



Culture and Management at Consumer Operations

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Abstract:

This article is referred in order to investigate the management and direction ideas of Amazon and its various business services provided. Added, this would also be comprising the traditions, ethics, and strategies besides values commenced by Amazon as a whole organization and which eventually assisted within the corporation's growth and expansion with a quick swiftness in a decade. This too comprises leadership styles and behaviors that are skillful, organizational culture and environment, the corporation's strategies, traditions the corporation manages conflicts and disagreements, and in what way Amazon inspires its personnel to achieve better.

Direction and Leadership can be designated as a capability to the pattern, influence, or impact other persons or groups. Corporation Leadership is well-defined as an administration method that authorizes mutually the persons and the team morally. In this article, Amazon has been examined widely and its direction reprises have been considered.

Fundamentals of Leadership, including leadership styles and traits:

Amazon shadows a set of leadership moralities and ethics that are distinct from each other. These values are additionally attentive to clients, faith,

knowledge, and distributing outcomes. The succeeding is the 14 management and leadership philosophies that are registered by Amazon:

- Customer Fascination
- Possession
- Devise and Make things easier.
- Stand Correct
- Hire and Progress the finest
- Maintain on Advanced Values.
- Deliberate Big
- Prejudice for Act
- Stinginess
- Study and Be Inquisitive
- Receive Faith
- Dump Deep
- Have Support; Affect and Obligate.
- Distributing Outcomes

The above was a very important principle as per Amazon's direction as they outset with their clients by assigning them with extreme position and effort concerning and edifice their faith. In the procedure, they embrace themselves as responsible and answerable for the whole thing, Lussier, R.N & Achua, C.F. (2012). They set high ethics nearly altogether in all arenas they have participated in and once do business with clients. They not only look forward to just deal and have business with the customers, and also get to work around with innovations and ideas.

Strategic Thinking

The strategic thinking of amazon with other smaller publishers was to be approached like a pursuit with a very fast cheetah. As they became more dependent on Amazon for using their online services and were shocked to see the results of selling the books and using the technology to sell and advertise and use the data to analyze the books getting sold in higher demand versus the books that are not concerned and are making a loss, which helps management to get the better deals from this data over Amazon's large distribution system. The subsequent are the approaches and tactics used by Amazon as they had in the first place:

1. Style up a proposal that gets accepted rather than getting refused.
2. Disclaimer of not showing the detailed data unless necessary.
3. Smaller players when fed enough shall not go more than a couple of pizzas.
4. Communication should be restricted within the team.
5. Be always Combative if necessary --- mostly.

Amazon first started as a multi-level sales strategy and kept on changing the model based on its advancements as a business within the USA. They first started as a business-to-customer relationship, and then business-to-business dealing with other businesses using the platforms to sell their products and somehow ended up completely as a customer-to-customer relationship. This resulted in Amazon being the mediator and middleman for the two customers to discuss and decide a standard price and use Amazon as a platform to sell their products and utilizing the delivery service as required. Amazon permits everybody to trade their goods on its policy. Amazon merely assists as a doorway and entrance to the third-party vendors with customers based on demand.

Emotional Intelligence, Organizational Culture, and climate

Amazon has relatively very little emotional intelligence towards its employees as they are very obsessed with their customers and bringing up their platform with more distinctive ideas. But there was also a time when amazon got criticized for not maintaining the employee's standards, Bradberry, T. & Greaves, J. (2009) also said to figure out the most optimistic way to get the desired standards rather than fighting the criticism to solve the issue. This showed that Amazon is looking for the bigger picture and allowing the organization to grow. As once said by Amazon CEO Jeff Bezos was a long-period viewpoint on relations, associations, and business policies are to be well recognized and acknowledged at the same time.

Taking a viewpoint over the organizational culture and climate within amazon has always been criticized as mentioned earlier, Amazon encourages the leadership principles and asked the teams to come to quick conclusions and reduce the conflicts, disagreements, and miscommunication within the team meetings. As they can work together as a team and sought out any miscommunication and argument within the team meeting to come to a healthy conclusion. He believed that smart people may have a problem in agreeing to each other ideas, which makes it even harder to run a smart group of people as a team with a similar thought process.

The work culture in Amazon has always been hectic in work pressure and ended up asking the employees to work for almost 80 hours a week. But the coolest thing provided by the HR team to keep employees focused was by providing a feedback system about their supervisor and work pressure within the team, ended up giving remarks



without anyone's acknowledgments. Anyways, after a long time, Jeff Bezos achieved what he had aimed for so many years, and the way he visualized Amazon to be the biggest platform is provided products and services, not ended up providing cloud services, which is a drastic change in business model and shows that they adaptive to the modern world change and upbringing innovations. This can be debated over the organizational culture, but great results come when everyone strives together.

Communication, High-performing Teams, and Leadership

Amazon had it's own overusing the communication and the platforms to be chosen to discuss the independence of the teams and the cross-team communication. He made sure that too much communication is also bad can leak the information, and at the same time restricts you from moving forward. The belief was that too much communication between the cross teams would restrict their ideas and growth, and at the same time the visualization from the viewpoint of the leadership goals. As he ended up saying once that No communication is terrible, when asked and recommended to encourage more communication. Jeff Bezos believed that cross-team communication will take away individuality, independence and makes more reliable on other teams for every decision to move forward. He wanted to keep it straight and one way of communication when discussing the ideas, as they were shown using memo's rather than PowerPoint presentation, as this led them to keep it straight and simple from others, which also reduces the conflicts, arguments, and disagreements within the

team, eventually leading team to come to faster conclusions.

Memos are more often completely read, and no communication is dropped, whereas the PowerPoint presentation has very little information and may not give the complete picture of the idea to everyone. Amazon ended up creating the two-pizza rule to reduce the many communication channels within the smaller and close teams, and a recent study shows that the smaller agile teams are more effective in performance.

The performance of the team was a high standard and was highly seen as a growth of the employee, leadership principles, and growth of the company. Jeff was concerned about the misalignment within the teams and said to resolve the team miscommunication and conflicts as soon as possible by taking few steps, such as no more discussions and no meeting will eventually resolve the team misalignment. Whenever the team comes to miscommunication and conflicts and is told to resolve such with faster escalation. Every leader in a team or an organization understands the conflicts may happen at a point in time and should be resolved within the given time. This also has its advantage to take the opportunity in providing higher team performance when conflicts are resolved and escalated on healthy grounds.

Managing Change

Amazon has done many changes in its management since it started. The sellers or affiliates program on Amazon has been changed over time, to get more and more sellers and use Amazon as a platform to sell their products, in its



FBA policy. The management changes done by Amazon were changed to benefit the longer period and to see the larger scope getting affected. The affiliate program recently got changed, to change the affiliate structure and also the fees breakdown structure to attract many more vendors to the platform. The affiliates on Amazon can either use the platform or sell the product from his/her warehouse, Else they can send the products to Amazon's inventory – as a result, Amazon takes care of the product getting shipped to delivered to its destination. The reason to make such a drastic change was to reward the associates whoever can refer sales across categories. This gives the future to Amazon in promoting the products and power towards the sale, profit, and benefiting the organization, affiliates, and its vendors.

Problem Management and Decision Making

Amazon is said to have made many decisions in resolving the healthier environment and culture over time. The criticism made to Amazon's culture back in the time by the NY Times was neither denied nor accepted by Jeff. But in a very short memo notice or a letter to the NY times, He stated that any such problem or report by the Amazonians should be brought to the notice of the HR of amazon or email him directly. He also stated that he works daily at the office with all the Amazonians, but the problem does not reflect the entire Amazon. There might be few problems and he would look forward to escalating them quickly by his HR department, concerning the health of the employee's mental status will also affect Amazon in one way or the other. Sending a Memo on behalf of Jeff as the acting and current CEO, showed how well was he looking for the benefits of the organization, his care towards his

employees, and his decision-making in solving the problem and described as Problem Management. And he encouraged his HR team in such scenarios not to overlook the problem but to get faster results by following simple steps such as escalating the issue on quicker grounds, not waiting for all the info, and also mentioned every problem does not necessarily mean to the same decision and disputes needed to be acted upon quickly.

Consensus Building and Negotiation

Amazon is always been known as a Cheetah chasing the sick gazelle and initiated a project called as Gazelle project – in which Amazon has made amazing negotiations with smaller publishers when it first started. Amazon always looked for the long-term benefits of such decisions and negotiations and offers that cannot be refused. In both cases, Amazon always had the upper hand, in dealing with the negotiation like no one else, this would also indirectly help those people who are using the Amazon platform, data, and marketing tactics to sell their products, which these sellers would have never been used. Building this consensus and negotiation format and letting the team use them, allows them to understand amazon's visions and future perspective, according to Charan, R. (2019, November 1). Amazon would also work on gathering all the exhausted and disagreements in this procedure, does the research and market study with a team hired, in a scenario where the negotiation did not work out. Additionally, Amazon always encourages this strategy and was commonly known as disagreeing and commit.

Ethics and Professional Code of Conduct



Amazon's work ethics have always been on a negative chart, and as said earlier the teams ended up working for 80 hours per week on their timesheets. The work ethics and professional code of conduct are perhaps not displayed as a healthy environment and ended up with work-life stress. The Amazon workers or personnel is often referred to as Ama-bots, for their working energy as Bots. As mentioned, you will also be likely given feedback if you are working as a supervisor based on the handling of work, distribution of work and responsibilities within the team, and also your work ethics involving the code of conduct. This shows the work ethics are taken very seriously alongside the current major organizations and their comparisons. Let us talk about Apple, which was also rumored in a similar way as Amazon, to have a work-life very stressful, right from the start with Steve Jobs. The Major Organization have always been asked common questions about their work-life and ethics within the organization, and the results have been then constantly resolved and made in a good shape as steps taken by the HR department understanding the work culture and trying to improve it constantly by making changes in its policies. Even after such variations of work ethics, many of them have still been considering these companies as their dream to join their efforts and learn from their work ethics, their ideology, and their energy pushing them moving to move forward.

Strategic Planning, Power and Politics

The strategy of building the Amazon is considered as sever years' time horizon, as once said by Jeff Bezos that any organization would either be looking for 3 years' time horizon, where the organization would be competing with a larger set of people, Else trying to go around with the

strategic implementation of 7-year time horizon, where the organization would be competing for a fraction of the sect of the people, and very few organizations go with this strategy. This also shows that Jeff Bezos was looking for a long-term rather than shorter-term and fast-paced strategy making in looking forward with a vision of the organization to make it one of the successful organizations of the world.

Amazon was always very sure of implementing the 14 principles of organization principles and ways to enforce them over the individual employees right from the first day. This often left the reviews to the organization and affected in both positive and negative ways, sometimes even resulted and reported by many employees that it would rather be threatening to them to get fired if such principles are not followed and are considered if trying to balance the work-life environment with Organizations determined work principles resulted as an Intimidating power display. This was believed by Jeff Bezos and his team that such changes can bring the organization towards great success and help them expand their vision in greater aspects of business, like cloud and space.

Conclusion

After the entire research, the great organizations come towards success with lots of sacrifices, stubbornness, and vision towards the long-term goals. This also adds up with the fundamental principles of the organization and its CEO and being adaptive to future needs and understanding to adapt to changes that can best full fill the organization's goal. The implementation of 14 principles, lead Amazon to be the greatest company of all times displaying its strategic decisions, Power display, problem management,



and decision, adding such stuff can bring the organization to greater heights. One of my friends is currently working at Amazon, as he agrees to have the work-life stressful compared to his previous experience. But if we put this aside, we could learn with a large scope and enhance our skills over the greater scales, and eventually ended up learning the organization management and leadership structure.

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