



Crisis Management and Strategic Responses of Amazon company to COVID-19 Pandemic

Fatma AISSAOUI *

Tahri Mohamed University Bechar
Algeria

aissaoui.fatma@univ-bechar.dz

Received: 12/04/2021

Dr. Mohammed ELHAZZAM

Tahri Mohamed University Bechar
Algeria

mhazzam@gmail.com

Accepted: 17/05/2021

Published: 01/08/2021

Abstract:

The purpose of this research paper is to provide recommendations to commercial organizations in Algeria when managing crises by examining Amazon organizations that manage the similar nature of crises on a daily basis. By examining the ongoing operations of crisis management to the covid-19 pandemic in the organization, this research paper will analyze if there are any essential learnings that can be applied for commercial organizations. More specifically the paper examines how Amazon organizes, composes, and coordinates, and analyzes if our commercial organizations can make use of a similar structure.

Key Words: Crisis, Crisis Management, Strategic response, Amazon, Company, Covid19, Pandemic.

JEL Classification : M54.

* Corresponding author: Aissaoui Fatma (*aissaouifatma12@gmail.com*).

Introduction:

Modern organizations are faced with a higher frequency of different crises than ever before. All crises big or small have a toll on organizations; it could be financial, reputational, and emotional/public safety among others. There is therefore an advantage for organizations to take preventive actions so that crises that will affect the organization are mitigated or have limited impact. The question is no longer whether an organization will face a crisis or not, but when they will face one. Crisis management is therefore a developing research topic that has through the years seized bigger importance within organizations. In light of the emerging coronavirus global pandemic, the world is currently experiencing an unprecedented crisis with the spread of the virus in most regions of the world, which constitutes a challenge for countries and organizations in how to manage this crisis. The Coronavirus pandemic has had an immeasurable impact on workers and communities around the world. As people sheltered during the lockdown, demand for e-commerce and cloud computing increased tremendously, and with it, Amazon's increasing leverage over our economy and society.



Problem Discussion: Previous crisis situations have been handled with mixed results, sometimes devastating ones. Due to lack of preparation and appropriate response strategies crises have escalated to more severe circumstances than necessary. Organizations are now more than ever under constant supervision; their actions affect not only the organizations ongoing operations but also society as a whole. Media have always supervised the actions of politicians and governmental organizations. However, today's commercial organizations play a similar role regarding societal impact. Their actions have therefore seized greater interest among media and the public. This would imply that commercial organizations have a greater responsibility and benefit to conduct appropriate crisis responses. Even though organizational crisis strategies are constructed for the interest of the organization it is inevitable to also benefit stakeholders and society with appropriate crisis responses.

Research Questions: To fulfill the purpose and approach the problem statement of this study we will answer the question: **What can commercial organizations in Algeria learn from Amazon organization's ongoing crisis management operations handling the covid-19 pandemic?**

I. Literature Review:

Previous literature related to the subject of this research has been reviewed in order to provide a scientific background. To the best of the researchers' knowledge, no study has been conducted on Crisis Management and COVID-19 Response: The Case of Amazon company.

1. Crisis Management:

The financial crisis 2008, the Crimean crisis 2014 and the oil crisis in the Gulf of Mexico 2010 are some crises that have happen in the world during the last years, and within a globalized and fast-paced world these crises have an impact across international borders that affect a higher number of individuals and organizations than ever before. However, a crisis could also be small but still have devastating effects on those involved. This could for example be machinery failure, union strike or the death of an employee. No matter what kind of crises that will occur they have two specific points in common: they inflict a cost on the organization and with a plan and a structure of how to handle the crisis damage can be controlled. (Holmgren & Johansson, 2015, p. 5)

The Dictionary defines crisis as a stage in a sequence of events at which the trend of all future events, especially for better or for worse, is determined; a turning point. a condition of instability or danger, as in social, economic, political, or international affairs, leading to a decisive change. (Dictionary, 2021)

There are plenty of definitions for a crisis. For this entry, the definition reflects key points found in the various discussions of what constitutes a crisis. A crisis is defined here as a significant threat to operations that can have negative consequences if not handled properly. In crisis management, the threat is the potential damage a crisis can inflict on an organization, its stakeholders, and an industry. A crisis can create three related threats: (1) public safety, (2) financial loss, and (3) reputation



loss. Some crises, such as industrial accidents and product harm, can result in injuries and even loss of lives. Crises can create financial loss by disrupting operations, creating a loss of market share/purchase intentions, or spawning lawsuits related to the crisis. All crises threaten to tarnish an organization's reputation. A crisis reflects poorly on an organization and will damage a reputation to some degree. Clearly, these three threats are interrelated. Injuries or deaths will result in financial and reputation loss while reputations have a financial impact on organizations. (Coombs, 2007, p. 3)

Crisis management can be defined as a set of functions or processes whose goal is to identify, examine and forecast possible crisis situations and establish special means that would enable an organization to prevent a crisis or to deal with it and overcome it with minimal consequences and the fastest possible return to a normal state. Thus, crisis management is a stenographical name for all kinds of activities directed at dealing with a system in a state of disruption: prevention, preparation, alleviation, and recovery. It is a matter of modeling actions, agreements, and decisions that influence the course of the crisis and encompasses organization, preparations, measures, and distribution of resources for the purposes of overcoming it. Crisis management usually takes place under conditions of organizational chaos, under the pressure of numerous media, in stressful circumstances, and without precise information. (Milašinović & Kešetović, 2008, p. 180)

Crisis management is the measures and methodologies used to recognize, control and limit the damage of a crisis, and its ripple effects. (Canyon, 2020, p. 8)

Effective crisis management handles the threats sequentially. The primary concern in a crisis has to be public safety. A failure to address public safety intensifies the damage from a crisis. Reputation and financial concerns are considered after public safety has been remedied. Ultimately, crisis management is designed to protect an organization and its stakeholders from threats and/or reduce the impact felt by threats. Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders. As a process, crisis management is not just one thing. Crisis management can be divided into three phases: (1) pre-crisis, (2) crisis response, and (3) post-crisis. The pre-crisis phase is concerned with prevention and preparation. The crisis response phase is when management must actually respond to a crisis. The post-crisis phase looks for ways to better prepare for the next crisis and fulfills commitments made during the crisis phase including follow-up information. The tri-part view of crisis management serves as the organizing framework for this entry. (Coombs, 2007, p. 3)

Crisis Management Capability: is very clear that it is not prescriptive about solutions. There are no checklists and nor should there be, as good practice in crisis preparedness is something that each organization needs to develop within the unique context of that organization. provides a framework within which a company can do this thinking. In particular, provides "the four basic requirements of capability": (Hamidovic, 2012, p. 2)

- An intellectual requirement, which includes the ability to analyze situations, set strategy, determine options, make decisions and evaluate their impact. It



also includes the shared concepts that underpin the discipline of crisis management.

- An organizational requirement, which includes the structures and processes needed to translate decisions into action and review their impact.
- A cultural requirement, which reflects the willingness of staff to share and support the top managers' intentions and policies.
- A logistic requirement, which reflects the ability to support solutions by applying the right resources in the right place, at the right time.

2. Covid-19 Pandemic:

A coronavirus is a kind of common virus that causes an infection in your nose, sinuses, or upper throat. Most coronaviruses aren't dangerous. COVID-19 is a disease caused by SARS-CoV-2 that can trigger what doctors call a respiratory tract infection. It can affect your upper respiratory tract (sinuses, nose, and throat) or lower respiratory tract (windpipe and lungs). It spreads the same way other coronaviruses do, mainly through person-to-person contact. Infections range from mild to deadly. (WebMD, 2020)

COVID-19 is a new disease, caused by a novel (or new) coronavirus that has not previously been seen in humans. Because it is a new virus, scientists are learning more each day. Although most people who have COVID-19 have mild symptoms, COVID-19 can also cause severe illness and even death. Some groups, including older adults and people who have certain underlying medical conditions, are at increased risk of severe illness. (CDC, 2020)

The World Health Organization considers the emerging coronavirus a global pandemic, which has spread in at least 223 countries worldwide, infecting over 100 million people and causing over 2 million deaths, therefore there is an urgent need for a coordinated global response to prepare health systems to meet this unprecedented challenge. (WHO, 2021)

3. History of Amazon Company:

Amazon.com the largest online shopping site in the U.S. Founded by Jeff Bezos in 1994, within four years, Amazon had more than four million customers. Today, more than 100 million visitors access the site each month. Amazon started out as an online bookstore, constantly making news with its product volume. In the late 1990s, after adding CDs, videos, DVDs and games, Amazon offered more than four million titles. It continued to add new lines of business including toys, consumer electronics, software, power tools, home improvement products, online auctions and cloud computing services, the latter a significant profit center for the company. By opening up its e-commerce platform to non-Amazon vendors in 2000, nearly every legal product that can be shipped is available on Amazon's site. In 2005, Amazon Prime was introduced as an annual subscription. Prime offers free one-day and two-day shipping on most products Amazon stocks in its warehouses. Prime membership increasingly offers other benefits, including unlimited video and music streaming, photo storage and e-book lending (Prime Video, Amazon Music, Amazon Photos and Kindle eBooks). In the late 2000s, the company began to offer Amazon-branded



items, including e-book readers, tablets, smartphones, cables and other devices. (Amazon.com, 2021)

II. Amazon Responses to the Covid-19 Pandemic:

Amazon.com is an international e-commerce company offering online retail, computing services, consumer electronics, digital content as well as other local services such as daily deals and groceries. According to recent industry figures, Amazon is the leading e-retailer in the United States with close to 280.5 billion U.S. dollars in 2019 net sales. The majority of the company's revenues are generated through e-retail sales of electronics and other products, followed by third-party seller revenues, subscription services and AWS activities. Due to Amazon's global scope and reach, it is also considered one of the most valuable brands worldwide. (Coppola, 2021)

1. The Impact of the Covid-19 pandemic on Amazon:

Economic crises have a way of creating winners and losers. Procter & Gamble thrived during the Great Depression by doubling down on advertising; Target expanded after the 2001 recession and saw profits grow 50%. Before the pandemic, Amazon represented around 4% of total U.S. retail sales. But with the new habits formed during the pandemic, UBS predicts that by 2025, e-commerce will make up one-quarter of total retail sales, up from 15% last year. The firm also estimates that 100,000 brick-and-mortar retail outlets will close in the next five years. "Consumers are increasingly shifting towards online shopping," analysts wrote. "Many of these shoppers may not get back to in-store shopping when the current state is over." (SEMUELS, 2020)

Many companies have launched a streaming service over the past few years, trying to capitalize on the digital media shift and launching the so-called "streaming wars." After Netflix grew from a small DVD-rental company to a household name, every media company from Disney to Apple to Amazon saw recurring revenues ripe for the taking. As streaming has become the de facto method of consumption for many. But it was actually the unexpected COVID-19 pandemic that solidified the foothold of digital streaming, with subscription services seeing massive growth over the last year. Amazon's position as the second most popular video streaming service after Netflix with 150 million subscribers might be surprising. However, Prime Video subscriptions are included with membership to Amazon Prime, which saw massive growth in usage during the pandemic. (Wallach, 2021)

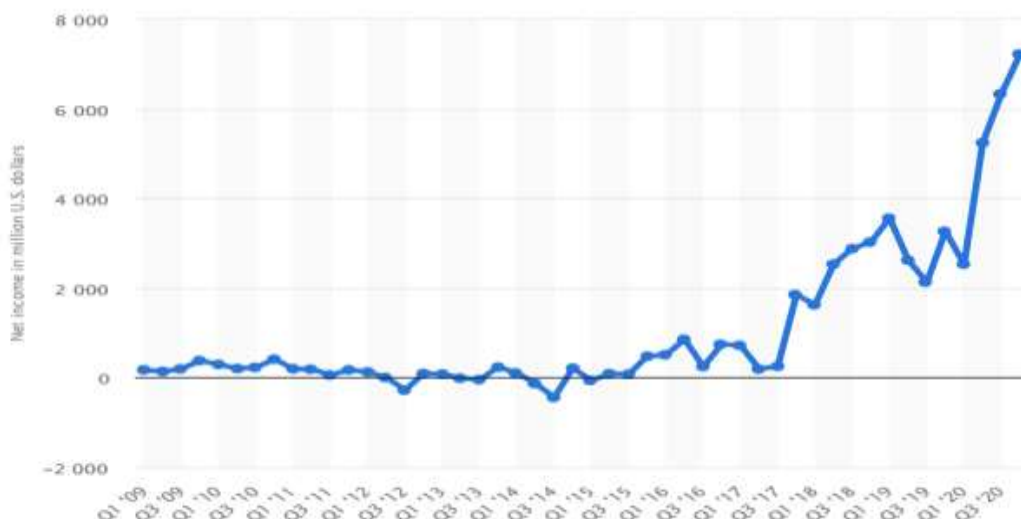
Amazon has clearly been the outstanding performer through the course of this global pandemic and has played an essential role in providing access to the supplies and necessities essential to daily lives. Like many retailers, it has been focused on initiatives to find solutions to the way that COVID-19 has reshaped shopping habits, industries, and economies around the world. We've recently updated our 5-year forecasts to reflect the impact that COVID-19 has had on retail around the globe. (How Has COVID-19 Impacted Amazon?, 2020)

Amazon is increasing in sales. The reason for it is, people are staying at home to reduce the risks of getting infected. Therefore, ordering the needed products online



has become a common habit, Figure 1 shows Amazon's net income increased raptly in 2020.

Fig. 1: « Amazon's net income from 1st quarter 2009 to 4th quarter 2020»



Source: (Sabanoglu, Amazon: quarterly net income 2009-2020, 2021)

In the last quarter of 2020, Amazon's net income amounted to 7.22 billion U.S. dollars, up from the results of the preceding quarter with 891 million U.S. dollars. Amazon's net sales amounted to 125.6 billion U.S. dollars during the same fiscal period.

Online product sales are the biggest revenue segment of the e-tailer, followed by retail third-party seller services. Amazon not only processes vendor sales but also enables third-party sellers to sell their goods through the platform. In the last quarter of 2020, more than half of all paid unit sales were generated by 3P sellers. During a February 2019 survey of U.S. Amazon shoppers, it was found that the most popular Amazon shopping categories were electronics, followed by apparel and footwear. Key factors that drive consumers to shop via Amazon are broad product selection and low shipping costs, as well as competitive pricing. Increasing product sales also led to increased logistics expenditure for the retailer. In 2020, Amazon's fulfillment expenses amounted to 58.52 billion U.S. dollars, up from 40.23 billion U.S. dollars in 2019. In March 2018, Amazon's average click-to-door speed in the United States was 3.07 days. (Sabanoglu, Amazon: quarterly net income 2009-2020, 2021)

2. Amazon Positives Responses to the Pandemic:

In light of the ongoing COVID-19 pandemic, Amazon taken steps to protect the health of their employees and communities. they've canceled large events, moved their annual shareholders meeting online, and paused tours of their fulfillment centers and headquarters. Additionally, they've transitioned to virtual job interviews where possible and increased the frequency of cleaning for all facilities globally. (Amazon, 2020-2021)



Amazon to ensure that their employees and their communities have access to COVID-19 vaccinations and testing. Here are some of the ways they're stepping up: (Amazon, 2020-2021)

- Amazon is helping vaccinate thousands of people through pop-up clinics in Washington State and Florida.
- Amazon is advocating for COVID-19 vaccinations for their front-line employees, including team members working in fulfillment and data centers, and at Whole Foods Market stores.
- It also ramped-up onsite COVID-19 testing for employees thanks to the ingenuity of their fast-moving response team—and they're sharing what they learned.

Amazon is also heavily invested in supporting employees, customers, and communities during the pandemic, from enhancing safety measures to increasing paid time-off. Here are a few examples: (Amazon, 2020-2021)

- They provided more than \$2.5 billion in bonuses and incentives for our teams globally in 2020.
- They made over 150 process updates, including enhanced cleaning and social distancing measures, and implemented disinfectant spraying and temperature checks across operations worldwide.
- Amazon distributed personal protective gear, including millions of masks for employees.
- An employee diagnosed with COVID-19 receives up to two weeks of paid time off—in addition to other paid and unpaid time off options. And they ensure Amazon employees receive comprehensive health benefits starting on Day 1 of employment.
- They established a \$25 million relief fund for partners, such as delivery drivers, and seasonal associates facing financial hardship or quarantine.
- With an eye on customers, Amazon is vigorously combating price gouging to ensure fair pricing and fight entities seeking to profit off the COVID-19 crisis.
- Amazon recommend all employees who can work from home to do so. Employees and partners whose work requires being in their workplace have access to all of their usual paid and unpaid time-off benefits. They are continuing to pay all hourly staff who work for service providers—from food-service workers to security guards to janitorial staff—supporting they global offices around the world.
- Amazon donates \$1 million to a COVID-19 Response Fund to rapidly deploy resources to community-based organizations at the front lines of the Puget Sound region's COVID-19 outbreak. The fund, which is hosted by the Seattle Foundation, will provide flexible resources to nonprofits and community-based organizations working with those disproportionately affected by the pandemic and the economic consequences of the outbreak. Initial grants will



support organizations helping those without sick leave or health insurance, medically fragile individuals, and healthcare workers.

- They created a \$5 million Neighborhood Small Business Relief Fund to help Seattle-area small businesses during this economically challenging time. The fund will support businesses with fewer than 50 employees or less than \$7 million in annual revenue.
- Establishing a \$25 million Amazon Relief Fund to support our independent delivery service partners and their drivers, Amazon Flex participants, and seasonal employees under financial distress during the pandemic. All of these groups can apply for grants equaling up to two weeks of pay if diagnosed with COVID-19 or placed into quarantine.
- Increasing pay in the U.S., UK, Canada, and many EU countries qualifying employees will receive an additional \$2 USD per hour in the U.S., C\$2 per hour in Canada, £2 per hour in the UK, and approximately €2 per hour in many EU countries.
- They're hired 100,000 new full and part-time employees across the U.S. in their fulfillment centers and delivery network to meet the surge in demand from people relying on Amazon's services during this stressful time.
- Amazon has donated \$1 million to kick-start emergency COVID-19 response efforts in the Washington D.C. area. The funds will benefit the four largest foundations supporting vulnerable populations impacted amid the pandemic—including hourly workers, people experiencing homelessness, and the elderly.
- Amazon donates over £3M to organizations supporting those most affected by the COVID-19 crisis in the UK, including the British Red Cross and local intuitions in communities where their employees live and work.

3. Amazon Negatives Responses to the Pandemic:

The Coronavirus pandemic has had an immeasurable impact on workers and communities around the world. As people sheltered during the lockdown, demand for e-commerce and cloud computing increased tremendously and with it, Amazon's increasing leverage over our economy and society. The pandemic has already had devastating effects on much of our economy and may accelerate long-term trends that are concentrating power in the hands of a few big tech companies. The crisis further solidified the role of e-commerce as brick-and-mortar stores closed and it is widely predicted that at least some of the shift towards online shopping will become permanent, altering the urban landscape of cities and towns across the world. Amazon's success during the crisis meant its founder, Jeff Bezos, already the richest man on earth, got significantly richer. During the two-week period between March 18th and June 17th his wealth increased from \$113.0 billion to \$156.8 billion, and then to \$182.6 billion as Amazon stock hit all-time highs in early July—making him the wealthiest person on earth by an even greater margin than before. But Amazon did not do enough for the workers that make Amazon run. (Hoffman, 2020, p. 1)



3.1. Amazon Responses in Europe:

Amazon workers across Europe protested workplace safety and heavy workloads after several workers were diagnosed with COVID-19. (Heikkilä, 2020) Workers at Amazon fulfillment centers near Milan and Florence in Italy have staged strikes for enhanced safety measures in response to the COVID-19 pandemic. At a facility near Milan, union representatives complained that the company had not implemented proper hygiene and social distancing, including not making adaptations to conform to the 1 meter of social distancing required by the Italian government at entrances, locker rooms, briefings, and security checkpoints. (Moynihan & Hamilton, 2020) Workers ended a two-week strike after Amazon agreed to a safety and health committee. (Nilsson & Lee, 2020)

In France, a Nanterre tribunal ordered Amazon to limit deliveries to essential goods while it conducted a more thorough assessment of coronavirus contagion risks with staff representatives or face a fine of EUR 1M per day. The court said that Amazon had disregarded its obligation of safety for the health of employees and temporarily prohibited Amazon from delivering non-essential goods. (Comarmond, 2020) The court said Amazon could return to normal operations after it evaluated the risks linked to Covid-19 with staff representatives and put in place appropriate safety measures. (Sebag & Fouquet, 2020) In response, Amazon chose to shut down six warehouses that employ 10,000 workers and ceased all deliveries for at least five days starting April 16. (Cigainero, 2020) Amazon's French managing director said that the company has appealed the court decision and that there is no confirmed reopening date. The company said that it would use warehouses outside of France to serve its French clients. (Daboval, 2020)

In March, Spanish union Comisiones Obreras (CC.OO) filed a request with the Labor Inspectorate (Inspección de Trabajo y Seguridad Social) to review Amazon's health and safety response to the pandemic after the company announced its first three COVID-19 cases in two Spanish warehouses. (Martinez, 2020) In San Fernando de Henares near Madrid, a labor ministry team carried out a 10-hour inspection and ordered Amazon to correct deficiencies within two days. (Cano, 2020) Those measures included accommodating physical distance between workers, disinfecting facilities where workers have been diagnosed with COVID-19, providing personal protective equipment, and providing daily updates on confirmed and presumed cases.

In Germany, workers told media that equipment was not adequately sanitized and physical distancing measures were not always followed. (Götz, 2020) In the UK, GMB Union representatives reported that workers at various Amazon fulfillment centers worked in crowds of 200-300 people and had to reuse equipment without available hand sanitizer. (Smith, 2020) The national office of the GMB Union wrote to Amazon requesting emergency procedures to protect workers and contractors, but Amazon did not reply. "Amazon refuses to recognize trade unions and they will not communicate with us," said a union representative. (Nilsson & Lee, 2020)



3.2. Amazon Responses in The United States:

As of April 5th, there had been cases of COVID-19 at more than 50 of Amazon's facilities in the U.S. (Weise & Conger, 2020) At least three Amazon warehouse employees have been fired for "violating internal company policies" after they had advocated for better working conditions during the COVID-19 pandemic. (Herrera, 2020) A member of the U.S. House of Representatives requested that the Occupational Safety and Health Administration investigate the dismissal of two workers at a warehouse in Minnesota who had filed a whistleblower complaint. (Ilhan , 2020) Amazon also dismissed two user experience designer employees who, as leaders of Amazon Employees for Climate Justice, had advocated that the company do more to reduce its climate impact. The two were fired after they circulated an invitation to an online meeting between Amazon white-collar employees and Amazon warehouse workers to share concerns about working during the COVID-19 pandemic. The company said it dismissed the two for repeatedly violating internal policies. (Kari , 2020)

Amazon fired a worker who led an employee walkout at a fulfillment center in Staten Island, NY to demand a temporary closure of the facility for cleaning after a coworker was diagnosed with COVID-19. (Palmer, 2020) The worker was fired for allegedly violating the company's quarantine rules after having come into contact with a sick employee. (Blest, 2020) The company's general counsel reportedly described the fired worker as being "not smart, or articulate" in an internal company email. (Wakefield, 2020) The New York State Attorney General said in a statement, "it is disgraceful that Amazon would terminate an employee who bravely stood up to protect himself and his colleagues," and she called on the National Labor Relations Board to investigate the firing. (AG James Press Release, 2020) The New York City Mayor ordered the city's Human Rights Commission to launch a civil investigation. (Reuters, 2020)

Workers at a facility in Queens, NY also walked off their jobs when they learned that a coworker had been diagnosed with COVID-19 but Amazon had not closed the facility for cleaning. Amazon then shut the facility for a day and paid workers for their missed shifts. (Lee & Nilsson, 2020) Similar Amazon worker walkouts took place in Chicago, IL, and Detroit, MI. (O'Donovan, 2020) Workers in Detroit protested Amazon's continued shipment of nonessential items that increase workloads and reduce the ability to implement social distancing. (Russell, 2020) Grocery workers at Amazon's Whole Foods Market subsidiary have also engaged in work stoppages to protest their working conditions, approximately 300 workers across more than 40 Amazon facilities in California, Texas, Wisconsin, Florida, and New York, among other states, signed a pledge not to work April 21, 2020. They took unpaid time off and alerted Amazon of their absence via the company's app. (Fickenscher, 2020)

Over 5,000 people have signed an Amazon workers' petition calling on the company to suspend its disciplinary rate-based write-ups to allow for proper workstation and package sanitation. (Amazonians United NYC, 2020) For example, a worker in a US warehouse expressed concerns that Amazon's productivity targets



do not allow sufficient time for workers to make the 2-3minute walk to the bathroom to wash their hands. (Green & Dwoskin, 2020)

III. Discussion:

The COVID-19 crisis is radically reshaping our world, and one of its unfortunate side effects is the acceleration of Amazon's domination of our markets and, frankly, many aspects of our lives—how we work, how we consume entertainment, how we communicate. So far, the company has not used its power as a force for social good—it has avoided taxes, squeezed small and medium sized businesses, dragged down labor conditions. While many organizations are suffering during the pandemic, for Amazon, it presents an opportunity for higher revenues, cash flows, budgets for research and development and probably profits, as well as an expedited entry into health care. As the crisis spreads across our economy, cash-rich Amazon is well positioned to make acquisitions at bargain basement prices or other investments that further consolidate its power. The example of Deliveroo, given regulatory clearance, and reported interest AMC, J.C. Penny and Future Retail Group show the potential for Amazon to seize the opportunities created in the pandemic. Regulators are already looking at the company's growth, but more scrutiny is needed as no company should have this much influence. The latest developments show positive signs in this respect: the European Commission has launched an investigation on the Amazon Marketplace last year, the Competition Commission of India has ordered a probe for alleged violations of competition law, while in U.S. lawyers have filed complaints against Amazon's dominant position in e-commerce and the US Congress has called on the US Department of Justice to Open a criminal investigation into Amazon and for Bezos to testify under oath in Congress. (Mattioli & Tracy, 2020) Regulatory pressure on Amazon should not be limited to competition matters. It is important that governments provide adequate financing to public healthcare and education systems and for this purpose they should impose stricter rules on taxation to collect a fair share from the tech giants' revenues and incomes. Simply put, just as our world will radically change after the pandemic, so will Amazon. But the question of whether the company's stranglehold on our markets and communities will tighten will be answered by the resistance of regulators, community organizations, labor unions, and anti-monopoly activists. (Hoffman, 2020, p. 20)

Conclusion:

In conclusion, it can be said that the epidemic caused by COVID-19 is the largest pandemic that has affected the world in the last hundred years and has caused devastating effects both on the world economy and on that of the individual nations and, especially, to commercial organizations and getting through the crisis will be the only real priority on the table for most companies in the coming months and years. Nevertheless, the post-crisis world will be a different place, and it is already clear that companies across all sectors will need to strengthen their crisis management and business continuity efforts to be better prepared in the future.

**Results:**

- Effective crisis management handles the threats sequentially. The primary concern in a crisis has to be public safety. A failure to address public safety intensifies the damage from a crisis. Reputation and financial concerns are considered after public safety has been remedied.
- crisis management is designed to protect an organization and its stakeholders from threats and/or reduce the impact felt by threats.
- The crisis can be an opportunity for Amazon to learn that social dialogue and collective bargaining are vital tools that modern societies and companies use to protect workers' health and save people's lives.
- Any failure of Amazon to keep its workers safe does not just put their employees at risk, it puts the entire country at risk. The virus that causes COVID-19 can live for up to 24 hours on cardboard and up to three days on plastic and stainless steel.
- Amazon fired a worker who led an employee walkout at a fulfillment center in Staten Island, NY to demand a temporary closure of the facility for cleaning after a coworker was diagnosed with COVID-19.
- Amazon refuses to recognize trade unions and not communicate with them.

Recommandations:

The COVID-19 pandemic has created an urgent need for companies to adopt best practices to protect their workers, their customers, and the communities they serve. We encourage Algerian commercial companies to adopt the following recommended policies and practices:

- Algerian commercial should establish a workforce consultation mechanism or a joint labor/management committee for occupational safety and health issues to be considered and remedied, and they should respect the right of employees to refuse unsafe work.
- businesses should restrict activity to the provision of essential goods and services, such as food, medicine, household cleaning, and personal hygiene.
- Employers should hire independent certified occupational safety and health experts to advise them on best practices for the prevention of infection in each of their specific operating environments.
- With the participation of impacted workers, employers should develop a written infectious disease control plan with requirements for hazard assessment.
- The employer should regularly sanitize workplaces, where workers are infected or suspected of infection, employers should inform other employees who have been in contact, allow them paid time off to self-isolate, and offer to test; and employers should immediately close, ventilate, clean, and disinfect all affected areas or facilities for as long as necessary.
- Employers should separate workstations to allow for physical distancing and adopt social distancing best practices and procedures, including staggered shifts, telework, and limiting contact with customers.



- Employers should provide paid sick leave to encourage sick workers to stay home, paid leave for quarantined workers, paid leave at any temporarily closed facilities, and family leaves options to provide for childcare due to school closings or to care for sick family members. Paid sick leave should not be contingent on COVID-19 testing results.

These recommendations aim to ensure that companies reduce the risk of COVID-19 transmission to their workforces, their customers, and the communities they serve. By adopting these best practices, companies can help mitigate the public health crisis, build employee and customer goodwill, and position themselves for success during and after the COVID-19 pandemic.

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