

**To what extent does customer service affect the success of Amazon?**

### **Abstract**

The research has been based upon reviewing the extent to which customer service affects the success of Amazon. It has been ascertained from the literature review that the customer satisfaction is a core component of customer service and it has been influential for Amazon to improve its existing position. Moreover, the technology integration has also paid off. The methodology being deployed is quantitative in nature as 100 customers of Amazon were approached. The findings reveal that customer service affects the success of Amazon at a higher extent and desired outcomes are assessed on the basis of it.

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## Chapter 1: Introduction

Customer service is greatly recognised as one of the major factors that determine the extent to which the organisation is capable and focused on fulfilling customer concerns to give them ultimate experience. Increased customer service tends to be the factor that helps businesses to achieve success and maintain their growth across the industry. When customers are given right amount of services during their purchases and after the purchases, then it ultimately maximises their involvement in post-purchase intention as well as results in making them prepared to address their needs, which derives towards customer retentionn (Juanamasta, et al. 2019). The research emphasises to understand the extent to which customer services influences upon the success of Amazon. The focus of the investigation was to analyse the issue in the context of Amazon.

Since the digital evolution took place, certain businesses/corporations received greater attention because their role was significant in terms of enabling digitalisation. Not only this, but the digital revolution also changed the ways of operating businesses and thus transformed industries to focus on more personalised and flexible experience for customers. Especially, in the service industry, the increasing influence of digitalisation resulted in dematerialising the different stages associated to consumer buying behaviour (Lee, and Lee, 2020).

E-commerce in the past two decades grew significantly and the number of online buyers drastically increased across the globe. During 2019, the sales approached through e-commerce platform was approximately \$3500 trillion, which increased by 20% as the previous year. Among this, 15% represents the total number of retails sales as per the figures published by eMarketer (2019). While talking about Amazon only, the sale is accounted for almost 40% of the total number of the US e-commerce and considered to be the significant part of the retail sales growth in the past 5 years (Vollero, Sardanelli, and Siano, 2021).

Towards Amazon, one of the major factors of its growing sales is the extent to which the business shares its responsiveness to meet customer expectations by means of providing them quality services. During 2020, the sales of Amazon tripled and gained 37% of growth, which reflect the extent to which customer services are valued, which makes the business to sustain its growth by enabling positive customer experience (eMarketer, 2020).

Knowing the extent to which Amazon values customer service, it not only reflects a positive environment for businesses online, but shares a benchmark for many companies to adopt the Amazon customer service strategy in order to gain profitability and growth. Especially, the implementation of Self-Service Technology (SST) in the form of Amazon Dash Button and Amazon Alexa disrupted the traditional means of customer journey enabling them to make purchases online and interact with the seller in digitalised means whereby seeking after sales support and services (Farah and Ramadan, 2020). The impact of customer services through digitalised means as implemented by Amazon resulted in gaining higher customer expectations as well as modified their shopping behaviour online as well as offline by means of reducing their search and selection process (Passavanti, Pantano, Priporas, and Verteramo, 2020). The ultimate approach emphasised on enabling positive customer experience through better services, which maximises the chances of customer retention (Vollero, et al., 2021). Based on this, the problem statement of the study was:

***‘To analyse the extent to which customer services influences upon Amazon’.***

### **Research Questions**

Based on the aims and objectives, the questions for the investigation are as follows:

- What are the main factors that affect Amazon to become one of the most successful multi national technology company?
- To what extent does customer service affect the success of amazon?

Based on the discussed background, the rationale of the investigation was to understand the significance of customer service. It emphasised to know why it is essential for businesses to focus on customer services and how it helps them to achieve success. Towards this, the justification to carry out investigation was focused on analysing the case of Amazon to know its success model for maintaining positive customer experience.

Chapter 1 is of introduction in which the overview to the problem was defined. The chapter emphasises on knowing the background to the issue that derives towards the problem statement. With the help of introduction, the aims and objectives as well as the research questions were defined. The rationale was also discussed that helped to understand the purpose of investigation.

Chapter 2 is of literature review in which the critical review to the issue was presented. It helped to understand the theoretical ground to the investigation and the extent to which any model associated to the issue may help in framing the conceptual framework for the study. Chapter 3 is of research methodology, which provides brief discussion on the chosen methods, its relevance and application. Chapter 4 is of analysis, which guides towards results and the interpretation of it in the context of objectives defined. Chapter 5 is of conclusions, which aims to conclude entire study to know whether objectives are addressed or not.

## Chapter 2: Literature Review

The ultimate goal of any business is to gain customer satisfaction, which is one of the effective ways of maximising growth and profitability of any business. A business is likely to gain success when the customers are highly satisfied. However, the growth and success diminishes when there is lack of satisfaction found as well as poor customer services are delivered. Customer services hold greater capability for any business to measure the retention level of customers. The higher the satisfaction is, the greater the focus of service provider seems towards customer services. However, weak customer services results in poor level of focus of the business in order to fulfil customer needs. It ultimately reduces the level of retention as well as generates negative post-purchase intention for customers. Based on this approach, the literature review was designed, which focused on knowing the different perspectives towards customer services and the extent to which it is discussed and elaborated under the context of digitalised environment.

According to Juanamasta, et al. (2019), customer services are determined the services that any business provides to its customers in addition of the initial services that any customer renders. Mostly, customer services come under the context of service industry where there is need of after sales approach by businesses to ensure success of any business. Bueno, Weber, Bomfim, and Kato, (2019) found that customer services comes with the idea of customer experience and their satisfaction towards any business. Positive approach to deliver customer services comes with the idea that business share its plan to fulfil customer needs even after the purchases of initial services. Zaid, and PATWAYATI, (2021) claimed that the extent to which the business provides customer services helps in determining the post-purchase intention and the level of retention of customers.

Sukendia, and Harianto, (2021) found that customer services are extensively documented in the literature of service marketing. The higher level of customer services results in maximising customer satisfaction as well as loyalty towards the service provider, which maximises business performances. In the literature of marketing, Daugherty, Bolumole, and Grawe, (2018) claimed that customer service determines the level of service quality. The higher the focus of any business towards customer services, the improved the service quality tends to be.

In another literature by Nordheim, Følstad, and Bjørkli, (2019) it is found that customer service is widely discussed as the customer-centric approach by businesses to maximise their



productivity and performance. When firms emphasise more on their services, then it creates a way for their selves to gain success by means of seeking access to the potential customers as well as an ability to develop long term relationship with its existing customers. Hence, customer services play core part in enabling long-term relationship with customers.

Kampani, and Jhamb, (2020) labelled customer service under the context of customer relationship management (CRM). Effective relationship with customers comes with the idea that how successfully the business is capable to provide long-term services to its customers. The tenure of services eventually helps in enabling positive customer retention as well as guides to attract new customers to maximise business productivity.

From the marketing perspective, Lee, and Lee, (2020) claimed that customer services holds greater position in the literature of marketing as it guides to understand the improvements that any service provider can bring into their services in the future so that new markets can be approached and potential customers can become attracted. Precisely, customer service defines a direct and one-on-one approach to build interaction between the service provider and the customer based on expectations. Taylor, Wilson, Murfitt, and Balandin, (2022) found that retailers often consider customer service as the approach focuses on direct interaction for ensuring buyer satisfaction. Under the context of consumer buying behaviour, customer service is determined as the last stage of the process where the customer determines whether to pursue purchases from the same service provider in the future or find a better substitute who falls upon the perceived customer expectations. In the process of service quality, customer services hold greater significance and lead to determine the future success of any business.

Hence, service quality enables positive customer experience, which results in not only to create a way to attract old customers, but new customers as well. It is clearly based on the extent to which service provider show their readiness and responsiveness to deal with customer queries and issues. Vollero, Sardanelli, and Siano, (2021) in the same course, claimed that customer service focuses on enabling reliability towards delivering positive services and addressing to customer needs by means of assuring them that their problem is addressed.

Nordheim, Følstad, and Bjørkli, (2019) found that customer service is determined as the key through which how users tends to develop their positive experience based on the services

delivered by service provider in the foreign market. Li, Xu, and Fan, (2021) found that the competitiveness of business is based on meeting customer needs by helping them to resolving issues faced towards the product usage or services especially in the host environment. Lee, and Lee, (2020) claimed that the success of any business is based on the extent to which the service provider is successful in addressing customer needs, which results in maximising customer loyalty in the foreign environment and maximises capability to expand the business to new markets. Adam, Wessel, and Benlian, (2021) found that loyalty is the point where the user experiences the extent to which the service recovery is made through well-managed approach of customer service. In case if the service recovery experience turns bad, then it ultimately diverts customer attention from the service provider in the future. Nordheim, Følstad, and Bjørkli, (2019) in the literature focuses on the idea that customer service is highly recognised as the resource-intensive approach and for this service providers constantly seeks guidance to make improvements and maximise their service efficiency to develop positive user experience in the international environment making it highly relevant for businesses to expand successfully. Kohut, (2020) found that since decades, the field of customer services is moving towards strengthening the opinion of users towards self-service specifically by making the use of websites as the approach to develop direct interactivity with customers in foreign markets.

Vakulenko, Hellström, and Oghazi, (2018) found that in the recent context since the technological evolution took place, the self-service options emerged for businesses to expand, which has created a continuous way to improve and extend the volume associated to users contracting to the service provider by means of reducing the waiting time to resolve queries. Vakulenko, Hellström, and Oghazi, (2018) found that through the adoption of self-service approach, it is become for businesses to understand specific needs of consumers and make the decision accordingly. The channel that creates one-on-one interaction through self-service mechanism is highly efficient to handle and manage customer request regarding services. Through this, it is become relatively high to meet customer expectations promptly. Such seemingly paradoxical situation makes users to utilise multichannel approaches that enables their involvement in interacting with the service provider.

The supportive IT system of Amazon has been a cornerstone of activities. It has certainly worked well for Amazon to maximize its potential. The Amazon's management system has been

structured in a way that the customer desires and needs are fulfilled in a viable manner so that desired outcomes are attained. The overall Amazon's management system is strengthened proactively when the basis of recovery as well as the response time for the valued customers is intensified. This means that the Amazon's management is supported by personnel as well as technology that has led towards the success of the concerned company in an incremental manner (Alshmrani, 2022).

Cleberg, (2019) found that Ansoff matrix is useful in terms of analysing the strategic diversification of businesses in terms of expanding their business to foreign markets. The matrix is comprised of four strategies, which may help the business to grow. These strategies include, market development, market penetration, product development and diversification.



Source: Cleberg, (2019)

According to Tsatsoula, (2018), the entry strategy of any business is examined based on four quadrants that emphasises on the market status and the product or service status. The market is either going to be new or existing, whereas the products and services could be new or existing. Under the first quadrant, the market development strategy focuses on exploring new markets

with the existing product line. It is recognised as one of the useful strategy for businesses to expand their products and services to new markets with same portfolio because customers in the foreign markets accept the products accordingly. Sukma, Lubis, and Utami, (2019) found that the market penetration involves the expansion within existing markets with existing products. However, businesses when intent to expand internationally do not adopt the approach. Sukma, Lubis, and Utami, (2019) found that the product development involves introducing new products and services into existing market aiming to expand the present portfolio of the business. It is one of the effective approaches to maximise the business portfolio and build new customers. Lastly, diversification focuses on introducing new products into new markets. In link to customer service, Soltani-Fesaghandis, and Pooya, (2018) claimed that businesses are required to choose the strategic approach to expansion wisely to maximise their profitability and build reputation and customer service in this course provides greater benefit to meet customer expectations in the foreign markets. When it comes to expansion, the deployment of appropriate practices is certainly there as related and unrelated diversification can be deployed to maximize the potential. The critical success factors for firms that tend to opt for expansion can be backed up with diversification and the strategic intentions are addressed appropriately.

### **Success factors of Amazon**

According to Advapay, (2021), there are certain critical success factors that help in turning an effective customer service. Exceptional customer service reflects the extent to which the customers are satisfied and interested to revisit the same service provider. However, for this, it is essential to focus on certain customer service-based attributes, which serves as the factors to maximise customer involvement into any services. Based on this, the factors are presented below:

**Harnessing customer feedback** – The first and foremost influential factor that somehow turned the tables for many firms operating in the e-commerce industry is to capitalize on the customer feedback in a proficient manner. The feedback being generated by the customers is pivotal as it helps in creating the basis of an exceptional customer experience. The support staff within the organization are able to reinvent themselves in a way that extensive information gathered from the customers can help them to re-establish themselves as a viable brand in a favourable manner (Alkire and Burton, 2014). The companies that tend to prioritize on communication are somehow

able to maximize their potential. The customer indulgence is maximized with the help of it and better value propositions can be created with the help of it. Towards the customer services, the customer always expect to answer their queries instantaneously, which helps them to develop trust on the service provider (Stevens, Spaid, Breazeale, and Jones, 2018).

### **H1: Harnessing customer feedback significantly impacts on the success of Amazon**

**Continuous innovation** – The overall customer experiences as pointed out by Mahmoud (2017) are crucial. The focus towards continuous innovation has been intensified when the basis of continuous innovation has been tapped accordingly. It has been ascertained that the continuous innovation tends to enable the entities to maximize their overall potential and the overall responsiveness of the brand improves considerably. It enables the firm to excel. Moreover, proactive firms tend to make customer needs as a key driver to innovation and it somehow maximizes the overall potential in a viable manner. The ability to offer something unique for the valued customers is always a viable option to consider when the motive is to maximize the potential of the entities. The deployment of continuous innovation assists the companies to revitalize their position (SOKO, 2019). In the case of Amazon, the information is somehow integral because the company banks upon extensive level of digitalization and it has reflected upon favourable returns.

### **H2: Continuous innovation significantly impacts on the success of Amazon**

**Lack of delays in delivery and defects in products** – When it comes to online selling, the customer service parameters are clearly defined when there is a great deal of uniformity in the core activities being carried out. For instance, if the customers witness considerable level of delays in the products being delivered to them then they will not be able to develop a consensus in this regard. Moreover, the defects that tend to exist in terms of the product is also a crucial aspect. So, the two elements in tandem such as delays in delivery as well as the limited level of core defects in the products when delivered to the valued customers certainly matters a lot (Gupta and Singh, 2019). On the other hand, Florea (2014) presented that the shipments that tend to get late tend to occupy a negative position in the minds of the customers and they tend to believe that the overall customer service and operational parameters being associated with the company are relatively vague and require to be adjusted accordingly.

### **H3: Lack of delays and lack of defects in products significantly impacts on the success of Amazon**

**Dependability** – When the service provider under the process of customer service promises to fulfil customer issues, then it maximises customer dependability and leaves them engaged to the services. Hence, from the service provider, it is essential to ensure promptness in the customer services that reduces customer dependability to meet their needs (Advapay, 2021).

### **H4: Dependability significantly impacts on the success of Amazon**

In order to deal with customer queries, it is the responsibility of service provider to engage every concern person to resolve the issue. In case if the service provider or assistant is incapable of resolving the problem by their selves, then there is need to involve related people so that customer concern can be addressed right on time (Islam, et al., 2021).

It has been summarized from the above assessment that the position of Amazon as a successful multinational business has been intensified with the help of above mentioned factors. The adherence to creativity and innovation has been a cornerstone of activities associated with Amazon and it has worked well for Amazon in the long run. The ability of Amazon to capitalize on the market advantage by reducing the lead times in delivery and keeping a firm check on the proceedings has been pivotal to its cause.

For any service provider, during the process of customer services, there is need to adopt proactive approach. Being a forerunner tends to be an effective strategy for any service provider because it helps to discuss the problem openly and talk about it through weaknesses, either it is procedural or interpersonal. Hence, with the proactive approach, customers actually develop the feeling that they are care about their needs and the service provider is keen to take every possible measure to solve the problem (Ye, Lyu, and He, 2019).

For any problem, it is important for the service provider to document the issue so that the technical aspects can be analysed while proposing the solution for the problem. The approach of documentation is useful for keeping the records of the problems so that in the future, relevant decisions can be made while delivering the services to that specific customer (Advapay, 2021).

For any process of customer relationship, active listening holds greater significance because it guides to understand the customer concerns and respond to them based on how they perceive about the issue and the resolution for it. Active listening not only guides the service provider to understand customer concerns, but it is recognised as one of the effective ways of relationship building that is based on trust and loyalty. Through active listening, the service provider is capable of building knowledge towards the customer request and the easier way to solve the problems (Itani, Goad, and Jaramillo, 2019).

Expertise of service provider in the process of customer service holds greater significance in terms of meeting customer expectations. The expertise is based on the skills that the service provider has and their capability to come up with active solutions for it. An expert service provider has the capability to be well-connected to the customer under defined and cleared boundaries as well as responsibility (Nordheim, Følstad, and Bjørkli, 2019).

### **Strategic Approach to Customer Service – Technological Integration and Automation**

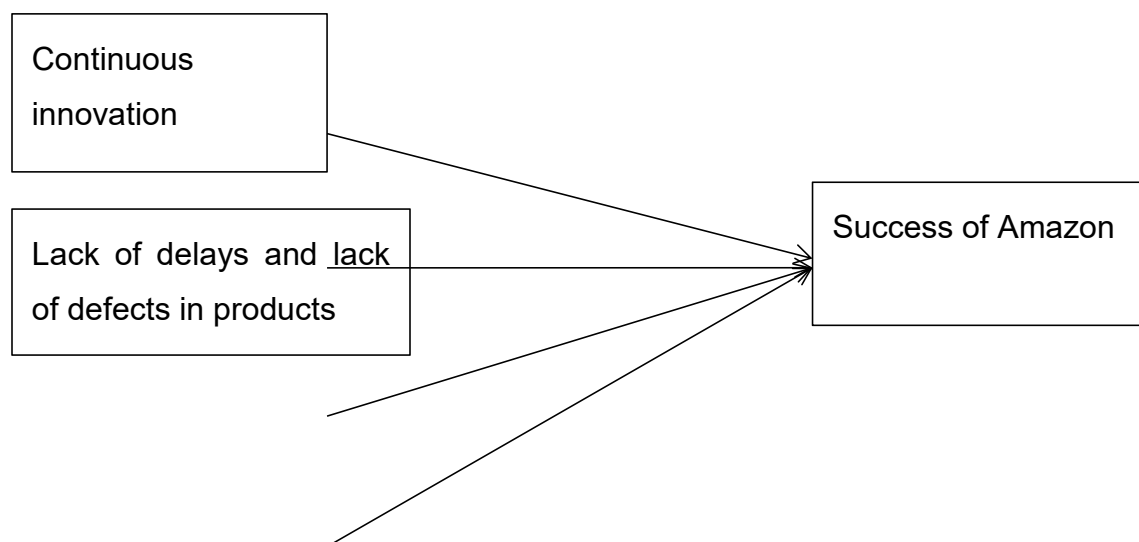
According to Liang, and Wu, (2022), service quality is referred to as the general judgement of customers or the evaluation they do towards any services that they receive. It is recognised as the overall measure based on the market positioning of the service provider as well as customers values. The perception of customers towards the service quality tends to hold the hierarchical factors within the structure that influences upon the quality of the employee-customer interaction, the outcome of the services and the environment itself. Han, Lee, Chua, Lee and Kim (2019) claimed that the most significant approach for analysing any service quality is based on three major dimensions, which include physical environment where the service is provided, performance quality and the delivery quality. Nambiar, Ramanathan, Rana, and Prashar, (2018) found that among these major dimensions, the delivery quality is mainly determined as the most critical and directs factors that effects upon the perceived service quality or emphasises on customer perception within the interaction process between the customer and the service provider through digitalised means. Based on this, Liang, and Wu, (2022) claimed that customer perception towards the customer service quality is based on two major aspects which requires technological solutions, [1] the perceived service quality associated to the organisation that helps to assess the organisational features to adopt technology, and [2] the perceived service quality

delivered by the service provider is mainly accessed based on the direct communication with the service delivery workers via digitalized means. In the similar context, Chetthamrongchai, Jermittiparsert, and Saengchai, (2019) found that within the delivery of customer service, the attitude, behaviour and expertise of service provider tends to influence upon customer and service provider relationship.

Nordheim, Følstad, and Bjørkli, (2019) found that since the AI-powered (Artificial Intelligence) customer service is emerged, the customer service had become highly automated and the response time reduced, which maximised customer satisfaction and increased interaction of businesses with foreign customers. Through the automated customer service, it becomes easier especially to address structured queries raised by customers. Towards the significance of automated customer service, Servion (2017) found that by the year 2025, 95% of the customer interaction is likely to take place online that includes online conversations and live interaction through video means. Further, Frey and Osborne (2017) found that the probability of using the automation towards customer services seems to be substantial. The adoption of chatbots seems to be one of the major examples to provide first-line of customer support. It helps in dealing with the complex service-based requests to meet customer expectations. On the other hand, Sarbabidya, and Saha, (2020) found that leveraging technology in terms of service provision had now become the need to meeting customer expectations. Bacile, (2020) also endorsed the idea that enabling positive customer experience today is now digitally centralised

### Conceptual Framework and Model

Based on this, the model for the investigation is extracted from the factors of customer services. However, to keep the investigation narrowed, five factors were shortlisted relevant to analyse the case of Amazon.





Dependability

Harnessing customer feedback

The literature thus concludes that customer services holds greater significance in terms of achieving customer satisfaction. Especially in the digital era, the involvement of service provider into such technologies enables the possibility to deal with customer queries promptly and provide them errorless experience in terms of effective customer services. Based on this, the next chapter is designed that focuses on the methodological approaches adopted to gather empirical evidence.

### **Chapter 3: Research Methodology**

This chapter includes detailed knowledge and strategies involved in conducting the research efficiently. Research methodology plays a vital role in any kind of research. The methods involved in the research depend upon the context that needs to be observed and discussed. As this research involved examining the significance of customer services and how it is going to impact the business success therefore method adopted for the investigation was quantitative and has focused on aspects associated to delivery of customer services to enable positive customer experience. The chapter provided comprehensive information on how the study was executed and who were involved in this process of data gathering to obtain logical findings.

#### **Research Philosophy**

One of the important steps of any research is choosing the appropriate research philosophy. The dynamics of the research are described through the philosophy applied. The assumptions made by the researcher in research philosophy explain the idea regarding the world based on the understanding of nature and its role in society. Similarly, it inquires about self-understanding of the purpose, meaning and significance of the research in society. Based on this Research philosophy is further divided into three subcategories that are interpretivism, positivism and constructivism (Al-Ababneh, 2020). Among three philosophies, interpretivism and constructivism deal with the subjectivity within any phenomenon, whereas positivism focuses on objectivity.

As in this research, the main focus was on the study of the effectiveness of customer services and its impact on success of the business; therefore, for that reason the positivism philosophy was applied. The positivism philosophy works with extracting objectivity from data and explores logical rationality. It works with quantifiable data which cannot be manipulated. The hypotheses are developed and tested to derive the result which makes it highly reliable. However, it lacks to deliver justification on such aspects that requires comprehensive reasoning. The reason of not choosing constructivism and interpretivism was that it mainly deals with seeking subjectivity to the data, which requires comprehensive reasoning rather than logical approach. However, interpretation varies from individual to individual and situation as well, which does not applies in positivism as it holds greater generalisibility (Primecz, 2020).

## **Research Approach**

The process that the researcher selects to collect the data and adopt certain pattern to present the investigation is referred as the research approach. It holds the methodical pattern to investigate the variables. Different researchers give different meanings to the term research approach. Some may consider the research approach as a way of data collection and analysis based on quantitative and qualitative analysis. However, in this research, the term research approach is considered as a plan and procedure to perform a study that is divided into three different categories that are inductive, abductive and deductive approaches (Karlsen, Hillestad, and Dysvik, 2021).

The significance of hypotheses in the study distinguishes between inductive and deductive approaches. The deductive approach evaluates the validity of hypotheses or theories. However the reason of not choosing the other two methods is that inductive approach deals with the unfolding of new generalizations and theories. Abductive research, on contrary, initiates with surprising facts and the process is then diverted to their explications. That's why the most suitable approach for this study was the deductive approach as it helped in gathering and presenting of information in logical and systematic format, which seems lesser applicable for quantitative investigations.

## **Methods of Data Collection**

There are two methods of data collection, which include quantitative method and qualitative method. The quantitative methods gauge the gathering of scientific evidence. It focuses to understand how the logical aspects to any information can be gathered. On the other hand, qualitative methods involves gathering of evidence based on seeking comprehensive perspective to the data (Nardi, 2018). Based on this, adopted method of data collection for the study was quantitative because the focus was to analyse the extent to which customer services influences upon the success of Amazon business.

With the help of quantitative methods, the objectivity to the data was obtained. It helped in seeking the numerical evidence, which guides in building logical knowledge to the phenomenon and prove the research assumptions categorically. However, the method is not suitable to seek comprehensive understanding to the issue (Strijker, Bosworth, and Bouter, 2020). The reason of

not choosing qualitative method was that it shares relevance in terms of seeking interpretive data, which tends to be comprehensive in nature. Hence, the application of qualitative study for the present investigation becomes invalid because conceptual framework was designed to conduct test and examine hypothesis.

### **Sources of Information**

For the academic study, there are two sources of information. The sources define the methods through which the data is gathered. Sources are the key domain that helps in developing practical knowledge to provide the research proposition. There are two major sources, the primary sources and the secondary sources. Primary sources are the first-hand approaches of gathering data. These sources guide to seek response directly where the information tends to be first hand (Patten, 2016). On the other hand, secondary sources shares already discussed information in the context of any research. For the present investigation, both the sources were adopted because primary sources helped to test the assumptions of the study, whereas secondary sources help in supporting the assumptions by providing theoretical arguments.

Based on this, adopted primary sources of data collection were the customers of Amazon. The reason of gathering data from customers was to know how they perceive customer service provided by Amazon and to what extent the outcome of their customer service determines their success. Both the methods were chosen to seek holistic perspective to the issue and it also helped in creating theoretical as well as empirical link between information

### **Instrument and Technique to gather Data**

For the data collection process where quantitative methods were applied, the instrument must relate to the chosen method. Based on this, there are two instruments of data collection, which include interviews and questionnaire. Generally, there are three different types of interviews, the semi-structured, structured and un-structured, whereas the questionnaire are open ended, closed ended or mixed. For the present investigation, as the method of data collection adopted was quantitative; therefore, the chosen instrument was questionnaire (Singh, 2017). The closed ended approach to questionnaire was selected, which comprised of statements relevant to the research variables. These statements helped in examining the relationship between the dependent and independent variables. The closed-ended statements of the questionnaire were focused on five-

point likert scaling to analyse the extent to which customer services influences on success of Amazon. With this, it was easier to create limitation on the response of participants. Besides, with closed ended statements, it was also easier to seek insights on the variables of the investigation so that the research model can be examined. The reason of choosing questionnaire was that it supports quantitative investigations that hold survey analysis, whereas interviews mainly support exploring subjective aspects, mainly such information where the interpretation vary from person to person. Questionnaire was useful to gather objectivity broadly in terms of examining certain variables explored through theoretical review.

The questionnaire was comprised of the statements relevant to the variables of the investigations. There were five independent variables relevant to the factors associated to customer service and one dependent variable that involve success in expanding into foreign markets. To this, the assessment of the statement of questionnaires is presented below:

<b>Variable(s)</b>	<b>Description</b>	<b>Statements</b>
Harnessing customer feedback Alkire and Burton (2014) Stevens, Spaid, Breazeale, and Jones (2018)	Customer feedback is being gathered at all levels; however, capitalizing on the customer feedback and adhering to successive practices matters a lot	<ul style="list-style-type: none"> <li>• Amazon tends to cater to my needs immediately</li> <li>• I like that my feedback is dealt effectively</li> <li>• Amazon is responsive towards my feedback</li> </ul>
Continuous innovation Mahmoud (2017)	The focus of the organization to maximize the overall potential in a viable manner and bank upon the innovative	<ul style="list-style-type: none"> <li>• I witness a great deal of innovative tactics deployed by Amazon such as drone delivery</li> <li>• My overall experience is exceptional</li> </ul>

	capabilities to enhance the overall reach of the company is highlighted in this regard	<ul style="list-style-type: none"> <li>• Amazon's chatbots are quite responsive</li> </ul>
Lack of delays and lack of defects in products Gupta and Singh (2019) Florea (2014)	When delays tend to happen then the customer service becomes questionable because it directly impacts on the lack of consensus being attained.	<ul style="list-style-type: none"> <li>• I get the products right on time</li> <li>• I barely witness any defected products</li> <li>• I am able to track my products easily</li> </ul>
Dependability Advapay (2021)	The level of trust being associated with the customers while dealing with the customer interest	<ul style="list-style-type: none"> <li>• Amazon reflects upon prompt responses</li> <li>• Amazon creates the level of trust with me</li> <li>• I am able to rely on Amazon's service</li> </ul>
Success of Amazon Bacile, (2020) Servion (2017)	The basis of success at Amazon and the perception of the customers regarding it is evaluated	<ul style="list-style-type: none"> <li>• I am happy with the current level of services offered by Amazon</li> <li>• I will definitely buy again from Amazon</li> <li>• I will recommend others about Amazon</li> <li>• I wish to use all the services offered at Amazon</li> </ul>

**Dependent Variable:**

- Success of Amazon

**Independent Variables:**

- Harnessing customer feedback
- Continuous innovation
- Lack of delays and lack of defects in products
- Dependability

As per the above discussion, the independent variables are harnessing customer feedback, continuous innovation, lack of delays and lack of defects in products as well as dependability; while, the dependent variable is success of Amazon. The literature evidence revealed that for an e-commerce business like Amazon, the customer service is pivotal; however, the focus is largely placed upon the innovative tactics being deployed as well as the ability to tap customer experience at the optimum level.

**Sampling approach and type**

For any research, it is important to choose right sampling approach. The sampling is based on two perspectives, either there is statistical inference or there is no statistical inference. These two conditions are broadly discussed under the probability and non-probability sampling technique. The probability sampling involves selection of sample through statistical means, whereas non-probability sampling is based on non-statistical means. For the present investigation, adopted sampling approach is non-probability sampling (Vehovar, Toepoel, and Steinmetz, 2016). For this, chosen technique was convenience sampling. The convenience sampling is non-probability sampling approach where sample is chosen based on non-convenient means. The selection of sampling takes place based on the convenience of participants that is whether they are ready to involve in the process or not and to what extent they are comfortable to share their input. Based on this, the sampling strategy adopted was online survey. Through online survey data was gathered in minimum time, which lesser efforts (Etikan, Musa, and Alkassim, 2016). The reason of not choosing probability sampling was to keep the investigation simple in terms of conducting analysis. It is helpful to gather response randomly by means of not applying statistics to approach respondents.

The sample size kept for the investigation was 100, which means that 100 customers of Amazon were approached who helped to analyse the customer service level of the organisation and the extent to which it is considered as their success.

### **Methods of Analysis**

To carry out the investigation systematically, methods of analysis were chosen relevant to the methods of data collection. Generally, the methods of analysis for any investigation tend to be similar to the methods of data collection. Therefore, the adopted methods of analysis were quantitative. With the help of quantitative analysis, data was analysed systematically. It means that for conducting the survey, statistical software has been utilized in the form of SPSS. Specific testing procedures have been carried out in which the reliability testing, correlation, regression, descriptive and demographic patterns are tested. The importance of the R value is important to reflect upon in order to reach towards a consensus. The overall positioning of the data has been specifically aligned on the basis of the SPSS-based information so that favourable information basis is being created. The use of mean values as well as the R value to determine the strength of the relationships is identified. The focus is placed towards aligning the customers service elements that tend to impact on the success of Amazon in a comprehensive manner.

### **Ethical Consideration**

For any academic investigation, it is essential to focus on certain ethical limitations, which helps in keeping the focus on the aspects that are ethically acceptable by any institution. Analysing the ethical consideration for any investigation guides to know the responsibility of the investigator to value the participants who are involved in the data collection process. Based on this, certain ethical consideration for carrying out the investigation is as follows (McKenna, and Gray, 2018):

- The methods of data gathering were taken place academically and there was no involvement of any respondent who does not fall under the criteria (such as minor groups, religious groups or ethnic groups)
- The investigation was not intended to harm any human being or living thing or any property



- For gathering of data, it was ensured that the privacy of participants was valued. Participants were given authority to participate and withdraw from the data collection process upon their ease
- The identity of participants was kept anonymous in order to avoid any direct or indirect threat to them

## Chapter 4: Data analysis and discussion

### Hypothesis development

The following hypotheses have been reflected upon on the basis of concerned statistical analysis.

H<sub>1</sub>: Harnessing customer feedback regularly positively effects on the success of Amazon

H<sub>2</sub>: Continuous innovation positively effects on the success of Amazon

H<sub>3</sub>: Lack of delays and lack of defective products significantly effects the success of Amazon

H<sub>4</sub>: Dependability significantly effects the success of Amazon

### Reliability statistics

Cronbach's Alpha	N of Items
.926	16

*Table 1: Reliability*

The reliability testing is being carried out to understand the degree of credibility and the consistency in the responses being gathered in a comprehensive manner. The Cronbach's alpha value of 0.926 affirmed that the data is very consistent and there is an optimum level of reliability being established as per the statements under consideration. A total of 16 statements are involved within it; however, it has been affirmed that the value of Cronbach's alpha is required to be closer to 1 to ensure that the data is reliable and further testing procedures can be carried out in a timely manner.

### Demographics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	48	48.0	48.0	48.0
Female	52	52.0	52.0	100.0
Total	100	100.0	100.0	

*Table 2: Gender*

The first table of demographic displayed above reveals that the females are high with a value of 52 %; whereas, the male customers are 48 %. In terms of the table below, the highest age groups are two namely 18 to 24 years (26 %) and 25 to 31 years (22 %). The age group of 32 to 38 years reflects upon a frequency value of 16 %. The percentage of respondents in between the time period of 39 to 45 years is around 15 %. There are 21 % of the respondents who fall in the age group of 46 years and above.

**Please choose your correct age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 to 24 years	26	26.0	26.0	26.0
25 to 31 years	22	22.0	22.0	48.0
32 to 38 years	16	16.0	16.0	64.0
39 to 45 years	15	15.0	15.0	79.0
46 years and above	21	21.0	21.0	100.0
Total	100	100.0	100.0	

*Table 3: Age*

**How long have you been shopping from Amazon?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 1 year	7	7.0	7.0	7.0
1 to 3 years	11	11.0	11.0	18.0
3 to 5 years	64	64.0	64.0	82.0
More than 5 years	18	18.0	18.0	100.0
Total	100	100.0	100.0	

*Table 4: Shopping since*

As per the table displayed above, most respondents have been shopping from Amazon from a time period of 3 to 5 years with a value of 64 % being highlighted. The lowest time period of shopping from Amazon is associated with less than 1 year with a value of 7 %.

**Do you receive any chance to interact with service provider as the part of customer service?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	80	80.0	80.0	80.0
	No	20	20.0	20.0	100.0
Total		100	100.0	100.0	

*Table 5: Interaction with service provider*

As far as the interactivity with the service provider is concerned, it has been depicted that 80 % of the respondents have interacted with the customer service; whereas, the table below depicts that 91 % of the respondents are satisfied with the digital customer service of Amazon.

**Are you satisfied with Amazon’s digital customer service mechanism?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	91	91.0	91.0	91.0
	2.00	9	9.0	9.0	100.0
Total		100	100.0	100.0	

*Table 6: Digital mechanism*

**Descriptive statistics**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Amazon tends to cater to my needs immediately	100	1.00	5.00	4.3300	1.03529
I like that my feedback is dealt effectively	100	1.00	5.00	4.2700	1.20483
Amazon is responsive towards my feedback	100	1.00	5.00	4.2300	1.11785
Valid N (listwise)	100				

*Table 7: Harnessing customer feedback*

When it comes to determine the descriptive statistics, the use of mean values has been considered influential and the overall outcomes have been maximized related to it. From a broader context, the first variable involved with the descriptive statistics is harnessing customer feedback. As per the above table, the mean values range from 4.23 to 4.33. The values below 4 and above 3 indicate an agreement among the concerned respondents; however, the values above 4 reveal that

there is a strong agreement among the respondents. When inquired about the needs being addressed by Amazon, majority of the respondents strongly agreed that Amazon is capable of dealing with their interest proactively. Moreover, the standard deviation is 1.03 along with the mean value of 4.33 being highlighted; whereas, when inquired about the overall responsiveness of Amazon, majority of the respondents with the mean value of 4.23 indicated that Amazon is responsive towards my feedback.

As per the table displayed below, the mean value of 4.15 depicts that the innovative tactics being deployed by Amazon are noteworthy and wide range of respondents tend to strongly agree on the basis of it. The mean value of 4.24 affirmed that majority of the respondents agree that the overall experience is exceptional. As a matter of fact, the standard deviation of 1.25 is evident in this regard. The mean value of 4.33 is associated with the third statement of the variable continuous innovation and it has been depicted that the level of responsiveness of the Amazon's chatbots is considerable high and it is an integral part of the concerned entities.

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
I witness a great deal of innovative tactics deployed by Amazon such as drone delivery	100	1.00	5.00	4.1500	1.29002
My overall experience is exceptional	100	1.00	5.00	4.2400	1.25626
Amazon's chatbots are quite responsive	100	1.00	5.00	4.3300	1.11060
Valid N (listwise)	100				

*Table 8: continuous innovation*

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
I get the products right on time	100	1.00	5.00	4.2800	1.13778
I barely witness any defected products	100	1.00	5.00	4.3500	1.08595
I am able to track my products easily	100	1.00	5.00	4.2800	1.14662
Valid N (listwise)	100				

*Table 9: Lack of delay and lack of defective products*

The third variable under consideration for descriptive statistics is lack of delay and lack of defective products received through the digital platform of Amazon. From a broader context, the timely delivery of the associated products is a cornerstone of operations. The mean values tend to range from 4.28 to 4.35. The value of 4.28 is associated with the statement that ‘products are received on time’ with the standard deviation of 1.13. It can be ascertained that the concerned respondents strongly agree towards the aspect that products are rightly delivered on time. As per the mean value of second statement, it is clear that there are no defective products received through Amazon and the mean value of 4.35 depicts that there is a stronger agreement evident in this regard with standard deviation of 1.08. The third statement of ‘I am able to track my products easily’ reveals that the mean value is 4.28 and majority of the respondents strongly agree on the basis of it with the standard deviation of 1.14.

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Amazon reflects upon prompt responses	100	1.00	5.00	4.2500	1.16667
Amazon creates the level of trust with me	100	1.00	5.00	4.3200	1.12708
I am able to rely on Amazon's service	100	1.00	5.00	4.2200	1.19409
Valid N (listwise)	100				

*Table 10: Dependability*

The table displayed above clarified that the mean values range from 4.22 to 4.32. The statement concerning the variable of dependability affirmed that the level of responsiveness of Amazon is quite extensive. It certainly works well in the long run; however, the mean value of 4.32 ascertained that Amazon creates an optimum level of trust with majority of the respondents and they tend to rely upon it comprehensively. The Amazon's management system is noteworthy as the respondents tend to rely upon it with a mean value of 4.22 and stronger association is depicted with standard deviation of 1.19.

## Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am happy with the current level of services offered by Amazon	100	1.00	5.00	4.1900	1.18658
I will definitely buy again from Amazon	100	1.00	5.00	4.3500	1.06719
I will recommend others about Amazon	100	1.00	5.00	4.2300	1.15343
I wish to use all the services offered at Amazon	100	1.00	5.00	4.3800	1.07101
Valid N (listwise)	100				

*Table 11: Success of Amazon*

The table displayed above clarifies that the success of Amazon is an important indicator to review the core practices. The first statement is based upon evaluating the happiness of the customers with the services being offered by Amazon. The mean value of 4.19 depicts that the respective respondents are relatively too happy with the current level of services offered by Amazon. The mean value is linked with a standard deviation of 1.18. The standard deviation of 1.18 indicates that the data points are quite spread out across the actual mean. The closest of the data points are associated with a value of standard deviation of 1.06 with the second statement. The second statement of ‘I will definitely buy again from Amazon’ reveals that the respondents are confident in their respective approach and they can somehow maximize their intentions to buy from Amazon. The value of 4.35 of mean is highlighted in this regard. Another statement of the future recommendations of Amazon brand to others reflected upon a mean value of 4.23 and it reveals that the Amazon will be recommended to others by majority of the respondents involved in this research study; however, the standard deviation evident in this regard is 1.15 and there is a considerable level of variance that is high in this situation. The last statement is based upon using the services offered at Amazon. The mean value of 4.38 reveals that the future interactivity with the value proposition created by Amazon matters a lot and it tends to make or break the overall relationship in a timely manner. The mean value depicts that it is a very strong agreement among all the concerned statements; thus, there is a sense of urgency among the respondents to use the services again and again with a standard deviation of 1.07 depicting a moderate level of variance.

### Regression analysis

The next statistical process is based upon the regression analysis. The multiple linear regression analysis has been carried out in the present case to identify the effect of customer service on the success of Amazon. The R value is crucial to determine the cumulative effect; however, if the R value is less than 0.3 then it indicates that the impact is weak; however, if the R value ranges from 0.3 to 0.6 then the R value is considered to be moderate. When the R value is above 0.6 then it depicts that the impact is very strong. In the present case, the R value is 0.882 and it reveals that the impact is strong as it is closer to 1. It reveals that the contribution of customer service determinants is massive when it comes to aligning the basis of success of Amazon. The R square value of 0.778 affirms that there is 77.8 % variance in the dependent variable of success of Amazon that has been informed by the independent variables. The adjusted R square value is 0.769 and the standard error of the estimate is 0.39769.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 <sup>a</sup>	.778	.769	.39769

a. Predictors: (Constant), Dependability, Lack\_of\_delays\_and\_lack\_of\_defects\_in\_products, harnessing\_customer\_feedback, continuous\_innovation

*Table 12: Model Summary*

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.500	.218		2.296	.024
	harnessing_customer_feedback	.345	.078	.365	4.429	.000
	continuous_innovation	-.026	.085	-.029	-.301	.034
	Lack_of_delays_and_lack_of_defects_in_products	.164	.072	.181	2.288	.024
	Dependability	.402	.056	.484	7.219	.000

a. Dependent Variable: success\_of\_Amazon

*Table 13: Coefficient table*



As far as the coefficient table is concerned, the hypotheses being highlighted in the earlier section are addressed. It is important to depict the significance value as per the above table. The impact of harnessing customer feedback towards the success of Amazon is 0.000 and the outcome is statistically significant in this regard. The effect of continuous innovation towards the success of Amazon is reflecting upon a significance value of 0.034 and hypothesis has been accepted. Another hypothesis being accepted is of lack of delays and lack of defects in products towards success of Amazon with a significance value of 0.024 as it is lower than the standard value of significance of 0.05. Similar case is evident with the variable of dependability as the significance value is 0.000 and statistical significance has been achieved.

### Correlation analysis

Correlations						
		harnessing_c ustomer_fe edback	continuous_i nnovation	Lack_of_dela ys_and_lack_ of_defects_in _products	Dependability	success_of_ Amazon
harnessing_customer_fe edback	Pearson Correlation	1	.786**	.660**	.649**	.776**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
continuous_innovation	Pearson Correlation	.786**	1	.782**	.638**	.708**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
Lack_of_delays_and_lac k_of_defects_in_product s	Pearson Correlation	.660**	.782**	1	.592**	.686**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
Dependability	Pearson Correlation	.649**	.638**	.592**	1	.809**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
success_of_Amazon	Pearson Correlation	.776**	.708**	.686**	.809**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Table 14: Pearson correlation*

In terms of the correlation analysis, the utilization of Pearson correlation values has been considered noteworthy. From a broader context, the use of Pearson correlation tends to depict the association of the variables with each other. There is presence of four different hypotheses in this research study; so, the overall effect of the variables is required to be evaluated accordingly. The Pearson correlation values of harnessing customer feedback (0.776), continuous innovation (0.708), lack of delays and lack of defects in products (0.686) and dependability (0.809) is

evident when it is linked with success of Amazon. The findings depict that the association is relatively strong and positive. The findings depict that the success of Amazon has been intensified with the help of customer service. The revamping activities being carried out by Amazon through digital platforms and digitally proactive activities have been noteworthy and it has allowed Amazon to maximize its overall potential.

## **Discussion**

### **Main factors that affect Amazon to become one of the most successful multinational technology company**

It has been summarized from the past literature that the position of Amazon has been intensified with the help of customer service. The ability of Amazon to become one of the most successful multinational technology company is influenced by its ability to diversify in the different businesses. As per the Ansoff matrix discussed in the chapter 2, it is evident that the related and unrelated diversification has enabled Amazon to maximize its potential and viable outcomes have been attained with the help of it. Amazon has been capable of deploying a comprehensive IT system that has ensured that the customer base is managed and the successive approach towards innovation has been managed accordingly (Alshmrani, 2022). Amazon has been able to maximize its potential effectively as it has allowed the business to revolutionize its overall market status. As a matter of fact, the literature evidence reveals that the customer service parameters being set by Amazon are certainly proactive and it has made way for effective returns. The findings of Itani et al (2019) revealed that Amazon has been successful in managing the overall customer relationships in a predominant manner. Amazon has realized that there are certain market gaps that are required to be fulfilled and with the help of successive planning and the amalgamation of technology and personnel, Amazon has been able to become a viable multinational technology company. Liang and Wu (2022) revealed that the technological integration as well as the automation has contributed effectively for Amazon to maximize its potential. Amazon has been able to enhance the quality of relationship in between the employee and the customer. The customer centric approach is a core factor of consideration for Amazon. The findings of Nordheim et al (2019) supported this view in a way that the artificial intelligence has improvised the focus of Amazon in a considerable manner and it has been a pivotal factor in

revamping the position of Amazon. The findings are in contrast with the research carried out by Bacile, (2020) in a way that the ability of Amazon to deal with the customer experience is exquisite. It has certainly enabled Amazon to maximize its overall potential. The overall patterns of information being attained through Amazon's activities have been aligned accordingly. The unique technological solutions being provided by Amazon and the maximization of geographical reach has been a cornerstone of operations for Amazon to become a global technology brand. The indulgence of different digital platforms in the form of media has been exceptional and it has contributed effectively towards the overall position of Amazon in a timely manner. The attitudinal factors as well as the expertise of Amazon are quite noteworthy and they have certainly enabled Amazon to think differently while penetrating in the minds of the customers in a predominant manner. Chetthamrongchai et al (2019) affirmed that the customer relationship management being carried out in a timely manner is an important indicator to attain.

### **The impact of customer service on the success of amazon**

As per the primary data analysis, it has been reflected upon that the adherence towards the customer feedback is a crucial aspect of Amazon's approach towards managing its success. The customer centric policies being designed at Amazon and a comprehensive implementation of those policies has been deployed to control the state of affairs in a timely manner. Amazon has been successful in creating the basis of a valuable support staff. This is the main reason behind which the overall core practices of Amazon are carried out. The findings of Stevens et al (2018) affirmed that instant solution being provided to the queries of the concerned customers is a crucial aspect. The approach of Amazon towards innovation and creativity has enabled it to achieve a better position in the market the internationalization interventions have been maximized with the help of it. It has been learnt that Amazon introduces new delivery methods through which the customer interest can be tapped. Amazon has been crucial in its approach to focus on continuous innovation. The overall Amazon's management system is worthy as the dedication of the company to deploy artificial intelligence and other activities to manage the technology holds the key and desired outcomes have been attained with the help of it. In support to this, Mahmoud (2017) reviewed that by addressing the core needs of the customers at regular intervals, Amazon has been successful in managing its position effectively. Amazon has focused on creating the basis of unique platforms through which they can sell the respective products and

the stance towards digitalization has been massive in this regard. The overall delay and defective products tend to make or break the overall position of the customer in the market in which Amazon resides. Due to this aspect, it is evident that Amazon has been successful in carrying out the activities and Amazon has ensured that the product delivery is not delayed. The respondents have shown utmost confidence towards the activities carried out by Amazon and it has been believed that Amazon maximizes the value of the activities and ensures that the mindset of the customers is aligned. The lack of delays as well as lack of any defective products has been a core element of the customer service operations and the network being shaped up by Amazon has been noteworthy. In support to this, Gupta and Singh (2019) revealed that the success of a digital brand is dependent on the sense of urgency of the customers to associate themselves with the brand in future or not; therefore, Amazon's position is crucial in this regard as the company has been able to carry out uniform operations through which the controlled environment can be aligned accordingly.

## Chapter 5: Conclusion and recommendations

### Summarized findings

**Research question 1:**  
**What are the main factors that affect Amazon to become one of the most successful multinational technology company?**

The main factors that affect Amazon to become one of the most successful multinational technology company are customer satisfaction, technology integration, customer centric approach, automation, innovation and diversification of businesses. Customer satisfaction is evident because the company has been able to keep a firm check on the proceedings and the customer interest is dealt accordingly through this. Amazon has been capable of aligning the work activities in a way that it has been responsive in the market it tends to exist. Amazon has been capable of diversifying its business activities in a viable manner. Amazon has been immensely successfully in opting for related and unrelated diversification. It has been clarified that Amazon has been successful in managing the technological practices in a favorable manner. As a matter of fact, the integration of technology along with automation with the help of artificial intelligence has certainly worked well for Amazon to maximize its potential in the target market it tends to exist. From a broader context, Amazon has been able to enhance its global position by opting for continuous innovation. The new markets being tapped with relatively similar value proposition has helped Amazon to increase its market reach and it has been a crucial factor of consideration in this regard.

**Research question 2: To what extent does customer service affect the success of amazon?**

When it comes to research question 2, the depiction is based on what extent does customer service affect the success of Amazon. The results demonstrated that customer service tends to impact on the success of Amazon at a larger extent. The reason is that the company has been dedicated towards managing the thinking patterns of the entities in a considerable manner. The customer centric approaches and the alignment of technology and personnel on the basis of the customer needs has worked well for the success of Amazon. The findings depict that Amazon has been keen towards penetrating in the minds of customers; however, the primary data findings tend to particularly answer this research question in a way that positive word of mouth has been

created for Amazon as well as increased level of flow of activities has been carried out related to it. From a broader context, it has been depicted that the success of Amazon is largely dependent on the level of trust being created among the valued customers. The statistical results reveal that the trust dimensions are considerably high and the customer satisfaction has always been a core component through which desired outcomes can be attained. The customer service is an integral part of the overall customer service being gathered. The company has ensured that the customer service parameters are addressed and aligned effectively.

### **Implications of the findings**

In terms of implications of the findings, it has been ascertained that Amazon's customer service is based on the level of satisfaction of the customers. It has been implied that if a firm like Amazon specifically reliant on e-commerce and digital platforms and is more likely to maximize its potential with the help of customer centric approaches then the role of customer satisfaction becomes crucial. So, it has been implied that the customer thinking patterns are required to be dealt with the help of technology integration and it can somehow maximize the overall value of the company in a considerable manner. The existing body of knowledge can be revamped in the present case because the position of Amazon is important to review. Amazon's success reflects upon the fact that company is keen towards digitalization and continuous innovation; however, it improvises the stance of the company related to customer experience and better outcomes are attained with the help of it.

### **Recommendations for Amazon**

It has been recommended for Amazon that the understanding of the customer interest should be carried out at regular intervals; therefore, the use of big data analytics should be deployed at regular intervals. It has been ascertained that Amazon has been dedicated towards dealing with dealing with the overall customer experience in a viable manner; however, the company should focus upon data analytics to learn about the different trends and activities being carried out in this regard. Other than this, Amazon is recommended to maximize the interactivity with the customers. The online interactivity with the help of dedicated portals can help Amazon to broaden the scope of activities. Amazon should understand what customer needs are across the

globe as it a global brand and the variation in the thinking patterns should be deployed to control the state of affairs effectively.

### **Limitations and future research directions**

As far as the limitations are concerned, the research is reliant upon a smaller sample size which has certainly made it hard for the researcher to reflect on the generalizability dimension. The key limitations being highlighted in this regard are that of time. The time available for the data collection and data analysis was certainly limited; therefore, it was required to be aligned in a favourable manner. In order to overcome the limitations, it has been recommended that the future researches should focus upon increasing the sample size as well as focusing on gathering the interview related data from the concerned respondents so that a subjective view is attained; however, the future researches must consider the information attained from the employees of Amazon if accessibility is not an issue to consider.

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