The ultimate indignity for Chaplin’s everyman character came when he was put on an assembly line that included a mechanized contraption that force-fed workers as they worked. Not only did this time-management “innovation” eliminate the need for factory owners to provide a lunch break, but it also transformed humans into automatous components of the machine itself.

Of course, worker-feeding machines were a comedic exaggeration by the filmmaker, not anything that actually existed in his day, and such an inhuman contrivance would not even be considered in our modern times. Right? Well… if you work for Amazon.com, Inc., you’d swear that Chaplin’s masterpiece is Amazon CEO Jeff Bezos’ idea of a properly run workplace.

Brave new paradigm

Jeffrey Preston Bezos is the elfish, almost preternatural man of unbounded ambition who founded Amazon, the online retailing colossus that trumpets itself as “Earth’s most customer-centric company.” At first blush, you might wonder why the Lowdown is digging into a company that has built a strong reputation with millions of consumers and even has a rather hip vibe going for it. After all, isn’t Amazon considered a model of tech wizardry, having totally reinvented retail marketing for our smart-phone, globally-linked age? Yes. And doesn’t it peddle a cornucopia of goods through a convenient “1-click” ordering system, rapidly delivering the goods right to your doorstep? Yes, yes, and yes. Also, doesn’t it offer irresistibly steep discounts on the price of nearly everything it sells (which is nearly everything)? Yes, again.

However, as an old saying puts it: The higher the monkey climbs the more you see of its ugly side. Amazon certainly has climbed high in a hurry. Not yet 20 years old, it’s already a household brand name and America’s 10th largest retailer.

Yet, mesmerized by its digital charm and explosive growth in sales, few have looked closely at the Amazon animal. Its media coverage has been more gee-whiz than questioning, generally attributing the retailers’ phenomenal rise to Bezos’ ceaseless search for ever-greater corporate efficiencies. The press marvels that his obsession with electronic streamlining and systems management allows him to sell everything from books to bicycles, barbeques to Barbies, at cheap-cheap-cheap prices, undercutting all competitors—even Walmart.

But what is the source of those “efficiencies” and the low prices that are so greatly admired by Wall Street and so gratefully accepted by customers? Are they achieved strictly by being a virtual store, selling everything through the World Wide Web, meaning that it doesn’t have to build, staff, and maintain any retail outlets? Or is
Amazon achieving market dominance the old-fashioned way—by squeezing the life out of its workers and suppliers, by crushing its competitors (from small shops on Main Street to big chain-store rivals) with monopolistic muscle, and by manipulating our national and state tax laws?

Voilà! There's the ugly side.

As we've learned in recent years from exposés of the revolting business practices of Walmart, “cheap” can come at a very heavy price. And that price tag is no less revolting because it's asserted by a company that has a cachet of online cool and is based in cosmopolitan Seattle instead of rural Arkansas. Thus, in both this month's issue and September's, the Lowdown will take a hard look at what Amazon is doing to whom—and where that is leading our society.

We're focusing on Bezos/Amazon (“BeZon” would be a more appropriate corporate name, for the man is the corporation and vice-versa), not because this is yet another badly behaving behemoth. Rather, Amazon screams for scrutiny because it, more than any other single entity, has had the infinite hubris to envision a brave new, computer-driven oligarchic order for our society—then has proceeded to assemble it.

For some 30 years, corporate control has steadily (and stealthily) enveloped major elements of our society—workplaces, politics, education, media, upward mobility, etc. This encroachment has even been given a benign name: “The new normal.” But it’s not normal, and it’s not the result of some immutable economic force, marching through history—it is the product of corporate money and power being relentlessly asserted by individuals.

No one has imagined corporate domination more expansively nor pushed it harder or further than Bezos, and his Amazon stands today as the most advanced and the most ambitious model of a future under oligarchic control, including control of markets, work, information, consumerism, media…and beyond. He doesn’t merely see himself remaking commerce with his vast electronic networks, algorithms, and metrics—but rebooting America itself, including our society’s concept of a job, the definition of community, and even our basic values of fairness and justice. It amounts to a breathtaking aspiration to transform our culture’s democratic paradigm into a corporate imperium, led by Amazon.

Bezos, an admirer of Walmart’s predatory business strategy, didn’t just duplicate it—he wired it into his supercomputers, applied the Big Data techniques of the NSA to it, and routed it through the matrix of his own grandiose imagination. Walmart, the “Beast of Bentonville,” is now yesterday’s model of how far-reaching and destructive corporate power can be. Amazon is the new model, not just of tomorrow’s corporate beast, but the day after tomorrow's. Only, it's already here.

Going inside Amazon

The establishment media are unabashedly infatuated with Bezos and have crowned him with numerous laurels, from “Person of the Year” to world’s best living CEO. This May, however, the reigning God of TechWorld was awarded a less-coveted prize by the International Trade Union Confederation: “World’s Worst Boss.”

Even high-rankers in the corporation's hierarchy describe him as a cold, remote, controlling, ungenerous, and often vengeful gnome of a man with no empathy for the people who work for him. As far back as the 1980s, when he was a Wall Street banker, he was perceived as lacking the human touch. “He was not warm,” remembers one who knew him then. “It was like he could be a Martian for all I knew.”

By the way, Amazon’s now-iconic brand name was not Bezos’ first choice. It was initially incorporated as “Cadabra,” as in abracadabra. But it sounded too much like “cadaver.” Then came a suggestion he really, really, really connected with: “Relentless.” How perfect that would’ve been! But wiser heads prevailed. So Bezos finally settled on Amazon, noting with typical modesty that the mighty Amazon River is the largest, most powerful river in the world—literally a force of nature.

The birth of Amazon

LEGEND HAS IT that Amazon is a classic story of pulling yourself up by your own bootstraps. In 1994, a bright, young fellow named Bezos heads off to the Seattle suburb of Bellevue, with nothing going for him but old-fashioned pluck and a unique idea: Selling books on this new thing called the internet. Some called him crazy, but the bold entrepreneur got his online “bookstore” started in his garage in 1995. And lo, 19 years later, it has nearly $100 billion a year in sales and has made Bezos the 13th richest American.

REALITY. Far from a humble beginning, Little Jeff was raised in a well-off family and sent to the finest schools, including graduating summa cum laude from Princeton University in 1986. The born-in-a-garage story? Yes, Amazon did open for business in a Seattle garage, but guess where it was conceived? Wall Street! For the eight years between Princeton and Bellevue, Bezos was a very well paid Wall Street investment banker, ending up at D.E. Shaw, a powerhouse hedge fund. There, in 1994, he came across a report showing that internet marketing was about to boom, expected to grow by 2,300 percent a year. That’s when—click!—the Amazon light bulb lit up in Jeff’s head.

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time-motion experts have calculated it should take them to get

find the next product.

Secondly, the pace is hellish. The pickers’ computers don’t just
dictate where they’re to go next, but how many seconds Amazon’s
time-motion experts have calculated it should take them to get

here. The scanners also record

time each worker actually

takes—information that is fed
directly into a central, all-know-
ing computer. The times of every
picker are reviewed and scored by

managers who have an unmerci-
ful mandate to fire those exceeding their allotted seconds.

Mac McClelland, a fine investigative reporter for Mother Jones,
took a job as a picker in an Amazon-contracted warehouse named
Amalgamated Product Giant Shipping Worldwide, Inc. On her first
day, her scanner told her she had 20 seconds to pick up an assigned
product. As McClelland reported, she could cover the distance and
locate the exact shelving unit in the allotted time only “if I don’t hes-
itate for one second or get lost or take a drink of water before head-
ing in the right direction as fast as I can walk or even jog.” She con-
cedes that, “Often as not, I miss my time target.”

That’s not good, for Amazon has a point system for rating every-
one’s time performance. Score a few demerits and you get “coun-
selled.” Score a few more, and you’re out the door. And everything
workers do is monitored, timed, and scored, beginning the moment
they punch-in for their shift. Be one minute late, you’ll be assessed
half a penalty point; an hour late gets you a whole point; missing a
shift is 1.5 points—and six points gets you fired.

Then there’s lunch. McClelland was reminded again and again by
ever-present time monitors that this feeding break is not 30 min-
utes and one second, but 29 minutes and 59 seconds, literally turn-
ing “eat and run” into a command. If you’re not back at your next
picking spot on the dot, you earn penalty points. Never mind that
the half-hour lunch period, as she pointed out, “includes the time to
get through the metal detector and use the disgustingly over-
crowded bathroom…and stand in line to clock out and back in.”
Should you desire the luxury of a warm meal, there’s another line to
use the microwave. Likewise, the two 15-minute breaks awarded by
the Amazonians include the mass of co-workers scampering a
half mile or more to the break room, waiting in line to pass through
the despised metal detector and another line if you need to pee.
The fifteen-minute “break” is usually reduced to a harried hiatus of
under seven minutes.

Having managers bark “Zoom Zoom! Pick it up! Picker’s pace,
guys!” as you dart around is dispiriting enough, but the corporation
also assumes you’re a thief. In addition to those time-sucking
crawls through metal detectors, Amazon warns new initiates that
there are 500 visible cameras in every nook of the warehouse and
another 500 hidden cameras.

The warehouses are dehumanizing hives in which
Bezos has produced his own Kafkaesque sequel
to Modern Times.”
Ebola virus than be infected with a union in his realm, and he has gone all out with intimidation tactics, plus hiring a notorious union-busting firm to crush any whisper of worker organization. In fact, when you toil for the man, don’t even expect air conditioning. Three summers ago, a series of heat waves hit Pennsylvania’s Lehigh Valley, and Amazon’s cement warehouse there became literally a sweatshop. Yet, workers not only were expected to endure the heat that reportedly rose as high as 114 degrees, but also were prodded to maintain the usual relentless pace dictated by the corporate timers. Many couldn’t make it... so Amazon had to adapt.

Slow the pace? Don’t be ridiculous! Instead, the bosses hired paramedics to tend to workers who, in effect, melted down. As reported by The Morning Call in Allentown:

“Amazon arranged to have paramedics parked in ambulances outside, ready to treat any workers who dehydrated or suffered other forms of heat stress. Those who couldn’t cool off and return to work were sent home or taken out in stretchers and wheelchairs and transported to area hospitals.”

After a wave of customer outrage rolled into headquarters, and after federal workplace safety inspectors arrived at the warehouse, Bezos had some temporary AC units installed, but the upper levels of the building were still unbearably hot. Amazon’s initial fix for this was to hand out popsicles on hot days! And on extremely hot afternoons, workers could choose to leave early, but that meant their pay would be docked. Finally, nine months later, permanent air conditioning was installed—an inexpensive, cost-effective solution that ought to have been done before putting any people in these hot boxes.

Why?

If you asked workers in Amazon’s swarming hives why they put up with the corporation’s demeaning treatment, most would look at you incredulously and say something like: “Rent, food, clothing—the basics.” Bezos & Co. fully understand that millions of today’s workers are stuck in a jobless Depression with no way out, forced by necessity to scramble over each other to take any job that’s offered. As one of the worker bees in the brutal Lehigh Valley hive told a reporter for the Allentown paper, “I never felt like passing out in a warehouse, and I never felt treated like a piece of crap in any other warehouse but this one. They can do that because there aren’t any jobs in the area.”

There’s even a category of uniquely vulnerable Americans that Amazon goes after: “Workcampers,” they’re called. These are modern day migrants who could’ve stepped right out of a Steinbeck novel or Woody Guthrie song. Unable to get stable jobs, they travel in RV campers, taking whatever temporary work they can get, then move on down the road. McClelland, the Mother Jones investigator, says there were hundreds of these migrants where she worked, noting that Amazon’s warehouse operator “advertises positions on websites workcampers frequent.”

The temp agencies that are, in essence, the hiring offshoots of Amazon, have long lines of hard-up applicants waiting for every job in its warehouses, so oppressive conditions and ruthless work requirements that constantly cause workers to quit, be fired, or pass out are no problem for Bezos. By paying just one notch above McDonald’s, he draws tens of thousands of people willing to get in line for exploitation.

Amazon smells today’s mass desperation, preys on it, and thrives on it. That is the “magic” behind its super-cheap prices and super-efficient delivery system.

Reducing workers to Chaplinesque automatons in a rigid time-motion nightmare, however, is not the end of Bezos’ reprogramming of work and workers. Why not just replace those pesky humans altogether? Last year, he announced that “Amazon Prime Air” is in the works—a fleet of drones to deliver goods, gizmos, and gadgets to premium customers within 30 minutes after placing their must-have-now orders. But that’s only phase one of his grand automation machination. Phase two is to take advantage of recent advances in artificial intelligence and ultimately replace all floor workers with robots.

Far-fetched? In 2012, Amazon bought Kiva Systems, Inc., a leading developer and installer of robotic warehouse systems. Guided by the central computer, hundreds of Kiva robots can glide seamlessly through the aisles to pluck the items. And they don’t do lunch or take breaks (though they do require air conditioning), so for Bezos the motion nightmare, however, is not the end of Bezos’ reprogramming of work and workers. Why not just replace those pesky humans altogether? Last year, he announced that “Amazon Prime Air” is in the works—a fleet of drones to deliver goods, gizmos, and gadgets to premium customers within 30 minutes after placing their must-have-now orders. But that’s only phase one of his grand automation machination. Phase two is to take advantage of recent advances in artificial intelligence and ultimately replace all floor workers with robots.

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Yes, you can say there’s no humanity in Amazon warehouse jobs anyway, so who cares? Well, those workcampers and others who have nowhere else to go care. It’s a barren and wretched social vision that posits abusive jobs or no jobs as our choice. Last November, Amazon placed 1,382 Kiva robots on the floors of three of its warehouses. In addition, Amazon/Kiva is developing automated fulfillment systems for such other retail giants as Gap, Staples, and Walgreens.

The future of work is not creeping up on us, it’s sprinting past us.

NEXT MONTH: Amazon’s assault on authors, bookstores, books themselves, Main Street, “Buy Local,” and community cohesion. Plus, the “Amazon Loophole,” the retailer’s “creepy factor,” its purchase of the Washington...
Post, and the general Amazonization of our culture.