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Course	Unit Leader	
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Abstract

This dissertation evaluates the impact of supply chain management (SCM) on organisational performance using Amazon as a case study. It examines Amazon's SCM practices, analyses factors linking SCM with organisational performance, investigates technology's role in supply chain efficiency and effectiveness, and identifies challenges affecting performance. A qualitative, interpretivist and inductive case-study design was adopted. The research relied exclusively on secondary data from peer-reviewed journal articles, books, Amazon reports and recognised industry publications. Thematic analysis identified patterns and interpreted evidence through the Resource-Based View (RBV) and Dynamic Capability Theory.

The findings show that Amazon's supply chain capability is founded on integrating inventory management, fulfilment infrastructure and last-mile delivery rather than isolated practices. These capabilities enhance delivery speed, responsiveness, operational efficiency and customer value, although their contribution to financial performance is conditional because infrastructure and technological investment generate substantial costs. Artificial intelligence, robotics and digital integration emerged as enablers, but technology alone was insufficient to create sustained advantage; value depended on Amazon's ability to integrate and reconfigure technological and organisational resources. The findings also identified workforce pressures, sustainability demands and external disruptions as challenges requiring a balance between efficiency, resilience and environmental responsibility.

The study concludes that SCM significantly shapes Amazon's organisational performance through interconnected resources and adaptive capabilities. It recommends sustainable supply chain integration, balanced automation and workforce strategies, and enhanced resilience through visibility, flexible capacity and scenario planning. The study contributes an integrated understanding of how resources, technology and organisational adaptation support sustained supply chain performance in the digital economy.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Supply chain management (SCM) has become one of the most significant strategic functions influencing organisational competitiveness in today's global business environment. Increasing market competition, rapid technological advancement, globalisation and the continued expansion of e-commerce have transformed the role of supply chains from a back-office operational function into a major source of competitive advantage. Organisations are no longer evaluated solely on the quality of their products or services but also on their ability to deliver value efficiently, respond quickly to customer demands and maintain resilient supply networks despite increasing environmental uncertainty (Huo, Li and Gu, 2023).

SCM refers to the planning, coordination and integration of activities associated with sourcing raw materials, manufacturing products, inventory management, transportation, warehousing and final delivery to customers. Mentzer et al. (2001) define SCM as the strategic coordination of traditional business functions within and across organisations to improve the long-term performance of both individual firms and the supply chain as a whole. Likewise, Issah, Kenneth and Bofo Eric (2024) describe SCM as the management of information, product and financial flows across supply chain partners with the objective of maximising overall supply chain profitability. Although these definitions differ in emphasis, both recognise integration, collaboration and value creation as fundamental characteristics of effective supply chain management.

Over the last decade, organisations have increasingly invested in digital technologies such as artificial intelligence (AI), robotics, cloud computing, machine learning and predictive analytics to improve supply chain visibility, forecasting accuracy and operational efficiency. These technologies have enabled organisations to make faster decisions, reduce inventory costs and respond more effectively to fluctuations in customer demand. At the same time, recent global disruptions, including the COVID-19 pandemic, geopolitical instability and inflationary pressures, have exposed weaknesses within global supply chains, reinforcing the importance of supply chain resilience and adaptability (Guo et al., 2024). Consequently, organisations are shifting from cost-

focused supply chains towards agile, digitally integrated and customer-centred supply chain systems.

The relationship between SCM and organisational performance has attracted considerable academic and practical attention. Effective SCM contributes to lower operational costs, shorter lead times, improved product availability, enhanced customer satisfaction and stronger financial performance (Li et al., 2016). Conversely, inefficient supply chains can result in inventory shortages, delayed deliveries, increased operational expenses and declining customer loyalty. For this reason, SCM is now recognised as a strategic capability that directly influences organisational performance rather than merely supporting business operations.

Amazon represents one of the most prominent examples of supply chain excellence. Since its establishment in 1994, the company has transformed from an online bookseller into one of the world's largest technology-enabled retailers through continuous investment in logistics infrastructure, warehouse automation and digital innovation. Amazon operates an extensive global fulfilment network, supported by robotics, artificial intelligence, predictive analytics and sophisticated inventory management systems that facilitate rapid order processing and delivery. According to Amazon's 2025 Annual Report, the company generated approximately US\$638 billion in net sales while continuing to expand its logistics capabilities and customer fulfilment operations (Amazon, 2025). These achievements demonstrate the strategic importance of supply chain management in supporting organisational growth, customer satisfaction and sustainable competitive advantage.

Given Amazon's continued leadership in logistics innovation, the organisation provides an appropriate context for examining how supply chain management contributes to organisational performance. Understanding the relationship between Amazon's supply chain strategies and its business performance may also generate insights that are relevant to other organisations seeking to improve supply chain effectiveness within increasingly competitive and uncertain business environments.

1.2 Problem Statement

Despite substantial advances in supply chain management theory and practice, organisations across industries continue to encounter persistent challenges that affect operational efficiency and

business performance. Supply chain disruptions, inventory shortages, rising transportation costs, labour shortages, geopolitical instability and changing consumer expectations have increased the complexity of managing global supply networks (Raj et al., 2022). While digital technologies have improved forecasting accuracy and operational visibility, many organisations still struggle to develop supply chains that are sufficiently resilient, agile and customer-focused.

Amazon is widely regarded as an industry leader in supply chain innovation due to its sophisticated logistics infrastructure, automation technologies and customer-centric delivery model. Nevertheless, the company continues to face challenges associated with rising fulfilment costs, sustainability pressures, workforce management and increasing competition within the e-commerce sector. Existing research has examined individual aspects of Amazon's supply chain, such as warehouse automation or inventory management, but comparatively fewer studies have critically evaluated how Amazon's integrated supply chain strategies collectively influence multiple dimensions of organisational performance. Addressing this gap will contribute to a more comprehensive understanding of the strategic value of supply chain management in the digital economy.

1.3 Research Aim

The aim of this dissertation is:

To evaluate the impact of supply chain management on organisational performance using Amazon as a case study.

1.4 Research Objectives

The study seeks to achieve the following objectives:

1. To examine the key supply chain management practices adopted by Amazon.
2. To analyse the key factors influencing the relationship between supply chain management and organisational performance at Amazon.
3. To investigate the role of technology in enhancing Amazon's supply chain efficiency and effectiveness.
4. To identify the major challenges affecting Amazon's supply chain performance and propose recommendations for improvement.

1.5 Research Questions

This dissertation seeks to answer the following research questions:

1. What are the key supply chain management practices adopted by Amazon?
2. What are the key factors influencing the relationship between supply chain management and organisational performance at Amazon?
3. What role does technology play in enhancing Amazon's supply chain efficiency and effectiveness?
4. What are the major challenges affecting Amazon's supply chain performance, and how can they be addressed?

1.6 Research Hypothesis

Based on the existing literature, effective supply chain management is expected to enhance organisational performance by improving operational efficiency, customer satisfaction, inventory management and competitive advantage (Huo, Li and Gu, 2023). Accordingly, the study proposes the following hypotheses:

H₀: There is no significant relationship between supply chain management practices and organisational performance at Amazon.

H₁: There is a significant positive relationship between supply chain management practices and organisational performance at Amazon.

1.7 Significance of the Study

This research is expected to contribute to both academic knowledge and managerial practice. Academically, it extends the existing literature by providing an integrated evaluation of the relationship between supply chain management and organisational performance using Amazon as a contemporary case study. From a practical perspective, the findings may assist supply chain managers in identifying strategies that improve operational efficiency, customer satisfaction and organisational competitiveness. The study may also provide useful insights for organisations seeking to strengthen supply chain resilience through digital technologies, automation and data-driven decision-making. Furthermore, the findings can serve as a valuable reference for students,

researchers and policymakers interested in supply chain management, organisational performance and digital transformation within the global e-commerce industry.

1.8 Scope of the Study

This dissertation focuses exclusively on Amazon as a case study because the company represents one of the world's leading examples of technology-enabled supply chain management. The study examines major supply chain practices, including inventory management, fulfilment centres, warehouse automation, artificial intelligence, predictive analytics and last-mile delivery, and evaluates their influence on organisational performance. The research adopts a qualitative case study design based entirely on secondary data obtained from peer-reviewed journal articles, books, Amazon annual reports and recognised industry publications. Primary data collection is outside the scope of this dissertation.

1.9 Structure of the Dissertation

The remainder of this dissertation is organised into four chapters. Chapter Two presents a critical review of the literature relating to supply chain management, organisational performance and the theoretical frameworks underpinning the study. Chapter Three explains the research methodology adopted to address the research questions. Chapter Four presents and discusses the findings obtained from the thematic analysis of secondary data. Finally, Chapter Five summarises the key findings, presents conclusions, outlines practical recommendations and acknowledges the study's limitations while suggesting directions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter critically reviews literature on the relationship between supply chain management (SCM) and organisational performance. It examines the evolution of SCM and evaluates the Resource-Based View (RBV) and Dynamic Capability Theory as complementary perspectives for understanding Amazon's supply chain capabilities. The chapter also analyses evidence on how SCM influences financial and non-financial performance, before examining Amazon's technology-driven supply chain strategy. Empirical studies are compared to identify areas of consensus, limitations and unresolved issues. Finally, the research gap and conceptual framework are presented to establish the theoretical basis for investigating how Amazon's supply chain practices influence organisational performance (Saunders et al., 2023).

2.2 Evolution and Concept of Supply Chain Management

Supply chain management (SCM) has developed from a relatively narrow concern with transportation, purchasing and inventory control into a broader strategic approach concerned with coordinating the flow of products, information and resources across interconnected organisations. Mentzer et al. (2001) define SCM as the strategic coordination of business functions within and between firms to improve the long-term performance of both individual organisations and the wider supply chain. This perspective emphasises integration. Christopher (2016), however, places greater emphasis on managing upstream and downstream relationships to create customer value at lower overall cost, while Chopra and Meindl (2019) focus on managing flows across supply chain stages to maximise value and profitability. Together, these definitions demonstrate that SCM extends beyond logistics to encompass coordination, relationships and strategic value creation.

Earlier supply chain models were often characterised by fragmented activities and limited information sharing. However, globalisation, e-commerce and digital technologies have increased the need for greater visibility, responsiveness and collaboration across supply networks (Li et al., 2006). Recent literature further suggests that contemporary SCM increasingly depends on digital integration, analytics and resilience, particularly as firms face more frequent disruptions and

volatile customer demand (Alheadary, 2024; Pyeman, 2025). This development strengthens the view of SCM as a strategic capability rather than merely an operational support function.

Nevertheless, technological advancement alone does not guarantee supply chain success. Its value depends on how effectively organisations integrate technologies with processes, resources and relationships. Therefore, SCM should be understood as a dynamic organisational capability whose contribution to performance depends on coordination, adaptability and the ability to respond effectively to changing market conditions.

2.3 Theoretical Framework

Theoretical frameworks provide the conceptual basis for explaining relationships between key research concepts and interpreting empirical evidence. This study adopts the Resource-Based View (RBV) and Dynamic Capability Theory (DCT) as complementary perspectives for examining how Amazon's supply chain management influences organisational performance. While RBV explains the strategic value of distinctive organisational resources, DCT focuses on the ability to adapt and reconfigure those resources in changing environments (Saunders et al., 2023).

2.3.1 Resource-Based View (RBV)

The Resource-Based View, developed by Barney (1991), argues that sustainable competitive advantage arises from resources that are valuable, rare, difficult to imitate and non-substitutable. Within supply chain management, such resources include logistics infrastructure, technology, organisational knowledge, data systems and supplier relationships. Christopher (2016) similarly suggests that supply chain capabilities can become strategic assets when they enable superior speed, flexibility and customer value.

RBV is relevant to Amazon because its fulfilment infrastructure, automation and data-driven logistics represent interconnected resources that are difficult to replicate collectively. However, possessing these resources does not automatically guarantee sustained performance. Priem and Butler (2021) argue that resource value may decline when technological or market conditions change, while Halawi, McCarthy and Aronson (2006) emphasise the importance of continually adapting organisational resources. Therefore, RBV effectively explains the strategic value of

Amazon's supply chain assets but provides a less complete explanation of how the company maintains advantage in a rapidly changing environment.

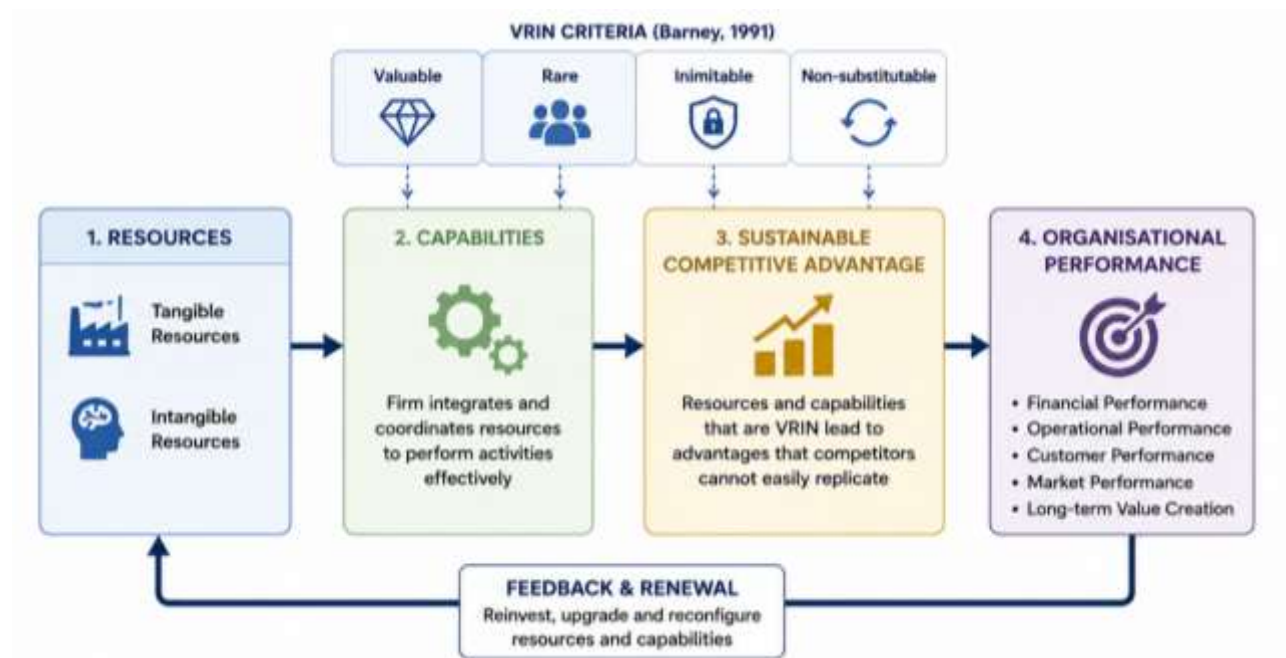


Figure 1: Resource-Based View (RBV) Model

2.3.2 Dynamic Capability Theory

Dynamic Capability Theory addresses this limitation by emphasising an organisation's ability to integrate, develop and reconfigure resources in response to environmental change (Teece, 2018). Its core processes of sensing, seizing and transforming explain how firms identify opportunities, mobilise resources and continually renew capabilities.

This perspective is particularly relevant to Amazon's technology-intensive supply chain. The company's response to changing demand during the COVID-19 period, including expanded capacity and increased investment in automation, illustrates the importance of adapting operational capabilities rather than relying solely on existing infrastructure (Du et al., 2022). Nevertheless, DCT has been criticised for being conceptually broad and difficult to measure empirically, particularly because dynamic capabilities are often intangible (Liu, 2022). Despite this limitation, it provides a useful explanation of how supply chain capabilities can support resilience, innovation and long-term performance.



Figure 2: Dynamic Capability Theory Model

2.3.3 Critical Synthesis of the Theoretical Framework

Neither theory independently provides a complete explanation of Amazon's supply chain performance. RBV explains **what** strategic resources may generate advantage, whereas DCT explains **how** those resources can be renewed as conditions change. Amazon's fulfilment network, robotics and analytics capabilities reflect RBV, while its continued adaptation and innovation reflect dynamic capabilities (Masteika and Čepinskis, 2015). Accordingly, this study treats the theories as complementary: RBV explains the strategic foundations of supply chain advantage, while DCT explains its adaptation and sustainability. Together, they provide a stronger framework for analysing the relationship between supply chain management and organisational performance.

2.4 Supply Chain Management and Organisational Performance

Organisational performance is a multidimensional concept reflecting the extent to which an organisation achieves its strategic and operational objectives. Traditional measures emphasised financial outcomes, including profitability, revenue growth, return on investment and shareholder value. However, this approach has been criticised for providing an incomplete picture because financial results may not capture customer satisfaction, operational efficiency, innovation or long-term competitiveness (Omran et al., 2019). Consequently, contemporary research increasingly evaluates performance through both financial and non-financial indicators.

Supply chain management is increasingly recognised as an important contributor to these wider dimensions of performance. Effective coordination of procurement, inventory, logistics and customer service can reduce lead times, improve delivery reliability and increase responsiveness to changing demand. Christopher (2016) argues that supply chain excellence creates customer value through greater speed, flexibility and reliability, while Fugate, Sahin and Mentzer (2006) link coordinated supply chain activities with lower operating costs and improved organisational competitiveness. These perspectives suggest that SCM should be viewed as a strategic capability rather than merely a support function.

Nevertheless, the relationship between SCM and organisational performance is not necessarily direct or uniform. Improved delivery speed, for example, may strengthen customer satisfaction, but the financial benefits can be reduced if faster fulfilment requires excessive investment in infrastructure or transportation. Similarly, automation can improve productivity while generating substantial implementation costs and workforce challenges. Therefore, performance gains depend not simply on adopting individual supply chain practices but on how effectively they are integrated with wider organisational capabilities and strategic objectives.

For Amazon, organisational performance can therefore be assessed through interconnected indicators, including operational efficiency, revenue generation, customer experience, delivery performance and competitive position. The Resource-Based View helps explain how its fulfilment network, data capabilities and logistics infrastructure create potentially valuable competitive resources, while Dynamic Capability Theory explains how the continuous adaptation of these resources supports performance under changing market conditions. Thus, evaluating Amazon's SCM requires a balanced approach that considers both immediate financial outcomes and the longer-term operational capabilities that sustain competitive advantage.

2.5 Amazon's Supply Chain Strategy

Amazon's supply chain strategy is characterised by the integration of digital technologies, extensive fulfilment infrastructure and customer-focused logistics. Rather than relying on a single operational capability, the company combines inventory management, warehouse automation, distribution networks and last-mile delivery to support speed, product availability and responsiveness. This integrated approach is strategically significant because individual

technologies may be replicable, whereas the wider combination of resources and capabilities is more difficult for competitors to reproduce.

A central element of Amazon's strategy is the use of data and technology to support inventory optimisation and demand forecasting. Advanced analytics enable the company to anticipate demand and position inventory closer to customers, potentially reducing stock shortages and delivery times. Christopher (2016) highlights the importance of information visibility and responsiveness in creating supply chain value, while Teece (2018) suggests that the strategic value of such technologies depends on an organisation's ability to continually adapt them to changing conditions. However, forecasting systems are not infallible; inaccurate predictions or sudden changes in demand can still create inventory imbalances and additional costs.

Amazon's fulfilment and automation capabilities represent another important strategic strength. Its extensive logistics infrastructure and investment in robotics enable greater efficiency in sorting, storing and processing orders (Amazon, 2025). From an RBV perspective, the strategic advantage lies not simply in owning physical facilities or robots, but in combining these assets with organisational knowledge, data and established operational processes. Nevertheless, continued infrastructure expansion requires substantial investment and may increase operational complexity, demonstrating that scale does not automatically translate into improved performance.

Finally, Amazon's last-mile delivery strategy, including Amazon Logistics and continuing investment in alternative delivery solutions, supports its customer-centric model. Faster delivery can strengthen convenience and customer loyalty, particularly through Prime services (Statista, 2024). However, rapid delivery also creates cost and environmental pressures, meaning that performance must be assessed beyond speed alone. Overall, Amazon's strategy reflects the interaction between valuable supply chain resources and the capability to continually adapt them, supporting both the RBV and Dynamic Capability perspectives.

2.6 Research Gap and Conceptual Framework

Although previous research establishes that supply chain management can improve organisational performance, important gaps remain in relation to Amazon. Existing studies frequently examine individual practices, such as automation, inventory management or last-mile delivery, rather than

analysing how these interconnected capabilities collectively influence organisational outcomes. This creates a fragmented understanding of Amazon's supply chain, particularly because performance may result from the interaction between resources, technology and organisational capabilities rather than any single practice (Sujatmiko et al., 2024; Juhara, 2024).

A further limitation concerns the changing nature of supply chain environments. Earlier research provides important theoretical foundations, but recent developments in artificial intelligence, automation and supply chain disruption require updated analysis. The growing importance of resilience and adaptability also suggests that explanations based solely on static resources may be insufficient. This supports combining the Resource-Based View with Dynamic Capability Theory: RBV explains the value of Amazon's strategic resources, whereas Dynamic Capability Theory explains how these resources are adapted to changing conditions (Barney, 1991; Teece, 2018).

2.7 Research Gap

Despite extensive research linking supply chain management to organisational performance, limited evidence examines how Amazon's supply chain capabilities collectively influence performance. Existing studies often consider automation, inventory management, digitalisation or logistics separately, creating a fragmented understanding of their combined effects. This gap is increasingly important as technological change and supply chain disruption require organisations to balance efficiency with adaptability and resilience (Juhara, 2024; Ivanov, 2023). Furthermore, earlier resource-based explanations may not fully capture how firms continually renew capabilities in dynamic environments. Therefore, this study addresses the gap by integrating the Resource-Based View and Dynamic Capability Theory to evaluate how Amazon's interconnected supply chain practices influence operational, financial and customer-related performance outcomes.

2.8 Conceptual Framework

The conceptual framework illustrates the proposed relationship between Amazon's supply chain management practices and organisational performance. Key practices: inventory management, fulfilment infrastructure, automation and last-mile delivery form the independent dimension, while operational efficiency, financial performance, customer satisfaction and competitive advantage represent the outcomes. The Resource-Based View explains how distinctive supply chain

resources may create advantage, whereas Dynamic Capability Theory explains how Amazon adapts and reconfigures these capabilities as market conditions change (Barney, 1991; Teece, 2018). Together, the framework provides a structured basis for analysing the relationships explored in this study and guides the subsequent findings and discussion.

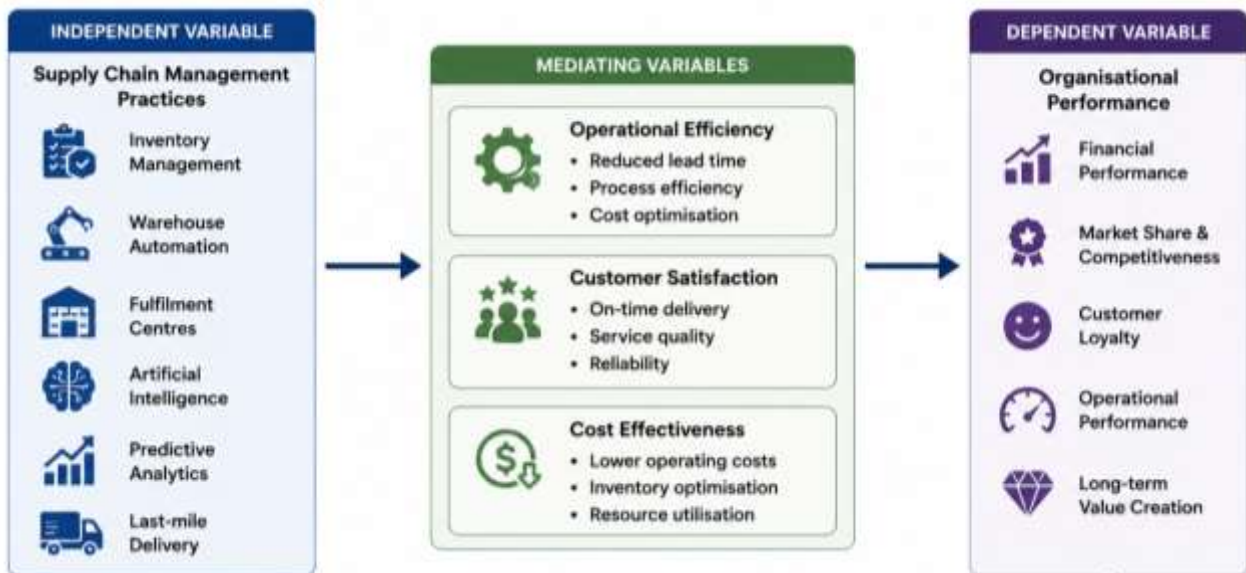


Figure 3: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines and justifies the methodological framework adopted to investigate the impact of supply chain management (SCM) on organisational performance using Amazon as a case study. Research methodology provides the foundation for ensuring that a study is systematic, transparent and capable of producing credible and trustworthy findings (Saunders et al., 2023). Rather than merely describing the research process, this chapter critically justifies the selection of the research philosophy, approach, design, data collection methods and analytical techniques employed. These methodological choices are aligned with the study's research aim and objectives, ensuring that the investigation generates a comprehensive understanding of how Amazon's supply chain management practices influence organisational performance while maintaining methodological rigour and academic integrity.

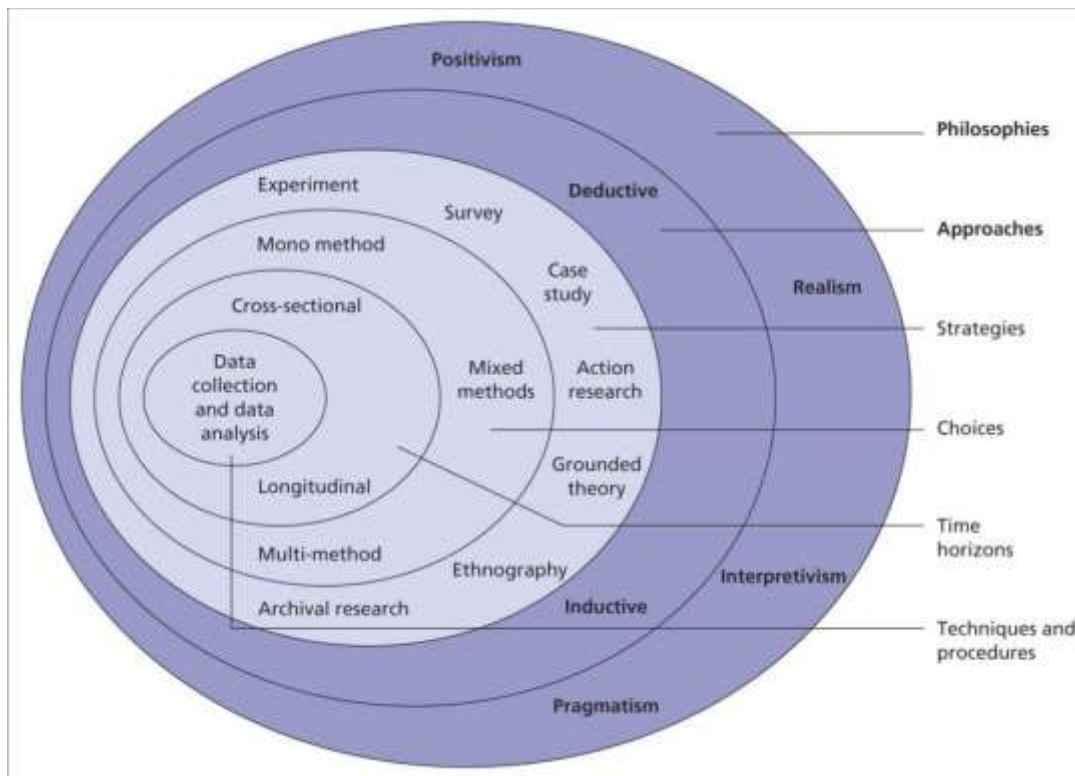


Figure 4: Research onion adapted from Saunders et al., 2019

3.2 Research Philosophy

Research philosophy refers to the set of beliefs and assumptions that guide how knowledge is generated, interpreted and applied within a research study (Saunders et al., 2019). Among the dominant philosophical paradigms are positivism, interpretivism and pragmatism. Positivism assumes that reality is objective and measurable, making it particularly suitable for quantitative studies that seek to test hypotheses and establish causal relationships through statistical analysis (Park et al., 2020). In contrast, interpretivism argues that reality is socially constructed and emphasises understanding phenomena through the interpretation of multiple perspectives. Pragmatism adopts a more flexible stance by selecting methods based on their ability to address the research problem rather than adhering to a single philosophical position.

Although positivism offers objectivity and generalisability, its emphasis on numerical measurement makes it less appropriate for this study, which seeks to interpret published evidence rather than quantify relationships. Interpretivism is therefore adopted because it enables a richer understanding of Amazon's supply chain management practices by critically examining insights from academic literature, industry reports and company publications. This philosophical position aligns with the study's objective of exploring the factors influencing the relationship between supply chain management and organisational performance, thereby providing a comprehensive and context-specific understanding of the research problem (Dzreke and Dzreke, 2025).

3.3 Research Approach

A research approach provides the logical process through which a study develops knowledge and links theory with empirical evidence (Saunders et al., 2023). The three principal approaches are deductive, inductive and abductive. Deductive reasoning begins with existing theory and tests hypotheses using quantitative data, making it appropriate for studies seeking to establish causal relationships and produce statistically generalisable findings (Park et al., 2020). Conversely, the inductive approach develops understanding from observations and evidence, allowing researchers to identify patterns and generate meaningful interpretations. Abductive reasoning combines elements of both approaches by moving iteratively between theory and evidence to explain unexpected findings.

Although deductive and abductive approaches each offer methodological strengths, they are less suited to the objectives of this study. Deduction relies heavily on primary quantitative data, while

abduction is typically adopted where continuous interaction between data collection and theory refinement is required. Given that this research adopts a qualitative case study design based exclusively on secondary data, the inductive approach is considered the most appropriate. It facilitates the critical synthesis of evidence from academic literature, Amazon's corporate reports and industry publications to develop a comprehensive understanding of how supply chain management influences organisational performance, thereby aligning closely with the study's research objectives (Alalade, 2025).

3.4 Research Design

Research design provides the overall framework that guides the collection and analysis of data to address the research objectives (Saunders et al., 2019). The three principal research designs are quantitative, qualitative and mixed methods. Quantitative research focuses on measuring variables and testing hypotheses using numerical data, making it appropriate for studies seeking statistical relationships and generalisable findings (Ghanad, 2023). In contrast, qualitative research emphasises understanding complex phenomena within their real-world contexts, while mixed methods integrate both approaches to provide a broader perspective.

Although quantitative and mixed methods offer advantages in terms of measurement and triangulation, they are less suited to the aims of this study, which seeks to explore and interpret the relationship between supply chain management and organisational performance through existing evidence rather than statistical testing. Consequently, a qualitative case study design was adopted, with Amazon selected as the single case organisation due to its globally recognised leadership in supply chain innovation. While qualitative case studies may be limited by reduced statistical generalisability and greater reliance on researcher interpretation, they provide rich contextual insights into organisational practices that large-scale quantitative designs often overlook (Annamalah, 2024). This design therefore enables a comprehensive examination of Amazon's integrated supply chain strategies and their influence on organisational performance.

3.5 Data Collection Methods

This study relies exclusively on secondary data, which comprise information originally collected and published by other researchers, organisations and institutions for purposes beyond the current study (Saunders et al., 2023). The principal sources include peer-reviewed journal articles,

Amazon Annual Reports, industry reports, books and publications from reputable organisations such as Statista, the Organisation for Economic Co-operation and Development (OECD) and the World Economic Forum (WEF). Compared with primary data, which require researchers to generate original evidence through methods such as interviews or surveys, secondary data provide a more cost-effective and time-efficient means of accessing extensive, longitudinal and independently verified evidence (Martins et al., 2018). Nevertheless, secondary sources may contain reporting bias, inconsistencies and data collected for different research objectives, limiting researcher control over data generation. To enhance the credibility of the findings, these limitations will be mitigated through the critical evaluation of source quality, triangulation across multiple evidence sources and prioritisation of recent peer-reviewed literature published between 2020 and 2025, while retaining seminal works where theoretically appropriate. Given Amazon's extensive publicly available corporate disclosures and the abundance of scholarly research on supply chain management, secondary data provide a robust foundation for addressing the study's research objectives.

3.6 Inclusion and Exclusion Criteria

To ensure the credibility and relevance of the evidence reviewed, clear inclusion and exclusion criteria were established before data collection. Defining these criteria enhances the transparency, consistency and methodological rigour of the review process by ensuring that only high-quality and relevant sources contribute to the analysis (Saunders et al., 2023). Given the rapid evolution of supply chain management through digitalisation, artificial intelligence and automation, greater emphasis was placed on recent literature published between 2020 and 2025. However, seminal works such as Barney (2021) and Mentzer et al. (2001) were retained because they provide the theoretical and conceptual foundations underpinning contemporary supply chain management research. Sources lacking academic credibility or relevance were excluded to minimise bias and improve the trustworthiness of the findings.

Table 1: Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Peer-reviewed journal articles	Blogs and personal websites
Reputable academic books	Wikipedia and similar open-edit platforms
Amazon Annual Reports	Opinion articles and magazine commentaries
Recognised industry reports (e.g., OECD, World Economic Forum, Statista)	Non-peer-reviewed websites without academic credibility
Literature published between 2020 and 2025 (except seminal studies)	Outdated literature unless considered seminal or theoretically significant

These selection criteria ensure that the study is informed by contemporary, reliable and academically rigorous evidence while preserving influential foundational studies that continue to shape supply chain management theory and practice.

3.7 Data Analysis Technique

This study will employ thematic analysis to analyse the secondary data collected from academic literature, Amazon Annual Reports and industry publications. Braun and Clarke (2006) describe thematic analysis as a flexible qualitative method for identifying, analysing and interpreting recurring patterns within data. Their six-stage framework involves familiarisation with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. Although content analysis focuses primarily on quantifying the frequency of concepts, and grounded theory seeks to generate new theory from primary data, thematic analysis is more appropriate for synthesising evidence from diverse secondary sources (Saunders et al., 2019). Relevant information will be systematically coded and organised into themes such as inventory management, warehouse automation, artificial intelligence, last-mile delivery, operational efficiency and organisational performance. While qualitative coding may introduce researcher subjectivity, the use of a structured coding process, repeated theme refinement and constant comparison across multiple sources will enhance analytical consistency and credibility.

3.9 Ethical Considerations

As this study is based exclusively on secondary data, it does not involve human participants, interviews or surveys, and therefore does not require informed consent. Nevertheless, ethical considerations extend beyond procedural requirements to encompass the responsible use and interpretation of published evidence (Saunders et al., 2023). The researcher has an ethical obligation to represent previous studies accurately, avoid selective reporting of findings and maintain objectivity when evaluating Amazon's supply chain practices. Academic integrity will be upheld through accurate citation, appropriate referencing and strict adherence to UCA's ethical guidelines. By ensuring transparency, honesty and impartiality throughout the research process, the study enhances the credibility, trustworthiness and academic rigour of its findings.

3.10 Chapter Summary

This chapter has justified the methodological choices underpinning the study, including the adoption of an interpretivist philosophy, an inductive approach and a qualitative case study design. It has also explained the use of secondary data, thematic analysis, rigorous source selection criteria and appropriate ethical safeguards to ensure research quality and credibility. Collectively, these methodological decisions provide a coherent and well-justified framework for addressing the research questions. The next chapter presents and critically discusses the findings derived from the thematic analysis of the selected evidence.

CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter presents the findings generated through the thematic analysis of secondary data relating to the impact of supply chain management (SCM) on organisational performance at Amazon. Evidence was synthesised from peer-reviewed studies, Amazon corporate reports and relevant industry publications, in accordance with the methodology outlined in Chapter 3. The findings are organised around the four research objectives, covering Amazon's SCM practices, factors influencing organisational performance, the role of technology, and key supply chain challenges. The chapter focuses primarily on patterns emerging from the evidence rather than their wider theoretical interpretation. Table 2 summarises the principal findings, while Chapter 5 critically discusses their implications in relation to previous literature, the Resource-Based View and Dynamic Capability Theory.

Table 2: Summary of Key Findings from Thematic Analysis

Author(s) and Year	Theme	Key Finding	Outcome
Kumar et al. (2024)	SCM Practices	AI-driven systems improve inventory forecasting and optimisation.	Improved operational efficiency
Sujatmiko et al. (2024)	SCM Practices	Fulfilment infrastructure supports faster order processing and delivery.	Greater responsiveness
Juhara (2024)	Technology	Digital technologies and automation improve supply chain operations.	Higher productivity and visibility
Raj et al. (2022)	Organisational Performance	Supply chain capabilities support operational and competitive performance.	Improved organisational outcomes
Kudakwashe and Pooe (2024)	Challenges	Supply chain disruptions require organisational adaptability and resilience.	Stronger risk response

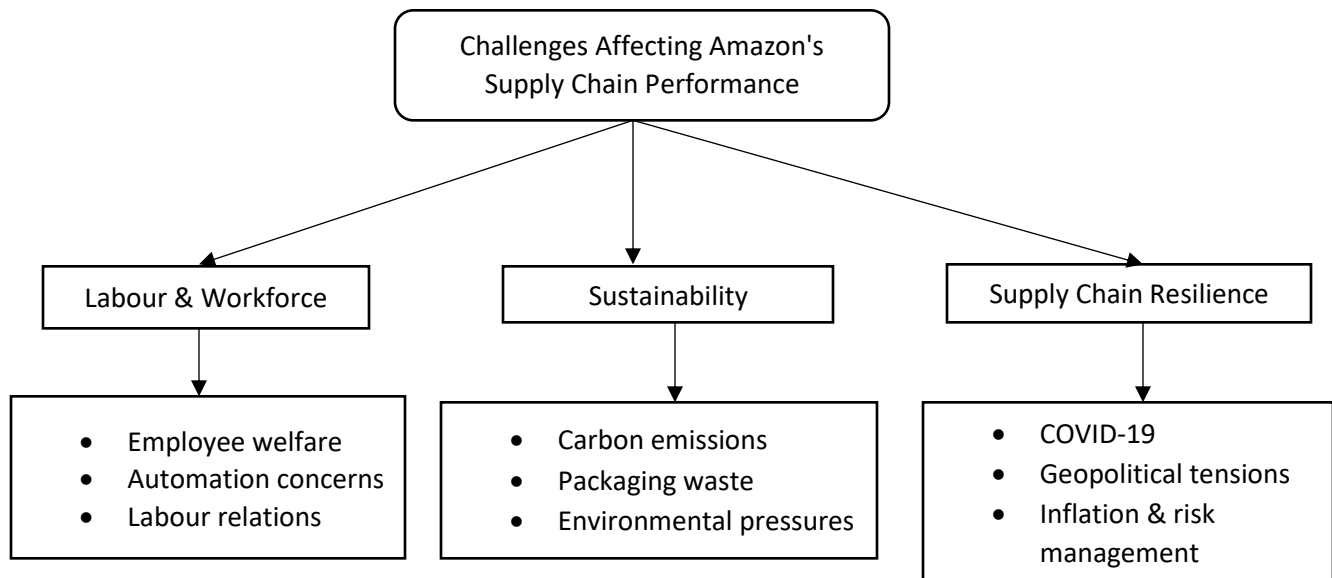


Figure 5: Challenges Influencing Amazon's Supply Chain Performance

As illustrated in Figure 5, the findings demonstrate an interconnected relationship between Amazon's supply chain practices, technological capabilities and organisational performance, while workforce, sustainability and resilience challenges influence the effectiveness of these capabilities. The subsequent sections examine each of these findings in greater detail.

4.2 Findings on Amazon's Key Supply Chain Management Practices

The findings identified three closely connected supply chain management practices as central to Amazon's operations: inventory management, fulfilment and logistics infrastructure, and last-mile delivery. First, inventory management is supported by extensive data and real-time order allocation, enabling inventory availability to be matched with customer demand and fulfilment capacity. Recent evidence on Amazon's regionalisation shows that the company modified how inventory was managed and how orders were assigned across its network to improve the balance between delivery speed and cost efficiency (Sinha et al., 2026).

Second, fulfilment centres, sortation centres and delivery stations form an integrated infrastructure through which products move from storage to customers. The findings indicate that this network has increasingly been reorganised around regional fulfilment. Following implementation, the distance between Amazon sites and customers reportedly fell by 15%, middle-mile touchpoints decreased by 12%, and the proportion of orders fulfilled within the customer's region increased from 62% to 76% (Sinha et al., 2026). Research on Amazon's UK infrastructure similarly identifies fulfilment centres and their geographical concentration as an important feature of the company's supply-chain expansion and logistics model (Maddock-James, 2025).

Third, last-mile delivery emerged as an important practice because it directly connects Amazon's wider logistics network with the customer. The evidence shows that Amazon combines its own facilities and delivery network with external logistics partners, enabling packages to move from fulfilment centres through middle-mile nodes to last-mile delivery stations. Sinha et al. (2026) reported that Amazon delivered more than nine billion items on the same or next day globally in 2024, demonstrating the scale and speed associated with this integrated network. More broadly, recent research identifies last-mile logistics as strategically important but also one of the most costly and operationally challenging stages of retail supply chains.

4.3 Findings on the Factors Linking Supply Chain Management and Organisational Performance

The findings indicate that the relationship between supply chain management and organisational performance at Amazon is reflected primarily through operational efficiency, financial outcomes and customer responsiveness. These factors appear interconnected rather than independent, with supply chain capabilities influencing the speed, cost and reliability of Amazon's operations. Recent evidence similarly identifies supply chain integration, flexibility and resilience as important mechanisms through which analytics capabilities contribute to operational performance (Raj, 2025).

First, operational performance emerged as a major outcome of Amazon's supply chain capabilities. The evidence indicates that inventory availability, network optimisation and faster fulfilment support improved order processing and delivery performance. Amazon's 2025 Annual Report states that the company continues to focus on improving product availability, selection and delivery speed, while also managing inventory and operating costs efficiently. Its consolidated operating income increased from \$68.6 billion in 2024 to approximately \$80.0 billion in 2025, alongside net sales growth from \$638.0 billion to \$716.9 billion.

Second, the findings show that financial performance is associated with, but not solely determined by, supply chain efficiency. Improved fulfilment and logistics capabilities can support sales growth and customer convenience, although these activities also require substantial expenditure. Amazon's fulfilment costs increased from \$98.5 billion in 2024 to \$109.1 billion in 2025, while shipping costs increased from \$95.8 billion to \$102.7 billion. The findings therefore demonstrate

that supply chain expansion can generate both performance benefits and significant cost commitments.

Third, customer responsiveness emerged as another important factor linking SCM with organisational performance. Amazon identifies faster delivery, product availability, convenience and customer experience as important drivers of its sales and long-term growth. Its North America sales increased by 10% and International sales by 13% in 2025, with increased unit sales partly linked to its focus on price, selection and fast shipping. Broader evidence also suggests that supply chain characteristics can influence firm performance indirectly through customer trust and related customer outcomes.

4.4 Findings on Technology as a Strategic Enabler

The findings identify technology as a major enabler of Amazon's supply chain efficiency, particularly through artificial intelligence (AI), robotics, automation and digital integration. AI-supported systems contribute to inventory planning, demand forecasting and operational decision-making by processing large volumes of real-time data across Amazon's network. Amazon has continued to expand AI applications across its business, reporting more than 1,000 AI applications under development in 2024 (Amazon, 2025).

Robotics and automation also emerged as significant features of fulfilment operations. Amazon reported that it had more than one million robots operating in its fulfilment centres, supporting activities including stowing, picking, sorting and internal transportation (Greenawalt, 2025). The World Economic Forum similarly identifies Amazon's robotics operations as integrating mobile robots, computer vision and AI-enabled systems across fulfilment processes (World Economic Forum, 2026). These technologies support faster inventory movement and package processing while reducing manual and repetitive activities.

Digital integration further supports real-time visibility and coordination between inventory, fulfilment and delivery operations. Amazon's robotics systems increasingly use cloud infrastructure, sensor data and AI models to improve operational workflows and decision-making. For example, Amazon reports that its Sequoia system combines AI, robotics and computer vision to improve inventory handling, while AWS infrastructure supports the processing of operational data generated across fulfilment activities (Amazon, 2025).

The findings also indicate substantial ongoing investment in technological infrastructure. Amazon's 2025 Annual Report recorded technology and infrastructure costs of \$108.5 billion, compared with \$88.5 billion in 2024, reflecting continued investment in technology, infrastructure and operational capacity (Amazon, 2026). Overall, the evidence shows that technology supports Amazon's supply chain through improved visibility, automation, productivity and faster operational decision-making.

4.5 Findings on Challenges Affecting Supply Chain Performance

The findings identified three major challenges affecting Amazon's supply chain performance: workforce pressures, sustainability demands and supply chain disruption. Workforce issues emerged from the scale and structure of Amazon's logistics operations. Recent research identifies the company's reliance on a combination of direct employment, subcontracting and flexible labour arrangements, while evidence on worker conditions and protests highlights concerns relating to employment practices and social sustainability (Spurk and Straub, 2020; Çelik, Gökteş and Yıldız, 2025).

Sustainability also emerged as a significant challenge because Amazon's expanding logistics and delivery activities generate environmental pressures across transportation, packaging and its wider supply chain. Amazon's 2025 Sustainability Report states that absolute carbon emissions increased in 2025, although carbon intensity had fallen by 38% since 2019. The company also reported that more than two-thirds of its emissions originated from its broader supply chain, illustrating the scale of the sustainability challenge beyond Amazon's direct operations.

Finally, resilience emerged as an important challenge in an environment characterised by multiple disruptions, including pandemic-related shocks, geopolitical uncertainty and inflationary pressures. Recent supply chain research identifies persistent tensions between efficiency, resilience and sustainability, particularly during periods of multiple crises (Kareem et al., 2024).

4.6 Chapter Summary

This chapter presented the findings generated through the thematic analysis of secondary evidence on the impact of supply chain management on organisational performance at Amazon. The findings identified integrated inventory management, fulfilment infrastructure and last-mile

delivery as key SCM practices. They further showed that operational efficiency, financial outcomes and customer responsiveness were important factors linking SCM with organisational performance. Technology, particularly AI, robotics and digital integration, emerged as a major enabler of supply chain efficiency, while workforce pressures, sustainability demands and external disruption remained significant challenges. The findings also indicate that Amazon's supply chain performance involves interconnected operational, technological and environmental factors. These findings provide the basis for Chapter 5, where they will be critically discussed in relation to previous literature and the study's theoretical frameworks.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter critically discusses the findings presented in Chapter 4 in relation to the study's aim of examining the impact of supply chain management on organisational performance at Amazon. Rather than restating the findings, the discussion evaluates their significance by comparing them with previous research and interpreting areas of agreement, difference and limitation. The discussion is organised around the four research objectives, focusing on SCM practices, organisational performance, technology and supply chain challenges. The findings are further interpreted through the Resource-Based View and Dynamic Capability Theory to examine how Amazon's resources, capabilities and capacity for adaptation contribute to sustained organisational performance and competitive advantage.

5.2 Discussion of Amazon's Supply Chain Management Practices

The findings indicate that Amazon's supply chain advantage derives less from individual practices than from the integration of inventory management, fulfilment infrastructure and last-mile delivery. This supports the broader view of SCM as a strategic, coordinated capability rather than a collection of separate logistics activities (Mentzer et al., 2001; Christopher, 2016; Chopra and Meindl, 2019). Amazon's approach therefore differs from a fragmented supply chain model because data, infrastructure and delivery capabilities operate interdependently to support responsiveness and customer value.

Regarding inventory management, the findings support Kumar et al. (2024), Yulia and Seputro (2025) and Holloway (2024), who associate AI-driven forecasting and digital inventory systems with improved visibility, availability and efficiency. However, Kudakwashe and Pooe (2024) provide an important qualification by demonstrating that highly optimised systems can remain vulnerable to unexpected disruption and changing demand. Thus, the critical issue is not simply whether Amazon possesses advanced inventory technology, but whether it can balance efficiency with sufficient flexibility and resilience. This challenges a purely efficiency-based interpretation

of SCM and suggests that optimisation may create value while simultaneously increasing exposure when operating conditions change rapidly.

Similarly, Amazon's fulfilment infrastructure represents a significant strategic resource, supporting Sujatmiko et al. (2024), Mailani et al. (2024) and Komakech et al. (2025), who link strategically developed logistics infrastructure with responsiveness and competitive advantage. Nevertheless, the evidence from Oktrivina and Effendi (2025) highlights a key trade-off: network expansion can increase capital requirements, operational complexity and environmental pressures. Consequently, fulfilment capacity does not automatically translate into superior performance. Its strategic value depends on effective coordination and utilisation, which is consistent with the RBV argument that competitive advantage results from how resources are deployed rather than merely possessed (Barney, 1991).

Last-mile delivery further illustrates this tension between customer responsiveness and operational cost. Juhara (2024) associates Amazon's technology-enabled delivery capabilities with improved service efficiency, whereas Oktrivina and Effendi (2025) emphasise the associated cost, labour and sustainability pressures. Faster delivery may therefore strengthen Amazon's competitive position, but its long-term value depends on whether speed can be maintained without disproportionately increasing financial and environmental costs. Overall, the findings strongly support RBV by demonstrating the strategic value of Amazon's integrated supply chain assets. However, their continued effectiveness also requires adaptation, indicating that static resource ownership alone cannot fully explain sustained advantage.

5.3 Discussion of Supply Chain Management and Organisational Performance

The findings indicate that the relationship between supply chain management (SCM) and organisational performance at Amazon is multidimensional rather than automatic. This supports Christopher (2016) and Fugate, Sahin and Mentzer (2006), who argue that coordinated supply chain activities can improve delivery reliability, operational efficiency, customer responsiveness and competitiveness. However, the evidence also challenges a simple assumption that stronger SCM will always produce proportional financial gains. Performance depends on how effectively supply chain resources are coordinated and whether the benefits generated exceed the costs of infrastructure, technology and logistics investment.

Operational performance emerged as the most direct link between SCM and organisational outcomes. The findings from Chapter 4 showed that Amazon's inventory optimisation, fulfilment network and delivery capabilities contribute to faster processing and greater responsiveness. This is consistent with Yusof et al. (2025) and Ning and Yao (2023), who associate digitally integrated supply chains with improved efficiency and reduced lead times. Nevertheless, Sujatmiko et al. (2024) suggest that technology alone is insufficient because performance also depends on coordination among internal functions, suppliers and logistics partners. This distinction is important: Amazon's advantage is unlikely to result from automation or scale in isolation, but from integrating multiple capabilities into a coordinated operating system.

Financial performance presents a more complex relationship. Effective SCM can support revenue growth, asset utilisation and cost control, yet Amazon's continuing investment in fulfilment infrastructure and automation demonstrates that supply chain capability requires substantial expenditure. This supports the argument that financial indicators alone provide an incomplete assessment of organisational performance, as they may not capture operational capabilities that generate longer-term value (Omran et al., 2019). As Chapter 2 established, faster delivery or greater capacity may strengthen future competitiveness even where immediate costs reduce short-term financial efficiency. Therefore, the relationship between SCM and financial performance should be regarded as conditional rather than linear.

Customer responsiveness provides a further explanation of how SCM contributes to organisational performance. The findings support the view that delivery speed, product availability and service reliability can strengthen customer value and competitive positioning. However, faster delivery alone does not guarantee sustained satisfaction. Kudakwashe and Pooe (2024) emphasise the importance of resilience and reliability, suggesting that customers may value consistent service as much as speed. Consequently, Amazon's competitive advantage appears to depend on balancing speed with availability, reliability and cost efficiency rather than maximising a single performance indicator.

From an RBV perspective, these findings suggest that Amazon's performance is strengthened by the combined value of its logistics infrastructure, technological resources and organisational knowledge, which are more difficult to imitate collectively than individual assets (Barney, 1991). However, the findings also reveal that these resources require continual adaptation as customer

expectations and market conditions change. Thus, while RBV explains why integrated supply chain capabilities can create advantage, Dynamic Capability Theory provides an additional explanation of how Amazon must continually renew and reconfigure these capabilities to sustain organisational performance

5.4 Discussion of Technology as a Strategic Enabler

The findings demonstrate that technology is a significant enabler of Amazon's supply chain performance; however, the evidence suggests that technology alone does not explain the company's competitive advantage. AI, robotics and digital integration improve forecasting, inventory visibility, warehouse productivity and operational decision-making, supporting the view that digitalisation can enhance supply chain responsiveness and efficiency. Nevertheless, Sujatmiko et al. (2024) emphasise that technological benefits depend on effective integration with organisational processes and wider supply chain coordination. Therefore, possessing advanced technologies does not automatically generate superior performance.

AI is particularly important because its value extends beyond automation. Through demand forecasting, predictive analytics and data-driven decision-making, AI enables Amazon to respond more rapidly to changing demand patterns. This supports the argument that contemporary supply chains increasingly depend on analytics and digital integration to manage uncertainty and improve responsiveness (Alheadary, 2024; Pyeman, 2025). However, the effectiveness of AI remains dependent on the quality of available data, organisational expertise and the ability to translate analytical insights into operational action. Consequently, AI should be regarded as an enabling capability rather than an independent source of competitive advantage.

Similarly, robotics and warehouse automation can improve productivity by accelerating repetitive activities and increasing processing consistency. Amazon's investment in robotics illustrates how physical and digital technologies can be combined to strengthen fulfilment capabilities. Yet, as noted in the findings, these technologies require substantial investment and may increase implementation complexity. The relationship between automation and performance is therefore subject to diminishing returns if additional technological expenditure does not generate proportionate operational benefits. This qualification is important because technology-driven

efficiency may be offset by capital costs, workforce pressures or difficulties integrating new systems with existing operations.

Dynamic Capability Theory provides a particularly useful explanation of these findings. Unlike RBV, which focuses primarily on the strategic value of resources, Dynamic Capability Theory explains how organisations continually integrate, develop and reconfigure resources in response to environmental change (Teece, 2018). Amazon's sustained investment in automation, analytics and digital infrastructure therefore appears significant not simply because it possesses these technologies, but because it can adapt and incorporate them into evolving supply chain operations. However, Dynamic Capability Theory has been criticised for its conceptual breadth and difficulty of empirical measurement (Liu, 2022), meaning that its explanatory value should not be overstated.

Overall, the findings suggest that technology strengthens Amazon's supply chain efficiency when combined with complementary organisational capabilities, knowledge and effective coordination. Amazon's advantage therefore lies less in owning individual technologies—which competitors may eventually acquire and more in its capacity to integrate and continually reconfigure them across its wider supply chain.

5.5 Discussion of Challenges Affecting Supply Chain Performance

The findings demonstrate that Amazon's supply chain performance is constrained by significant workforce, sustainability and resilience challenges. These findings are important because they challenge the assumption that greater technological sophistication and operational scale automatically produce sustainable organisational advantage. Instead, the evidence suggests that Amazon's long-term supply chain performance depends on its ability to manage the trade-offs created by its own growth and operational complexity.

First, workforce pressures present a significant challenge to the sustainability of Amazon's supply chain model. The findings indicate that concerns surrounding labour conditions, subcontracting and the implications of automation can affect the social dimension of supply chain performance. This supports the view that supply chain efficiency should not be assessed solely through speed, productivity or cost reduction. A technologically efficient system may still face performance risks if labour-related concerns damage employee wellbeing, operational stability or organisational

reputation. Consequently, automation should be viewed as complementing rather than completely replacing effective workforce management.

Second, the findings highlight a tension between rapid supply chain expansion and environmental sustainability. Amazon's extensive fulfilment and delivery network supports customer responsiveness but also increases transportation requirements, packaging consumption and wider supply chain emissions. This creates a fundamental trade-off: practices designed to improve speed and convenience may generate environmental costs. The findings therefore support a broader understanding of organisational performance that incorporates sustainability alongside financial and operational outcomes. Amazon's reported efforts to reduce carbon intensity indicate progress; however, the scale of its wider supply chain means that sustainability performance remains dependent on factors extending beyond its direct operations. This makes environmental improvement more complex than simply introducing cleaner technologies or reducing emissions within individual facilities.

Finally, resilience remains a critical challenge because supply chains increasingly operate within environments characterised by disruption and uncertainty. As Chapter 2 established, highly efficient supply chains may become vulnerable when excessive optimisation reduces flexibility. The experience of COVID-19, alongside geopolitical uncertainty and inflationary pressures, reinforces the importance of maintaining adaptive capacity rather than focusing exclusively on cost efficiency. This supports Dynamic Capability Theory, which emphasises an organisation's ability to reconfigure resources as conditions change (Teece, 2018). Nevertheless, the theory's broad nature makes it difficult to determine precisely which adaptive capabilities produce superior outcomes (Liu, 2022).

5.6 Integrated Theoretical Discussion

Overall, the findings suggest that neither the Resource-Based View nor Dynamic Capability Theory independently provides a complete explanation of Amazon's supply chain performance. RBV explains how Amazon's fulfilment infrastructure, data capabilities, technology and logistics network constitute strategically valuable and interconnected resources that may be difficult for competitors to replicate (Barney, 1991). However, the findings also show that these resources alone cannot guarantee sustained advantage amid technological change, disruption and evolving

customer expectations. Dynamic Capability Theory therefore complements RBV by explaining Amazon's capacity to adapt, integrate and reconfigure its supply chain capabilities (Teece, 2018). Together, the theories provide a stronger explanation of how Amazon creates and sustains organisational performance.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter concludes the dissertation by synthesising the findings and discussion in relation to the aim of evaluating the impact of supply chain management (SCM) on organisational performance at Amazon. The study examined Amazon's key SCM practices, the factors linking SCM with organisational performance, the role of technology, and the challenges affecting supply chain performance. It then presents practical recommendations based on the evidence and acknowledges limitations that should be considered when interpreting the findings. The chapter therefore provides a final assessment of the extent to which the research objectives were achieved.

6.2 Conclusion Against the Research Objectives

The first objective was achieved by identifying inventory management, fulfilment infrastructure and last-mile delivery as Amazon's principal SCM practices. The evidence showed that their strategic importance lies primarily in their integration rather than in the isolated value of individual activities. This supports the view that coordinated supply chains can create customer value through speed, responsiveness and reliability (Christopher, 2016; Mentzer et al., 2001).

Regarding the second objective, the study concludes that SCM influences organisational performance through interconnected operational, financial and customer-related factors. Improved delivery speed, product availability and operational efficiency can strengthen organisational outcomes, but the relationship is conditional because fulfilment expansion and technological investment also generate substantial costs. Consequently, organisational performance cannot be assessed solely through financial indicators; responsiveness, reliability and long-term competitive capability are equally important.

The third objective established that AI, robotics and digital integration are important enablers of supply chain efficiency and effectiveness. However, the study concludes that technology alone does not create sustained advantage. Its value depends on Amazon's ability to integrate technological resources with organisational knowledge, infrastructure and decision-making capabilities. This finding supports the complementary application of RBV and Dynamic Capability

Theory. RBV explains the value of Amazon's difficult-to-replicate resources, whereas Dynamic Capability Theory better explains how these resources are adapted and reconfigured as conditions change (Barney, 1991; Teece, 2018).

Finally, the fourth objective identified workforce pressures, sustainability demands and external disruption as significant challenges. The study therefore concludes that long-term supply chain performance depends on balancing efficiency with resilience, environmental responsibility and effective workforce management.

6.3 Recommendations

Based on these conclusions, Amazon should further integrate sustainability into supply chain decision-making, particularly across transportation, fulfilment and packaging. Investments in lower-emission logistics, packaging reduction and improved environmental measurement would help balance customer responsiveness with longer-term environmental and regulatory pressures.

Second, further automation should be accompanied by employee training, reskilling and workplace support. A balanced human–technology strategy would allow Amazon to improve productivity without treating automation solely as a cost-reduction mechanism.

Finally, Amazon should strengthen adaptive resilience through greater supply chain visibility, flexible capacity and scenario planning. This would improve its ability to detect disruption and reconfigure resources rapidly, reflecting the dynamic capability perspective underpinning the study.

6.4 Limitations and Final Conclusion

This study is limited by its exclusive focus on Amazon and its reliance on secondary data; consequently, the findings cannot establish causal relationships or be automatically generalised to other organisations. Nevertheless, the qualitative case-study approach enabled the integration of evidence from multiple sources and perspectives. Future research could compare Amazon with other major e-commerce organisations or use primary data to examine how employees, suppliers and customers experience technology-driven supply chain change.

Overall, the dissertation concludes that SCM has a significant but conditional impact on Amazon's organisational performance. Sustainable advantage arises not merely from possessing extensive

logistics infrastructure or advanced technology, but from Amazon's capacity to integrate, renew and adapt these capabilities in response to changing conditions.

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Appendix I: Research Ethics – Tier 1 Checklist

The University for the Creative Arts is committed to supporting good practice in research and scholarly activity. Conducting research in accordance with ethical principles is considered to be of fundamental importance. The following Tier 1 Checklist must be completed for all research projects and approved at supervisor/school level.

Please use the UCA Research Ethics Code of Practice as guidance in completing this checklist.

Name of researcher	Bello Ozavize Faith
Title of proposed project:	The Impact of Supply Chain Management on Organisational Performance: A Case Study of Amazon
Status (are you a member of staff, a Ph.D student or a student at another level)	
Email	
Line Manager/Supervisor/Tutor	Keeshon Holmes

Brief outline of the project (250 words maximum):

This research investigates the impact of supply chain management on organisational performance using Amazon as a case study. The study aims to examine Amazon's key supply chain management practices, analyse how these practices influence organisational performance, evaluate the role of technology in enhancing supply chain efficiency, and identify challenges affecting Amazon's supply chain operations. A qualitative case study approach will be adopted using secondary data obtained from peer-reviewed journal articles, academic books, Amazon annual reports, industry reports and other credible published sources. The collected information will be analysed using thematic analysis to identify recurring themes relating to inventory management, warehouse automation, fulfilment centres, artificial intelligence, last-mile delivery and organisational performance. The research will not involve human participants, interviews, questionnaires or access to confidential data. Consequently, no informed consent will be required, and the study presents minimal ethical risk. Ethical considerations will focus on maintaining academic integrity through accurate referencing, avoidance of plagiarism, objective interpretation of findings and compliance with the University's Research Ethics Code of Practice.

Does the study involve human participants?

If **Yes** please continue to Question 1. If **No** please continue to question 12

	Issues that may indicate that mitigation measures and/or ethical approval by Research Committee are necessary		✓
1	Does the study involve participants who are unable to give informed consent? (see 17.2a below)		No
2	Does the research involve sensitive topics? (see 17.2b)		No
3	Does the research involve groups where the permission of a gatekeeper is normally required for initial access? (see 17.2c)		No
4	Is the research to be conducted without the full and informed consent of the participant? (17.2d)		No
5	Does the research involve access to records of personal or confidential information concerning identifiable individuals? (17.2e)		No
6	Does the research induce, or have the potential to induce, psychological stress, anxiety or humiliation or to cause more than minimal pain? (17.2f)		No
7	Does the research involve, or have the potential to involve, intrusive interventions that participants would not normally encounter, or which may cause them to reveal information that could cause concern in the course of their everyday life? (17.2g, 17.2h)		No
8	Will the research take place outside the UK?		No

9	Will the research involve respondents to the internet or other visual/vocal methods where respondents may be identified?		No
10	Will financial inducements (other than reasonable expenses and compensation for time) be offered to participants?		No
11	Will the study involve NHS patients or staff? (18.4)		No

If you have answered **Yes** to any of these questions, you should submit further details of measures to mitigate ethical risks and a formal application for ethics approval using the UCA **Research Ethics Tier 2 Application for Approval** form. The form should be submitted to the Research Committee via the Research Office.

If you answered **No** to all the above questions, then you need not submit your project for formal ethics approval. You will need to complete the questions below and file a signed copy of this Tier 1 Ethics Checklist with your School (for staff) and your supervisors (PGT and PGR students), and submit it to the Research Office via the myUCA research ethics pages. The form must be signed by yourself, and your line manager or supervisor.

It is incumbent on you to observe the University's Research Ethics Code of Practice, and to ensure that your research complies with the GDPR (General Data Protection Regulation), by which you are legally bound.

	Further issues that require consideration in research good practice		
12	Have the topic and any ethical implications been addressed with your supervisor/line manager?	Yes✓	No
13	Does the topic merit further research of the kind being proposed and is it appropriate to the level of study?	Yes✓	No
14	Do you, as the researcher, have the skills to carry out this research?	Yes✓	No

15	Are the participant information sheet or leaflet and consent forms appropriate?	Yes	NA✓	No
16	Are the procedures for recruitment of participants and obtaining informed consent appropriate?	Yes	NA✓	No
17	Are the procedures for ensuring confidentiality/anonymity of respondent data appropriate?	Yes	NA✓	No
18	Has a risk assessment been carried out and the form completed, where necessary?	Yes	NA✓	No

I have read the UCA Research Ethics Code of Practice Signature Applicant: Bello Ozavize Faith	This project complies with the UCA Research Ethics Code of Practice Signature Line Manager/Supervisor/Tutor:
Date: 16/07/2026	Date:

Below are extracts from the key areas of the UCA Research Ethics Code of Practice:

3.1 As a matter of principle, all research is subject to ethical considerations and risk assessment taking into account professional codes of practice / standards where these exist, and subject specificity.

3.2 All research involving human participants, whether conducted in a direct or virtual or any other way, must consider the following issues from the inception of the research project. Researchers should be in a position to justify their research methods should it be required:

- i. the value of the research
- ii. informed consent
- iii. openness and honesty
- iv. right to withdraw without penalty
- v. confidentiality and anonymity
- vi. protection from harm
- vii. briefing and debriefing
- viii. reimbursements, payments and rewards
- ix. experience of researcher and suitability of methods employed
- x. ethics standards of external bodies and institutions
- xi. research for clients/consultants
- xii. research data management

3.3 These issues require careful consideration and the principles laid out below provide the basis for good practice in research management.

17. Consideration of Ethical Issues

17. Consideration of Ethical Issues

17.1 As outlined under 3.1, all research is subject to ethical consideration and requires an assessment of ethical risk, taking into account professional codes of practice where these exist, as well as subject specificity.

17.2 The following research would normally be considered as involving more than minimal risk and therefore **requires documented measures to mitigate potential risks, and consideration by the University Research Committee:**

- Research involving vulnerable groups or individuals, for example children and young people under 18, those with a learning disability or cognitive impairment, or individuals in a dependent or unequal relationship.
- Research involving sensitive topics such as:
 - Sexual behaviour
 - Illegal, political or religious behaviour
 - Experience of violence, abuse, exploitation and/or other racist or sexist behaviour
 - Mental health
 - Physical health and treatment.
- Research involving groups where the permission of a gatekeeper is normally required for initial access to members e.g. ethnic or cultural groups, native peoples or indigenous communities.
- Research involving deception or which is conducted without participants' full and informed consent at the time the study is carried out.
- Research involving access to records of personal or confidential information concerning identifiable individuals.
- Research that would induce psychological stress, anxiety or humiliation or cause more than minimal pain.
- Research involving intrusive interventions such as vigorous physical exercise, where participants would not normally encounter such interventions, which may cause them to reveal information that causes concern in the course of their everyday life.

17.3 Vulnerable groups include any person(s) who may be precluded from giving informed consent. Note that this does not necessarily include all groups whose consent is given by parents or by those *in loco parentis*. It should additionally be noted that even in those circumstances the 'real' consent of those individuals under study should also be sought wherever possible (sample consent forms are available from the Research Office).

17.4 Deceptive research is that which is undertaken when the investigator deliberately conceals or significantly misrepresents his or herself, the true nature of the research or any other significant aspect of the research: examples may include covert observation, the stating of a misleading research purpose or providing a misleading professional identity or institutional affiliation on part of the researcher(s).

17.5 No specific approval is needed for research not covered within the categories detailed in Section 17.2, although all projects must adhere to the principles laid out in this Code and the University requires all staff or students undertaking research to ensure that at each stage of the process, research is undertaken in a professional and ethical manner.

17.6 In particular all researchers will ensure that:

- Respect for Intellectual Property Rights and Copyright law is maintained in compliance with University guidelines.
- Researchers will be open and transparent regarding the purpose, methods and possible uses of research.
- Researchers will maintain the right to anonymity of any research respondents/subjects, and highlight any possible risks to staff or subjects arising from the research.
- Researchers will act within the law regarding the sourcing and use of research information and respect the obligation to acknowledge support and collaboration.
- Researchers will at all times act within the law of the UK and the law of any other country within the research being undertaken.

17.7 Research involving animals/animal tissue requires a license under the Animals (Scientific Procedures) Act 1986. Research involving human tissue including its display requires a license under the Human Tissue Act (2004). Experimentation / anatomical examination in human morbid anatomy requires a license under the 1984 Anatomy Act.

17.8 Research involving NHS patients or staff must be approved by NRES; see the NRES website for further information (www.nres.npsa.nhs.uk). Research involving patients or staff of other medical providers must be ethically approved by these institutions.

17.9 If there is any doubt as to whether a particular research project needs approval, advice should be sought, for staff, from the Research Manager or Head of School, and for PGR students, from the Research Degrees Leader or supervisors.