



European Selling Partner Report 2021



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Introduction

At Amazon we're proud to help our European selling partners thrive, making it easy for them to sell online and expand their businesses from their home town to around the globe.

Our success depends on our selling partners' success; more than half of everything purchased on Amazon is sold by third-party sellers, many of whom are small and medium-sized businesses (SMBs).

This report offers insights into our relationship with European selling partners: how we've invested in their growth, and how we support them in selling on Amazon.

We are constantly working to improve, and we want to ensure that our selling partners can use our services seamlessly. Our goal is to make the experience of selling on Amazon as delightful and friction-free as possible so that our selling partners can continue to grow with Amazon in Europe and around the world.

Amazon's investment and growth in Europe

Amazon's first investment in Europe was more than 20 years ago. Over the years, we've invested heavily in building our businesses across 20 EU member states and the UK.

Over the last decade alone (2010 to 2020), we've committed more than €100 billion to grow Amazon across the EU and the UK. If you take into account our cumulative investments in Europe plus our overall Gross Domestic Product (GDP) contribution, the total is estimated to be more than €200 billion on a pan-European basis since 2010.

Those investments have also established Amazon as a major European employer. We now employ more than 200,000 people in permanent roles across Europe, and that number is much higher when seasonal workers are included. We are incredibly proud of how we have been able to make good jobs available to so many people and, in 2021 alone, we created 65,000 new permanent positions across our European businesses.

We have 70 fulfilment centres across Europe and more than doubled our fulfilment capacity in 2021. More than 240,000 European small and medium enterprises sell on Amazon, and over 110,000 have taken advantage of Fulfillment by Amazon (FBA). With FBA, selling partners can store products in our fulfilment centres, and we'll pick, pack, ship, and provide customer service for them.

Also in 2021, globally Amazon invested more than \$900 million and employed more than 12,000 people – including machine learning scientists, software developers, and expert investigators – who were dedicated to protecting customers, brands, selling partners, and our store from counterfeit, fraud, and other forms of abuse.

We are excited to continue to invest in Europe, partner with European small businesses, and delight European customers.

Section 1:

Empowering Small Businesses



Empowering small businesses

Many selling partners are entrepreneurs who are experimenting and building their business with Amazon. Keeping up with ecommerce trends, regulatory changes and new Amazon features can be challenging, so we offer a wide range of resources to guide them towards success.

Business and Educational Tools

In 2021, we provided new tools and services to help selling partners launch new products, optimise their listings, and expand in Europe and globally.

We continued to keep selling partners informed in 2021, with tips on how to optimise their Amazon selling experience, as well as updates on new regulatory requirements and policies, in regular news announcements via Seller Central, seller forums, newsletters and our seller app.

Our Seller University helped European selling partners master Amazon's tools and grow their businesses by offering courses on hundreds of topics, including how to start selling on Amazon, how FBA works, and advertising tips for brand owners.

Amazon also introduced two new FBA programs - FBA Liquidations and FBA Grade and Resell - designed to make it easier for businesses selling on Amazon to resell customer-returned items or overstock inventory, while also giving more products a second life.

We launched our product serialization service [Transparency's](#) track and trace service, that allows brands to trace products in their distribution channels and to access enhanced analytics on customer returns. This service helps brands visualise trends in product defects at a factory or manufacturing lot level and fix root causes.

In addition, we continued to provide dedicated tools in response to selling partner needs: for example, Account Health Rating, which helps selling partners proactively address policy violations to avoid business disruption; and Listing Quality Dashboard, which gives sellers access to guided troubleshooting workflows that help them to improve their product listings and optimise product discoverability.

Supporting Small and Medium Businesses

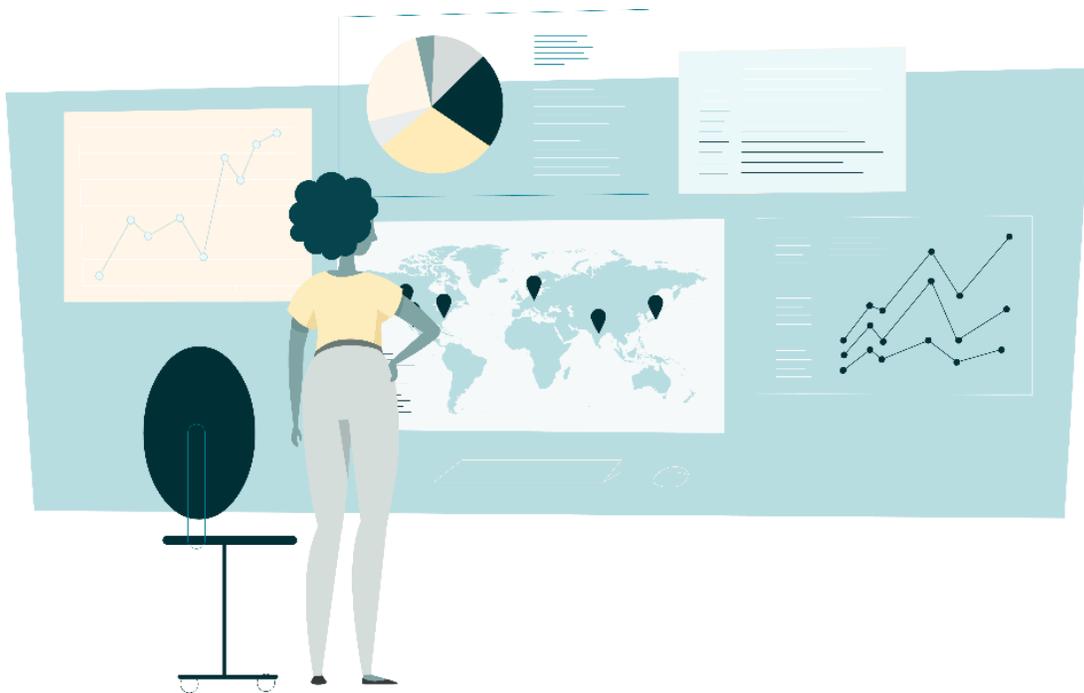
Many European businesses have adapted by selling online for the first time after the COVID-19 pandemic. We invested over €7 million in digitization programs to support European entrepreneurs in the UK, Germany, France, Italy and Spain, in cooperation with around 30 local partners. This investment has helped over 350,000 European entrepreneurs to transition to sell online, whether on Amazon or elsewhere.

In 2021, Amazon announced the launch of the Amazon Launchpad Innovation Awards, a free competition designed to support emerging, innovative European startups by giving them a chance to win a 'Startup of the year' prize of €100,000. The awards demonstrate both Amazon's commitment to supporting emerging brands and how we love to delight our customers with new and innovative products.

For more information on how we support small and medium businesses and protect brands, you can visit our [Small Businesses page on About Amazon](#) and read our [2021 Brand Protection Report](#).

Section 2:

Selling on Amazon



Selling on Amazon

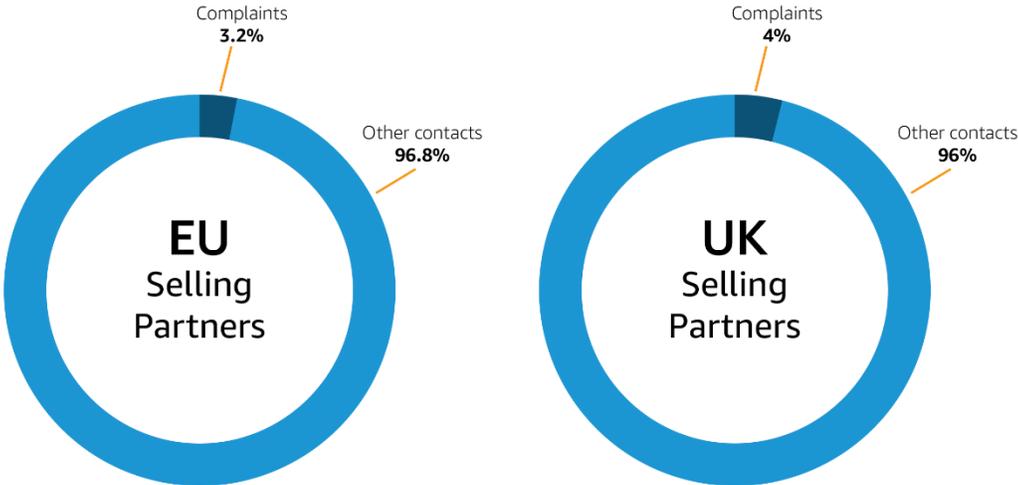
By selling on Amazon, selling partners can leverage Amazon’s scale and cost efficiencies, and access a wealth of data and analytics. We have a dedicated worldwide team of thousands of people focused on improving the experience of selling partners on Amazon, and assisting them in conducting their daily business.

When we innovate to improve the experience of selling on Amazon, we start by listening to our selling partners. Our selling partner insights programmes seek feedback on our features and processes by polling selling partners when they log in to their selling account, sharing ad-hoc surveys, and hosting interactive workshops with our teams. We also analyse selling partner contacts to detect and fix the drivers of these issues and improve our help content and processes.

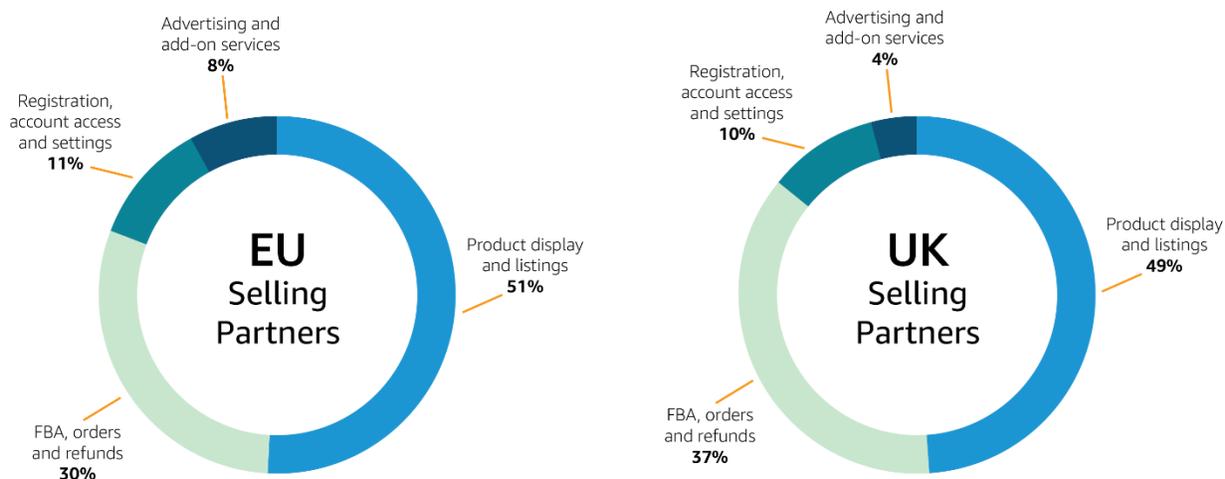
Selling Partner Support and Contacts

Selling partners can contact us in a variety of ways including by email, phone, and chat, and in 2021, we had more than four million engagements and contacts with our EU selling partners, and more than one million engagements and contacts with our UK selling partners. Many contacts regarded advice, education and support on our tools, processes and programmes.

Selling partners also contact us when they are dissatisfied with our services, or disagree with our policies or decisions. In 2021, this accounted for 3.2% of all EU selling partner engagements (152,730 contacts), and for 4% of all UK selling partner engagements (43,484 contacts). The vast majority of complaints were resolved to the selling partner’s satisfaction (see next page).



The five main topics that drove selling partner complaints were: Product display and listings (51% in the EU, 49% in UK); FBA, orders and refunds (30% in the EU, 37% in UK); Registration, account access and settings (11% in the EU, 10% in UK); and Advertising and add-on services (8% in the EU, 4% in UK).



In the EU, our average processing time was 5.5 days, and in the UK it was 7.5 days, which excludes the time it takes for selling partners to respond. In 87% of cases in the EU and 84% in the UK, we resolved the complaint to the selling partner's satisfaction. The types of complaints vary widely, with some requiring a longer review period to provide meaningful resolution due to varying degrees of complexity.

If selling partners remain dissatisfied with an Amazon decision after reaching out to our support teams, they can seek resolution for most disputes through an independent mediation process, facilitated by the Centre for Effective Dispute Resolution (further information [here](#)).

In 2021, EU selling partners submitted 237 eligible mediation requests. Amazon reviews all mediation cases and attempts to resolve them before the formal mediation process begins, saving selling partners time and money. Amazon resolved 122 of these requests in the EU to the selling partner's satisfaction meaning that mediation was not necessary. Of the remaining 115 cases in the EU, only five EU selling partners chose to formally mediate, with the mediator making a recommendation in Amazon's favour in four of these cases.

In 2021, UK selling partners submitted 197 eligible mediation requests. Amazon resolved 120 of these cases to the selling partner's satisfaction, meaning mediation was no longer needed. Of the remaining 77 cases in the UK, only eight UK selling partners chose to formally mediate, with the mediator making a recommendation in Amazon's favour in five of these cases.

