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THE EFFECTS OF COVID IN THE USAGE OF E-COMMERCE ON THE EXAMPLE OF
AMIGOS MEAT DISTRIBUTOR

Research paper/Bachelor Thesis

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I have written this Research paper/Bachelor Thesis independently. Any ideas or data from other authors or other sources have been fully referenced.

Table of contents

Introduction.....	4
Crisis as a booster of e-commerce shift in retailing.....	6
1.1.E-commerce as a more significant shift of retailing	6
1.2. Covid pandemic as a booster of innovation	11
2. Empirical Research on the effect of E-commerce on US Retailer.....	18
2.1 Methodology of the empirical study	18
2.2 Empirical Results	24
2.3 Analysis of Empirical Results.....	32
Summary	42
List of references.....	44
Resume.....	50

Introduction

Commerce has evolved throughout history, teaching us the evolution of sales and human interaction in all parts of the world. Exchanging goods and services is a practice used often and has been for most of our lives (Ariu, 2017). So much we have learned about the market system that it's taught buyers and sellers how to improve buyer transactions by seeking to innovate. Not only have our choices changed over time, but most importantly, the access we have today to purchasing has changed consumer behavior activity (Charm, 2020). Because of the Internet's massive introduction, the media has permanently influenced our online choices.

Our online presence has enabled us to be closer to our favorite brand (Barreda, 2019). It has also provided a faster way to deliver your desired needs. According to Holly Briedis, Chief Digital Officer at Fossil Group, retailers have used online platforms to lead by example, utilizing online methods to fully reach customers and increase their image globally (Briedis, 2020). Online platforms have taken a massive step over the past decade, facilitating commerce, transactions, and communication. This mutual connection between the buyer and the seller has shown us the enormous power of e-commerce.

As countries worldwide begin to deal with the consequences of the COVID-19 pandemic, customers have shifted towards new ways of dealing with their day-to-day lives. Because of COVID, many shops have permanently closed, restricting many consumers from their shopping activities (Jung, 2021). Consumer conduct has changed forever, and with so have our past daily activities for the time being. In the case of Covid, many trends have shown that the emergence of e-commerce has significantly influenced retailing productivity (Gramling, 2021). These world issues bring out the best in companies, especially when using current resources such as the Internet to continue operations moving forward. Many are pushed against the wall and must think outside the box to satisfy their customers.

We cannot deny the problem that times of crisis bring to the table, but for some retailers, this type of change has been highly beneficial in the way they conduct their objectives. The problem that customers face today can be solved by using e-commerce as it facilitates transactions by satisfying customer needs in the most efficient way available. By analyzing how retailers took upon crisis and delivered to their clients, we can study how e-commerce changed consumers' habits.

As lockdowns began to occur this past year, businesses began to take a more digital approach that has evolved into a new norm for many customers. According to an article by the United Nations Conference on Trade (UN Global Report, 2019), the share of digital

purchases increased from 14% to 17%, as more goods and services were purchased using digital needs. This rise of digitalization indicates that retailers seek digital solutions for their customers to keep businesses open while allowing retailers to pursue innovative solutions that facilitate connection with their clients. Services like ride-hailing and delivery have been extremely successful during the past year, further expanding the idea of technology innovation as consumers are deciding to stay at home instead (Etminani & Ghasrodasht 2019).

Retailers which I will be focusing on in this research paper remained open but have seen an increase in e-commerce solutions as e-commerce orders have spiked up. I will use a specific example of Amigos Meat Distributor, a retailer in the United States that is a primary example of e-commerce success. The rise of online delivery is here to stay for now, and it has introduced new ways of shopping that benefits customers and retailers. Russell Redman (2021) explained that 45% of consumers began taking a more digital approach by shopping online before the pandemic, while an estimated 30% of customers have reported a decrease in in-shop attendance in shops during the pandemic. Retailers must look at these underlying trends and begin introducing solutions highlighting the market's issues.

This research aims to analyze how Covid influenced the shift of e-commerce use in a specific example of a retailer. The following research tasks are labeled, including the theoretical and empirical section of this research paper:

- To explore the emergence and significance of E-commerce by exploring various factors that have led to the growth of e-commerce usage.
- To assess the need for e-commerce in retails and determine the shift of retailers by switching to digital needs
- To understand how companies have overcome obstacles in times of crisis and the significance of crisis effect on business.
- To analyze the Covid pandemic as a boost for innovation, analyzing both company and consumer sides.
- Conduct interview with the retail manager of Amigos Meat and understand how the pandemic made for the case of shifting towards E-commerce usage.

I will use the example of Amigos Meat distributor and retail in the United States. The literature fills an essential gap in the research of the paper, there being a lot of literature about how hard times push companies to innovate and how customers have adapted to change their habits. There is not so much literature about how it carries on retailing and how they have taken an approach to digitalization. My research tasks will investigate how E-commerce

has led to retailers using innovative techniques to reach their target market of consumers and analyze how consumer behavior has shifted. By analyzing the results from my Empirical studies, I will have a major understanding of the usage of e-commerce by Amigos Meat and the results measured after the company implements these tactics in their regular operations. This will help me fill the gap that I am looking for and by picking a specific example of a retailer, I will be able to have a major understanding of the potential research there is for E-commerce utilization, specially in retail markets.

The Empirical results will help me analyze the impact of technology and its effects on the aim of the research paper. The research paper will be composed of the theoretical part, in which I will discuss the tasks mentioned above in much detail, followed by the empirical analysis.

The first chapter in the theoretical section includes an overall explanation of the concept of e-commerce, followed by the effect that it has had on retailers. It will discuss the overall effect that e-commerce potential has had on retailers' success. The second chapter will explore how moments of crisis around the world have helped companies seek innovative techniques and explore the side of consumers' decisions relating to shifts in shopping behavior due to Covid. The empirical analysis will construct interview and data gathered from the manager of Amigos Meat distributor. I will be able to compare the retail strategies and understand how the pandemic affected their decision-making choices upon utilizing e-commerce techniques, as the company underwent major changes and innovations in E-commerce during Covid. The analysis will be explained thoroughly in the empirical section.

All data and information gathered have been found from empirical studies, research, and academic articles. Articles retrieved from EBSCO, EU documents, and Mckinsey and Company were used to back up research and data found. Various studies and empirical research were also used and cited properly. This research will investigate several topics, such as e-commerce, retailing, innovation, and supermarkets in Estonia. The topics were discussed between supervisor and student, in which the structure was then defined.

Keywords: e-commerce, COVID-19, retailers, innovation, commerce, digitalization, consumer behavior.

Crisis as a booster of e-commerce shift in retailing

1.1.E-commerce as a more significant shift of retailing

E-commerce is defined as commercial transactions which are electronically conducted via internet needs. Although best described by author Vapin Jarin (2021), "E-commerce concerns an internet vendor's website, trading goods or services to the user directly from the

platform"(Vapin, 2021). The Internet's massive growth has introduced users to various choices and alternatives to be discovered. E-commerce goes over important topics, such as sales and marketing tactics, but mainly details the overall performance of a product/service used primarily by the Internet. For multiple users, e-commerce is an easy solution for transaction needs. Users have adapted to Internet usage as society slowly progresses into new ways of dealing with commerce. Electronic communication and interactions have been used to create relations defined by the value between customers and organizations (Arya, 2021).

Because it is so easy for anyone to use the Internet to their advantage, it is essential to acknowledge that several organizations use different strategies to distinguish themselves from the competition, giving customers a broader type of choices to be considered. E-commerce has many facilitators, from the Internet, payment gateways, analytics, social media, autonomous vehicles, 3D printing, and much more (Jain, 2021). These factors give companies the platform needed to expand and innovate their operations. For example, they promote suitable advertisements based on demographic analytics and use marketing techniques to facilitate payment transactions. It has become a tool that retailers can use to find innovative solutions.

We are currently living in times of change and uncertainty, the perfect time for digitalization to guide us into making better choices (Nanda, 2021). Digitalization has introduced opportunities for both customers and employees. According to researcher and reviewer Patrick Spenner (2012), consumers always have looked at what opportunity will give them the best satisfactory result and what is the easiest decision to make. We have adapted to the ease of looking at various options and prices with our digital needs, eliminating the custom of going to the physical shop instead. (Spenner, 2012)

In the case of retailers, it has given managers a chance to grab customers' attention, promote better deals than the competition, reduce inventory costs, and allow them to access a more convertible audience (ADEO, 2021). But what has caused the retail industry to change so much has to do with shifts in customer expectations. Now more than ever before, customers have had more influence thanks on the availability of technology, having a major overlook of different brands, each with their own unique product and services.

According to analyst Daniella Cappola, global e-retail sales increased by 27.6 percent from 2019 to 2020. During this pandemic period, retail e-commerce sales accounted for 18 percent of global retail sales. (Cappola,2021) This was found by looking at online traffic increases and measuring global sales patterns in the past few years. The crisis has elevated a

retailer's current plans and seeks to find immediate solutions, which will be explored in the next chapter.

Cappola explains that companies use several steps to analyze customer shifts by making sure that the organizations understand what kind of different exposure can affect clients in different ways. In the research by Cappola, it is explained that E-retail sales that were accounted for came from closer inspection of customer behavior shifts. In this case, if companies were able to determine if clients reacted differently to the several posts created by the company, then companies would determine what kind of posts to continue creating based on the feedback. This way clients would be more exposed to the content they enjoy seeing and generate sales. These step-by-step procedures of exposing content and then analyzing the exposure of such content will lead to higher productivity in post creation by the company and higher e-commerce transactions by clients. By creating content the client wants to see, it will lead to higher traffic on companies websites, therefore a higher possibility for online payments.

Retailers can vary from department stores, supermarkets, convenience stores, and e-commerce stores (Hibbard, 2014). The purpose of retail is to sell goods available in demand to customers and the quantity desired by the individuals (Kotler, 2004). Products and services can vary in different combinations, giving the customer the freedom to enjoy other choices of purchasing as well as allowing retailers to be creative in the way they offer products and services to the public

Author M.P McNair (1958) suggests that retailing over time has become more vulnerable to shifting towards new retailing operations, which indicates lower costs and lower prices. This has to do with evolving ideas from management and today's empowered customers, which encourages retailers to adapt to new ways of performing. The online experience presented to customers has elevated the regular use of devices.

The more people are accustomed to using electronics; the more likely their customer purchasing behavior has drifted into e-commerce (Davies, 1991). With many stores closing during the pandemic, consumers were vulnerable to the situation. Still, luckily many retail centers were smart to learn from past events. They were able to assess the problem by informing their clients of online purchasing, delivery options, and pick-up alternatives without having the risk of entering the store itself.

As Philip Clarke, Tesco's CEO, noted, "For retailers, it's no longer sufficient to innovate simply to meet an existing customer trend... Successful retailers will not be those who meekly follow the customer like some obedient puppy. They will be one step ahead,

offering people new ways to improve their lives." (Nielsen company, 2014). Innovation can be for convenience, as customers demand more from retailers, from customer service to efficient delivery. If e-commerce is seen as an innovative process, then the question arises on how it affects retail decisions. According to a study by the U.K., online transactions now account for 19 percent of all retail sales in the U.K., and 1.92 billion people worldwide now shop online (Satish, 2019).

Retailers are benefiting from online transactions, as the data of the U.K study has proven. With sales increasing, companies are generating more money as people continue to purchase online instead (Weise, 2021). Retailers need to realize that we are living in a new era, where people are constantly changing their plans, and the path to purchasing has evolved tremendously.

Online shopping will continue to be popular for several reasons, which retailers need to pay attention to if they want to stay on top of the trends (Boice, 2021). Mainly the increasing trends such as e-commerce allowing users to purchase wherever they want, at any time of the day, without battling through crowds of shoppers. Other trends that retailers must pay attention to are transportation issues, weather conditions, availability of more products, and delivery (Mckinsey & Company, 2020). I

It is also good to remember that people can read reviews online, compare prices with other shops, and interact with products straight away from their devices (Mordue, 2021). Customers will be more comfortable with their decisions as they shop online instead, as today's consumers look for conformity and efficiency.

Online retailers such as Amazon have taken advantage of the e-commerce trends occurring today. Amazon has become a leader in managing website traffic and monitoring online purchases globally (Bhasin, 2017). Because Amazon has had a significant influence on e-commerce shopping, many retailers climb on the wagon to compete and deliver to their clients (Wakabayashi, 2021). As will be explained in the empirical section of the thesis, retailers have evolved to facilitate clients' perception of what they want to buy, as these markets are, in a way, trying to recreate the experience that Amazon has provided on the Internet. This statement is based on my prediction of what the results will be, so it will be crucial to determine and evaluate how far Amigos Meat is willing to go in creating a sustainable experience for the client.

Such trends are essential to look at, as it gives us a better perception of what retailers are trying to accomplish and how they can manage clients' overall journey. Augmented reality and A.I. are some examples that have shifted customers' behavior when shopping

online (Oosthuizen, 2020). For example, it is a common trend that clients are looking for customized, custom experiences online, such as for clients to receive personalized product recommendations based on their liking.

One study showed that introducing personalized experiences on websites strongly correlates with an increase in sales, such as a 25% revenue lift for retailers (Abraham, 2019). As brands can gather and leverage more data, it seems like preferring to provide online buying options to clients is helping them generate more revenue and, in the long term, increase popularity amongst customers. To understand clients' needs, retailers must be open to recreating how shopping is done by assisting customer needs.

Over time, retailers have noticed that introducing e-commerce has helped them grow their business. Omnichannel means diversifying their strategies and providing different solutions via multiple outlets (Jordan, 2021). But this approach is not always meant for every company. Retailers must be reasonable and weigh their options according to what is suitable for their actions.

Retailers must keep track of trends and absorb up-to-date research. They must also keep an eye on what competitors are doing and listen to customer feedback. E-commerce has served as a tool for retailers to boost brand awareness and create loyalty. It has also helped create an online presence and attract new customers. Understanding your customers only enables you to drive sales and conversions better, reach a bigger market and generate more revenue (Ader, 2021).

It seems like e-commerce is here and here to stay in the future. Innovation will continue to expand, and retailers will continue to grow. Due to the popularity of mobile payments and flexibility for customers, online purchasing will continue to increase the resourceful way for customers to enjoy commerce differently. Customers will continue to seek new ways of purchasing that are more convenient.

As technologies continue to innovate and create a variety of new solutions, customers will be more pleased to explore these innovations. It brings an exciting feeling to see what technology will offer next. As customers experience shifts in their shopping behavior, companies will only continue to grow as their interaction with clients increases.

With today's availability, companies will continue to offer new e-commerce tactics that will lead to a faster purchasing process, affordable advertising and marketing, faster response to buyer demands and offer the most flexible solution to purchasing that client have experienced before. A strong online store means that a company has done its research and understands what their customer expects, thus making the process flexible for both sides.

1.2. Covid pandemic as a booster of innovation

It is no secret that companies worldwide have innovated somehow because of unexpected changes in the world (Am, 2020). A crisis is defined as times of unfortunate trouble or danger, according to the definition of researcher Jay Callahan (Callahan, 1994). The market has often been at risk of immediate change by unpredictable events. Crises are unanticipated and bring out an opportunity for quick decision-making. Although some crises can be also expected, hence the reasons why companies foresee these issues and use them to be prepared for anything (Pad, 2020). Trouble can come from global pandemics, market downfall, financial issues, or natural catastrophes. Challenges open a beacon of opportunities for people to collaborate and showcase their best solutions to assess the problem (Bodenheimer, 2020). In doing so, creating the most efficient solution in time, depending on the circumstance of said crisis.

The current Covid crisis has shaped the core of the company's drive for further success (Renjen, 2020). Times of uncertainty are times no company wants to face; therefore, adapting to meet customer needs must be a crucial part of a company's goal. By identifying and rapidly addressing new opportunity areas, companies can reevaluate their portfolios, allowing them to ensure that new opportunity areas are considered (Mckinsey & Company, 2020).

An empirical study conducted by Professor Cheng analyzes the development of e-commerce in the retail industry and explains the effects that the current pandemic had on retail activity. The study reveals that supermarkets had to innovate the usage of their technologies and improve on their previous existing e-stores (Cheng, 2021). As explained in the study, retailers of all types had to rely on several strategies to maintain web traffic increase and successful sales.

According to an article by the OECD, the average monthly visits on retail e-commerce websites were recorded as 21.96 billion global visits in June 2020 a huge growth within only six months (OECD, 2020). Relating it to the study by Cheng based on the data findings in the study, it is safe to say that stores that improved their previous system recorded more online visits than before.

As recorded, Cheng's study describes an overall increase in website traffic between 2019 and 2020, supporting the statement that the innovation of online stores is working as more customers seek a more efficient way of purchasing. This allowed supermarkets to analyze web traffic and maintain a successful sales plan. This could not have been possible if retailers did not change their strategies towards better results.

One method used in the study by Cheng showed the shift towards using a new software system that can track, analyze and fully integrate a one-solution system within the company (Evizal, 2016). This allows the company to have larger scalability in how many people they want to reach.

Programs like Aspen software can help companies have a better hold of inventory, and keep track of dashboards, scaling, inventory, financial management, and forecasting. The usage of these tools can be a positive sign of improvement for many retailers, a breach into e-commerce solutions. It is interesting to see how companies can benefit by being able to maintain data and predict results with more advanced software programs. Company operations move at a faster pace if internal operations in the system are running smoothly and efficiently. The average monthly visits on retail e-commerce websites were recorded as 21.96 billion global visits in June 2020, by comparing to the global visits reported as 16.07 billion in Jan 2020 which is the commencement of the epidemic of Covid-19.

On the marketing side, retailers relied on the usage of email promotion, online advertising, and social media campaigns. This path led retailers into maintaining customer loyalty and elaborate on their social media usage to keep clients updated. On the profitability aspect, retailers had to shift strategies and reduce various prices online, as competition is fierce in e-commerce. As a result, retailers were forced to reduce prices to attract customers into their market (Cheng, 2021). Regarding business models, retailers had to adapt to switching to online shopping, so a user-oriented website is one strategy that can attract customers. This included categories of shopping on the website, such as beauty care products, food, clothing, etc. Interacting with your current business model and the way it is presented to the public can retain customer acquisition, increase website traffic, and increase distribution channels.

The study summarizes that digitalization is a crucial tool for retailers to take advantage of, as the current development of the industry has completely changed for the time being. By allocating their resources to the best of their advantage, retailers were able to shift along with the market changes. By measuring client acquisition, sales, traffic, and overall performance, retailers can verify that their operations have been successful. (Cheng, 2021) Retailers who did not have previous e-stores had to create one, while other retailers who already had e-platforms improved their usage by using the strategies mentioned.

As mentioned in a study by Blackwell, social media management has been of much feedback for retailers, as retailers have been able to improve their social media strategies (Blackwell, 2001). The terms used in the research include targeted ads, brand awareness, and

brand ambassadors. By looking at the results of client movement and behavior due to user tracking and call to action increase, we can conclude that retailers were much more efficient in reaching and connecting with their clients through social media. Some examples include using influential celebrities to encourage the usage of e-commerce and safety of Covid 19, analytics that follow a customer's journey which is useful for ad targeting, and better customer support that generalizes the importance of brand awareness.

By looking at the effects that Covid had on retailers in Blackwell's research, we can also evaluate some tactics that retailers use to improve the further implementation of e-commerce. This involves optimization based on key major metrics. Such metrics include, "total revenue generated, cost of customer acquisition, % of customers converted, and % of customers entering the website through various channels" (Ramachandra, 2014). This can be found by applying analysis to a company. Technology analysis means for retail to optimize a page load speed, fix shopping cart limit, and create a unique way of modifying the website blogging page.

If retail can do this, then many features can be improved to generate more improvement, hence an easier functionality for the client. It is safe to say that many retailers have improved these functions on their websites, leading to creative strategies used in their online shops to improve customer retention and engage new clients to use their e-commerce platforms with ease. This is a major component that I will be focusing on a lot during my Empirical data. To understand how e-commerce helps increase the number of clients and engagement in a company's website.

During times of crisis, for example, the Covid-19 pandemic, executives, and managers have been able to build foundations that meet customers' needs by allocating their resources in the best way possible and remaining competitive during times of recovery period. One example is the multinational company Pepsico. When the current lockdown affected critical regions of their demographics, the company knew that dining out was no longer an option. An innovation technique was presented, and in less than 30 days, they introduced two direct-to-consumer platforms to solve this problem (De Mey, 2020).

These platforms provided an e-shop of Pepsico's most valuable brands and customized bundles that clients could order online, based on research made by IRI Growth Insights (IRI Report, 2020). This example is a clear example of how the crisis has created a sudden sense of urgency for companies to deliver and prioritize the challenges, starting with coming together and solving the problem as a team.

Unexpected moments call for bringing different perspectives and viewpoints to the drawing board. It motivates focus and determination, but most importantly, it engages companies to experiment with their operations (Rohbreck, 2012). Because we don't know how long the current crisis will last, organizations can go all-in with earnest attempts to commit to these innovative changes. In a recent survey by Mckinley & Company (2020), it was discovered that when relating to 200 industries surveyed, around 90% believes that the current crisis will monumentally shift the way that business operations are currently being handled.

According to the same research, it is concluded that since the pandemic started, companies have adopted digital forms of communication, with a 96% increase in engagement with customers. New subscribers can be measured, as well as website visits, hence the high percentage of increase. The pandemic has shown a clear indicator that crisis brings out a need for new offerings. For example, companies that deal with food distribution are on their way to set up digital direct-to-consumer channels, as the old traditional practices of supplying restaurants have changed. (Mckinley & Company, 2020)

It's important to understand that companies can be more crisis-resilient than others, as indicated by the shifts in small and medium enterprises. SMEs are responding mainly with innovation towards Covid, with around 27% of companies already having introduced innovative products, services, and models (Zimmermann, 2020). For example, organizations that were successfully innovative and remained strong during a past crisis, in this example, the 2009 financial crisis, emerged stronger in today's pandemic by exceeding the market average by around 30% (Mckinley & Company, 2020).

These global companies have a major understanding of how to deal with a crisis. Therefore, the company understands how its clients behave and what kind of exposure they need to be linked to. That is why it is important to have a much closer look at different categories of posts, announcements, offers, and information to see what is working the most, then focus on this factor as the main component that leads to users using more e-commerce. I will be focusing on this on my Empirical section, as a curious approach that sparked my interest into understanding how clients react to different type of posts, and from there create a personalized strategy that will lead to online purchasing.

Innovative enterprises can respond to short notice crises better and far better than other companies. In the case of this research, it will be essential to analyze how Amigos Meat had the ability to innovate in comparison to other markets and see which one more crisis was resilient than the other one based on their techniques, strategies, and overall implementation

of digital needs to customers. This includes their strategy of extracting different kinds of reactions from customers and determining to what media are customers reacting more, especially posts on social media. It will indicate how companies analyze customer behavior shifts as part of understanding the effect of posts on customer decisions and then lead to purchasing stages of the sales funnel.

Now that we can look at how innovation in times of crisis has shaped businesses, it is also essential to look at the consumers' side and how crises has pointed out changes in consumer behavior. Because moments of crisis bring out so much uncertainty about the world's current trends, it is hard for consumers to decide how to continue their day-to-day activities. The current pandemic has left both positive and negative results on how consumers approach their purchasing decisions.

Commissioner for Justice in the UK, Didier Reynders, said: "The pandemic left a mark on consumers: While 38% of them were concerned about being able to pay their bills, another 42% decided to postpone major purchasing decisions. On a positive note, findings also show that 56% of consumers are mindful of the environmental impact of their purchases."(EU Committee, 2021) This research study aimed to conduct surveys at the end of 2020 and analyze whether the pandemic influenced consumers' choices. Whether consumers decided to postpone decisions or were concerned about payments, their habits were affected by the crisis.

A large majority of the randomly selected people began purchasing online more than years prior; hence, the pandemic is affecting consumer behavior. The study provides a result that supported customer complaints against the current pandemic, and hence chose to save more money and plan to not risk their health. The current issue in the world is not only a health issue, however, but it has also played a psychological factor that has influenced our entire lives for the time being (Di Crosta, 2021).

Consumer patterns and behaviors tend to change when emergencies alter our way of life. Changes in general spending have become a trend over the past couple of years, mainly during 2020. A study has shown that consumers felt more anxious, stressed, scared, and concerned about their economic stability (Ceccato, 2021). These concerns have, in turn, shifted consumers' habits, from going out and facing uncertainty to staying at home and adapting to conformity. These psychological factors could be helpful for retailers to analyze, as they can develop marketing strategies that would result in utilizing their resources to the best of their advantage and, in that way, assist customer needs.

There are various factors that consumers view in companies that make them choose that company's products over any other. These factors include customer satisfaction, customer value, customer experience, price, promotion, product quality, trust, and overall performance (Lemon, 2016). An empirical study by author Heny Hendrayati (2020) concluded that customers were more satisfied if the companies that individuals were loyal to in some ways delivered e-commerce options as a way to innovate their operations during the pandemic.

This research by Hendrayati took a closer look at new trends in e-commerce success. The results proved that clients of such companies admired the drive and persistence that the companies implemented, as they preferred customer experience that pleased their needs during times of crisis. This was measured by gathering interviews and surveys with clients, which is the method I will use but will ask supermarket employees to understand the business side of innovation.

This empirical analysis explored that companies followed a list of tactics that led to successful e-commerce aid to customers. According to the study, supermarkets first planned out the ways to implement e-commerce by embracing all possible channels in the customer journey, which includes deciding on what customer segment to specialize in. The supermarkets customized their online stores by attempting to make any touchpoint a call-to-action opportunity (Hendrayati, 2020). This would support the fact that customers kept coming back to their respected brands. Another important metric was customer service investment. A hotline with chatbots began to appear on shopping websites, answering customers' questions, especially about new Covid rules, restrictions, and general information.

The issue corresponds to the main problem the empirical paper is trying to collect, understanding what clients want to achieve, and from there, retailers can provide solutions. A key concept solution used was the technology acceptance model, which explains how users accept and deal with the modes of technology shifts. The model identifies components such as the user's intention and user perceived choices (Charness, 2019). The framework uses surveys, which were used in the research, and identified that users' intentions were related to satisfaction and adequacy. Retailers can then perform on their e-commerce platforms and provide the best service possible, based on customer needs.

Retailers had an easier time understanding this information from their clients by conducting surveys and researching clients' activities via analytic programs (Hendrayati, 2020). This helped managers determine how to assist customer needs and preferences during Covid.

Eventually, it was found that customers were surprised to see their wishes come true, therefore a loyalty boost was then established amongst their preferred companies. This means that retailers managed their software and technology tools towards new actions, experimenting with various ways of reaching and maintaining customers. I will attempt to ask in my interview with the retailer about how they managed to develop their platforms before the pandemic and the results they possess now.

So according to the study by Hendrayati (2020), there are several tactics or strategies that retail sector companies could use for implementing e-commerce. By analyzing the research, it was concluded that retailers first create roadmaps and strategic business thinking. This is followed by a complete website audit and analysis, therefore encouraging retailers to find a technological solution. Retailers can edit the functionalities of websites and follow up on the analysis of the customer.

Next, companies engage in customer acquisition through various methods. These include allocating customers through search engine optimization, paid advertisements, email campaigns, referral programs, and social media influence. By conducting full research on customers, retailers can determine a customer's purchasing journey. This method can be achieved by interacting with clients online, via quick surveys or feedback after completing a purchase.

Customers have adapted to e-commerce platforms better than choosing from brick-and-mortar stores or traditional stores that offer face-to-face interactions. This is because it allows users to select products or services from any supplier globally, with the liberty and flexibility to browse on your own time. Companies have taken advantage of this and have used marketing and sales tactics to reach their customers. For example, e-mail marketing and sales discounts on the Internet have shown that the number of e-commerce user activity has increased by 40% in the past two years, according to a recent study about digital buyers (Coppola, 2021).

The longer the pandemic continues, the more likely there will be a shift in how consumers make their long-term decisions (Standish, 2020). The more companies are pushed to the limit with competition and downfalls, the more they will want to communicate with their loyal customers. According to a study done in the U.K., around 51% of individuals say they prefer to shop online, as home delivery is efficient and the danger of Covid is still out there (Santoso, 2019). Some retailers who'd never had the opportunity to use their digital resources now have a chance to exceed in unfamiliar territory. The situation may help them

be more flexible with their delivery methods post-pandemic. Customers will have to double think about how they would want to shop in the future now.

Both companies and customers must keep a close eye on the market and economic changes, as they may alter the way that they can do business with one another. By looking at the current pandemic, it is safe to say that many companies have figured out the formula for how to thrive towards success in difficult times. By looking at Amigos, it will answer the aim of the research and decide whether the company implemented e-commerce in their operations in the right way as a response to Covid.

Crises brings out negatives, but it can also bring positives to companies that can benefit from the economic disruptor. Amigos was able to benefit from the crisis, which lead to a complete change in their organizational structure.

2. Empirical Research on the effect of E-commerce on US Retailer

2.1 Methodology of the empirical study

The empirical analysis will discuss the methods and strategies used by American retailer Amigos Meat and understand the effect Covid had on their stores. The idea is to have a major understanding of how this company used e-commerce to the best of their advantage during Covid and how it has been shown in their results. The overall process will include an interview with the manager in which I will retrieve valuable data that can help me comprehend the impact of Covid in their business operations. Most importantly, to see how the usage of e-commerce helped and was handled.

The company Amigos Meat is a retail distributor which operates in Atlanta, Chicago, Houston, and Phoenix. The company first launched in Houston in 1996 and has then become a major name in the industry of meat retailing. Since the beginning of its operations, Amigos Meat has followed a more traditional format of handling business, without relying much on social media or other innovative techniques when it relates to delivery. A family-based industry, Amigos quickly expanded to other states, further growing their market.

The reason for choosing this company was because of its success during Covid and its elaborate planning stages, which from the data retrieved have been successful. I believe focusing on one case sample of a retail company gives me an overall idea of how a company can adapt to changes, change its strategy, and use the the internet to its advantage. Looking at the results used by Amigos Meat, it will give me a good idea of how excellent communication and determination can be used in retailers around the world during times of crisis. What surprised the outcome of this research paper was the complexity of the retailer in developing operations and its unique way of conducting business. Amigos' current success

caught my attention and I have been able to understand how much they have changed recently which has led them to a new path to further success.

It is important to understand their current and former operation plans. The company used to sell directly to customers but started to slowly behave more like a wholesaler as years moved on due to economic disruption and changes in the organization within the team. With a new team structure, the company started to begin becoming a distributor to local Mexican stores, selling them various products like pork, meat, shrimp, and chicken. This way, they would expand their operations, by buying from manufacturers and selling them to the retailer instead.

With damaging jobs and food markets changing, the pandemic has brought a level of uncertainty for the majority of the business world. Many drivers lost their jobs and deliveries were at a halt for the company at some point. With a late schedule and few drivers available, Amigos had to approach this situation with delicate decision-making within the organization itself. Luckily for Amigos, this situation allowed them to test for a new innovating system of operations, separating themselves from the competition, welcoming the usage of social platforms, and paying much more attention to customer behavior. All of these factors were a major asset in E-commerce utilization by the company.

My main focus is to focus on retail activity and implementation and looking at an example of Amigos Meat, can show me how companies react to changes in the market. For example, Amigos Meat had to think outside the box in every market they operated, so it will be beneficial to take the variable of e-commerce into account. It will be interesting to see from the manager whether they have reacted to their competitors and see how they reacted.

The main goal of the interview is to analyze how Covid influenced the shift of e-commerce use in Amigos Meat and gather a major understanding of how crisis works as a boost for innovation. In this case, E-commerce is the main factor. Qualitative data will be the case for this interview process. The main research is to analyze how the company has used its usage of social media and delivery innovation, along with improved relationships with clients. So qualitative approach was a more suitable way to explore the usage of e-commerce in the implementation of the company. So, this approach will fulfill the purpose of the thesis.

The methods used will include open wide type questions, in which I plan to gather information from the manager in the city of Atlanta. For this reason, I will conduct a semi-structured type of interview process. Few questions will be asked but will let the manager speak out and come up with answers on the spot. It will give the manager the freedom to express thoughts and concerns about the topic. The interview will be conducted online and

will be recorded. The open questions are a great tool that can give me a better idea of the individual's views and experiences with e-commerce, as well as allow me to have a conversation and meet the employees myself.

As mentioned, I was able to gather responses from one manager regarding their e-commerce tactics. I arranged a meeting via Zoom that lasted 1 hour, giving me an in-depth look into the company and a major understanding of retail research. The interviewee refused to allow his name to be used in the research paper but has allowed me to explore the variations of his company and its strategies. We agreed beforehand via email to communicate regarding questions I had. I was also able to record the conversation and notes were taken throughout the interview. The overview of the major information regarding the interview is labeled below (Table 1).

Organization	Place	Position of Interview	Date	Format of interview
Amigos Meat	Atlanta, Ga	General Manager	15/3/2022	Electronic meeting via Zoom

Table 1 List of participant in interview process

It is a fast and practical way of gathering my data that provides opportunities for scalability. It also allows for data to be collected from multiple sources at once, the method being inexpensive and easy to conduct. Tables can be made from the results, which can help compare in a presentable way. In this case, I plan to use the method of netnography as I would like to observe social media posts that received the most attention and likes, compares to others.

This can be an efficient way of exploring Amigo's strategy, as they begin to engage more in social media, managers can determine what their clients want most, and from there post according to their needs. Posts can be separated into themes and presented in a table. This will be used in one observation besides the interview, as a way of further analysis.

Netnography is qualitative data that interpret and process a set of actions within social media as a way of understanding social interactions within a group evaluated (Douglas, 2018). This method uses observational data and summarizes textual information by looking at content posts. In the example of this research, I will attempt to look at various posts on

Facebook advertised by the company and see which content the customers were exposed more to, interacted more with, and affected their decisions.

Topic	Example of questions asked	Reason for choosing topic
System Implementation	How much Amigos has developed e-commerce platforms compared to pre-pandemic?	To understand the extent of innovation the company experienced during Covid
Application of Techniques	Was Amigos able to differentiate themselves from competition?	To analyze how the company was able to isolate itself and focus on themselves with the usage of e-commerce
Social Media Innovation	Has Amigos shifted some ways to reach out to customers, differently than before the pandemic throughout different platforms?	To verify how marketing techniques helped Amigos create a closer connection with their customers.
Customer Shifts	Has Amigos looked at the effect that content on social media has on customers?	To take a closer look at how content generates shifts and reaction in customer behavior and to see if different exposure to posts leads customers to use e-commerce for purchasing.

Table 2, Interview Plan

As explained throughout the research, there are various steps in the purchasing journey that leads customers to begin using e-commerce. By looking at factors such as shares of posts, likes, and comments, I will be able to understand how the posts affected the reaction of customers and if the content influenced them to use e-commerce as a way to purchase products.

I constructed an interview plan with various questions (Table 2). These questions were selected because I would be able to gain most of the answers asked in my aim and research tasks. To understand whether my plan can be analyzed, I needed to ask the manager questions regarding several topics that in my opinion were of importance in understanding the possible solutions due to e-commerce. Also, some topics were related to the issue of the crisis itself, and how innovation by using different techniques will help a company grow.

The approach proceeds as follows, I will reach out to the manager of Amigos Meat and understand both the consumer side and company side. By using research from the theoretical section, I will be able to formulate my questions. According to the research from Russell Redman (2021), digital purchasing has increased in retailers as compared to before the pandemic. So for example, I will ask how the number of e- customers changed compared with the pre-pandemic time. This will help me understand whether there have been fluctuations as consumers have shifted their online methods several times during the pandemic.

There are various factors that consumers view in companies that make them choose that company's products over others, including customer satisfaction (Lemon, 2016). So I will ask if they have measured customer satisfaction and if the e-commerce platform has helped them gain new customers. According to the empirical study by Cheng (2020), some strategies for e-commerce implementation includes the usage of social media and brand promotion. So I will attempt to ask if the company shifted some ways to reach out to customers, differently than before the pandemic. These questions, amongst others, will help me understand the point of view of clients.

From the company side, I will ask how much the retailer has developed e-commerce platforms compared to pre-pandemic. According to Breidis (2020), many retailers have begun to adapt to constructing e-commerce platforms to assess customer needs in times of crisis. So this will help me understand how much the retailer had to change in its operations regarding the e-commerce introduction. This includes overseeing technology analysis in the company and using models to understand customers' needs.

I will ask about competition in my interview, which will also help me understand other companies' strategies. But overall the main reason for choosing this company was because of the tremendous shift to e-commerce tactics, which was quite impressive for me. It has uniquely isolated itself thus far, as Covid helped the company stay focused and allowed for more reliance on social media interactions. I want to have a major understanding on how the company viewed competition and whether it affected their plans. Throughout the research paper, it is mentioned that in order to succeed in times of crisis and innovation, companies must stay alert for competition. So it will be interesting to see if the company had this mindset.

Some other questions will include how Covid affected their plans to change if there were there any new methods to experiment with, any quick decisions, and see what has been their competitive advantage during the crisis. According to De Mey (2020), quick decision-making introduced new methods of experimentation during Covid for retailers. These questions amongst others will give me more insight into the retailer's point of view by evaluating the side of the company and the behavior of their clients.

It will be a better plan to explore the side of the retailer and understand their point of view instead of gathering data from clients for two reasons. One, it will be hard to conduct interviews with clients as there are too many people out there with very distinct shopping choices and mostly not very loyal to a single market in particular. I believe that the number of people is too high. Two, it will be more practical to compare one case study with a great example and gather data as there is much information about what the company has done in the past year or so. It will give me a better idea of what I want to determine in my research paper.

Because the aim of the paper focuses on retail activity, in this case, Amigos Meat, it is logical to focus on how Amigos Meat has shifted its focus on e-commerce tactics rather than focus on consumer behavior, which is not the main focus of the paper.

Consumer behavior can be an indicator of e-commerce success of course, and I will attempt to gather information about client behavior. But the aim is to receive this information from the company itself, by asking about its operations. Gathering the consumer's point of view in the interview sessions will be beneficial for sure, but rather time-consuming and very broad. Their opinion and activity choices could let me know what altered their choices in choosing one market over the other, and understand their overall review of their e-commerce experience.

In this case, however, choosing one example as a case study gives me a better view of the shift to e-commerce as it determines the impact it has had on its business, rather than exploring the side of consumer behavior on their choices. I am interested in retail business and business operations as a choice of preferences and the underlying goal of this research paper.

Some of the strategies used by retailers that I will attempt to understand include the usage of advertisements and social media publicities, and their influence on clients. This could be a good indicator in demonstrating how stores and markets used their marketing methods of using the internet by strategizing a way of gathering clients' attention. This method shows business success in altering e-commerce success, via learning about client demographics and psychographics that allows markets to promote their best content to enable commerce via the internet.

I would also like to understand if the company has used new techniques/methods that have jumpstarted their success over the past couple of months due to Covid. This can range from improving communication with their clients, developing new systems, and analyzing customer behavior.

2.2 Empirical Results

I will present a summary of the answers given to me by the manager of Amigos Meat Distributor in Atlanta. The answers and broad explanations gathered explained the current use of social media and technology by the company. The answers provided will provide a solution and will seek to understand the aim of this research paper, whether E-commerce was a factor in retail success during Covid. At the same time, I was able to gather information and insights into the manager's plans, by giving me an overview of the company's early beginnings and how much it has changed when it comes to distribution and management.

More than innovation itself, Amigos was more focused on managing processes of logistics and implementing a model of discipline to be followed by the market.

To summarize the information, I decided to split the interview into four headings that cover major topics.

System Implementation

The company used to have a system in place to track, organize and manage data such as inventory, prices, and the overall state of the market. The system was called Alpha. Over time, however, the company realized the software solution was obsolete and not efficient enough. They soon started to use a more innovative system called Canopy, which was

established before the pandemic hit in 2020. In the few months of the pandemic, Amigos was able to notice how impactful this new system was.

“Canopy is not the most modern system in the world, but it covers our main necessities. When I was incorporated as a manager in 2015, we used Canopy to further keep track of our inventory, manage our sales approach with our clients, analyze our commercial activities and further expand our relationships with our clients by keeping main information about them. This made it easier to trade, sell and elevate commerce to another level that Amigos hadn't seen before”

The manager explains that the global situation was a pinpoint for the company to begin evaluating operations at all levels. That's where the realization that the company needed to innovate came from, as many retailers in the world also needed to do so to thrive in an unpredictable situation.

As the conversation carried on, I was able to understand Amigos' plan to change and experiment with new methods, the Canopy system being one of them. This quick decision-making demonstrates the resilience of the retailer, looking forward to gaining a competitive advantage during the crisis. That was always the mentality from the beginning.

“We decided that we needed to categorize our products in an organized way, that way we can sell directly to our customers and our clients have a better customer experience without 400 items of products. Because we deliver in 7 states around Georgia, we look to become more profitable. With Canopy, we have organized a rotation of products, so that every week we have the right amount to sell, and therefore won't run out of stock. So our customers can purchase online without having to face an issue of misplaced or missing items”

Having this system helped have a healthy inventory. There are reasons for this. Number one, it would guarantee to offer products with good expiration dates and the right amount of stock to the clients. The second reason is it allows Amigos to offer the most competitive prices in the market to the clients, as products are in rotation, Amigos uses the system to gather statistics and data from the market to be ahead of the market curve. The last reason was administration. The process towards having a simplified portfolio was by eliminating products that did not sell as much and did not have enough value in the selling line of Amigos. By categorizing only, the best amount of products, the company was able to succeed.

One example of this was the seafood product line. Because the pandemic restricted many stores from acquiring products due to slow transportation and uncertainties in the

market, the manager restricted this product line. From having 100 products, the company only has 25 now. This helped the company earn more profit by selling products that customers wanted only, further increasing the popularity of the seafood category.

I think it was interesting that after the pandemic began, the company started to offer feedback and reviews on the way it managed its operations. Whether it was by email or on the website, this allowed the company to become closer with their clients by learning more about what the customers expect and understanding what the company needs to improve on.

"It is safe to say that innovation has shaped the core of the business, it all comes to having a healthy inventory and understanding our customer's needs. A healthy and simplistic inventory, thanks to the internet tools that we have been able to assess"

It was long due for Amigos to begin using a more innovative system that could handle many functionalities in their system. The manager explained an interesting methodology that caught my attention. He explained that the company must stay ahead of the curve if they want to succeed, meaning that the company must work differently not only in operations but in the way they treat workers. The new system allowed workers to communicate easier and double-check for information in the database of Canopy. This eliminated a lot of issues the company faced in the past.

"Because we are living in uncertain times, we must come out of our formal shell, not only in the outside of the company in regard to the market, but we must change from the inside as well, becoming a better working team with a clearer goal. Crisis brings the best in companies. In our case, it revived the urgency to be dominant in our field and grow".

Application of Techniques

During the interview, I wanted to gain a better understanding of how the company sees its competition, and from there verify if its competitive approach led them to use E-commerce differently than before.

"During the pandemic, Amigos had to realize that many of our competitors were willing to change strategies just like we were. However, this was not our main focus. We wanted to be different by only focusing on improving our operation and elevating our standards"

Taking the example from the previous section, the company's focus was making sure there was enough availability of products to sell to their clients. It all came down to administration and logistics. I wanted to understand a bit more about how this affected their operations in comparison with other companies and how they provided unique value propositions. This is what the manager had to say:

“We understood how the other companies had performed before, but our intention was not to match their ideologies. They too communicated via social media for example, but we did different things apart from them that helped us too. In regard to how our logistics worked, we isolated ourselves from the competition and focused fully percent in every section of our company, always trying to do things other hasn't yet... It led to a growth in productivity and successful connectivity with our clients.

The manager explains that maintaining a close relationship with their clients has helped them build a connection in which clients have been able to remain loyal. In this example, many Mexican stores are now key loyal retailers that clients go to as they are more and more familiar with the products distributed from Amigo's distribution attempts. This loyalty boost over the past couple of years has only improved more during Covid.

The focus of the manager's plan is retail performance and implementation. By outperforming your competition, the company achieved major productivity. Being reliable is a technique that has been a major shift in their current success. Due to the power of social media, Amigos has been able to use their e-commerce tactics and with the newly implemented program Canopy, has been able to receive more data about customer purchases like they have never done before. E-commerce has helped Amigo's track purchases, keep client records, maintain a track of partners, and make payments easier for customers.

One of the main focuses of Amigos is to have a mentality to always deliver as soon as possible. This delivery system was not so much in place with the previous administration that oversaw Amigos. Before, workers and employees used to work until 6 pm, including drivers and workers. This meant that workers had to be paid extra hours.

Now with a shorter time to work with, the company can perform faster and be more productive. To sell fast, they needed to operate their e-commerce online store to the best of their advantage, improving communication, payment, and delivery. These techniques used were needed to increase client retention and maintain customers.

Since the pandemic began, Amigos put on a place in which workers would only stay until 3 pm. This fixed schedule was arranged through online communication. By improving their system, the manager was able to communicate mostly online, as most workers decided to also work at home. Besides this change of plans, the company looked at how their competition behaved when it came to delivery. So, to change that, sellers in Amigos would promise delivery the next day as a way to hook the customers. This resulted in more efficient product allocation and allowed Amigos to receive feedback from the customers.

“Our online area expanded. From feedback to tracking, to cashless transactions with a variety of mobile payment options through Canopy, our E-commerce tools have shaped us into the company we are today and the one we can be tomorrow. We need to prioritize our needs with the technology we have in our hands”

Apart from these techniques, the manager explained that the main reason they were able to promote their discounts in a better way and keep the client informed of current affairs, occurred throughout the usage of social media. Not only were people kept informed through advertisements, but also clients were able to prioritize their needs and express their opinion to Amigo’s managers.

Social Media Innovation

Before the pandemic, Amigos did not look at social media marketing as a tool that corresponded with the value of their initial organization. Their methods were much simpler and traditional. This includes methods of communication like emailing and cold calling. Because the company began to use more technology, such as social media platforms, Amigos was able to have a much closer look into their customers than before. These strategies mainly being the usage of e-commerce as a way to inform customers of important information that will lead them to initiate a purchase from the Amigos website. Publicities leading clients to purchase was a huge factor in Amigo's growing popularity within the distributor community.

Before the purchase is made, the company understands that data must be gathered to collect a key demographic and potential opportunities for key important leads. With the pandemic at its peak, clients stopped going through the store. Many began to use e-commerce as a way of shopping. Many approached deliveries. Amigos then realized that management needed to pay much closer attention to their client's activities. It needed to keep up with current trends in the shopping market and the economy.

Then with the usage of social media marketing, the company was able to create campaigns that ensured that the productivity of Amigos is coherent with its purpose. During the pandemic, the company understood that connectivity with the client is the number one priority. The mindset of the company’s roots revolves around giving back to the customer, by serving and assisting their needs.

Facebook began to be used around the middle of the pandemic as described by the manager. With Facebook, they began to attempt at creating an audience and expanding information about the meat market to our customers. Via email, the Hispanic community grew stronger. It is very common for an email to be used as the number one form of communication within the company. From messages to daily reports and communication of

any form, the company began to also use email as a major way to reach out to their clients.

The company started to generate more posts and a calendar for content generation, the first store that attempted this was Amigos Meat in Chicago. Working in the MidWest, Amigos Meat Atlanta took the page out of what Amigos Meat Chicago was doing in terms of campaigning, then a few weeks later the Amigos team decided to begin the implementation of social media campaigns to allow the availability that E-customers offers to its clients across Amigos Meat.

“During the first month or so leading into the pandemic, our team realized that we needed to reach our target by using different methods. Not only this, but we decided to give back to the communities. We were aware that many distributors were organizing events in which they would donate products to clients and hold charity events. We took this approach but made it our way”

The company realized that its current Facebook page needed some reactivation. Constant posting was key, as well as usage of live streams and review sections to be allowed. Before, Amigos did not use these functionalities too much. Nowadays, the company has many plans to continue posting more meaningful content in the form of advertisements.

Many of these advertisements were related to Covid-19 reliefs, with a theme stating, “giving back to the community”. This message was used as a slogan for the relief campaigns. Whether it was stated during the speeches, online, or repeated on the posts, this message spread across the community. It also showed the care and professionalism of the company, with many comments showing support. The company would use various tactics for these, including creating posts on giveaways, as well as showing an article by a news outlet recognizing the donation of meat and chicken the company was distributing amongst clients.

Seeing this strategy work in Chicago, Amigos Meat Atlanta began following a similar path. The company in Atlanta focused more on promos and rewards as part of their campaign.

“To differentiate ourselves from our other stores, we would share articles with current news about the market and inform our customers of deals and offers. This meant that we would offer a combination of products in bundles and would reward already existing customers with offers that we knew would be accepted based on research made by the company on data collection and previous experimentation. E-commerce played a huge part in that aspect “

By deciding to be unique, this strategy caught the attention of their clients, as it seemed like an innovative idea in which customers would share their reviews after delivery.

The company also started to interact more with the audience on social media, by conversing with clients. This approach was helpful, as the company saw an increase in website visits and requests. This was done with help of the Canopy system and a different type of system that the company was developing for marketing analytics, which only just started to be used as soon as the pandemic began.

In the analysis, I will explain how the company was able to determine how the number of e- customers changed compared with the pre-pandemic time. This was measured by tracking customer acquisition through the system and reviewing each month the number of new clients (Coppola, 2021). This was done with the Canopy system, which amplified their liberty to distribute records and create themes under topics that needed improvement.

On the website, clear request forms for orders were introduced, allowing customers to set their orders and automatically be sent to the system in Amigos. Ordering online became more popular for the company and has slowly begun to take over the traditional method of cold calling.

Customer Shifts

The interest of the research paper is to evaluate how customers reacted to these changes being made by the company. Customer behavior can tell us about a lot regarding the satisfaction of clients and their opinions on certain matters. By observing customer behavior, companies can understand the behavior being shown by the customer. With that information, Amigos was able to plan and coordinate customer needs and then deliver to the best of their expectations. Understanding the person, you are targeting gives you a better advantage in working better with them. Amigos' Facebook posts were able to tell us that people reacted differently to certain posts.

By analyzing which posts were receiving the most attention and gaining more exposure, we can see different ways people reacted in regard to looking at comments, shares, and likes of the post. Reaction to certain posts tells managers what their clients are reacting to, so we can separate these posts and categorize them into different themes. These themes will then differ in how the level of exposure was a factor that is dependent on the content created in the several posts advertised by the team of the company.

“Our team was able to understand that some of our posts affected our clients. Other posts were more relevant and important to the client. For example, Covid-related posts had more of an impact on our clients. This was analyzed through the interaction these posts contained. We can tell that in the upcoming weeks, we will focus on generating content that is most desired by the client. It is about assessing needs first, always”

In addition, Amigos was able to keep an eye on the different times these posts were published. The timings varied among the different Amigos stores, in which some stores shared content at specific times of the day, while others posted randomly at any time. The plan for Amigos Meat is to have a content calendar, in which distribution for content and themes would be planned for weeks. This consistency would be applicable for future campaigns. This strategy has yet to be implemented, but Amigos is willing to try different methods.

Another important aspect is customer support. It was noticeable to understand that Amigos is key to prioritizing to be active when responding. This comes by commenting and sharing responses. The effect that these posts have shown is that Amigos is communicating a lot more. Not only that, but the client's reactions show a different level of engagement that the company had not seen before. This could be analyzed by overlooking the response rate in each post, which was higher for Covid posts. In them, clients would thank Amigos and ask for further details about possible future events and opportunities for collaboration.

Amigos' Facebook page replied to messages typically within one day after being posted, which also demonstrates the activeness of the company on the platforms. By keeping conversations going, it shows that the company is working on improving customer support for all clients and working on the clock to improve efficiency.

The company was able to notice customer shifts through these strategies. I asked the manager how they were able to conclude this, and he responded that the number of E-commerce clients and online interaction with new subscribers increased at a very fast rate.

"We noticed higher subscriptions, higher interactions online, more purchases being made online, and an increase in reactions to our posts. We also noticed that clients were a bit more satisfied when purchasing products online. The Mexican stores where we distribute our products keep reminding us that it is a lot easier for them to order with the minimal time possible as they are very busy. With our updated system, they can order in less than a couple of minutes"

Amigos has been able to measure E-commerce conversion within clients, overstating that most clients have used E-commerce more often during the past couple of months.

This has concluded that improved communication and listening to their customers have helped Amigos understand customer behavior more. It has allowed them to be creative in their posts and narrow down what is working and what is not. Shifts in customer behavior indicates to Amigos that working closely with the client is very important for the company's

growth and it is working. To assess customer needs, Amigo's vision is set towards e-increasing their market via facilitating the opportunity for customers to purchase online more.

2.3 Analysis of Empirical Results

With the empirical results conducted, I can now relate the findings to the theoretical section of the paper and understand if the major aim of the research is answered with the interviews. This research aims to analyze how Covid influenced the shift of e-commerce use in a specific example of Amigos Meat. Furthermore, I will explain how e-commerce was a factor in the increase of productivity in Amigo's operations.

System Implementation

As stated throughout the research paper, innovation takes companies to use a variety of different methods in how a company wants to operate differently (Zimmermann, 2020). The application of a new online system that meets quality standards defines a company that is well designed with a creative mindset. Because the company had a very traditional system for operations before, it failed to organize its records correctly.

The main findings of this step taken by the company relate to successfully facilitating orders with the Canopy system.

So according to the questions that I wanted to ask based on the theory section, Amigos was able to determine customer satisfaction (Lemon, 2016). Clients reportedly gave feedback to the company, explaining that this way of presenting products, prices, and main information worked well with how clients enjoyed interacting with the retailer. Canopy allows multiple payment options to customers, in which customers can interact with the system, which Amigos is then able to track.

Especially during COVID, as long as the company decided to innovate their technological processes via the new Canopy system, the clients would be satisfied with the plans Amigos was heading towards. It showed strength, innovative thinking, and empowerment within the organization. So, Amigos looked at how the company was conducting strategies and working with an outdated system of information and took a different approach during the pandemic.

As stated in the theory section of the research paper, companies seek to innovate from the inside out, meaning that companies must analyze their operations, technology, and usage of resources to understand what is working and what is not (Cheng, 2021).

This was the case with Amigos, as the company mentioned that not only did the new system implementation was extremely helpful in conducting and analyzing data, but it led higher management to want to use the system to the best of their advantage. This means that

not only would they use the system for software and data protection, but as a way of concluding market and customer trends. It was needed for Amigos to change their system and implement new models for their operations.

Amigos concluded that by having an efficient operating system up and running, the company has to make decisions that will influence the way they perform. This means using new strategies and methods. With the Canopy system, the company was able to communicate better with its employees, as well as narrow down certain products for a closer inventory check. This means that with all the data collected, the company began to choose its best products by categorizing them into certain groups.

As explained by the manager, categorizing certain products and matching them with suitable stores to sell helped the company's organizational tactics. I had asked in the theoretical section of this research paper whether changes in tactics regarding a new system for allocating data are a good way for companies to begin implementing e-commerce as a daily resource for companies. By conducting the interview and analyzing the task at hand, I was able to conclude that Amigos has begun the implementation of e-commerce thanks to their new system model of Canopy. Based on their net results and proficiency in revenue over the past couple of years, it can be concluded that Amigos has enjoyed its usage and has plans for further usage of e-commerce in their management routines.

I was able to answer my questions about whether the company had adapted new e-commerce tactics in their business compared to pre-pandemic (Ramachandra, 2014). I concluded that the company had already established the Canopy system in their operations before the pandemic but made the best use of it during the pandemic. Because customer demand increased, Amigos was able to determine how to deliver in the best way possible. Not only was Canopy helpful in setting up communication channels and feedback, but it looked at every customer as an asset.

This means that the Canopy program would automatically assign products and match them with their desired customer based on previous algorithmic choices. So, it made it easier for Amigos to deliver to their clients based on the previous history.

E-commerce during Covid in the form of a Canopy system was extremely helpful for Amigos. It allowed for closer inspection of inventory, broader search for customers, and introduced feedback models for listening to their clients. System implementation was very useful and needed in these times of uncertainty, luckily Amigos was able to conclude that e-commerce methods are what was needed in the company. Amigos only looks to further expand and continue to deliver to their clients with the best service and product quality

possible. With Canopy, Amigos was able to form strong customer relationships by enhancing the strength of their services, further increasing their opportunities to have plans in providing best services possible.

How much Amigos had developed e-commerce platforms compared to pre-pandemic can be answered by looking at the effect that Canopy had on the company. Before, the Alpha system did not fully support the capacity that Canopy has. Canopy allowed the company to increase its scalability and reach, far more than Alpha. Although Canopy was established a little bit before the pandemic hit, the massive effect can be evaluated.

Application of Techniques

Maintaining a closer relationship with clients allowed Amigos to personally build relationships with the clients they sell to. Especially changes on the website and the different ways that individuals can pay with multiple paying methods. This has made it easier for transactions to be done and customers and clients have noticed these changes.

To be a better company than the other, you have to be a leader in the market that you operate. With its campaigns that have run on its websites and online platforms, it has shown the public that Amigos is a company that has defined the odds and is succeeding in battling key issues like unemployment and excessive demand. Perception is reality, and what the customers have been able to see over the past couple of years is a company that is aiming for higher success and concrete constructed plans for the months and years ahead.

Interestingly enough, the company also successfully performed better than the previous years. Not disclosing numbers due to private information, the manager explained that they have been able to perform so well because the pandemic has struck fear within customers, and they have chosen a company like Amigos that is dynamic and most importantly is reliable in their sales. Their main asset is e-commerce of course.

As mentioned throughout the paper, competition is important for companies to get an overview of other organizational strategies and allows for innovation to take over (Hendrayati, 2020). In the case of Amigos, the company does not focus much on competition. It is the focus of the company to worry first about the status of the company as a whole, starting with its usage of technology. By establishing communication with clients, reorganizing logistics, and changing the scheduling structure, the company was able to differentiate itself from its competition.

In the example of Amigos, e-commerce helped them due to the social media and software solution program Canopy. With these methods, Amigos was able to advertise events

and explore the insights of companies. The manager explains that due to their easier access to technology, the company was able to get a better overview of the market and price shifts.

During the pandemic, Amigos started to pay much closer attention to these trends. By assessing social media posts, customer feedback, e-commerce subscribers, and interaction, the company would begin to implement methods depending on evolving price shifts.

This was a note mentioned by the manager that added new value to my research, something I had not done research before but was very effective in explaining how e-commerce solutions helped develop Amigo's strategy application of techniques. What Amigos proceeded to accomplish was a way to accurately predict price shifts and let their customers know in advance, by publishing articles, having multiple meetings a day, and submitting reports every day on the prices of products such as meat and beef.

This area of focus was different from any other company according to the manager. The manager knew this because he created the method himself. He created multiple graphs using excel, where he would use analytical skills to demonstrate various market trends and weekly reports. In it, the manager would compare prices between products in the market, make predictions, and would lead his sales team to generate possible leads for the company.

The company did not focus on competition as a threat, rather it looked at itself as an organization that can be unique in its way and creates a bubble of trust within its environment (Standish, 2020). The manager created various folders within the Canopy system in which he included various information on different metrics. Some of these metrics include customer trends, expectations of future prices, the income of the buyers, the price of related goods, and the number of potential buyers. With this strategy in place, the manager believes that Amigos was ahead of its competition during Covid, dominating the area of commerce in the Atlanta area.

Due to these different methods of creating strategies, Amigos was able to differentiate itself from the competition. In the case of e-commerce, Amigos used strategy implementation by transmitting funds of data within the company, which then enabled transactions to be made at a faster pace, predicting reliable results. Amigos concluded that at this point, e-commerce was used as a way to conduct and store data that would allow them to perform at a rapid pace during the pandemic. E-commerce can be used in different ways, and in this example, the usage of technology enabled Amigos to use unique methods that allowed an increase in purchases, which were also made via the Canopy system.

Social Media

Since the pandemic in 2020, the company realized that its marketing tactics needed readjustment. This allowed for the initiation of advertisements and content creation. Many of these advertisements included promotional announcements of events.

The company served over 600 families in an event where Amigos partnered up with a local church and donated food to communities. This same strategy was used in various events in 2020. The events, the manager explained, were mostly used to create brand recognition within the community. If Amigos wanted to stand out, they needed to use media and live appearances to reinforce their trust.

This was a smart strategy by the company, and with their tools, they were able to administer the sales and distribution of the products. It was all about brand recognition the manager explained. The company was not there to make money, rather than to give back to the customers.

As I was able to understand the purpose of social media, I needed to analyze its effect on the usage of e-commerce as a part of commercial interaction for Amigos. Due to gaining more followers, interactions, and engagement than before, the company found major success in its sales. With the outstanding growth of the company in just a few years, it is hard to rule out social media as a leading indicator of why Amigos beat expectations.

More people felt that because of the crisis, companies needed to improve their approaches to sales to get things back to normal in the world. For the Hispanic community, it is important to remain loyal to companies mainly because the family owner of the businesses have many friendly relationships with the store owners too who they sell. Many of these clients are invited to events, weekend shows, and catering activities organized by Amigos. As explained by the manager, he believes that customers found it more convenient to be more engaged with the company through social media. It is logical to be more active online to gain more popularity. Especially with the never-ending usage of technology. Clients can learn, interact and feel closer to any company in the world through the use of technology.

Before the pandemic, the company did not think this was a very important factor, as the company had performed in its traditional way and had found well success for the past couple of years. There did not need to be a change. However, when you add social media to the mix of your operations, you increase your popularity and reach more customers faster.

Social media presence helped establish payment methods online, as well as inquiring orders to Amigos without using email or calls to set up a call. Amigos would receive the order faster to their Canopy system and from there process purchases faster. Delivery would

be organized differently now, focusing more on daily orders and processing them as fast as possible. With faster orders and a growing base, the company would begin to hire more drivers. It can be analyzed that social media is a contributing factor that leads customers to want to purchase online. Especially when the company already has a base of customers. High consumer spending meant the company grew in size of workers hired (Coppola, 2021).

The manager explained a very important thing as well. He mentioned that he was able to observe that the number of e-customers had increased compared with users before the pandemic (Redman 2021). This was measured via the Canopy system. Although at first social media was at play, they did not see a huge number of followers increase on their platforms. They realize it does take some time, but the effect was there. This is because they did receive several more website visits. During the pandemic, customers were more vulnerable to depending on social media needs. For news, shopping, or simply entertainment.

As soon as the pandemic happened, Amigos began to notice a higher engagement rate and more calls recorded in their system. With the Canopy system, the company reviewed and kept large databases about their clients. It was during this time that Amigos felt more comfortable sharing news and updates online. By considering this, Amigos saw that e-commerce could become a major possibility for commerce in the plans of the company.

Starting this year, the company set a major goal in the company, to use what was learned during the pandemic. To depend on social media to generate sales. The company plans to move scales to Instagram soon, as well as Tiktok. This is for popularity measures rather than purchasing. They believe that advertisement will drive success in their operations. A closer approach to marketing is developing, with the company seeking ideas for hiring interns. When it comes to purchasing, the Amigos let the flow happen, and let the customers come to them. Customers can now purchase, send inquiries, set up planned schedules, and have direct contact with the company within their schedule.

E-commerce has been an important benefit that Amigos needed to take a better look at. Since the world is quickly diverging into the digital world, Amigos decided to take advantage of the situation. My having worked and studied marketing in his young life, the manager of Atlanta was responsible for this approach to reaching out to their customers. If what the company wanted was to increase the growth of revenue and sales, they needed to drive more clients and slowly expand their markets. Increase in E-customers indicates a sign of well-driven opportunities for further purchasing decisions.

The manager explained that the company was living under a bubble. The internet helped break it, allowing their exploration to run free and try new things. The number of e-

customers has increased as measured by the system. The system in the company records the number of new subscribers and plans to improve its website traffic analytics.

It is important to differentiate the difference between e-commerce success, and social media success. Social media is not a part of e-commerce. However, internet platforms attempt to not only distribute data and information to clients, but it serves as a tool to improve the interaction between buyer and seller. The company seeks to also increase its advertisement spending and see that there is a bigger opportunity for advertisement creation that leads to purchasing and inquiry from the social media platform itself, not only through the website. The manager explained many possibilities that they can do concerning social media marketing. As of now, it is clear to notice the massive effect that the e-commerce increase has had on the current success and popularity of Amigos. It would be interesting how the company performs in the next couple of years. In my opinion, the manager seemed very optimistic about their plans. One could only hope and stay alert to the company’s potential growth by the end of this year.

It can be concluded that Amigos shifted ways in reaching out to their clients by using different social media means. Before the pandemic, the company relied mostly on email and cold calling. Nowadays, Amigos has implemented the usage of Facebook with its campaigns. It will now look towards generating more leads with different platforms. The company had a big shift of strategies.

Customer Shift

With the method of netnography, I can use this qualitative social media method to analyze the effect of e-commerce via marketing implementations and reactions on the Facebook page of Amigos meat. This table below demonstrates a sampling post from Amigos Meat in Atlanta and can also share similarities with posts from the other stores across the states.

Content of Posts:	Likes	Comments	Shares
<i>Covid related Posts</i>	42	8	20
<i>Give aways and Donations</i>	24	4	67
<i>Events</i>	18	5	2
<i>Posts about food</i>	10	0	0

Table 3 Observation of posts results.

Table 3 demonstrates that there is a difference between the exposure and the content being posted. As concluded from the data collected, posts that in some way are relevant to Covid had the most impact, followed by giveaways and donations. Then event-related posts were also important, followed by posts about the food. It seemed as if the clients were more focused on information about the current issue.

As soon as Amigos realized this, it proceeded to create various posts related to Covid so that customers would be more engaged. In these posts, companies would post information on Facebook and email about the company's current plans for the pandemic. In those messages, the company explained how they are slowly transitioning into e-commerce purchasing. Also, the company provided updates on the meat market, stating facts and opportunities for merchants.

The company will also begin to focus on giveaways and donations, as the topic of posts were also very similar in terms of exposure. Amigos has mentioned in these posts that visiting their website for commerce will become available. Hence the hook of engagement is already established to the clients. As the company began to start posting different posts, they noticed the trend that supported their success. Different kind of engagement can lead to the conclusion that focusing on certain posts help drive traffic and bring recognition to Amigos.

This is a step-by-step analysis that can be accomplished with the method of netnography. Looking at social interactions with digital communication contexts does give the company insights into how their customer behave, what they are looking for and how to provide a solution to their answer. By delivering what the clients want , Amigos can then target their specific needs, by applying the method of purchasing online in the mix. From there, it can lead customers to use e-commerce. In the case of Amigos, the manager explained that Covid-related posts which covered major information about deliveries helped clients understand that the company has implemented different schedules for delivery. This includes faster transportation and increased accuracy of logistics. Another Covid related post included the option of purchasing through their website, instead of going to the stores.

The different kinds of posts also allowed Amigos to collect rich data. This came in the forms of feedback, comments, and discussions with clients. With this sort of information, customers began transitioning from interested clients to potential buyers.

It was important to notice that Amigos was focused on prioritizing being more active. This is related to responding to client comments, assessing reviews, and allocating questions they got both publicly and privately. The high rate of responses determine that the company

was very focused on understanding customer shifts in new ways and committing to working together with the customers.

Shown by the effectiveness and constant activeness on the social media platforms, Amigos would be very fast at responding to the customers, as well as delivering just in time. The approach consisted of constantly replying to their leads. This served as a sales approach method that the company had used before, but in this case, Amigos was able to directly converse with clients and from there wait until the client would visit the website to proceed with their purchases.

In one post, Amigos posted a poll about Covid issues and left a review section in the comments. Then, privately, clients would respond and offer their opinions. The interactions within posts were decided by how many likes a certain post got. The more likes a post had, the more flexibility Amigos had in reaching out. This helped Amigos gain more followers and have a major understanding of the client.

Customer shift was analyzed by these methods. Certain exposure meant that certain strategies may work for some customers, while others will not. By understanding your clients, you can comprehend what they want to hear, then Amigos could proceed by interacting. It was noticeable that Amigos is very concerned about the information they post online. That is why the manager explained to me that methods like netnography are great ways to understand customer demand and generate a reaction.

In the case of Amigos, these types of reactions made clear that customers shift to what they want to hear. Companies must understand what clients need and from there it can lead to companies having an easier job to convince clients to purchase. In this example, it was Amigo's job to guarantee the best service possible. Due to the content of the posts, it was clear that the company was attempting at elevating the idea that e-commerce is an option that they offer. The idea of Amigos was to build a step-by-step procedure that would lead customers to want to buy online. This was mentioned in conversations and calls.

What Amigos did was that they separated most of the qualified leads based on their reactions to posts, and targeted people individually based on the posts they interacted with. This was helpful, as most of the people who interacted with the posts were already customers who used the service. So then the company understood that they can direct the way customers behave by promoting the right material that customers want to see. In this way, customers are being fed up information they want.

One important method that enabled the connection towards e-commerce was that Amigos would reach out to clients who interacted and asked for feedback on their posts. This

was mainly on Facebook's private information. This not only helped to gather data but as a way to inform clients of Amigo's approach to e-commerce. Interestingly enough, the company seemed to be very vocal here about e-commerce options on their websites, while communicating with clients. But not enough posts about these options exist on Facebook. The manager explained that they are first understanding and analyzing the client, and will plan to run more specific campaigns during the Summer.

So in this example, customer shift was evaluated by the company by seeing how they interacted with different pieces of content and understanding their reactions. It is clear to conclude that during Covid, clients shifted their behavior towards e-commerce usage and explained above, due to e-customer acquisition, usage of social media, and more connection to the company with the Canopy system. In this section, it was interesting to understand how client reactions to posts made them feel differently and lead them to want to become more interested in transforming into a client.

In Amigo's perspective, focusing on clients in different groups made it easier to reach out to them and relate to the clients via talking about topics the customer is engaged with (due to allocating customers to different topic conversations). During the process, Amigos then proceeds to inform the client about E-commerce solutions.

For example, those who interacted more with Covid-related posts were informed during conversations that individuals can now order with faster delivery and different methods of payments. Or those who interacted with posts about food were informed that E-commerce allows customers to pick from a variety of product lines that Amigos offers. The effect of E-commerce was then evaluated and analyzed. It was concluded that E-commerce did affect Amigo's strategies, especially taking into account the factor of Covid.

The example of Amigos innovation and complete change of pace in regards to E-commerce in the food distributor industry demonstrates that companies in crisis can use these scenarios as boosts for innovators and understand how e-commerce serves as a great tool in success, which can be used by many retailers in the world.

To paraphrase, it can be concluded that the company was able to detect customer shifts due to content reaction and engagement. It gave Amigos a closer look at their clients, their behaviors and actions. This was a positive benefit in the company, as Amigos has now created various posts that they understand will generate the most content, as well as constructed a feedback form in order to converse with clients.

Summary

E-commerce has served as a more significant shift for retailers. It has shown that it can help retailers earn more and save less. It has given retailers a push forward while leaving traditional shopping methods behind. (Sabev, 2021) It has served as a tool to connect with their clients and maintain their loyalty with consistent delivery. E-commerce has captured consumers' attention, interest, and based on today's customer needs, retailers can create specific strategies that can reach their key demographics (Solomon, 2017). The change in consumer behavior in today's age is most important to observe.

In the example of Amigos Meat, that has been the case based on the results. Amigos was able to impelment a new software system that measures customer data and gathers insights into the client (Evizal, 2016). The company was able to differentiate themselves from competition, focusing on organizing logistics from the inside out, which then allowed them to have an easier flow using e-commerce platfroms (Ader, 2021). Social media innovation has elevated the surface for Amigos, introducing various campaigns to be used and reach a broader audience (Cheng, 2021). Amigos also was able to analyze customer shifts, and allocate customers separately based on their own needs, making it easier to sell to them.

To conclude, it is safe to say that the new normal is here to stay. Businesses will continue to add innovative techniques to their operations, while customer behavior will continue to shift. Moments of crisis bring out the best in companies and may, of course, hurt them too. For example, smaller enterprises may struggle to get going with the economic mishaps. At the same time, more prominent companies can use their resources such as e-commerce tools, and engage with their bigger, already loyal audience. Customers will continue to shift their habits, especially with the uncertainty of the current situation.

At the end of the day, we cannot deny the emergence of e-commerce methods in today's modern day. We do not know how long the current crisis will last, but it is important to notice that modern e-commerce tactics will be used by companies for the foreseeable future. The research has overseen the strategy used by retailers regarding e-commerce and the behavior evaluated by consumers to see how often clients used their e-shops during the pandemic.

E-commerce has proven that it has gained customer loyalty and improved a company's reputation (Tzavlopoulos, 2019). Customers are more willing to shift their habits for the best-desired result. This relationship between the client and the company will continue to grow, and if the case is for the pandemic to continue, companies will deliver their best service and maintain customer satisfaction at an all-time high level.

We must adapt to the situation and overcome this challenge as buyers and sellers. Change can be an answer to improve current operations. It can also mean adaptability in the worst circumstances. Innovation and successful delivery, as a result, will prevent a problem from occurring in the future. Now that the pandemic has accelerated at a massive pace globally, consumers will have to think about what choices are the most reliable for them.

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Resume

COVIDI MÕJU E-KAUBANDUSE KASUTAMISEL AMIGOS LIHA TURUSTAJA NÄITEL

Käesoleva uurimistöö eesmärk on analüüsida, kuidas Covid mõjutas e-kaubanduse kasutamise üleminekut konkreetse jaemüüja näitel. Antud juhul viin oma uurimistöö läbi juhtumiuuringu vormis, kasutades Ameerika jaemüüja Amigos Meat Distributor'i. Uurimisülesannete hulka kuulub e-kaubanduse tekkimise ja tähtsuse uurimine, uurides erinevaid tegureid, mis on viinud e-kaubanduse kasutamise kasvuni. Hinnata e-kaubanduse vajalikkust jaekaubanduses ja määrata kindlaks jaemüüjate üleminek tehnoloogia kasutamisele kui peamisele meetodile suurema müügi tekitamiseks. Mõista, kuidas ettevõtted on ületanud takistusi kriisi ajal ja kriisi mõju olulisust ettevõtlusele. Analüüsida Covid-pandeemiat kui innovatsiooni tõukejõudu, analüüsides nii ettevõtte kui ka tarbija poolt. Empiirilises osas viin läbi intervjuud jaemüügijuhtidega ja mõistan pandeemia ajal kasutatud strateegiaid. Need strateegiad hõlmavad süsteemi impulssimist ettevõtte tarkvaras, tehnikate rakendamist, sotsiaalmeediat ja klientide nihkeid. Kõigil neil teguritel oli asjakohane mõju veebipõhiste kaubandustehingute suurenemisele Amigose tegevuses.

Varasematele uuringutele tuginedes suutsin leida peamised punktid, mis võtsid minu uurimuses kokku mitmed järeldused. Suutsin järeldada, et Covidil oli suur mõju ettevõtete tungivale soovile teha uuendusi e-kaubanduse rakendamise suunas. Samuti suutsin järeldada, et jaemüüjad on kasutanud e-kaubanduse taktikat, et luua sidet klientidega ja mõista kliendikäitumise muutusi. Oma uuringute käigus suutsin kindlaks teha, et ettevõtted vaatavad mitmeid peamisi aspekte, mis üldistavad e-kaubanduse kasutamist. Tuginedes minu teoreetilises osas tõstatatud küsimusele, suutsin koguda piisavalt tulemusi, mis annaksid mulle vastused nendele probleemidele.

Empiirilises analüüsis arutatakse Ameerika jaemüüja Amigos Meat poolt kasutatud meetodeid ja strateegiaid ning mõistetakse, milline mõju oli Covidil nende kauplustele. Mõte on saada suur arusaam sellest, kuidas see ettevõtte kasutas Covidi ajal e-kaubandust parimal viisil ja kuidas see nende tulemustes ilmnes. Üldine protsess hõlmab intervjuud juhiga, mille käigus saan väärtuslikke andmeid, mis aitavad mul mõista Covidi mõju nende äritegevusele. Kõige tähtsam on näha, kuidas e-kaubanduse kasutamine aitas ja kuidas sellega Covidi ajal toime tuldi.

Tulemustest võib järeldada, et e-kaubandus on jaemüüjate jaoks olnud olulisemaks muutuseks. See on andnud jaemüüjatele tõuke, jättes samas Amigose puhul maha traditsioonilised ostumeetodid. Traditsioonilisest perefirmast on saanud lihaturustustööstuse liider arenenud tehnoloogiate abil. E-kaubandus on äratanud tarbijate tähelepanu, huvi ja tänapäeva klientide vajadustest lähtudes saavad jaemüüjad luua konkreetseid strateegiaid, mis jõuavad nende põhiliste demograafiliste rühmadeni.

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THE EFFECTS OF COVID IN THE USAGE OF E-COMMERCE ON THE EXAMPLE OF
AMIGOS MEAT DISTRIBUTOR

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