



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 hundreds of entrepreneurs across the country to launch and operate their own package delivery business. The Delivery Service Partner (DSP) program provides an opportunity for strong leaders who are passionate about developing a hardworking team to start their own business. Joining a robust community of small businesses, you will help deliver thousands of packages to customers every day.

Become an owner

If you're a customer-obsessed people person and enjoy coaching teams 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 high-performing drivers. Access to Amazon's exclusive discounts on a suite of assets and services keeps owner startup costs as low as \$10,000. As part of the DSP community, you'll operate your own delivery business with 20 to 40 vans and 40 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 vans.

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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 who will enable your ongoing success.

○ Deliver packages

Your team of drivers will deliver 20 to 40 routes per day, 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 comprehensive insurance, industrial-grade handheld devices, and other services help you get your delivery business up and running.

○ Provide training

○ We provide three weeks of hands-on training to ensure you're set up for success. You'll start with a one-week introduction to Amazon in Seattle, followed by two weeks in the field working alongside existing owners and drivers to learn tips and tricks for operating a successful delivery business from those who know it best.

○ 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 account manager.

○ Share our experience

Amazon brings more than 20 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

If you are selected, 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 vehicles, 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, such as background check, drug testing, payroll, and accounting services. Build your employee handbook, including determining how you will pay drivers 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. 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 vehicles.
- **Train your team of drivers** on a customer-obsessed culture, along with the tools and processes they'll use to make deliveries. Start receiving your vehicles, devices, fuel cards, and uniforms in order to prepare for your first real routes.
- **Launch!** Start delivering five routes/day in your first week.
- **Have weekly check-ins** on performance with Amazon representatives from your local delivery station and your account manager. Successful owners add five additional routes in their 5th, 9th, and 11th week, bringing their business to 20 or more routes after three months.

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.



Set up your team's routes and manage daily kickoff tasks, including checking in drivers and handing out devices, checking on your equipment and vehicles, and overseeing vehicle loadout.



Lead a daily morning huddle with drivers before they head out to inform, inspire, and keep your team insync, and get everyone out the door promptly to start your 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 account 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 to maintain a customer-obsessed culture and deliver results every day. You'll always keep recruiting and hiring as you continue to grow your business.



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



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



Receive and provide feedback to your local delivery station team on how things are going.

Owner training program

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

WEEK 1

Seattle—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 drivers
- **Learn more** about the ins and outs of running a delivery business

WEEK 2

In the field—learning firsthand how Amazon operations work

- **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

WEEK 3

In the field—understanding what it takes to be an Amazon Delivery Service Partner

- **Become familiar** with the tools used by drivers to deliver packages to customers
- **Take vans** on the road to deliver packages
- **Learn how** to troubleshoot common issues that your drivers 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 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.

- Driver costs—wages, payroll taxes, benefits, insurance, ongoing training
- Vehicle costs—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 vehicles 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 **vehicles** customized for delivery
- Vehicle **maintenance**
- **Vehicle insurance**
- **Fuel** program
- Professional **uniforms**
- Industrial-grade handheld **devices**
- **Recruitment** tool discounts
- **Payroll, tax, and accounting** services
- **Health benefits** and **employee services**
- **Legal** support



For veterans

We're constantly looking for hands-on leaders with drive, dedication, and the ability to always deliver results for our customers. These traits look very familiar to those who have served our country in the armed forces. Amazon is committing \$5 million toward funding DSP startup costs for military veterans, offering \$10,000 reimbursements for qualified candidates.

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Testimonials

Learn how other DSPs have found success with their own delivery business.



Olaoluwa
Aurora, Colorado
Team size: 40

"I had prior experience running my own business but not in logistics. I was driving for Amazon Flex when I learned about the opportunity to start my own delivery company. Backed by Amazon's resources and logistics experience to learn while I earn and grow my business made this opportunity a no-brainer. In just five months, I have hired more than 40 employees, and it's encouraging to know that any driven individual can leverage the support from Amazon and the Delivery Service Partner community to build a successful, thriving business."



Lalo and Bobby
Austin, Texas
Team size: 75

"This has been a total partnership between Cargo Leasing Solution and Amazon. We got to focus on growing our team and the quality of work. Amazon took care of the rest. I really think we're building the foundation for a multi-generational business, thanks to this opportunity."



Riccardo and Judy
Aurora, Colorado
Team size: 50

"We've been married for 30 years, and we've always wanted to work together. This opportunity with Amazon gave us the chance to do that. Together, we are building a business within the best brand in the world. If it wasn't for Amazon's support and trust in our ability as leaders, we never would have built this company to what it is today."

Your success story starts here.



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 learn more
- Fill out a formal application
- Determine if it's the right fit
- Complete three weeks of hands-on training
- Set up your business and build a team
- Start delivering

Questions?

Contact dsp@amazon.com with questions or to request to speak to an Amazon team member for more information on becoming an Amazon Delivery Service Partner.

*This is an evolving program, and the startup cost, revenue, and profit figures included in this brochure are projections only and are not based on actual results of delivery companies. However, as discussed below, in the fall of 2019 we conducted a financial performance review of a subset of delivery companies operating in the program, the results of which support the annual revenue and profit potential ranges in this brochure. Nevertheless, 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 van procurement, insurance, mobile devices and data plans, and uniforms. While a delivery company is not required to pursue any of the third-party deals impacting startup costs 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 meets or exceeds delivery performance metrics, whether a delivery company participates in the van and uniform procurement 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 revenue within 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 cover 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.

As noted above, in the fall of 2019 we conducted a financial performance review of a subset of delivery companies operating in the program. As of September 30, 2019, there were 160 companies that had been operating for at least 300 days, and 31 of those companies volunteered to participate in the financial performance review. Financial information from and relating to the participating companies for the months of June, July, and August 2019 was reviewed, and financial results from this three-month period were annualized (e.g. multiplied by four) to project full year financial results. Based on this review, 100% of the 31 companies achieved revenue within or above the revenue range in this brochure. Regarding profit, after normalizing the results to account for differences in van fleet sizes, 26 of 31 companies, or approximately 84%, achieved profit within or above the profit range in this brochure.