Financial Ratio Analysis

	Historical Ratios	
	12/31/2021	12/31/2022
Current Ratio	1.14	0.94
Quick Ratio	0.91	0.72
Total Liabilities-to-Total-Assets Rati	0.77	0.80
Long-Term Debt-to-Equity Ratio	0.35	0.45
Times-Interest-Earned Ratio	2	-1
Inventory Turnover	8.34	8.40
Fixed Assets Turnover	2.93	2.75
Total Assets Turnover	1.29	1.30
Accounts Receivable Turnover	14	12
Average Collection Period	25.55	30.08
Gross Profit Margin %	42%	44%
Operating Profit Margin %	5%	2%
ROA %	2%	8%
ROE %	5%	22%

Analysis of the Research and its Implications for Strategy Creation

Doing a financial ratio analysis is a popular method of examining and assessing a business. These ratios are regarded as measurements that display both internal and external perspectives, financial performance, and whether they are in a position to carry out their intended and desired actions. In Trent R's (2016) explanation, financial performance metrics, simply represent one number divided by another to arrive at a value that is then compared to other companies, usually in the same industry, as well as an industry benchmark, internal target, and historical performance. When employing ratios, it's important to consider both the timeliness and correctness of the provided data.

Like many other businesses, Amazon occasionally has to submit reports to the Securities and Exchange Commission detailing their financial situation and profitability because the general public owns stock in the company. We will be examining a snapshot of Amazon that is based on the period from December 31, 2021, to December 31, 2022. This historical retrospective will help us understand the company's development and possibly even where it is headed. When looking for most of the publicly available financial data, Yahoo Finance was a great resource. In 2021, Amazon's current ratio was 1.1, and in 2022, it was .9. This suggests that the business is able to fulfill its short-term commitments twice. This is very important because it beats Walmart, a major market competitor, which currently has a current ratio of just .8.

Total asset turnover is another important metric. Considering Amazon is a retailer and the frequency with which your inventory turns over is a measure of market demand, it is imperative that it monitors this. Amazon's overall asset turnover decreased to 11.1 from.11.2 the previous year, per Yahoo Finance. This indicates that, as it grows, Amazon has made greater investments in new assets. Additionally, this affects Amazon's percentage of return on assets.

Amazon is still expanding, so it's critical to understand its financial situation and how well it manages to keep expenditure under control. Examining the operating profit margin of the company is one technique to accomplish this. This is computed by dividing sales by earnings before interest and taxes. Amazon operating margin has fallen from 5% to 2%, it is an indicator that operating costs are too high, non-operating costs are too high, or both are too high. After revealing that it has spent a lot of money dealing with the epidemic and providing a gloomy outlook for the holiday season, Amazon saw a fall in revenues.

Amazon is still expanding in a way that is both visible to the public and consistent with its goal of reaching every corner of the globe, raising the bar for quality, and emerging as the world's most customer-focused business. Their profit margins will start to attractive to the market, and Amazon will keep up securing its goals.

Internal Factor Evaluation (IFE) Matrix

	Strengths	Weight	Rating	Weighted Score
1	Competitive prices for goods and services	0.09	4	0.36
2	state-of-the-art computer and networking technology to lead in cost.	0.07	2	0.14
3	Customer devotion	0.12	4	0.48
4	Various business goods and services	0.08	3	0.24
5	At 299.28 billion, brand valuation is the highest in the world (2023).	0.09	4	0.36
6	GLOCAL approach: Think globally, act locally	0.02	2	0.04
7	Excellent customer support services	0.02	4	0.08
8	High employee minimum pay and excellent benefits	0.04	3	0.12
9	Effective distribution and logistics	0.03	4	0.12
10	Innovation in technology	0.02	1	0.02

	Weaknesses	Weight	Rating	Weighted Score
1	The conditions at work are poor.	0.02	2	0.04
2	Workers have gone on strike repeatedly.	0.02	3	0.06
3	Absence of physical storefront	0.01	1	0.01
4	Margin Reduction	0.10	4	0.40
5	Product failure is common and can have an impact on the business.	0.05	2	0.10
6	There are some products that have expensive shipping costs.	0.05	1	0.05
7	The danger of diversifying in unrelated fields	0.02	2	0.04
8	Not having a custom language website	0.05	2	0.10
9	Free delivery policy may affect its future financial performance.	0.05	1	0.05
10	restricted entry into new markets	0.05	1	0.05
	Total IFE Score	**1.00**		**2.86**

Data Identified in the IFE Matrix

Through the Internal Factor Evaluation (IFE) matrix, Amazon's strengths and weaknesses are clearly outlined. Analyzing the data, Amazon's significant strength, with a weighted score of 0.48, lies in customer devotion. The millions of domestic subscribers to Amazon Prime attest to its exceptional shipping speed and product selection. Moreover, the additional fee charged to third-party sellers establishes a professional expectation for quality delivery (Danziger, 2018).

Another notable strength, with a weighted score of 0.36, is Amazon's brand valuation. Surpassing Microsoft as the most valuable brand globally reflects the company's strong market position and recognition (Faria, 2023). Turning to weaknesses, a major one is margin reduction. Recent restructuring efforts, including job cuts, have led to a shift in the operating margin from a record high of 8.2% to 7.8%, indicating a challenge in maintaining profitability (Palmer, 2023).

Product failure stands out as another weakness. In 2021, Amazon shipped over 5 billion items, with an order defect rate of 0.30%. While seemingly low, this translates to three defective orders for every 1000, a notable concern given the vast scale of Amazon's operations (Alexander, 2023).

In summary, the IFE matrix highlights Amazon's strengths in customer devotion and brand valuation, while underscoring weaknesses in margin reduction and product failure. These insights can guide strategic decisions aimed at leveraging strengths and addressing weaknesses to enhance overall organizational performance.

Capitalizing on the Firm's Strengths and Improving its Weaknesses

For the convenience of its customers, Amazon directs its online offerings into door-to-door home delivery services. The tech behemoth began advertising voice lectures, yoga courses, and even home maintenance at the location of tech devices. This basically means that if you order something online, like an air conditioner for a room, an LED light, or a computer, you won't need to order or call someone else to install it; instead, Amazon will send its own staff to install the equipment you've purchased. This is something that Amazon profited from. Utilizing its strengths, it could create something new like its own smart phone, as it already has a following from its book reading product, the Kindle. It could also collaborate with Google to develop their upcoming smart phone series, or it could establish its own brand in the smart phone market. Consumers will always spend four times as much on services as they do on goods (Risen, 2015). Amazon must therefore choose a diversification strategy.

Customers view Amazon's high prices as its main flaw; some non-members believe Walmart offers better value (PR Newswire, 2017). As a result, Amazon should focus primarily on cutting costs through cost reduction. The corporation can establish and preserve its

competitive advantage by leading the market in terms of costs. Amazon can defeat Walmart and other small-scale stores if it adopts a cost leadership strategy.

Among its internal strategic disadvantages include its limited business strategy, slow market penetration in developing nations, and scant brick-and-mortar presence. It is simple for businesses to copy Amazon.com Inc.'s business model; they may create e-commerce websites that sell almost anything. This internal component is a significant vulnerability in Amazon's SWOT analysis and presents opportunity for other businesses to compete with them. "Amazon's limited market penetration in developing nations is another flaw that keeps the company from reaping the rewards of these regions' rapid economic growth" (Greenspan, 2019). Growing in emerging markets will help Amazon. Amazon can make a name for itself ahead of other, bigger e-commerce players by breaking into underdeveloped markets. Amazon may benefit from having a strong early presence in certain areas, such as Amazon Fire TV and its ability to use Alexa. Amazon improved its SWOT and penetration prospects by entering this market and establishing roots.

SWOT Matrix

The purpose of this research is to provide insight into the choices the company is making. An evaluation of the following is regarded as a SWOT (Strengths, Weakness, Opportunities, and Threat) study. The tactics Amazon is using to keep expanding into this market area are also displayed in the following. This analysis highlights Amazon's strongest assets and the strategies it might employ to get more favorable results.

SO Strategies	
1	Utilize your brand to drive customers to your website. Make use of backwards integration by growing your Amazon brand.
2	Open additional Amazon Fresh locations in addition to other retail opportunities (Pereira, 2023).

3	Provide a better customer experience by concentrating on their demands at a reasonable cost. Employees should receive ongoing training in customer service (Pereira, 2023).
4	Opening more Rick and Morty stores will allow for more business.

ST Strategies	
1	Increase market share, lower the level of competition, and expand acquisitions by bringing on other elite competitors (Flamand et al., 2020).
2	Maintain stringent brand policies and processes for Amazon vendors and cut down on the quantity of counterfeit or duplicate goods (Flamand et al., 2020).
3	Boost security to safeguard client information supplied during in-person transactions. Give clients peace of mind and a plan of action for when cybercrimes occur.
4	Maintain the company's non-naming policy against the competitors. Being innovative and figuring out how to set oneself apart from rivals without disparaging other products or services.

WO Strategies	
1	Explore strategic partnerships or acquisitions with established retain chains in regions where it has limited physical presence.
2	Expand business into new sectors: healthcare, entertainment, or logistics. Diversifying revenue streams can reduce dependence on online retail segment and join emerging markets.
3	Mitigate risk associated with heavy reliance on third party sellers, develop and promote in house brands (Keller, n.d.).
4	Data security concerns can be addressed by focusing on enhancing cybersecurity measures (Keller, n.d.).

WT Strategies	
1	Addressing dependence on third-party logistics, vertically integrate logistic operations. Owning more of the supply chain, transportation, and delivery services.
2	Expanding cloud service offerings, improve features, and staying ahead in technological advances, this can help counter threats from other cloud service providers (Keller, n.d.).
3	Implement proactive compliance procedures, privacy policies, clear data practices, and tight collaboration with regulatory organizations, to limit threats to regulatory scrutiny and privacy concerns.
4	Investing in better working conditions to promote employee welfare and better labor practices, competitive wages, and comprehensive benefits.

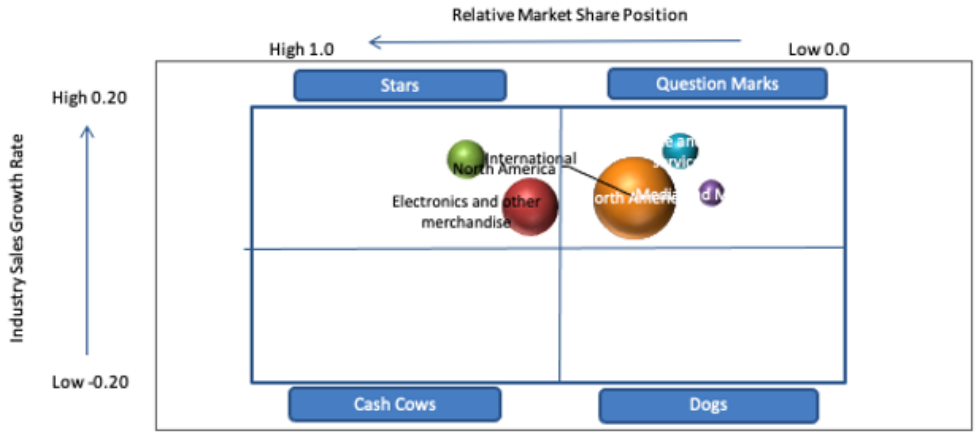
Strategies for Quadrants

These techniques aid in understanding the SWOT analysis. Having a clear understanding of this matrix will help Amazon concentrate on where to put its efforts and where to let them go.

According to David et al. (2020), all managers want to see their company in a position where it can leverage its internal strengths to capitalize on external events and trends.

Boston Consulting Group Matrix (BCG)

The Boston Consulting Group Matrix is another analytical tool utilized in the market (BCG). In North America, online platforms host the greatest retail competition. Even though it hasn't proven to be as profitable, there is a great opportunity globally where there is still a lot of market share (MarketWatch, 2020). Thus, in order to provide their devoted clients with more possibilities, Amazon should concentrate on both growing and going further into North America with their Amazon Web Services.

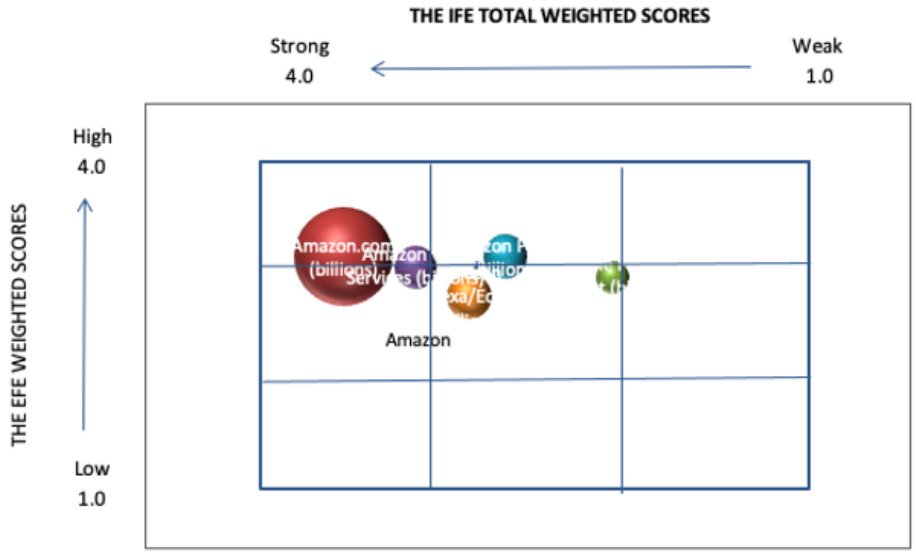


Division	Your Firm's Division Revenues	Top Firm in Industry Division Revenues	Industry Sales Growth Rate	Relative Market Share Position
North America	$141,366	$381,477	0.10	0.37
International	$65,866	$118,068	0.08	0.56
Electronics and other merchandise	$28,840	$42,800	0.18	0.67
Media and Marketing	$13,810	$59,216	0.11	0.23
Website and cloud services	$25,655	$89,000	0.20	0.29

Internal-External Matrix

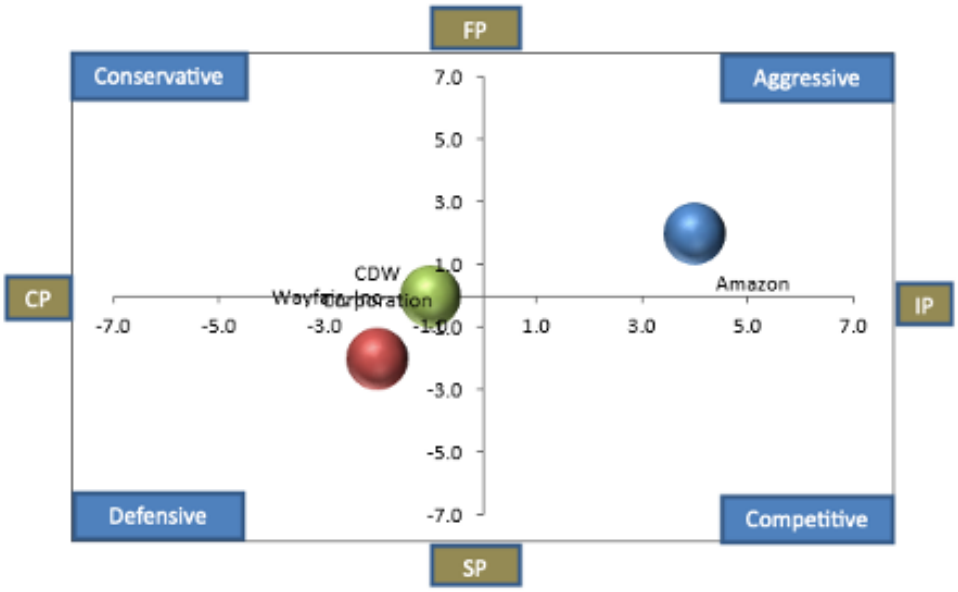
The Internal-External Matrix illustrates the critical roles of organizational divisions. As electronics and other general products continue to be Amazon's strongest divisions, the

company's rankings in various areas continue to change. Amazon still has a lot of options when it comes to international commerce. IE matrix shows the potential to increase its internet presence and develop its brick-and-mortar capability, indicating additional market penetration and product and service implementation.



Division	Firm's Division Revenues	Estimated IFE Score	Estimated EFE Score
Amazon.com (billions)	$127	3.6	3.0
Whole Foods Market (billions)	$14	2.1	2.8
Amazon Web Services (billions)	$23	3.2	2.9
Amazon Prime (billions)	$25	2.7	3.0
Amazon Alexa/Echo (billions)	$25	2.9	2.6

SPACE Matrix



	Amazon	CDW Corporation	Wayfair, Inc
X Axis	4.0	-2.0	-1.0
Y Axis	2.0	-2.0	0.0

Internal Analysis:		External Analysis:	
Financial Position (FP)		Stability Position (SP)	
Current Ratio	2	Rate of Inflation	-2
Debt to Equity	4	Technological Changes	-1
Net Income	3	Price Elasticity of Demand	-3
Revenue	7	Competitive Pressure	-4
Inventory Turnover	6	Barriers to Entry into Market	-2
Financial Position (FP) Average	4.4	Stability Position (SP) Average	-2.4

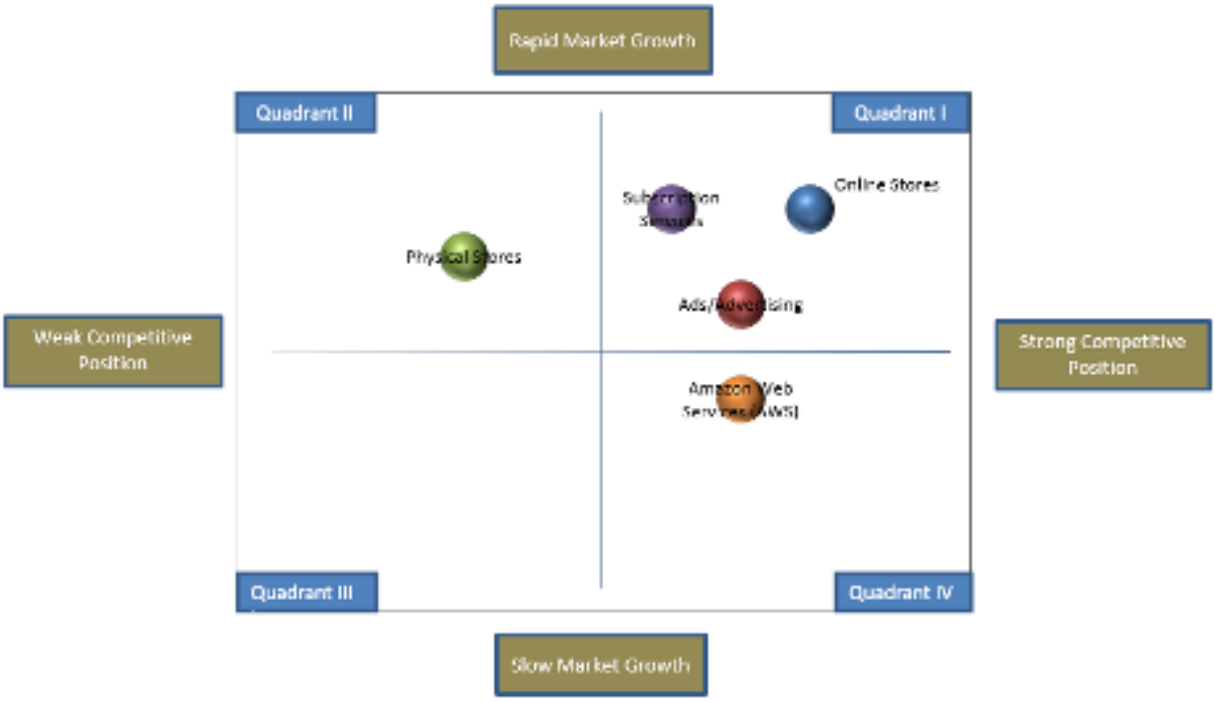
Internal Analysis:	External Analysis:
Competitive Position (CP)	Industry Position (IP)

Market Share	-1	Growth Potential	6
Product Quality	-3	Financial Stability	6
Customer Loyalty	-2	Ease of Entry into Market	5
Variety of Products Offered	-2	Resource Utilization	6
Control over Suppliers and Distributors	-2	Profit Potential	7
Competitive Position (CP) Average	-2.0	Industry Position (IP) Average	6.0

Strategies Recommended Given Your SPACE Analysis

Amazon appears to be more aggressive compared to its competitors, Wayfair and CDW. The matrix indicates a tendency toward a strong financial position, suggesting that Amazon is effectively generating revenue from investments with a high inventory turnover (Mulder, 2022). With this, Amazon's position leans more towards industry strength rather than competitive position. This implies that Amazon possesses significant growth potential, profit potential, and financial stability within the industry. Based on this assessment, a strategic recommendation for Amazon is to maintain its current practices while leaving room for growth and expansion. Amazon's existing game plan is evidently effective, but by continuing to uphold its competitive advantage while exploring new opportunities for growth, the company can achieve even greater success. To summarize, the recommendation would be to capitalize on current strengths and successes while remaining open to avenues that foster further expansion. This approach aligns with Amazon's dynamic and innovative nature, allowing the company to maximize its potential in the competitive landscape.

Grand Strategy



Quantitative Strategic Planning Matrix

	Strengths	Weight	AS	TAS	AS	TAS
1	Competitive prices for goods and services	0.09	4	0.36	3	0.27
2	state-of-the-art computer and networking technology to lead in cost.	0.07	4	0.28	3	0.21
3	Customer devotion (Pereira , 2023).	0.12	4	0.48	3	0.36
4	Various business goods and services	0.08	4	0.32	1	0.08
5	At 299.28 billion, brand valuation is the highest in the world (2023).	0.09	2	0.18	1	0.09
6	GLOCAL approach: Think globally, act locally (Pereira , 2023).	0.02	0	0.00	0	0.00
7	Excellent customer support services (Pereira , 2023).	0.02	3	0.06	2	0.04
8	High employee minimum pay and excellent benefits	0.04	0	0.00	0	0.00
9	Effective distribution and logistics	0.03	3	0.09	4	0.12
10	Innovation in technology	0.02	2	0.04	3	0.06

	Weaknesses	Weight	AS	TAS	AS	TAS
1	The conditions at work are poor.	0.02	0	0.00	0	0.00
2	Workers have gone on strike repeatedly (Pereira , 2023).	0.02	0	0.00	0	0.00
3	Absence of physical storefront	0.01	0	0.00	0	0.00
4	Margin Reduction (Pereira , 2023).	0.10	3	0.30	4	0.40

5	Product failure is common and can have an impact on the business.	0.05	2	0.10	1	0.05
6	There are some products that have expensive shipping costs.	0.05	1	0.05	0	0.00
7	The danger of diversifying in unrelated fields	0.02	0	0.00	0	0.00
8	Not having a custom language website	0.05	0	0.00	0	0.00
9	Free delivery policy may affect its future financial performance.	0.05	1	0.05	0	0.00
10	restricted entry into new markets (Pereira , 2023).	0.05	2	0.10	1	0.05

	Opportunities	Weight	AS	TAS	AS	TAS
1	boosting the quantity of customers using the Internet	0.06	0	0.00	0	0.00
2	The acceptance of new technologies and creative ideas by young people (Pereira , 2023).	0.03	1	0.03	0	0.00
3	Online grocery sales will reach USS59.5 billion by 2023	0.06	1	0.06	4	0.24
4	Revenue from Video on Demand is projected to increase by 13.26% between 2020 and 2024.	0.02	2	0.04	3	0.06
5	Global sales of furniture online are anticipated to increase at an average	0.04	1	0.04	4	0.16
6	improvements to the market and bookselling industry	0.05	1	0.05	3	0.15
7	Growth of e-commerce in Asia and the Pacific	0.03	2	0.06	4	0.12
8	Expanding the product category	0.08	4	0.32	3	0.24
9	An increase in Internet users, mostly in outside markets	0.10	4	0.40	3	0.30
10	Companies who go to AWS for their infrastructure see 62% more (Pereira , 2023).	0.05	3	0.15	4	0.20

	Threats	Weight	AS	TAS	AS	TAS
1	Potential rejection of online sales in foreign markets as a result of the imposition of new taxes (Pereira , 2023).	0.03	2	0.06	3	0.09
2	Payment data theft is acknowledged by 22% of retailers nationwide.	0.03	3	0.09	4	0.12
3	Globally, the typical expense per data breach has hovered at $3.5 million.	0.06	0	0.00	0	0.00
4	Government restrictions and instability's effects on online sales and products in global economics	0.03	0	0.00	0	0.00
5	More than 2100 Walmart locations in the US provide grocery pickup services (Pereira , 2023)	0.10	4	0.40	2	0.20
6	Worldwide, just 14% of consumers "Trust a lot" in internet merchants	0.03	0	0.00	0	0.00
7	heightened rivalry as a result of low market entry barriers	0.10	4	0.40	0	0.00
8	lawsuits related to rivalry	0.03	3	0.09	0	0.00

9	Competitive prices (Pereira , 2023).	0.05	3	0.15	4	0.20
10	Seasonal goods generate variable income	0.02	2	0.04	0	0.00
	TOTALS			4.79		3.81

Comparable Data Table

	A	B	C	D	E
1	Company	Fiscal Year (FY)	Total Revenue	Marketing Expenses (US	Marketing Excpenses % of Revenue
2	Amazon	2022	514 Billion	20.6 Billion	4.00%
3	Walmart	2022	573 Billion	3.9 Billion	0.60%
4	Target	2021	109.1 Billion	1.5 Billion	1.37%
5					
6		Best In Category			
7		Middle Of Category			
8		Worst In Category			

Recommended Expenditures

It's quite difficult to determine how advertising and sales performance are related. Not all consumers choose to purchase a product for the same reasons. The businesses that sell the product are highlighted in the advertisements of the companies we have mentioned. Businesses want to be at the forefront of consumers' minds, which is why they advertise increasingly frequently on social media and online apps. By spreading awareness of the goods and services, advertising helps a company turn a profit through increased sales. The ability of advertisements to assist consumers in selecting the goods and services they should purchase is another advantage. Advertisements provide consumers with the greatest selections available (Kaziukenas, 2019).

Compared to Walmart and Target, Amazon invests far more in advertising. Amazon strives to maintain customers' attention on the potential of purchasing things online as it sees an increase in sales every day. Currently, Wal-Mart and Target are physical retail establishments with a high percentage of devoted patrons. Although they currently have a premier membership

that enables them to have devoted customers, Amazon wants to grow that number (Edinger, 2020).

People are looking for opportunities to socialize and get out in the wake of the pandemic, and sometimes those opportunities are found at the store. However, Amazon hopes to increase sales and foster social interaction by increasing its advertising in the stores. Companies like Amazon, "who make the most of the current stay-at-home moment to gain clarity here could make transformative discoveries that will serve to Amazon well beyond this year," stand to benefit from online buyers, whether they are new or returning ones (Edinger, 2020).

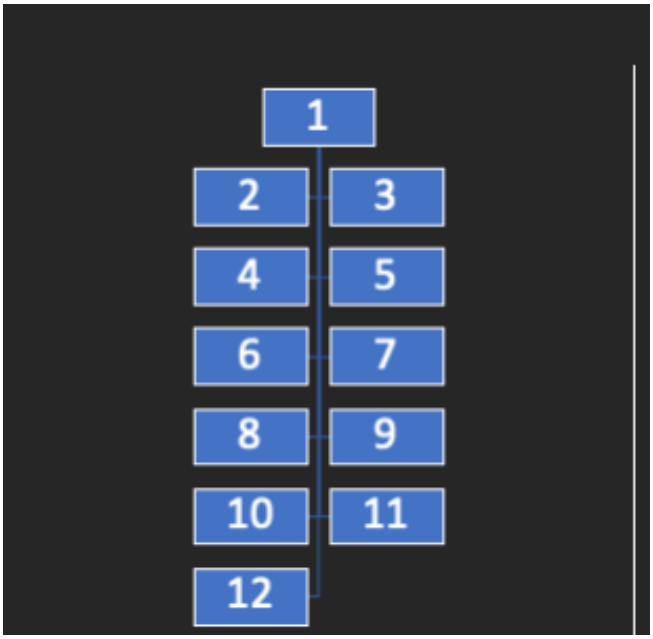
Perceptual Map

Summary and Influence on Strategy Choices

In comparison to its competitors, Amazon has an excellent position on the matrix. However, there is room for improvement in terms of how some matrix elements may be rearranged to reflect changes in how consumers view the goods and services that Amazon provides and how this could give other businesses a competitive edge. This means that, while

maintaining the current strategies for products and services like Amazon Web Services, Amazon Music, and Amazon Alexa in order to sustain the awareness and use, Amazon's strategy choices can reflect where to focus more time and resources in order to build awareness of the product or service, such as investing more in Amazon drive, since it underperforms compared to other facets of the graph.

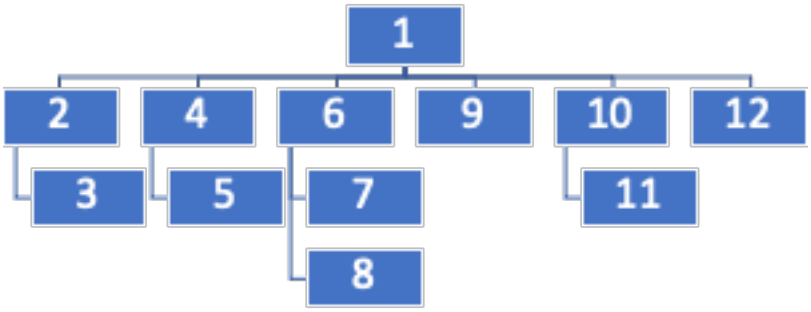
Existing Organizational Chart



1. **President & CEO-** Andy Jassy
2. **CEO, Amazon Web services**- Adam N. Selipsky
3. **CEO, Worldwide Amazon Stores**- Douglas J. Herrington
4. **SVP & Chief Financial Officer**- Brian T. Olsavsky
5. **Chief Security Officer**- Stephen Schmidt
6. **SVP, General Counsel & Secretary**- David A. Zapolsky
7. **SVP, Devices & Services**- David Limp
8. **SVP, Utility Computing**- Peter Desantis

9. **SVP, Advertising Products & Tech**- Colleen Aubrey
10. **SVP, Worldwide Communications**- Drew Herdener
11. **SVP, Distinguished Enginner**- James Hamilton
12. **SVP, People eXperience & Technology**- Beth Galetti

New and Improved Organizational Chart



1. **President & CEO**- Andy Jassy
2. **CEO, Amazon Web services**- Adam N. Selipsky
3. **SVP, Sales & Marketing, AWS**- Matt Garman
4. **CEO, Worldwide Amazon Stores**- Douglas J. Herrington
5. **SVP, North America Stores**- Christine Beauchamp

6. **SVP & Chief Financial Officer**- Brian T. Olsavsky

7. **VP, Finance & CFO, North America Consumer**- Gordon Griffith

8. **Director of Strategy & Operations**- Soo Lee

9. **Chief Security Officer**- Stephen Schmidt

10. **SVP, Advertising Products & Tech-** Colleen Aubrey

11. **Managing Director, Amazon Advertising, UK**- Phil Christer

12. **SVP, Worldwide Communications**- Drew Herdener

Many senior management staff members at Amazon now hold multiple jobs concurrently. Many senior management staff members hold multiple job titles and descriptions, which leads to confusion as well as ineffective work streams and reporting. It's noteworthy to notice that although these positions actually exist in Amazon's organizational hierarchy, they are not divided. The organization's expenses will rise as a result of these new jobs, but they will also guarantee that each person in the chart has a fair share of duty, responsibility, and accountability. The chart illustrates how segregating duties would create a new stream of reporting in addition to the current one. However, since every position in the new stream of reporting reports to a single position, there is less chance of misunderstandings and ambiguity about job roles and reporting.

When positions are segregated, it guarantees that employees performing in these roles are meeting expectations and that no one person is overworked or unfairly burdened with too many job descriptions. As earlier sections of our research have shown, Amazon has been turning a

profit, thus adding these additional roles to the organization chart and hiring more employees is not out of the question financially.

Overview and Recommendations

A system that specifies how certain actions are to be carried out in order to accomplish an organization's objectives is known as an organizational structure. Rules, roles, and obligations may be a part of these activities (Kenton, 2020). The goal of a suggested organizational chart is to provide organizational structure that promotes a business's prosperity and well-being. Although it's not always possible, knowing basic information about a corporation is crucial. Companies rarely release organizational charts to the public, but almost all publicly traded companies include a list of their top executives in the annual Form 10K (David Et Al., 2020). An organizational structure is used by Amazon to assist distribute control over its international e-commerce business. This chart is used by corporate executives and employees of Amazon.com to maintain order. The corporate structure of Amazon dictates how managers oversee and impact operational activities across different company divisions (Myers, 2019).

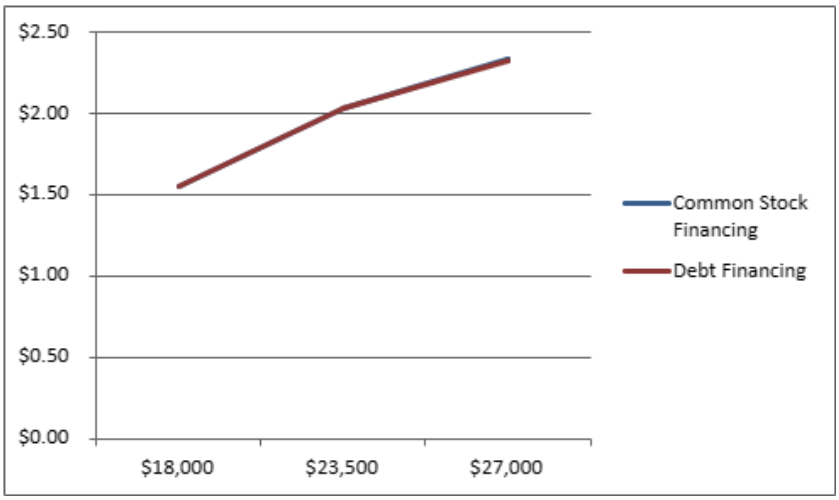
There are numbers 1 through 12 on the chart. In light of this, President and CEO Andy Jassy is listed as the most significant person. Even though they contribute in different ways, all the numbers in between are crucial to Amazon’s success. It is a machine, and for it to function properly, all the numbers must line up. Drew Herdener, SVP, Worldwide Communications, is ranked 12th on the chart. With Amazon being the top e-commerce site, a structure like the one shown in the chart can help them continue to grow at such a rapid rate.

EPS / EBIT Tables and Charts

	Common Stock Financing			Debt Financing		
	Pessimistic	*Realistic*	*Optimistic*	*Pessimistic*	*Realistic*	*Optimistic*
EBIT	$18,000	$23,500	$27,000	$18,000	$23,500	$27,000
Interest	0	0	0	70	70	70
EBT	18,000	23,500	27,000	17,930	23,430	26,930
Taxes	2,160	2,820	3,240	2,152	2,812	3,232
EAT	15,840	20,680	23,760	15,778	20,618	23,698
# Shares	10,199	10,199	10,199	10,189	10,189	10,189
EPS	**$1.55**	**$2.03**	**$2.33**	**$1.55**	**$2.02**	**$2.33**

Stock	60%	Debt	40%
	Pessimistic	*Realistic*	*Optimistic*
EBIT	$18,000	$23,500	$27,000
Interest	28	28	28
EBT	17,972	23,472	26,972
Taxes	2,157	2,817	3,237
EAT	15,815	20,655	23,735
# Shares	10,195	10,195	10,195
EPS	**$1.55**	**$2.03**	**$2.33**

Amount Needed	$1,400
Interest Rate	5%
Tax Rate	12%
# Shares Outstanding	10189.0
Additional Shares Outstanding Needed	9.53
Stock Price	$146.88



EPS/EBIT Data Summary and Analysis

EPS/EBIT can be defined as Earnings Before Interest and Taxes and Earnings Per Share (Agarwal, 2023). With the EPS/EBIT data, we can see the three different approaches used by Amazon, in this case, to outline its estimated common stock financing and its debt financing. Based on the data, both the estimated common stock and the debt financing are quite close in value, which the graph demonstrates, so maintaining the current practice would prove to be successful for Amazon's current place and projected growth with stock price, too.

Projected Income Statement and Balance Sheet

Projected Income Statement	12/31/2023	12/31/2024	12/31/2025
Revenues (Sales)	$663,038	$875,210	$1,164,030
Cost of Goods Sold	371,301	490,118	651,857
Gross Profit	291,737	385,093	512,173
Operating Expenses	271,846	358,836	477,252
EBIT (Operating Income)	19,891	26,256	34,921
Interest Expense	(17,684)	(17,184)	(17,484)
Non-Recurring Events	0	0	0
EBT (Pretax Income)	37,575	43,440	52,405
Tax	3,758	5,213	6,289
Net Income	33,818	38,227	46,116

Projected Balance Sheet	12/31/2023	12/31/2024	12/31/2025
Assets			
Cash and Equivalents	$78,047	$127,461	$211,808
Accounts Receivable	59,673	78,769	104,763
Inventory	172,390	227,555	325,928
Other Current Assets	0	0	0
Total Current Assets	310,110	433,784	642,499
Property Plant & Equipment	186,715	186,615	186,615
Goodwill	20,388	20,588	20,813
Intangibles	0	0	0
Other Long-Term Assets	53,043	70,017	93,122
Total Assets	570,256	711,004	943,050
Liabilities			
Accounts Payable	99,456	131,282	186,245
Other Current Liabilities	99,456	131,282	186,245
Total Current Liabilities	198,911	262,563	372,489
Long-Term Debt	67,650	68,328	69,063
Other Long-Term Liabilities	119,347	157,538	232,806
Total Liabilities	385,908	488,429	674,358
Equity			
Common Stock	108	108	108
Retained Earnings	117,011	155,238	201,354
Treasury Stock	(7,837)	(7,837)	(7,837)
Paid in Capital & Other	75,066	75,066	75,066
Total Equity	184,348	222,575	268,691
Total Liabilities and Equity	**570,256**	**711,004**	**943,050**

Projected Financial Statement and Balance Sheet Overview

The anticipated Income Statement and Balance Sheet for the next three years are included below. According to the stated predictions, net income will continue to rise, increasing the net worth of the business. Additionally, it is anticipated that the cash and cash equivalents balance would keep growing annually. Because of the desired investment in expansion, the first-year projection is smaller. One notices that cash keeps growing after the first-year.

Company Valuation Tables

Amazon	
Stockholders' Equity - (Goodwill + Intangibles)	$130,242
Net Income x 5	$168,245
(Share Price/EPS) x Net Income	$1,496,560
Number of Shares Outstanding x Share Price	$1,496,560
Method Average	**$822,902**

Walmart	
Stockholders' Equity - (Goodwill + Intangibles)	$55,576
Net Income x 5	$58,400
(Share Price/EPS) x Net Income	$423,992
Number of Shares Outstanding x Share Price	$425,766
Method Average	**$240,933**

Cash Value Overview

Looking at the valuation table for Amazon we can see the shareholders' equity which is the difference between the company's total assets and total liabilities is $130,242 (in millions). According to Hayes (2023) to determine the value of a company you must multiply the company's current share price by the total number of outstanding shares. In this valuation table for Amazon, we can see that the value of the company is $1,496,560 (in millions).

Company Ratio Tables

	Historical Ratios	
	12/31/2021	12/31/2022
Current Ratio	1.14	0.94
Quick Ratio	0.91	0.72
Total Liabilities-to-Total-Assets Rati	0.77	0.80
Long-Term Debt-to-Equity Ratio	0.35	0.45
Times-Interest-Earned Ratio	2	-1
Inventory Turnover	8.34	8.40
Fixed Assets Turnover	2.93	2.75
Total Assets Turnover	1.29	1.30
Accounts Receivable Turnover	14	12
Average Collection Period	25.55	30.08
Gross Profit Margin %	42%	44%
Operating Profit Margin %	5%	2%
ROA %	2%	8%
ROE %	5%	22%

	Projected Ratios		
	12/31/2023	12/31/2024	12/31/2025
Current Ratio	1.56	1.65	1.72
Quick Ratio	0.69	0.79	0.85
Total Liabilities-to-Total-Assets Ratio	0.68	0.69	0.72
Long-Term Debt-to-Equity Ratio	0.37	0.31	0.26
Times-Interest-Earned Ratio	-1	-2	-2
Inventory Turnover	2.15	2.15	2.00
Fixed Assets Turnover	3.55	4.69	6.24
Total Assets Turnover	1.16	1.23	1.23
Accounts Receivable Turnover	11	11	11
Average Collection Period	32.85	32.85	32.85
Gross Profit Margin %	44%	44%	44%
Operating Profit Margin %	3%	3%	3%
ROA %	6%	5%	5%
ROE %	18%	17%	17%

Projected Financial Ratios Overview

An outline of the historical and anticipated ratios is provided above. It should be highlighted that while the quick ratio and current ratio are predicted to decline, the ROA% and ROE% also show a decline over time. The corporation will focus on a significant review of total asset turnover as part of its future estimates. In comparison to prior years, there is a forecasted significant increase in this. Inventory runover day, which indicates how frequently a company is

converting its inventory sales, is a widely used metric to assess an organization's efficiency (Advani, 2018).

Company Retained Earnings Table

	Dividend Information			Balance Sheet Information	
Steps	1	2	3	4	5
Year	Current Year's Net Income	Less Current Year's Dividends Paid	New RE	Plus Prior Year's RE	Current Year's Balance Sheet RE
12/31/2023	$33,818	$0	$33,818	$83,193	$117,011
12/31/2024	$38,227	$0	$38,227	$117,011	$155,238
12/31/2025	$46,116	$0	$46,116	$155,238	$201,354

Retained Earnings Overview

The retained earnings table reports the retained earnings of a company by taking income from the prior year of a company minus any dividends paid to shareholders. Amazon is a company that currently does not offer dividends to shareholders. So, we will be able to take the prior year's Income and the current year's income, adding them together to determine the retained earnings. We can also project what upcoming years retained earnings will be as shown here in the retained earnings table.

Importance of the 5 Steps of the Financial Recommendations

Amazon is a powerhouse and brings a plethora of statistics to the table demonstrating its current hold on the market, as well as its potential for growth. From the EPS/EBIT chart, and the data presented, we can see that Amazon has planned conservatively, realistically, and optimistically, which tells shareholders and investors alike that Amazon has taken a plethora of different factors into account to predict different levels of growth. This information can then be taken by investors and shareholders alike to assist in making informed decisions. The income

sheet and balance sheet are important, too, because we are able to see the projected growth (and lack thereof if applicable) based on past percentages versus current and future percentages. With this, investors and shareholders can see the upward or downward trend in data and be informed. From the valuation table, we can see Amazon's statistics versus Walmart's statistics. Both competitors, seeing the data side-by-side of two very high companies can be helpful and insightful for those currently invested in either (or both) companies, and helpful for those thinking in investing.

On the valuation charts, we can see that Amazon brings more to the table in terms of net income and equity but has more outstanding shares per price. The projected financial ratios provide more of a long-term (even though it only goes out a couple of years) snapshot of the company's potential. Amazon's potential success can be seen in these numbers, with the projected revenue, profit, expenses, etc., increasing, while also increasing the liabilities. Knowing this information, however, can help Amazon continue to make the investments it needs to in order to push the company towards those projections, which will in turn pay off for the shareholders and the company alike.

Finally, as we know, retained earnings are the amount of net income left over for the business after it has paid out its dividends to shareholders (Fernando, 2023). From Amazon's retained earnings table listed above, we can see that Amazon has more retained earnings this year versus last year. With those retained earnings, we know that Amazon can then reinvest, and promote growth within the company for its own benefit, as well as the benefit of its shareholders and investors.

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