



Own your success

Start your own business and become
an Amazon Delivery Service Partner,
delivering smiles across your community.

Visit logistics.amazon.com to get started.





The opportunity to lead

Amazon is seeking entrepreneurs throughout the country to launch and operate their own package-delivery businesses. The Delivery Service Partner (DSP) program provides an opportunity for strong leaders who are passionate about starting their own business and developing high-performing, safety-focused teams. Joining a robust community of small businesses, you will help deliver thousands of packages to customers everyday.

BECOME AN OWNER

If you're a customer-obsessed person and would enjoy owning your own business in a high-speed environment, this is the ideal opportunity for you. As an owner, you'll be fully responsible for hiring and developing a team of delivery associates. Access to Amazon's exclusive discounts on a suite of assets and services keeps owner **startup costs as low as \$10,000**. (Please see page 10 for more details on how these figures have been calculated.) As part of the DSP community, you'll operate your own delivery business with 20 to 40 delivery vans and 25 to 100 employees, working alongside other owners in your area. We'll help you set up and get ready to operate out of a local Amazon delivery station, and you'll provide consistent coaching and support for your team, ensuring packages are delivered to customers seven days/week, 365 days/year.

Successful owners can expect:

Startup costs as low as

\$10K

Annual revenue potential

\$1M–4.5M

Annual profit potential

\$75K–300K

*Figures are projections for owners operating with 20 to 40 delivery vans. Please visit <https://logistics.amazon.com/marketing/site-terms#financial> for more details.

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What to expect

Launching a business becomes that much easier with Amazon's delivery volume and resources behind you.

WHAT YOU DO

Set up your business

You can leverage a suite of exclusive Amazon-negotiated deals to start your business, and work with our network of top-in-class service providers to keep your operation rolling.

Build your team

You're a coach. This is your team. Your most important responsibility is recruiting and retaining solid drivers and helpers who will enable your ongoing success.

Deliver packages

Your team of drivers and helpers will operate 20 to 40 vans, serving thousands of customers.

Create your team culture

You lead with a can-do attitude that ensures your business reflects Amazon's high standards and customer-obsessed culture. Coach, develop, and motivate your team to exceed expectations on every delivery.

Grow your business

Deliver a great customer experience and get the opportunity to hire more people, deliver more packages, and grow your business.

WHAT WE DO

Get you started

Exclusive deals on Amazon-branded delivery vans, comprehensive insurance, industrial-grade hand-held devices, and other services help you get your delivery business up and running

Provide training

We provide two weeks of hands-on training to ensure you're set up for success, starting with a one-week virtual classroom introduction to Amazon, followed by one week in a delivery station working with a community of existing owners and drivers to learn the tips and tricks of operating a successful delivery business from those who know it best. All in-person trainings incorporate social distancing and enhanced safety measures.

Supply a comprehensive toolkit

We give you the tools and technology you'll need to run your business, designed to keep your operation running smoothly.

Offer on-demand support

Owners receive ongoing support from Amazon, including a comprehensive operations manual, driver assistance for on-road issues, and a dedicated Business Coach.

Share our experience

Amazon brings more than 25 years of technology and logistics experience to guide you in one of the fastest growing industries in the world.





What it takes to start your business

Once you have successfully completed all stages of the application process, here are some of the steps you'll need to take to get your business up and running:

- **Create** your business entity and officially become a delivery business owner.
- **Order** your delivery vans, devices, fuel cards, and uniforms through recommended vendors at Amazon-negotiated rates. Obtain motor carrier operating authority for your company and apply for vehicle insurance.
- **Set up the services** you'll need for hiring and managing a team of drivers and helpers, such as background check, drug testing, payroll, and accounting services. Build your employee handbook, including determining how you will pay your employees and offer health benefits, and consult with legal and other advisors to finalize your plan.
- **Set up your account** in the DSP Portal. This will include providing your company's bank account details for payments, completing a tax interview, and uploading business documents.
- **Start interviewing**, vetting, and hiring your first drivers and helpers. This will be an ongoing process as you keep building your team and growing your business.
- **Set up your team's area** within your local delivery station, and learn and refine the processes and timing for loading your vans.
- **Train your team** on a customer-obsessed, safety-focused culture, along with the tools and processes they'll use to make deliveries. Start receiving your vans, devices, fuel cards, and uniforms in order to prepare for your first routes.
- **Launch!** Start operating five vans/day in your first week.
- **Have weekly check-ins** on performance with Amazon representatives from your local delivery station and your Business Coach. Successful owners add additional routes during the first couple months, bringing their business to 20 plus vans after the first quarter depending on the type of delivery service provided.



A day in the life of an owner

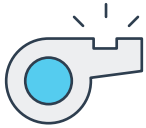
Being an owner means leading your team in a high-speed and ever-changing environment.



Schedule your drivers based on their availability and the needs of your business, using Amazon scheduling tools.



Set up your team's routes and manage daily kickoff tasks, including checking in drivers and helpers and handing out devices, checking on your equipment and vans, overseeing vehicle loadout, and in some cases including heavy packages and pre-departure DOT compliance checks.



Lead a daily morning huddle with drivers and helpers before they head out to inform, inspire, and keep your team in sync, and get everyone out the door promptly to start the day on the right foot.



Track your drivers' progress as they make deliveries and manage any issues that arise, including general questions, flat tires, or drivers running behind.



Leverage Amazon's support as needed. Consult your dedicated area manager, the on-road assistance team, and Amazon delivery station personnel for questions or issues with packages or routes.



Manage your team's performance by reviewing business metrics, coaching, helping, and motivating your drivers and helpers to maintain a safe, customer-obsessed culture and deliver results every day. You'll always keep recruiting and hiring as you continue to grow your business.



Welcome drivers and helpers back to the station at the end of the day, conducting a route debrief and troubleshooting any undelivered packages.



Check that all delivery vans are refueled and parked away at the end of the night, and arrange vehicle maintenance as needed.





Owner training program

Two weeks of comprehensive training to help kick-start your success.

WEEK 1

Your introduction to Amazon and starting your business

- **Discover** Amazon's customer-obsessed culture
- **Receive** valuable advice on setting up a new business from an expert
- **Deep dive** all the exclusive deals that Amazon has negotiated for you
- **Master** the best practices of hiring, training, and engaging a large team of employees
- **Learn more** about the ins and outs of running a delivery business

WEEK 2

In the field—learn how to become a successful Amazon Delivery Service Partner

- **Observe** the daily processes at an Amazon delivery station
- **Assist** in sorting and loading out Amazon packages
- **Work** alongside existing DSP owners to watch their dispatch and on-road management in action
- **Learn** about the tools used to manage a delivery business
- **Get acquainted** with delivery station personnel
- **Troubleshoot** common issues that your drivers and helpers may face on the road
- **Debrief** with station personnel after each day of deliveries, and gather tips and tricks on ways to improve delivery quality, safety, and efficiency



Costs and revenue you can expect as an owner

Here are some of the key startup costs, ongoing operations costs, and revenue structure, so you know what you'll need upfront, and what to expect going forward. Cost and revenue will vary based on the size of your business and where you operate.

STARTUP COSTS

Your key startup costs for becoming an owner include the assets and services you'll need to officially create your business, start hiring your team, and get ready to deliver packages.

- Business entity formation and licensing
- Professional services—accounting costs and lawyer fees
- Setup supplies—laptop, timekeeping software
- Recruiting costs—job postings, drug and background checks, driver training
- Travel to training

ONGOING OPERATION COSTS

These are some of the key recurring costs you can expect as you run your business, continuing to hire and grow your team while ramping up your package deliveries.

- Employee costs—wages, payroll taxes, benefits, insurance, ongoing training
- Vehicle costs—delivery vehicle leases, routine maintenance, damages, insurance
- Other asset costs—devices, device accessories, uniforms
- Administrative costs—job postings, drug and background checks
- Professional services, as needed

REVENUE

Here's a look at our payment structure that'll drive your revenue from delivering Amazon packages.

- A fixed monthly payment based on the number of vans you are operating with Amazon
- A route rate based on the length of your route
- A per package rate based on the number of successfully delivered packages





Access to exclusive deals

Leveraging Amazon's deals makes the entire setup process easy. We've negotiated exclusive deals on startup assets and ongoing business management services with top-in-class third-party providers to help you get your business started for as little as \$10,000.



**Amazon branded vans
customized for delivery**



**Vehicle maintenance
and insurance**



Fuel program



Professional uniforms



**Industrial-grade handheld
devices**



DOT compliance services



Recruitment tool discounts



**Payroll, tax, and
accounting services**



**Health benefits and
employee services**



Legal support



Dedicated Business Coach





Become a DSP

Take the first step toward ownership.
Apply now at logistics.amazon.com.

From starting your application to making your first delivery, becoming an owner can take as little as one month or as long as six months, depending on the availability of opportunities in your area.

- Submit your basic information and application details
- Get to know and discuss questions with DSP owners through virtual experiences
- Participate in video-conference interviews with Amazon employees
- Determine if it's the right fit
- Complete two weeks of hands-on training
- Set up your business and build a team
- Start delivering

QUESTIONS?

Please contact dsp@amazon.com.



*This is a new program, and while we have experience working with similar delivery companies and have conducted additional research in the delivery space, the startup cost, revenue, and profit figures included in this brochure are projections only and are not based on actual results of delivery companies. We do not guarantee results of any kind, including that what a delivery company earns will exceed the owner's investment in his or her business. Each delivery company's results will differ, and results will depend on a number of factors, including the owner's efforts and management of expenses as well as the size of the company.

The startup cost figure includes the cost of items that we believe are essential to starting a delivery company that delivers Amazon packages, beginning with five delivery vans. Importantly, the startup cost figure assumes that a delivery company takes advantage of all third-party deals impacting startup costs that have been negotiated by Amazon in connection with this program, including with respect to delivery vehicle leasing, insurance, mobile devices and data plans, and uniforms. While a delivery company is not required to pursue any of those third-party deals in order to participate in this program, the delivery company may not be able to achieve the startup cost figure without doing so.

The revenue range is based on rates offered in cities in which we operate, and actual revenues will differ based on a number of factors, including regional differences in the rates offered in connection with this program, the number of delivery vans that a delivery company operates, the number of delivery routes that a delivery company completes, the number of packages that a delivery company delivers, whether a delivery company participates in the vehicle leasing and uniform programs negotiated by Amazon, and whether there is variability in any of these factors over the course of a year. The revenue range is based on companies of various fleet sizes (between 20 and 40 vans), and the figures are annualized over a full year. As a result, a delivery company may not achieve the revenue figures in the range until it operates a fleet size of 20 to 40 vans for a full year, if ever.

The profit range is based on the same assumptions and subject to the same limitations as the revenue range. The profit range also incorporates our projections of the costs that a delivery company may incur to operate its business and further assumes that the fixed and variable components of the rate structure in connection with this program will compensate a delivery company for all of its fixed and variable costs on a dollar-for-dollar basis. A delivery company may not achieve the profit figure if its expenses exceed these amounts. This subset of delivery companies may not be representative of or accurately reflect the financial performance of all delivery companies.

