



The UN

Technological Innovation Analysis &
Recommendation For Amazon Prime



Official



Group Project Report

Case Study: Amazon Prime

Group 9 - The UN

Lim Wee Jye Andre	A0233510X
Jia Xuan Wang	A0268884E
Joshua Yap Zhi Wei	A0235174H
Gupta Ananya Vikas	A0226576W
Janice Peng Yi	E1110105
Joona Sneitz Christian	A0268877B

Presented to Professor Ameek Kaur

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Link to Diagrams: <https://rb.gy/fbkxy>

1 | Executive Summary

This report aims to evaluate the effectiveness of the current technological strategy of Amazon Prime (Prime). Amazon has grown from an online book retailer to the E-commerce titan it is today, spanning across multiple industries (Hall, 2023) and Prime follows suit. Prime is Amazon's subscription service that allows users to enjoy benefits across the platform alongside different Amazon partnering companies. Across Prime's key industries of (1) E-commerce, (2) Entertainment and (3) Healthcare, in-depth analyses performed found them to be in the growth stage, facing intense competition from rival firms. Moreover, while these products have reached the commercialisation stage, they remain to have weak appropriability regimes.

In order to develop a holistic understanding of Amazon's position in the market, this report will proceed to analyse Amazon's financials, which have proven to be healthy with a good management of resources. However, findings have discovered that Amazon is facing staffing issues which are on the rise post-pandemic. Looking specifically at Amazon Prime, we noticed that the low adoption rate due to a poorly defined product has led to it not crossing the chasm, creating a cause for concern.

Hence, in order to improve the strategic position of Amazon Prime, we provide the following recommendations: (1) Compile all offerings into one single offer, (2) Focus on the western markets and (3) Introduce exclusive bundles for target groups. Amazon can proceed to employ technological innovation here through offering a comprehensive and user-friendly online platform that integrates all products and services into one seamless experience.

2 | E-commerce

At its very core, Amazon Prime is a service that was founded on the E-commerce market (**Refer to Diagram 1**). Built as a supporting subscription asset to Amazon's main industry (E-Commerce), Amazon Prime encourages users to patronise Amazon's products and services through exclusive deals. The E-commerce sector houses many global competitors, with the largest companies being Amazon and Alibaba. Despite such immense competition, Amazon continues to dominate the sector with a market capitalization of \$857b, around four times the second player Alibaba (Chevalier, 2023) (**Refer to Diagram 2**). It is evident that Amazon is performing well in its core industry and should continue innovating to stay relevant and ahead.

The E-commerce industry is well developed with distinct competitors in the market, accompanied by continual process and product innovations. However, it has not reached a shakeout period, leading the market to be in its growth stage of industry development (**See Diagram 3**) (Investopedia, 2022). Prime for E-commerce is a complementary service to Amazon, existing in the subsegment of commerce subscription. Despite the segment being relatively new, the release of the service is part of the commercialization stage of product development (Carter, 2023) (**Refer to Diagram 4**).

A key challenge that Prime E-Commerce faces is remaining competitive due to the little legal protection they can establish over their platforms, resulting in weak appropriability regimes since the concept of an E-commerce subscription cannot be protected. Hence, this forces Prime E-Commerce to compete on complementary assets such as innovative logistics to stay ahead (TEECE, 1986). Automation is the main innovation point used in logistics with 75% of orders interacting with automation during their customer journey (Muller, 2022). Amazon is on full throttle when it comes to automation, pumping out 330,000 robots a year (Muller, 2022).

Additionally, Amazon continues to innovate, introducing drone technology in order to reach the end customer quicker. For instance, Prime users in Lockeford, California were the first to enjoy Prime Air deliveries, where drones were programmed to deliver packages to end customers (Amazon, 2022). Similarly, Amazon's systems are often undergoing innovation. These systems utilise tight demand forecasting and centralised optimization engines that allows Amazon to predict demand whilst always ensuring that there is sufficient inventory (Kiger, 2022). The system uses algorithms to track and manage the constantly-running logistics (Kiger, 2022). Increased efficiency through automation and algorithm applications has allowed for Prime to offer deliveries that arrive on the same day. Amazon's emphasis on technological innovation through logistical support allows them to remain the dominant leader in the E-commerce market.

The rapid innovation in Amazon Prime's logistics indicates that the key competencies of innovation, service and unique products (**Based on Wallstreetmojo's 7 core competencies, Refer to Diagram 23**) (Wallstreetmojo, n.d.) are the core fundamentals used by Prime to compete. The rapid implementation of automation, machine learning and algorithms would potentially shift the industry from being human-reliant to one of automated operations.

Prime E-commerce is found in a unique position, unlike its other features like Prime Video which directly competes in defined markets. Prime's E-Commerce efficiency and technological strategy focuses on developing advanced systems that streamline the delivery process, allowing Amazon to create increased value (via Prime) through offerings like same-day deliveries, exclusive deals, and access to stores internationally (pcmag, 2022). Hence, Prime for E-Commerce is a value-added product for customers who are heavily reliant on its E-commerce services, enhancing the overall experience.

3 | Prime Video

Amazon Prime also grants users access to Prime Video which features an estimated collection of 29,000 films and TV shows (titles) (justwatch, n.d.). This subset product of Prime operates in the over-the-top streaming market (OTT) (\$137 billion – Statista) specifically within the video streaming segment where users pay for subscriptions to enjoy access to shows streamed on demand. Currently, Prime Video stands in a strong position in the market (**Refer to Diagram 5**) and works with film studios, including its own production firm Amazon Studios.

The OTT market houses many competitors (**Refer to Diagram 6**), with Netflix and Disney+ being the two biggest competitors. Netflix leads the market with 41.2% market share, Prime Video with 11.3% and Disney+ at 9.9% as of Q2 2022 (ttvnews, 2022). Netflix is observed to be losing market share, dropping 4% within the quarter whilst Disney+ is a firm contender becoming the third largest market share holder within 3 years despite its late launch in 2019.

The OTT industry is currently in its growing stage (**Refer to Diagram 7**) with the market growing around \$10 billion yearly (**Refer to Diagram 8**) (Statista, 2023). This is expected to continue, considering the US\$15 billion increase from 2022 to 2023, larger than the usual US\$10 billion increments (Statista, 2023) which suggests market growth. Though Prime has lost some market share, viewing hours has increased by three times through its decision to enter original content (Farooqui, 2021). With decent growth and a viable product, Prime Video is in the commercialising stage of product development (**Refer to Diagram 9**) (Carter, 2023).

The OTT video streaming market disrupted traditional television due to its superior convenience factor. Within the market, there is a shift from wide content offerings to the rapid acquisition and creation of exclusive content (Stoll, 2021) (**Refer to Diagram 10**). As of today, Disney+ is

leading the charge, with 89% of content being original on the platform (Dean, 2021). With original content creation becoming the main source of innovation in the OTT industry, Amazon launched Amazon Studios, an in-house studio that creates Amazon-exclusive content (Amazon, 2023). Amazon allows creators to upload “standalone” titles with proof of copyright, which will be reviewed by Amazon staff before uploaded to the platform (Perera, n.d.). Subsequently, the performance of these shows will determine if they are kept on Prime (Amazon, 2023).

Amazon holds intellectual property rights to the content created by Amazon Studios utilising this as their main differentiator from competitors. Furthermore, Amazon collects intellectual property rights by acquiring companies like MGM (Malik, 2022). On the other hand, content produced by external studios are licensed for publishing by Amazon (Amazon, 2023).

Based on Wall Street Mojo's seven core key competencies (**Refer to Diagram 23**) (Wallstreetmojo team, n.d.), Prime Video core competencies are in innovation, unique products, and quality control. Innovation and unique products stem from the exclusive Amazon Originals content created by Amazon Studios. That said, Prime Video's platform is limited when it comes to protection from imitators. Aspects like its website layout and aesthetic designs can be easily copyrighted (Out-Law Guide, 2008), but the concept of video streaming cannot be protected as it is considered a published invention with the early advent of internet streaming sites like Twitch and YouTube. The key area of protection in Prime Video remains AI recommendation algorithms - the way it determines which shows to recommend to users based on watch history. Hence, Prime Video needs to compete in innovation by utilising complementary assets which are ‘specialised’ (Teece, 1986) to adapt to changing consumer preferences.

Prime Video works with a large collection of studios and entertainment companies. In sports, Amazon holds a 11-year agreement with the NFL that is projected to generate \$17.19b in revenue in 2023 (Kolmar, 2023). The top studios Prime Video works with are all profit bearing with strong content titles (**Refer to Diagram 11**) and growth rates between 4% - 41%, proving the strong expert power and strong establishment Amazon has.

4 | Prime Gaming

Prime Gaming is a premium membership program that is included with an Amazon Prime membership. Formerly known as Twitch Prime, it offers various benefits related to gaming, such as free games, in-game content, free Twitch channel subscription, discounts, and early access to select games and beta tests. Over the last two years, the number of Prime members using Prime Gaming worldwide has grown by more than 120% (Dean, 2022). With the highly established streaming platform it owns that provides convenient and efficient streaming services, Prime Gaming is in the commercialisation product stage of development (**Refer to Diagram 12**).

Prime Gaming operates under a weak appropriability regime, which means that it is difficult to prevent other firms from copying or imitating their business model. While these benefits are exclusive to Prime members, there is little to prevent other companies from offering similar perks to their own customers. However, Prime Gaming does indeed have strong brand recognition and a large installed base to maintain a competitive advantage, mainly due to the acquisition of Twitch. In terms of hours watched and streamed, Twitch surpasses rivals such as YouTube and Facebook (**Refer to Diagram 13**), with over 140 million users today (Dean, 2022), allowing it to be situated in the maturity stage in its industry (**Refer to Diagram 14**) (Ahmed, 2020).

Prime Gaming has forged strong alliances with notable gaming companies such as Riot Games, EA and Epic Games, all of which have had strong year-on-year growth (**Refer to Diagram 15**). This accentuates Prime Gaming's strategic position in the gaming industry, being the go-to streaming site of games produced by these companies upon launch.

However, Prime Gaming faces various challenges. The gaming industry is highly competitive, and Prime Gaming competes with new streaming platforms which offer greater revenue sharing for streamers (such as Kick), and more lenient regulations (Amos, 2023). In light of the potential changes in the industry, it is important for Prime Gaming to continue innovating and building on its own proprietary gaming branch, Amazon Game Studios, such that it remains competitive.

5 | Amazon Music

Amazon Music has been a strong product in the music streaming market (**Refer to Diagram 16**) holding 13.3% of market share in 2022 (Susic, 2023). The industry sits at the growth stage of development (**Refer to Diagram 17**) suggested by the compound annual growth rate of 13.5% with \$3.7b growth (The Business Research Company, 2023). Amazon Music's product is in the Commercialization stage of development (**Refer to Diagram 18**) with its launch (Carter, 2023).

Amazon music faces 3 main competitors: Spotify, Apple Music and Tencent Music (Statista, 2023). The four companies (Amazon Music included) make up the bulk of 70.9% of market share with Spotify sitting at the top holding 30.5% of market share and the other three competing with near equal market share (**Refer to Diagram 19**). This implies that Amazon Music faces tight competition in the market and will need to stand out with its innovation and experiences.

Amazon Music innovates and competes on various fronts, it utilises algorithms and machine learning techniques to recommend songs and integrate the platform onto user devices creating a

seamless music experience (O'Neill, 2023). However, a core issue that is faced is that current technologies are unable to predict how users feel and act. This leads to the point of innovation, where Alexa voice assistant is integrated into Amazon Music, giving users a hands-off experience when providing the algorithm with this information (O'Neill, 2023). However, this feature is only allowed on Amazon's Echo speakers, showing the integration of Amazon complementary products to keep the company holistically competitive (TEECE, 1986).

Another source of innovation stands from Amazon Music's product offerings. The platform offers features like live concerts and podcasts (Amazon, 2023) that are used to stay competitive. Concerts featuring artists like A\$AP Rocky are a way Amazon Music differentiates its product offerings. These events hosted by Amazon are streamed only on the platform creating a unique experience for users. The same is done with podcasts featuring audio series like Baby, this is Keke Palmer (Amazon, 2023) that are used to differentiate the platform. Collectively, the use of algorithms, machine learning and differentiated product offerings show that Amazon Music focuses on services, unique products, and innovation as its key competencies to stay competitive (**Based on Wallstreetmojo Core Competencies See Diagram 25**). Hence, with new value adds and unique products, Amazon Music and the music streaming market is potentially shifting into an audio experience platform where users can experience different music related products.

Amazon Music is a streaming platform, hence the intellectual property that it holds are essential in keeping the platform running. Amazon accomplishes this by working with music labels and distributors to licence and distribute content from musicians (Saunders, 2020). Amazon maintains the rights to the content by paying both the labels and the artists royalties per stream (Saunders, 2020). Amazon holds rights to live streams. This allows Amazon to protect its content through copyright agreements with labels that set up payment gateways and legal protections to

hinder imitators. Amazon Music's appropriability regime as a platform is open to many imitators, though concepts like web design can be protected (Out-Law Guide, 2008) the idea of a music streaming platform is open to imitators. Hence to protect itself from imitators, Amazon Music holds rights to exclusive content that is unique to the platform. In essence, Amazon Music's appropriability regime utilises complementary assets to prevent or limit imitation.

The alliance that Amazon Music uses would be the licensing agreements with labels. Titans like Universal Music Group and Warner Music Group are some of the top partners of Amazon Music (Amazon, 2020). These companies perform well with billions of dollars in revenue suggesting that they are stable and growing (**Refer to Diagram 20**). Next Amazon has partnered with Endel a generative AI music company who was able to raise \$21.2m in its funding (Dalugdug, 2023). Endel works with the same labels that partner with Amazon Music, implying that the company is stable and trusted. This shows that Amazon has strong alliances that not only have deep roots in the industry but are also well-equipped with skills that are a need of the future.

6 | Amazon Pharmacy

Amazon Rx, part of Amazon pharmacy, is Amazon's latest attempt to disrupt the healthcare industry within the US prescription drug market segment, valued at 349.1 billion USD in 2023 and expected to grow at a rate of 3.1% (IBISWorld, 2022). Amazon RX is in its growth stage (**Diagram 27**), but its position has been strongly reinforced by the acquisition of Pill Pack in 2018. This allowed Amazon to gain access to multiple pharmaceutical licences across the US, and many medical accreditations like the Utilisation review accreditation commission (URAC), along with Pill pack's software systems and tools (Amazon, 2018). Moreover, during its 2020 launch, Amazon Prime added benefits for its subscribers, where Amazon Prime Rx members benefit from savings and discounts on prescriptions at over 60,000 pharmacies, for \$5 monthly.

Amazon innovates by trying to capture the digitalization of the drug prescription industry, since two-thirds of brick-and-mortar pharmacy customers currently have an Amazon Prime account and nearly half (48%) of pharmacy customers are aware of pharmacy services offered by Amazon (Diamond, 2022). Ultimately, Amazon Pharmacy has the potential to capture a large market share regarding its online segment of drug prescription and distribution, since Amazon's key competencies lean towards the company's efficient distribution and logistics system.

Amazon Rx's intellectual property aspect is primordial to its future growth and development. Amazon Inc. has the financial means to acquire and repossess the intellectual property and patents of the companies it buys out. This allows Amazon Prime to quickly reach the commercialization stage of product development (**Diagram 28**) as most licences and key technologies are acquired and implemented through acquisitions, sparing the need for research and development. In February 2023, Amazon Pharmacy announced the acquisition of Medical One, a subscription-based telehealth service provider that allows patients to have access to online medical attention for just \$199 a year (Fung, 2023). This enhances the drug prescription process, as it allows medical users to directly purchase their drugs with Amazon Pharmacy, monopolising the process from production to distribution of medications within Amazon Pharmacy.

Lastly, Amazon Pharmacy's appropriability regime is moderate, the main challenge it faces is the capability of distribution, which is why few drug companies have attempted digitalization. In 2022, Amazon Pharmacy announced a partnership with five different blue plans coverage providers (Olsen, 2022) to provide plan customers discounts when they use Amazon pharmacy to buy medication, in which the cost of those drugs will count towards their insurance deductible.

Amazon's 2022 financials were reviewed due to undisclosed information on Amazon Prime financials. Amazon possesses \$462,675m in assets, \$316,632m in liabilities and \$146,043m in equity (Amazon, 2023), showing that Amazon has a high utilisation of debt. Amazon holds a debt ratio of 68.4%, and a debt-equity ratio of 2.168, meaning that Amazon utilises debt more than twice of its equity. These numbers are healthy for corporations like Amazon considering the high volume of assets held by the company which are difficult to fund with equity. The basic analysis on Amazon's capital structure indicates that the financials of the company are stable.

The long-term debt ratio of Amazon sits at 34.8%, indicating that there is a near even split of long-term and short-term debt. This indicates a compromise policy and the utilisation of a middle level of long-term financing (Low, 2022) meaning that Amazon benefits from both low short term interest rates and holding long-term debt. The current ratio of Amazon is 0.945 indicating that Amazon does not have enough current assets to pay off its short-term debt. Although a current ratio below 1 is not ideal, the reason this is attributed to its low inventory taking up only 23.4% of current assets. This suggests that Amazon has efficient asset management.

Additionally, Amazon holds a cash inflow of \$54,253m (slightly over a third of its current liabilities) showing that it is capable of financing short term debt (Ready Ratios, n.d.). This means that Amazon will be able to have access to capital in terms of short-term debt. Amazon made a loss of \$2.7b in 2022, attributed to its investment in electric automaker Rivian which value dropped in 2022, affecting Amazon's overall revenue (Amazon, 2023). This may deter long-term debt lending to the company. However, with growing sales of 9% (Amazon, 2023) paired with its historical performance (**Refer to Diagram 21**) would likely give debtors confidence in lending Amazon money. In terms of equity, Amazon has undergone a 20-for-1 stock split in the middle of 2022 (Amazon, 2023) this indicates that Amazon wants to increase

the prices of their stock in the long run, stimulating growth in the long run (Beers, 2022). This suggests that Amazon intends to sell stocks in 2023 and are hence diluting their current stocks value to increase affordability. Amazon has a stable capital structure that can raise capital easily.

8 | Amazon Staffing Issues

Currently, Amazon seeks to lay off around 10,000 employees because of global economic pressure (Weise, 2022). However, with business models changing and the post pandemic slowing of Amazon's services, Amazon now faces an excess of employees, hence the reduction of workers. Also, Amazon is likely to reduce its hires in the early months of 2023 (Thorbecke, 2022). This affects both technical and managerial employees (Palmer, 2023).

Forbes explained that this release of employees was because Amazon was rolling back on the staffing spree during the Covid-19 pandemic, attributed to high sales and digital use during the period which allowed Amazon to hire aggressively (Marr, 2023). However, due to the pandemic ending, Amazon's sales can no longer match the staffing numbers, resulting in a reduction of employees. The high use of automation in Amazon's operations, adding around 1000 robots per day (Pound, 2023), reduces the need for staffing in Amazon. This collectively shows that Amazon is undergoing shifts in its staffing policies adjusting to both post pandemic changes as well as increase automation. Essentially, Amazon is downsizing its human workforce in general.

Amazon faces an employee turnover rate of hourly employees 150% annually which is twice the industry average, managers are also anticipating and end to their growth in Amazon, leading to their exit (Menegus, 2022). This implies a strategy of hiring and offloading technical workers is used to meet changing needs of the company. Amazon ensures that managerial positions at the higher level of operations are filled, limiting the progression of workers, resulting in employees

leaving the company. Along with the post pandemic changes, implying that Amazon faces consistent staffing issues, as hiring is used as a flexible tool for meeting different needs.

9 | Collated Analysis

The segments of Prime explored above reveal that in isolation, Amazon Prime products are competitive in their respective industries. Most of the explored industries are within the growth stage of development with products that have already been commercialised, implying room for further growth. The competency most heavily used by Amazon is innovation, this is essential for Prime because the appropriability regime that the industries rely on are generally moderate and open to potential attacks due to Amazon opting to use an open-source strategy. Hence, Amazon innovates its logistics and technologies to stay in the competition. Amazon also forges strong alliances with growing companies that have years of experience. The isolated analysis of different industries imply that Prime should be doing well, however this is not the case.

Prime spans across 22 countries with 200 million users and \$25.51b in annual revenue (Dean, 2022), of which 74.3% of users are from the US (Dean, 2022). Additionally, Amazon welcomes 2.45 billion unique monthly visitors. This shows that despite the great offerings, Amazon Prime fails to capture most of their users in the market resulting in only an estimated 10% subscription rate. In retrospect, each industry of Amazon performs well, however when collated they fail.

The team conducted a survey revealing that people view Amazon Prime as a subscription for ecommerce or Prime Video (**Refer to Diagram 22**). This means that consumers did not understand Prime's offerings. The 10% adoption rate sets Prime in the “visionaries” stage of the technology adoption life cycle (**Refer to Diagram 23**), failing to cross the chasm. Further analysis reveals that Amazon offers other subscriptions that directly compete with Prime. This

means that Amazon has too many subscriptions across industries resulting in indecisive customers based on the paradox of choice (The Decision Lab, n.d.). Prime's stunted growth is caused by self-competition created from other offerings resulting in a cannibalisation of Prime.

10 | Recommendations

The team recommends that Amazon transits Prime into an Amazon wide subscription-based platform (**Refer to Diagram 24**). This means that Prime becomes the only subscription available on Amazon where users can enjoy benefits from every market Amazon competes in. This new model will be a collection of all Amazon subscriptions that will be made available in western countries, offering a tiered pricing system. The team believes that this is a technological innovation that taps on agile development and design thinking (Satell, 2017) that allows Amazon to create a versatile ecosystem to effectively adapt to the diverse customer needs.

The collation of all Amazon subscriptions will help transit Prime and all other subscriptions from a pipeline into a collated digital platform (Alstyne et al., 2016). This platform will be the only subscription on Amazon clearly indicating that a Prime subscription warrants users to benefit for all things Amazon. This allows customers to have a clear definition of the product, whilst creating a platform for Amazon and their alliances to directly interact and connect intangible assets with users (Alstyne et al., 2016). This will allow users to determine Prime's value whilst eliminating internal competition and paradox of choice. Since Prime is priced near the other subscriptions, this move results in low switching costs. However, since it absorbs users into its ecosystem where users are dependent on Prime the switching costs out of Amazon stay high.

Additionally, since Amazon uses AI and machine learning, creating a platform gives Amazon a higher supply of data which is of higher quality and accuracy. This improves the network effect

across the different markets Amazon competes in allowing for better digital offerings for customers, eventually improving the quality of Prime and Amazon in the long run.

Amazon should apply this to western countries only. Prime is an incomplete product globally (e.g. Singapore does not benefit from Amazon RX). This results in low subscriptions in countries where Prime benefits are significantly lower than in the west. Primes main subscribers are from the west likely because of geopolitical conflicts that limit penetration. Entering such countries will be extremely difficult especially with an incomplete product and the requirement of legal administration for some offerings. Focusing on western countries that are accepting of Amazon and make up the bulk of customers allows for the creation of a system for implementing Prime as a platform that can be applied to non-western countries in the future. In essence, by focusing on western countries, Amazon can create a complete platform that will be more attractive to eastern countries in the future, rather than fighting an uphill battle with an incomplete product.

Amazon can implement a tiered pricing strategy (**Refer to Diagram 26**) with an installed based model. Since the intention is to create an ecosystem where users are relying on Prime, utilising a tiered pricing model that targets customers of different demographics at different points in their lives would maximise the target customer base. Despite this, it is important to remember that customers have different needs and preferences. Hence, we recommend that Prime offer complementary assets over it's installed base, like keeping Amazon RX as an add on since not all users require pharmaceuticals, would be a great way to keep Prime affordable yet develop a strong platform. In conclusion, Prime should be to create an indispensable platform under Amazon's ecosystem to secure loyal customers. The above recommendations focus on leveraging Amazon's technological capabilities to innovate a platform that meets this goal.

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Diagrams

Diagram 1 - Amazon Ecommerce SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">· Largest market share· Strong logistics· Automation· Algorithm incorporated logistics	<ul style="list-style-type: none">· Weak presence in Asia
Opportunities	Threats
<ul style="list-style-type: none">· Create a community-based product that centralises users over its expanding product offerings	<ul style="list-style-type: none">· Emerging Chinese Ecommerce Platforms· Prime lacks global reach

Diagram 2 - Ecommerce Competition

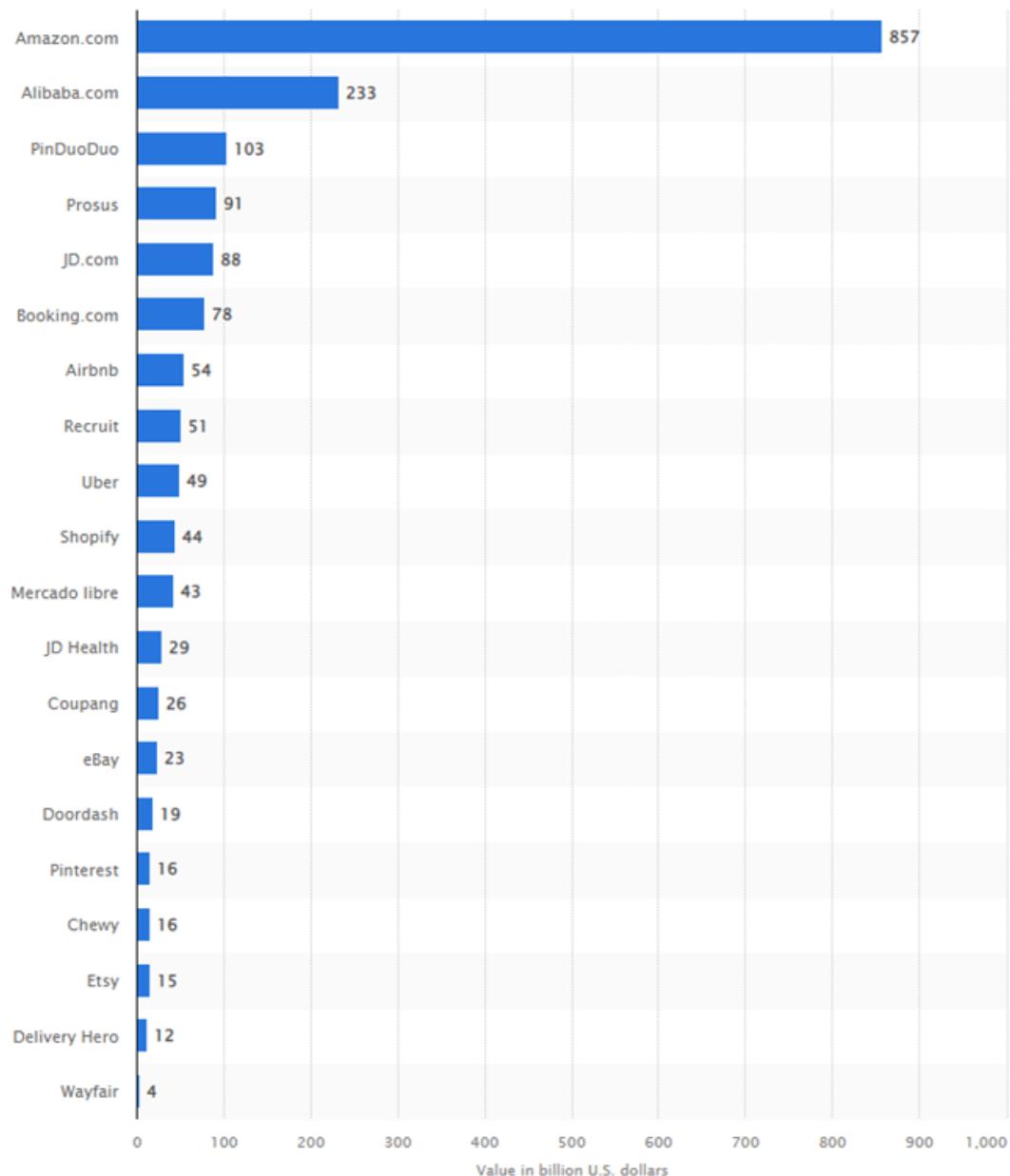


Diagram 3 - Stage of Ecommerce Industry Development

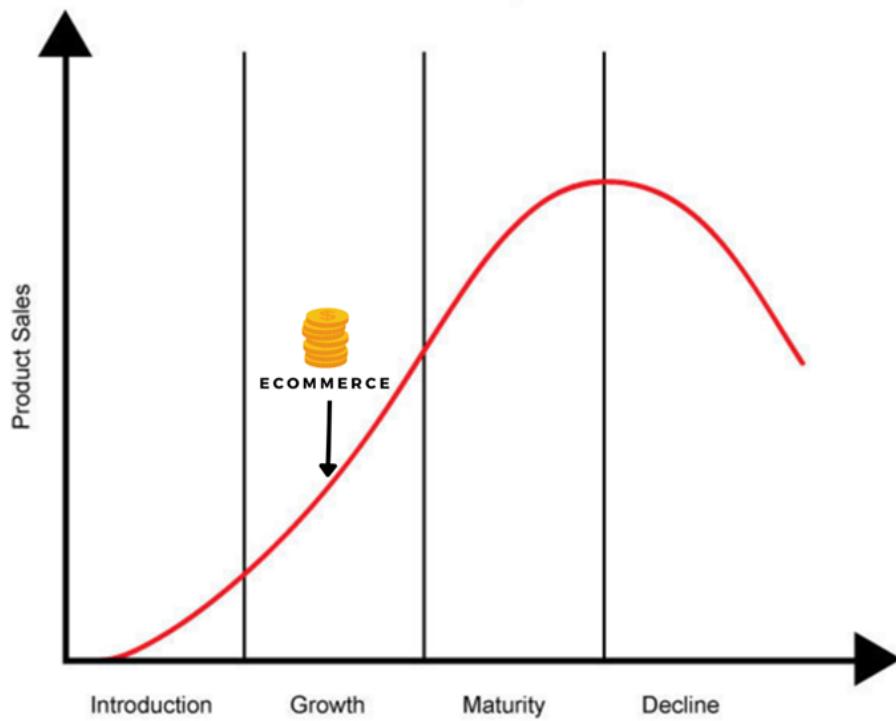


Diagram 4 - Amazon E-Commerce Stage of Product Development

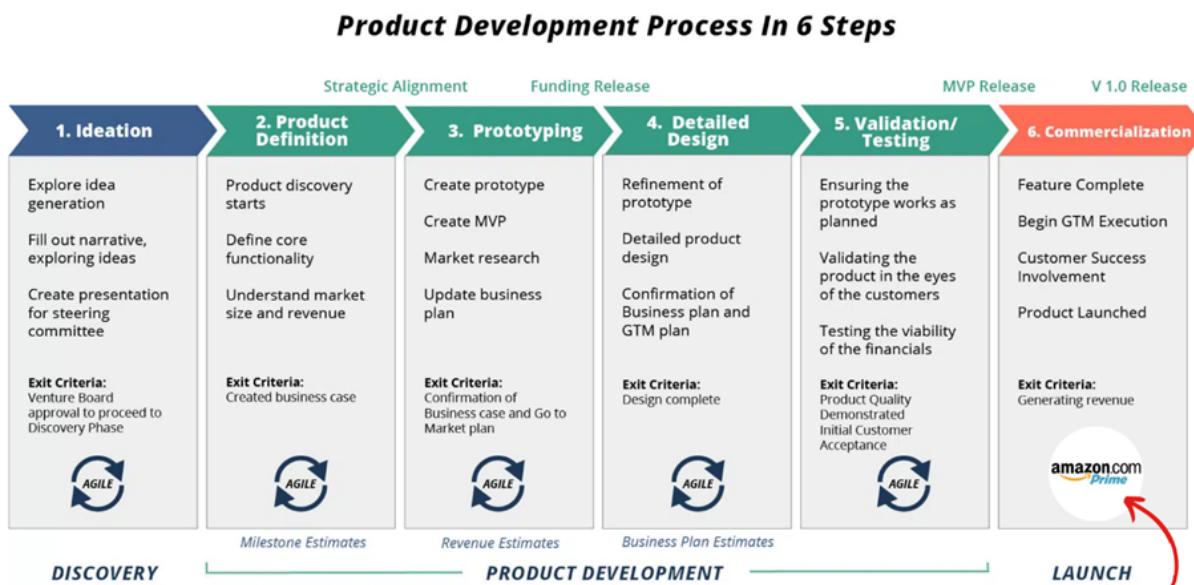


Diagram 5 - Amazon Video SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> - Easier to make license deals with studios. - Large base of users - Strong funding to acquire titles made by studios. - Extremely competitive pricing 	<ul style="list-style-type: none"> - Relatively low number of titles - Behind other platforms in terms of original content
Opportunities	Threats
<ul style="list-style-type: none"> - Leveraging relationships with studios (that sell their products on Amazon) to stream their products on Prime Video. - Producing quality content titles with Amazon Studios 	<ul style="list-style-type: none"> - Already established companies like Netflix or Disney+ - Content that is produced by competitors that cannot be acquired

Diagram 6 - Competition in OTT Market

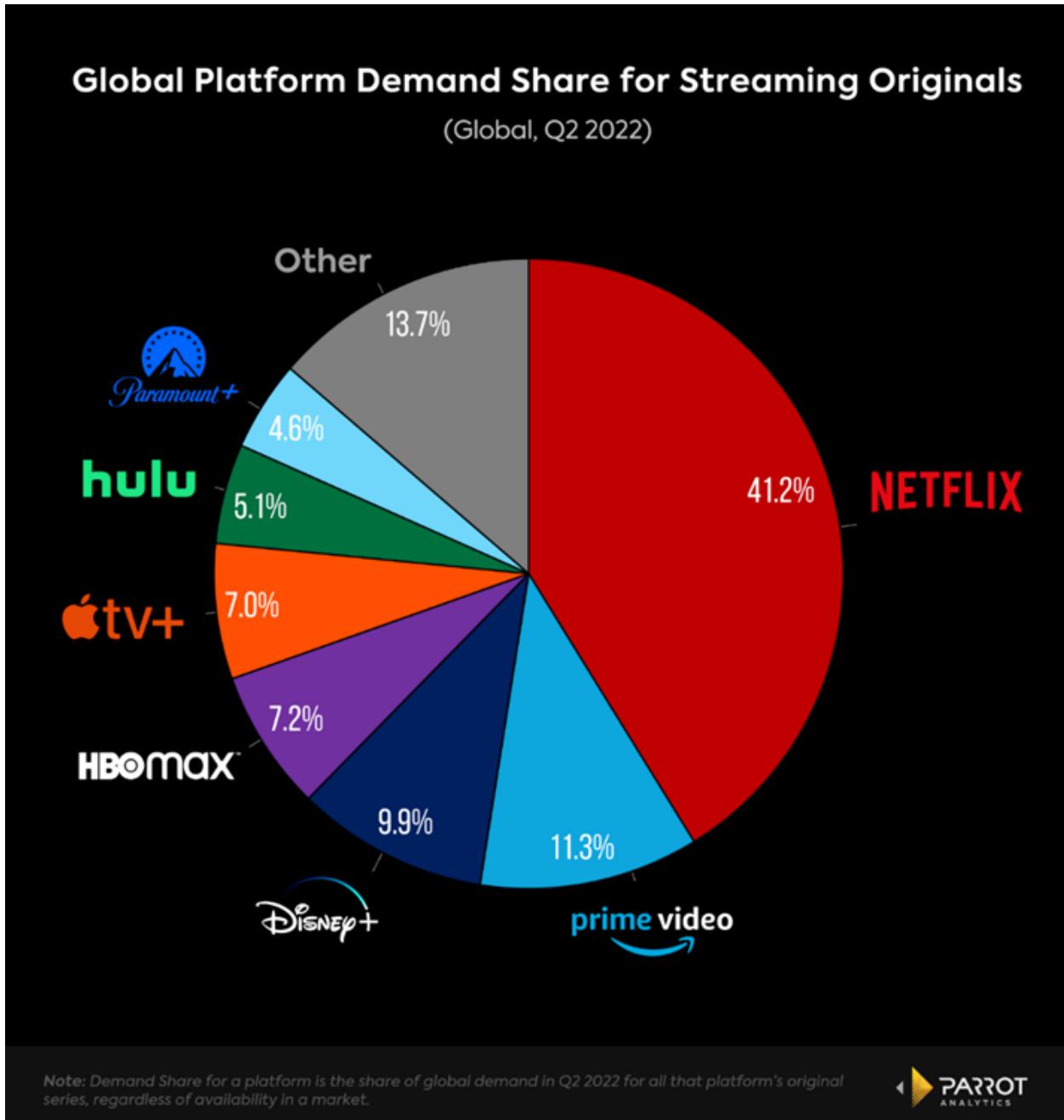


Diagram 7 - OTT Video Streaming Stage of Development

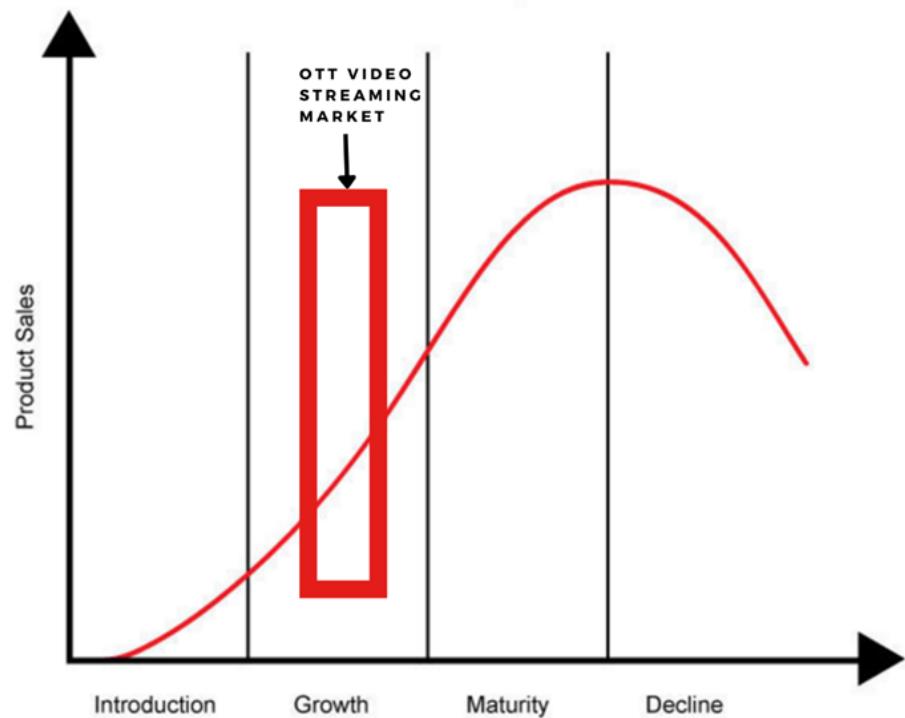


Diagram 8 - OTT Streaming Market Growth

Growth of OTT Streaming Market

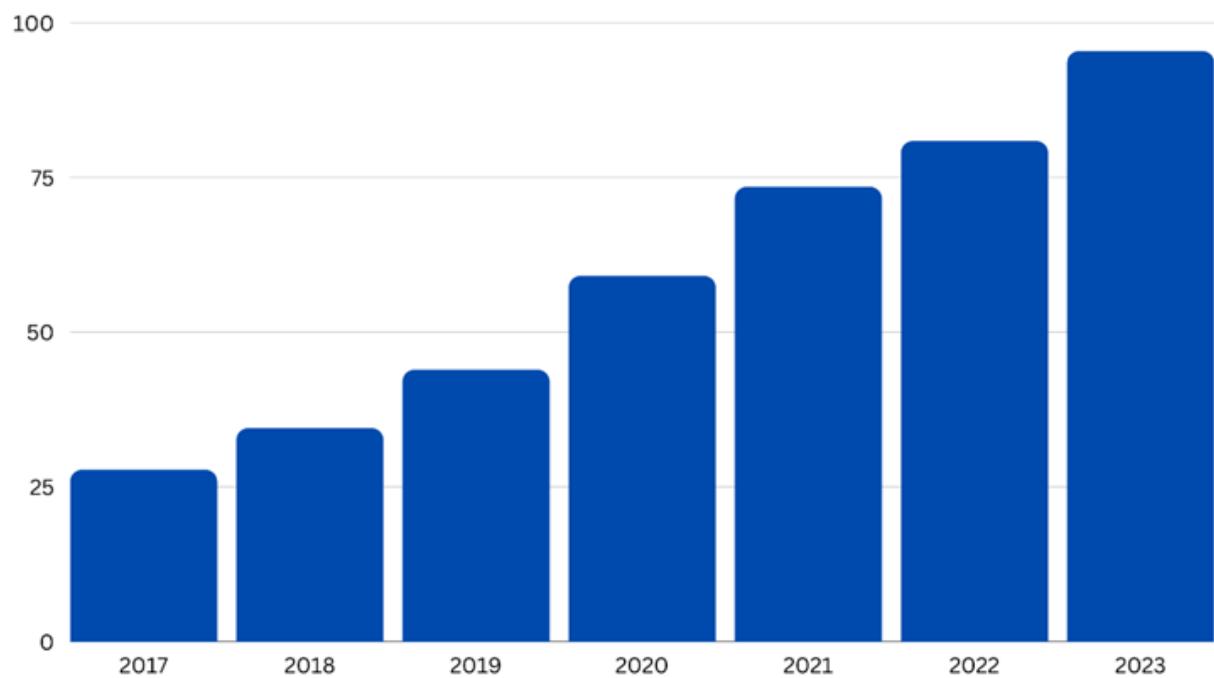


Diagram 9 - Prime Video Stage of Product Development

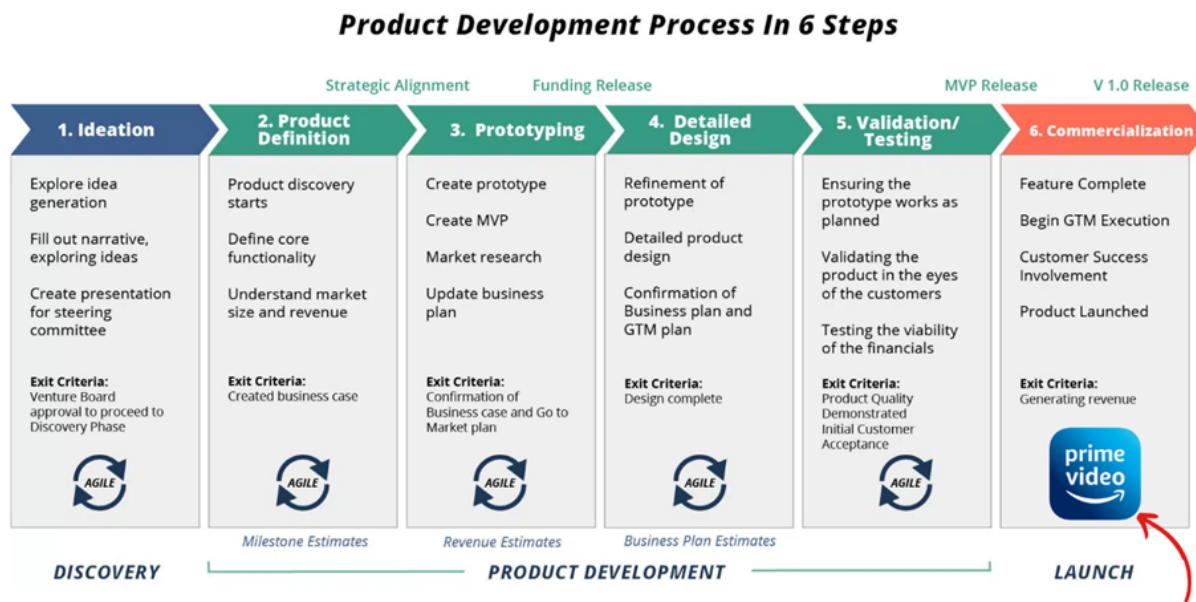


Diagram 10 - Original Content

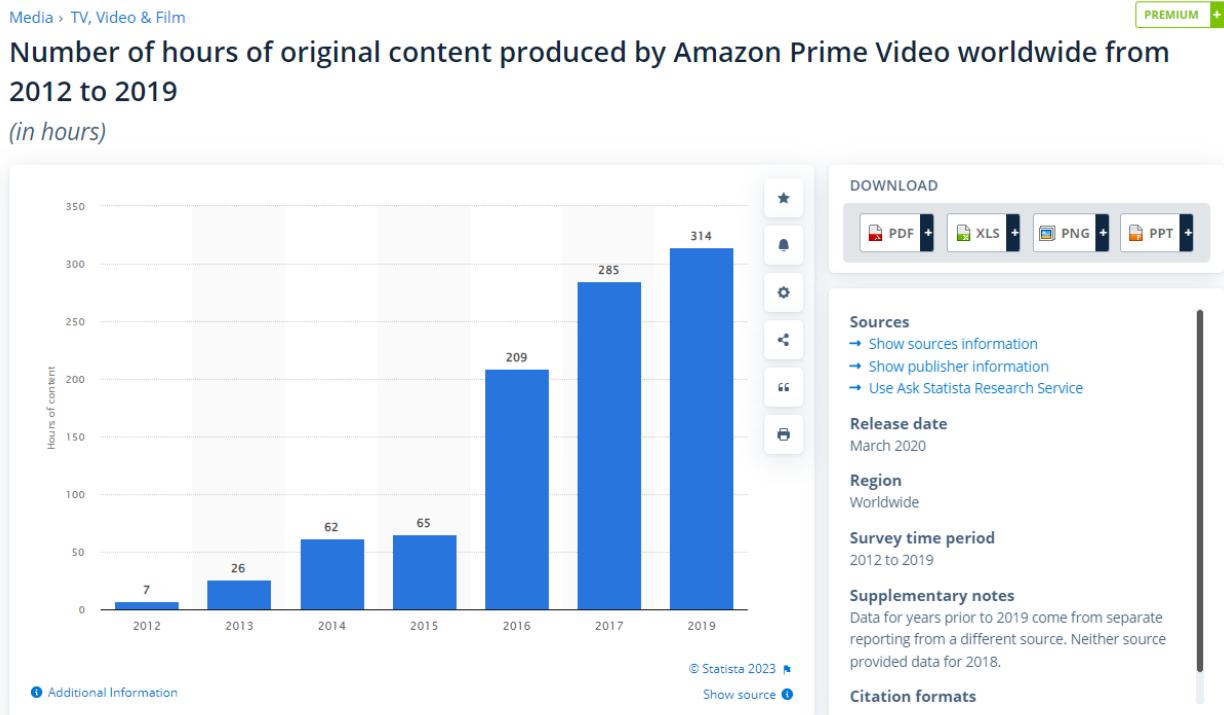


Diagram 11 - Prime Video Alliances, Revenue, Growth & Years of Operations

Company	Most Recent Revenue (Loss)	Growth rate	Years of Operations
National Football League (NFL)	\$17.19b	41%	103
Paramount	\$30.1b	5.49%	110
Warner Bros. Discovery	\$2b	4%	99
Lionsgate	\$894m	25%	25
Corus Entertainment	CAD\$1.59m	-	36

Diagram 12 - Stage of Development

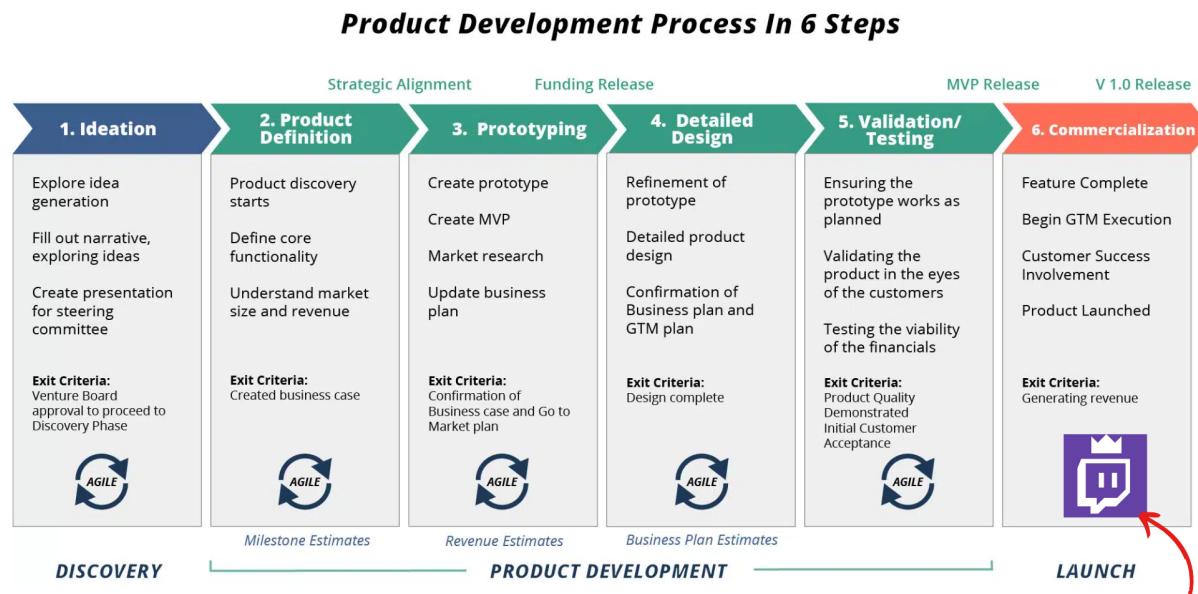


Diagram 13 - Twitch vs YouTube vs Facebook

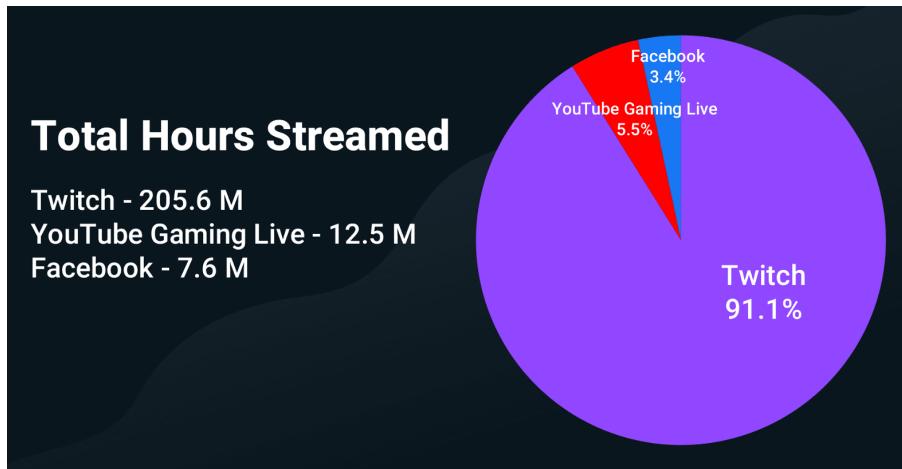


Diagram 14 - Prime Gaming Industry Stage of Development

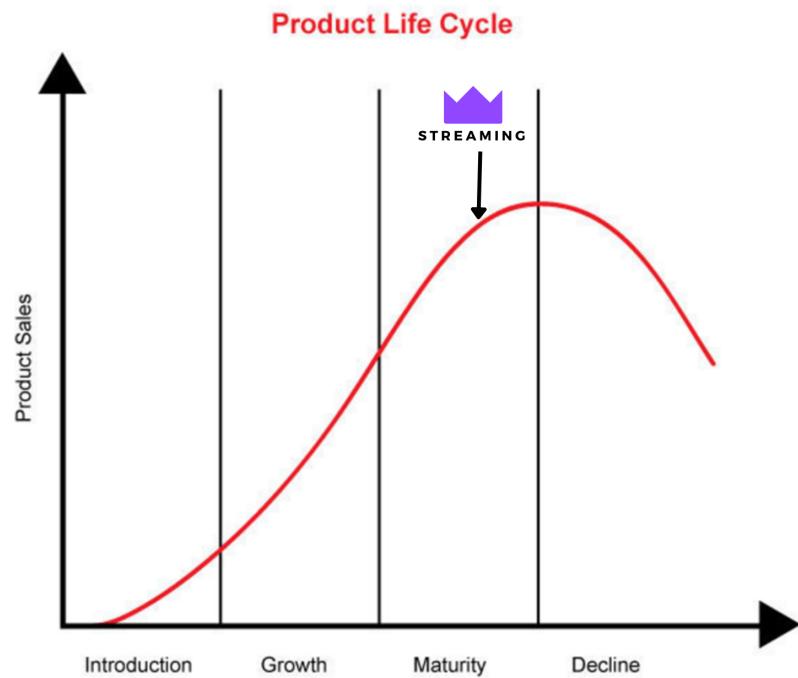


Diagram 15 - Prime Gaming Alliances, Revenue & Growth

Company	Revenue	Growth rate
Riot Games	\$1.5b	10.4%
EA Sports	\$1.8b	5.14%
Epic games	\$5.7b	12.94%

Diagram 16 - Amazon Music SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> · First Mover · Partnerships with labels · Unique Content 	<ul style="list-style-type: none"> · No real unique value proposition against big competition
Opportunities	Threats
<ul style="list-style-type: none"> · Changing the music streaming experience · Exclusive content 	<ul style="list-style-type: none"> · Strong competition in the market (e.g., Apple music) · Up and coming streaming services that are tied to strong companies (e.g. YouTube Music) · Foreign company exclusive content · Tight Competition

Diagram 17 - Amazon Music Streaming Industry Stage of Development

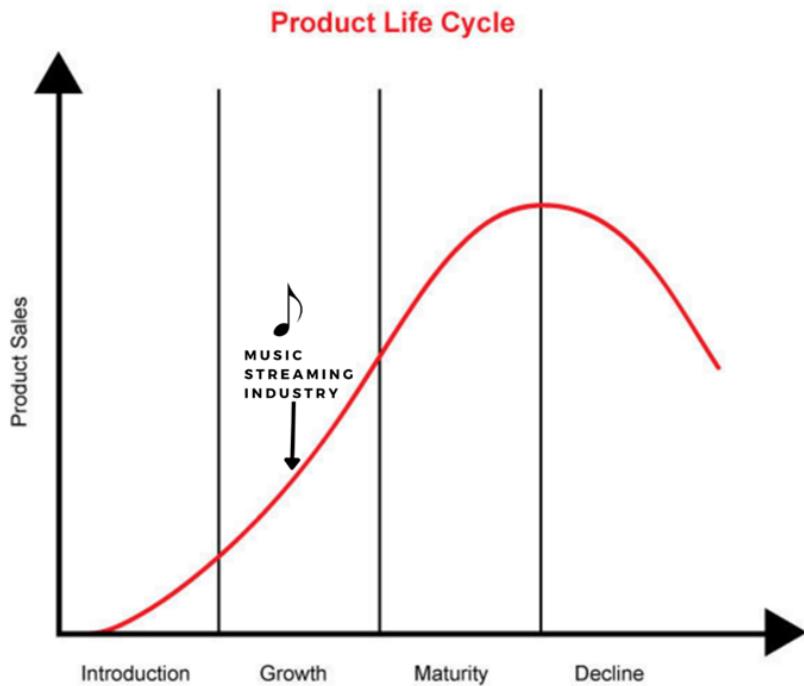


Diagram 18 - Stage of Development

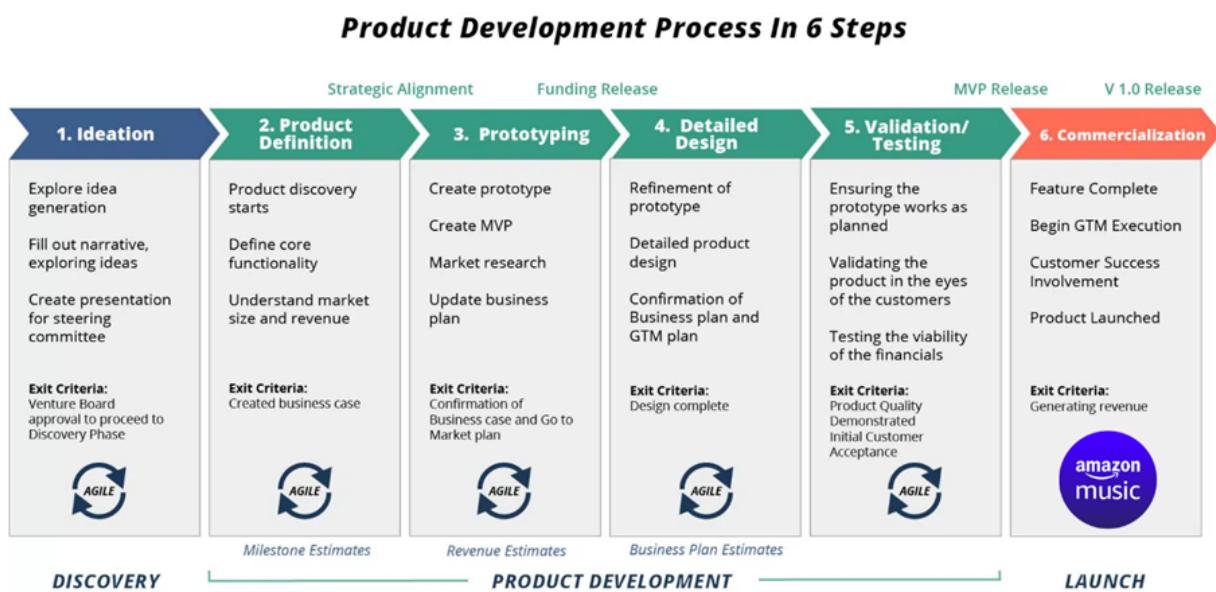


Diagram 19 - Market Share of Competition of Music Streaming Industry

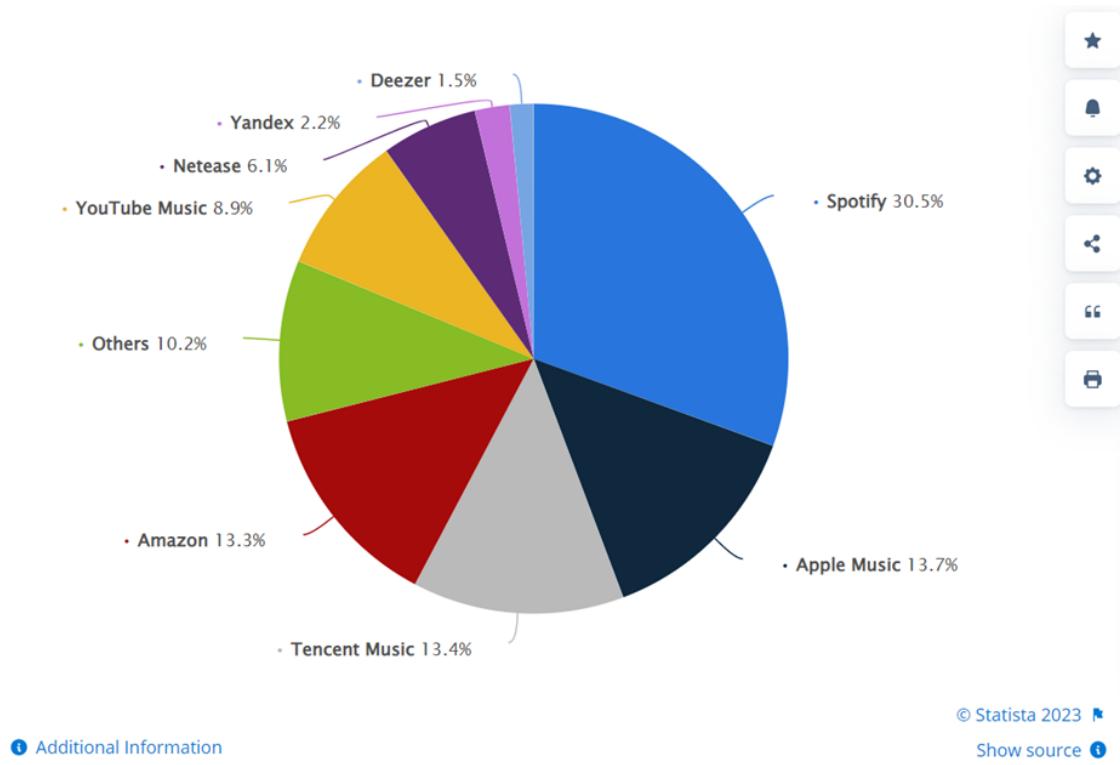


Diagram 20 - Amazon Music Partners, Revenue & Growth

Label Partner	Revenue (2022)	Growth (From Previous Year)
Sony Music	\$9.12b USD	24.4%
Universal Music Group	\$11.14 USD	21.6%
Warner Music Group	\$5.92b USD	11.7%

Diagram 21 - Amazon Historical Performance (Revenue)

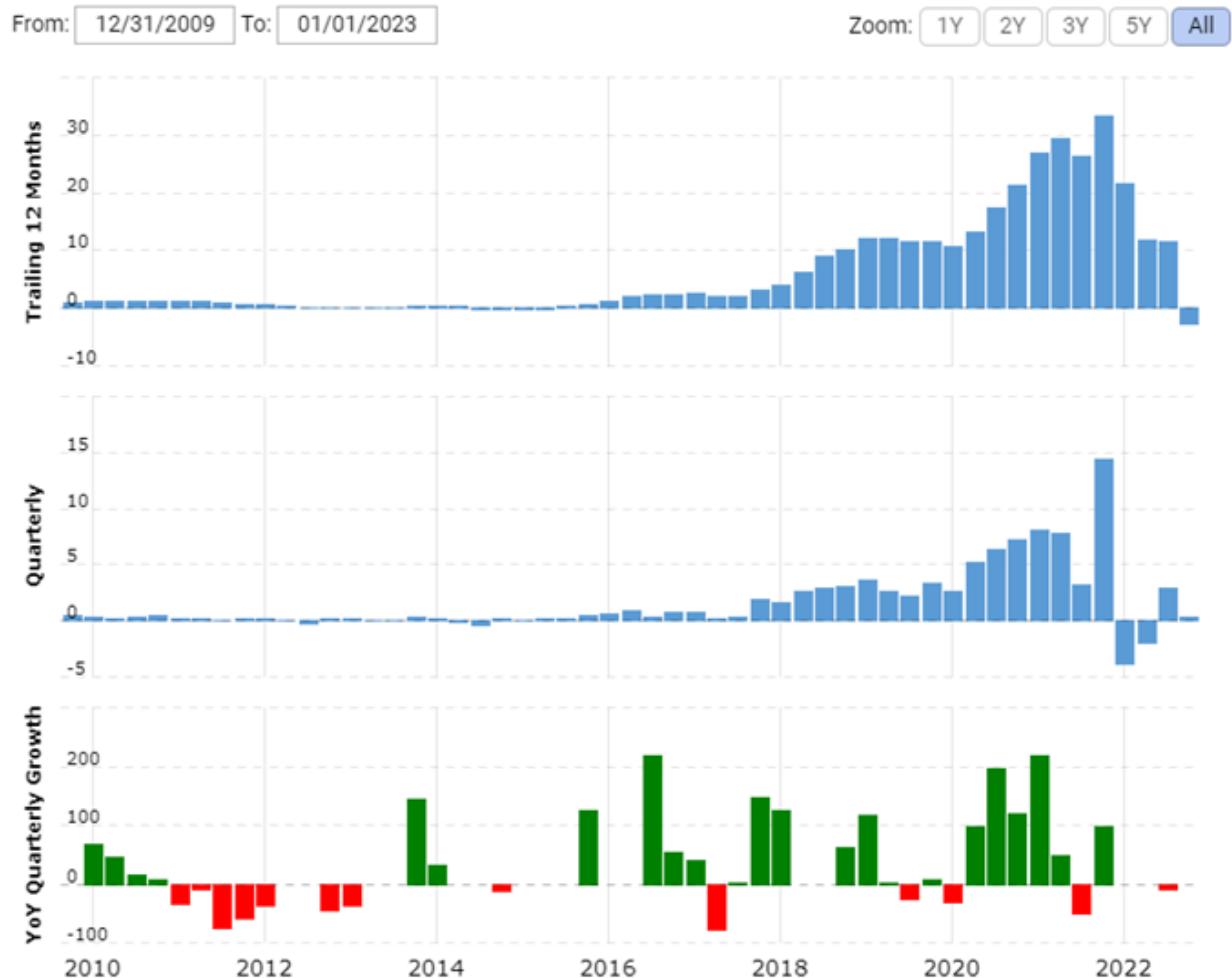


Diagram 22 - Survey Result

What do you think Amazon Prime offers?

 Copy

36 responses

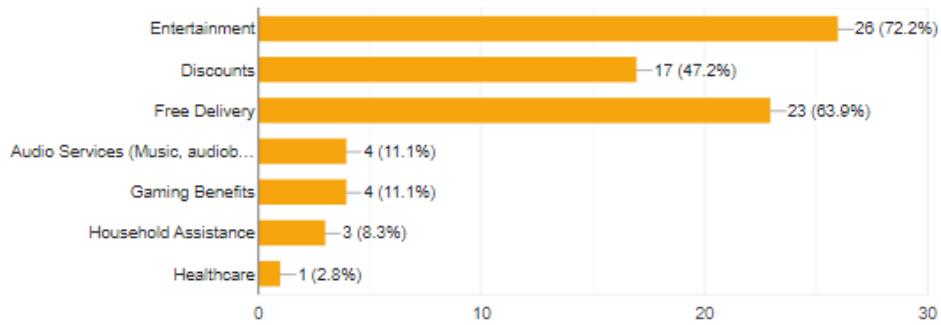


Diagram 23 - Technology Adoption Life Cycle

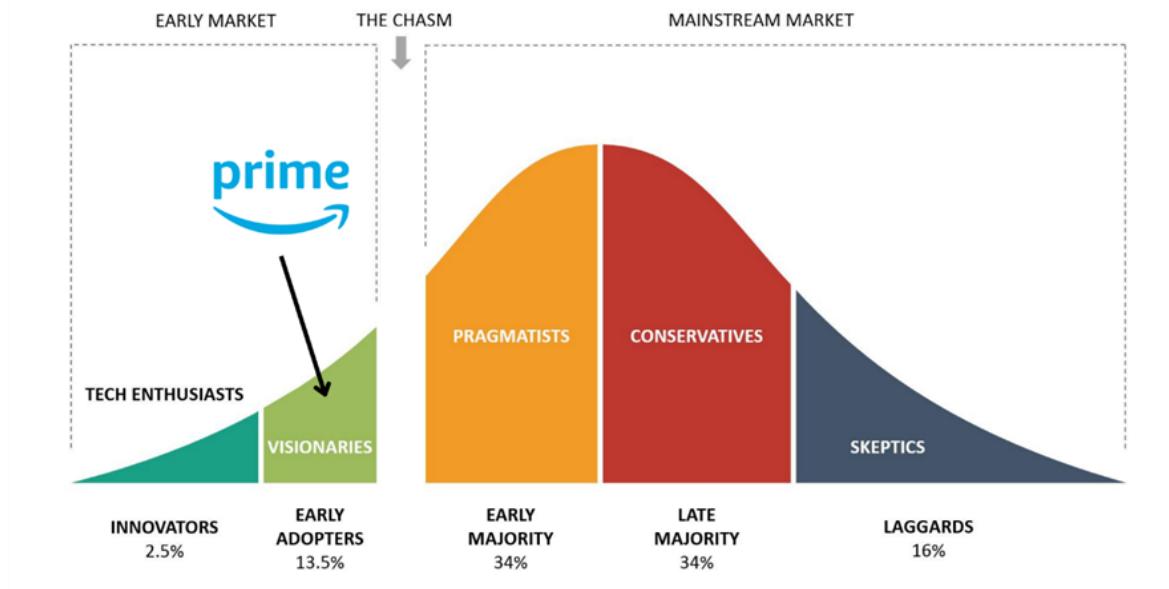


Diagram 24 - Recommendations SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> · Platform · High customer exit costs · Opportunities for sustainable innovation · Targets main consumer segments · Strong alliances and brand name · High customer customizability · Improved data sources and quality 	<ul style="list-style-type: none"> · Does not reach eastern countries
Opportunities	Threats
<ul style="list-style-type: none"> · First cross market subscription platform · Strengthen international alliance portfolio. · Strengthen machine learning & AI 	<ul style="list-style-type: none"> · Competitors teaming up to create a similar platform. · Legal restrictions

Diagram 25 - Wallstreetmojo 7 Core Competencies



Diagram 26 - Tiered Pricing

Subscription		
Type:	Price	Benefits
Amazon Prime	\$12.99	<ul style="list-style-type: none"> • All Amazon Subscription Benefits • 2 Devices Only
Amazon Prime Group	\$20.99	<ul style="list-style-type: none"> • All Amazon Subscription Benefits • 8 Devices, across 2 households
Add Ons		
Amazon Music Premium	\$0.99	<ul style="list-style-type: none"> • Enhanced Audio
Amazon RX	\$5	<ul style="list-style-type: none"> • Amazon only discounts at pharmacies
Prime Video Enhanced	\$1.99	<ul style="list-style-type: none"> • Enjoy your favourite programmes in IMAX and 4K
Amazon Family	\$5	<ul style="list-style-type: none"> • Enjoy discounts off diapers, bibs and all baby products

Diagram 27 - Amazon Pharmacy Industry Stage of Development

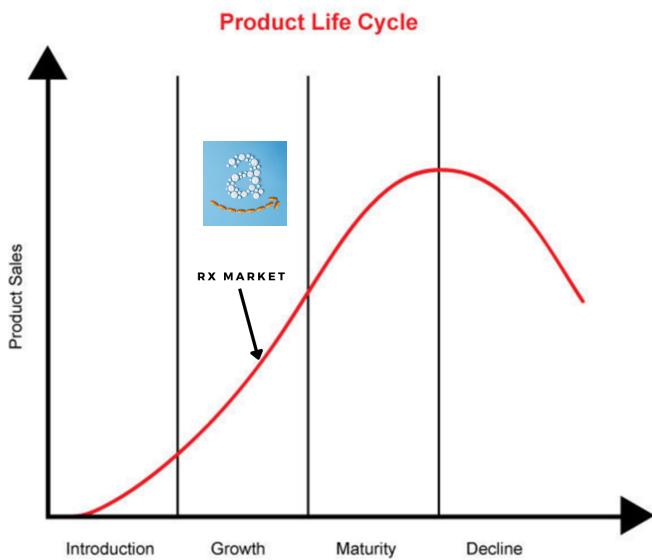


Diagram 28 - Stage of Development
Product Development Process In 6 Steps

