

# 2023 Small Business Empowerment Report



**Zhu Mendoza**, Marketing & Sales Director  
Dungeon Forward, Fort Lauderdale, Florida



**Brian Yoo**, Owner  
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TERMINAL B, Long Beach, California

# At a glance: Selling in Amazon's store in 2023

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OVER  
**330 million**  
*items were exported by U.S.-based sellers to customers in over 130 countries globally*



BRAND OWNERS GREW SALES MORE THAN  
**22%**  
YEAR-OVER-YEAR



INDEPENDENT SELLERS EMPLOYED OVER  
**1.8 million**  
— PEOPLE IN THE U.S.



INDEPENDENT SELLERS IN THE U.S. SOLD MORE THAN  
**4.5 billion**  
ITEMS  
*an average of 8,600 every minute*



SPACE USED FOR SELLER INVENTORY IN AMAZON'S WAREHOUSES INCREASED BY OVER  
**55 million**  
CUBIC FEET



## More than 60% of sales

IN AMAZON'S STORE ARE FROM INDEPENDENT SELLERS—MOST OF WHICH ARE SMALL AND MEDIUM-SIZED BUSINESSES



INDEPENDENT SELLERS IN THE U.S. AVERAGED MORE THAN  
**\$250,000**  
*in annual sales in Amazon's store*



INDEPENDENT SELLERS, TOGETHER WITH AMAZON, DONATED OVER  
**160 million**  
*items through the Fulfillment By Amazon (FBA) Donations program*



MORE THAN 10,000 INDEPENDENT SELLERS SURPASSED  
**\$1 million**  
IN SALES FOR THE FIRST TIME



**The 5** MOST SHOPPED CATEGORIES  
*from U.S. independent sellers in Amazon's store were*

1. Health & Personal Care
2. Beauty
3. Home
4. Grocery
5. Apparel



SHIPPING WITH FBA COSTS  
**70%**  
LESS PER UNIT  
*than comparable premium options offered by other U.S. fulfillment services*



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# Introduction

Twenty-four years ago, Amazon embarked on a journey welcoming independent sellers to sell in our store. This transformative partnership unleashed the uniquely innovative spirit of U.S. small and medium-sized business owners. As a result, more than 60% of the sales in Amazon's store now come from independent sellers—most of which are small and medium-sized businesses. The small businesses selling and thriving in Amazon's store are at the heart of their local communities, and they include many women, military family, Black, and Hispanic-owned businesses as well as artisans who create handcrafted goods. They are neighborhood shop owners, innovators who have created entirely new brands and types of products, rural business owners who are now able to reach customers around the world, employers providing great jobs in their local communities, builders of economic opportunity, the backbone of support for non-profit organizations, and so much more.

*"Amazon is small business-friendly and perfect for inventive people. In the Amazon store, even if you only have one good product, you can immediately sell globally. If people like your product, you sell, make a profit and then invest that profit in more products. Our potential for business growth matches that of well-established corporations."*

**Paul Wang**  
Founder, Olababy!  
Portland, Oregon

In 2023, hundreds of millions of customers purchased from the small and medium-sized businesses that sell in Amazon's store, fueling the growth of these businesses and directly benefiting their communities. In fact, independent sellers in Amazon's store employed more than 1.8 million people in the U.S. in 2023. Independent sellers serve as important accelerants, offering a diverse array of jobs that cater to the unique talents and aspirations of individuals across the country. By providing avenues for upward mobility and skill

*"I've heard testimonials from people on our staff who have said that they were able to get a house by working here. They were able to send their kids to college by working here. The impact is generational. It's not just about the product that we deliver to our customers, but it's also about the people who make it happen—we're all connected."*

**Dean-Paul Hart**  
President and CEO,  
Compac Industries  
Tucker, Georgia

*"By choosing Amazon, we have access to customer insights that other channels don't provide, as well as advanced logistics capabilities, giving us a lot of levers to pull to grow our business."*

**Rebecca Hamilton**  
Co-CEO, Badger  
Gilsum, New Hampshire

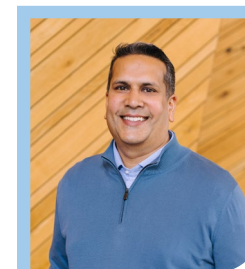
development, small businesses play a pivotal role in promoting economic vitality and inclusion, spanning a range of industries from manufacturing to technology.

Customer needs and shopping habits have evolved significantly over the past 24 years, and Amazon's continued investment and support has helped independent sellers, who are located across all 50 states, to advance further and drive greater success. Independent sellers in the U.S. continue to thrive, selling more than 4.5 billion items—or 8,600 every minute—and averaging more than \$250,000 in annual sales in Amazon's store in 2023. With this year's report, we are excited to share more stories of small business success throughout the U.S. with an interactive map that features state-specific data and stories from local, small business owners who are now selling nationwide and often around the globe.

By listening to independent sellers in cities large and small, we hear in their own words how Amazon's investments make it possible for even the smallest and newest brands to be discovered and keep pace with changing customer trends by providing them with access to powerful technologies, fast and cost-effective shipping and fulfillment solutions, ongoing education, innovations in brand protection, advanced marketing and advertising features, tools to enable the most remote rural businesses to reach a global audience, and so much more.

We are excited to share Amazon's 2023 Small Business Empowerment Report, which further highlights the success of independent sellers in Amazon's store. We're inspired by the abundance of these small business success stories—from sellers in rural towns to bustling urban centers—and are honored to be partners in their journey. The passion and success of small businesses infuses vitality into their communities, generating important jobs and creating opportunities for future generations. Together, we are writing the story of the most successful partnership in the history of the retail industry.

Thank you,



**Dharmesh M. Mehta**  
Vice President  
Worldwide Selling Partner Services  
Amazon

# An amazing place to launch and build a successful brand

From entrepreneurs starting a new brand to well-established brands known in households around the world, Amazon is creating an amazing place for businesses of all sizes to launch and build a successful brand. This includes creating and showcasing a brand's unique story, driving customer discovery, helping them attract customers, and enabling brands to develop long-term customer relationships and loyalty. Amazon offers a range of new and improved tools, programs, and services that help brands scale and grow.

BRAND OWNERS GREW SALES MORE THAN

**22% year-over-year**



THE NEW SELLER GUIDE MAKES LAUNCHING A BRAND FAST AND STRAIGHTFORWARD

The New Seller Guide is a set of educational tools and incentives that are backed by data science and designed to fuel the growth of new sellers and new brands, including helping established sellers expand to selling worldwide. New brand owners can get 10% back on their first \$50,000 in branded sales, and then 5% back through their first year until they reach \$1,000,000 in sales.

DATA-BASED DECISIONS WITH BRAND ANALYTICS

Brand Analytics dashboards provide sellers with insights on how their product listings are performing as well as information on how customers are finding their products. This tool now features more search performance insights to provide sellers with anonymized data to better understand customers' interests and shopping choices while also providing directly actionable insights. These are shown to sellers visually, and they can also download this data for further analysis.

MEET THE SELLER

## A business built on a social media following now uses Amazon to find new customers

### A Minnesota couple follows their instincts, using their social following to launch their brand, and using Amazon to find new customers.

MINNEAPOLIS, Minnesota – When it was time to scale their business beyond their four-million strong social following, Ahmed El Shourbagy and his wife Ashley Paguyo turned to paid social media ads for growth. They built their high-quality dog gear and apparel business, Lucy & Co., for their 'Dogs of Instagram' community. If their followers loved something, so would other pet parents. It was working, but advertising on social media was expensive and built on impulse buys. Once they were selling in the Amazon store, they learned there was an entirely different customer to capture: those already searching for the products they sell.

"It's a new way to think," said Ahmed El Shourbagy. Instead of hooking social media users on something cute to convert a sale on their website, the Lucy & Co. owners are leveraging their brand reputation for high-quality goods and 5-star reviews to turn up in an Amazon search for keywords like 'Dog Leash' or 'Dog Harness.'

"Amazon creates a fair playing field," El Shourbagy said. "You don't have to have an enormous ad budget or a big name. If your idea's good and priced well, it will succeed."

It's a notion that El Shourbagy and Paguyo said they wished they realized sooner. The pair, who started Dogs of Instagram, had millions of followers at their fingertips when they launched Lucy & Co. in 2014. "People were thinking differently about their dogs and willing to spend money on that relationship," they said. They realized this trend had staying power and decided to capitalize on it.

It's a brand that was built on a social media following. From leashes to harnesses, sweatshirts, and bandanas, Lucy & Co. gave customers the joy of dressing up their fur babies—and Dogs of Instagram gave them a place to share that joy. "It was a lot of



**Ahmed El Shourbagy and Ashley Paguyo**  
Owners and Founders, Lucy & Co.  
Minneapolis, Minnesota

impulse buys of like, ‘This is really cute, I’ve got to buy this,’” said El Shourbagy.

They had their social following and a loyal customer base on their website. In their minds, they didn’t need to sell in Amazon’s store because they had already built a successful business model themselves—fulfillment center and all. They funneled customers straight from social. They would post on Instagram and sell on their website. Some products, like dog sweatshirts, would sell out in minutes. As the business grew, they leveraged social media more, spending money on ad campaigns to attract new customers to the Lucy & Co. brand. It was expensive, but profitable.

In 2021, when looking to expand, they realized their greatest untapped potential: Amazon. They learned their customers were already in Amazon’s store searching for their products. “They were there, and we weren’t,” said El Shourbagy. “It took a long time for us to come to the realization that the priority should be on the customer finding our product wherever they prefer to shop.”

Now that they’re selling in Amazon’s store, El Shourbagy and Paguyo are leaning into the tools Amazon provides sellers to help them grow and scale their business. “With the insights Amazon provides, we’re learning a lot about what things people are actually looking for and why people actually buy our product,” El Shourbagy said.

New pet parents, in addition to those looking for upgraded gear, are now part of Lucy & Co.’s once-untapped customer base. And, unlike the customers Lucy & Co. was acquiring through social media ads, people discovering Lucy & Co. in Amazon’s store have a high intent to purchase.

In the past year and a half, Amazon has become one of Lucy & Co.’s primary growth channels and is now a core part of their growth strategy. The company’s owners believe that just as social algorithms change, small businesses like their own need to continually look at how their customers like to shop, and where.

#### CUSTOMER SEGMENTATION FOR INSIGHT & TARGETED ENGAGEMENT

The Customer Loyalty Analytics dashboard enables sellers to segment customers based on loyalty, analyze segment purchase patterns, and perform targeted engagement to increase their overall customer lifetime value. This new dashboard provides valuable insights into customers’ shopping behavior alongside historical trends, giving sellers visibility into their brand’s performance over time.

#### DEDICATED BRAND STORES

Amazon Stores allows brand owners to showcase their brand and products in a multi-page, immersive shopping experience all built around their brand’s products. Brand Stores are an easy way for customers to discover a brand in Amazon’s shopping experience and also have unique branded URLs for customers to navigate to directly. Sellers can leverage pre-designed templates and use simple drag-and-drop tools to customize their Store without ever having to write a line of code.

MORE THAN **100,000** new brands owners launched  
IN AMAZON’S STORE IN 2023



*“I would like for us to be an established brand and recognized as a unique top sauce, seasoning, and rub company. Amazon gives us an incredible level of credibility with our customers. When we tell them we sell in Amazon’s store, they light up.”*

**Steve Nolan**  
Co-founder, Spice Isle Sauces  
Lincoln, Nebraska

## Powerful tools to help brands grow

### Showcase brands with A+ Content

Brands can add “A+ content” to product detail pages, letting them bring their brand story to life through rich text, image carousels, and video. Sellers can also run experiments to test different versions of their product content through the Manage Your Experiments tool, letting them analytically determine which versions best attract customers and drive conversion. Sellers using these tools increase customer interest and sales by an average of 25%.

### Drive loyalty and repeat purchases

Tailored Audiences is an Amazon customer engagement tool that provides sellers with the ability to run personalized email campaigns and target customers based on attributes, such as product interest and brand loyalty. They can even retarget customers that have previously bought their products to drive repeat purchases. Sellers can also drive repeat purchases through programs like Subscribe & Save, which allows them to provide customers with discounted pricing if they sign up for regularly scheduled deliveries.

### Advertise and promote products

Amazon has a wide range of powerful advertising and promotions capabilities that provide brands with great value when trying to get their products discovered.

- **Sponsored Brands** helps customers discover brands with creative, multi-product ads that appear in relevant Amazon search results.
- **Sponsored Products** are cost-per-click ads that promote individual product listings in Amazon’s store. In just a few minutes, sellers can create a custom campaign tailored to their objectives.
- **Amazon Live** is a shopping experience that leverages real-time brand interaction, offering live product demonstrations to educate audiences on product features and benefits, and helping customers make more informed buying decisions.
- **Deals and Coupons** provide sellers with a wide range of discount options to attract new customers and drive conversion.

# Innovative capabilities to empower small business success

It takes a lot to run a small business. Partnering with Amazon allows sellers to benefit from powerful, cost-effective capabilities that leverage Amazon's scale and technological innovation. As a result, sellers can spend more time focused on inventing amazing products and driving customer delight and less time dealing with complex logistics, warehousing, fulfillment, customer service, or other challenging aspects of running a business.



*"Even though Rule Breaker Snacks is a small brand, Amazon levels the playing field, giving us the same opportunities to reach consumers as much bigger brands. It gave us instant national distribution way before we were in physical stores across the country, giving us the ability to reach a much wider audience. All that boosts brand awareness, which boosts sales, and is invaluable to small companies like Rule Breaker Snacks."*

**Nancy Kalish**  
Founder and CEO, Rule Breaker Snacks  
Brooklyn, New York

## FULFILLMENT BY AMAZON DRIVES SALES AND RETURNS TIME TO SELLERS TO FURTHER GROW THEIR BUSINESSES

Fulfillment by Amazon allows independent sellers to have Amazon provide the storage, picking, packing, fulfillment, and customer service for their orders. Small businesses can provide customers with fast, premium shipping by leveraging the tens of billions of dollars that Amazon has invested in its logistics and fulfillment capabilities, and do so at a cost that is 70% less per unit than comparable premium options offered by other U.S. fulfillment service providers.



*"With FBA, our products are shipped from mainland warehouses and can be received by some customers same-day. This game-changing capability is why Amazon sales represent over 70% of our revenue."*

**Robin Van Niekerk**  
Owner, Kōkua Sun Care  
Honolulu, Hawaii

## THE NEW PRODUCT INCENTIVE PROGRAM

The New Product Incentive Program provides sellers with rebates on their fulfillment fees as well as free monthly storage, free liquidations of unproductive inventory, and free return processing for products that are new to FBA for a limited time, making it easier to get started and try out how well a seller's product resonates.

SPACE USED FOR SELLER INVENTORY IN AMAZON'S WAREHOUSES INCREASED BY OVER

**55 million**

cubic feet in 2023—that's the same as 28,000 full-size school buses



MORE THAN

**6 million**

NEW PRODUCTS RECEIVED DISCOUNTED FEES THROUGH THE FBA NEW SELECTION PROGRAM



## MEET THE SELLER

# Dermatologist's secret weapon for skincare equity is Amazon

**Inner Glow's sunscreen gummy, once exclusive to Virginia doctors' offices, launched in Amazon's store and now finds customers across the country.**

ARLINGTON, Virginia – By the time patients are sitting in Dr. Noreen Galaria's office, it's because there's already a problem. The dermatologist specializes in treating skin cancers with her husband, Dr. Irfan Galaria, a reconstructive plastic surgeon. In their offices, they

have seen nearly a half million patients, and the number-one problem they see is preventable sun-related skin cancers.

“Sunscreen alone just isn’t enough,” said Dr. Noreen Galaria. “People need protection from the inside out—not just topical treatments that wear off. People want a better answer.”

After a decade of research and development, that better answer came with creating their own line of Inner Glow supplements that are sourced with high-quality ingredients that are scientifically proven to provide sun protection, grow hair, and reverse aging.

Initially available only in their Virginia offices, word soon spread throughout the medical community, leading other dermatologists to reach out to stock the products in their practices. Within a year, their products were available countrywide, but exclusively within doctors’ offices and plastic surgery clinics.

Dr. Galaria recognized an accessibility issue with a daily supplement primarily available through a dermatologist, who patients might see once a year or even less. Even more challenging was the equity issue of those who can afford dermatological care. Dr. Galaria believed their sun protection supplement should be accessible to everyone, everywhere.

The following year, Inner Glow—a small business guided by a mission-driven founder—launched in Amazon’s store.

“It allows us to reach people we would never be able to reach in doctors’ offices,” said Dr. Galaria. Amazon, she said, makes it easy for customers to access their product wherever they are and without having to pay for a dermatologist appointment.



*“Amazon allows you to do your job from anywhere, and it allows you to reach people you would’ve never reached. My new customers have loved the ease of being able to get the product in the Amazon store. They can ‘Subscribe & Save’ our supplements and have it delivered to their doorstep.”*

**Dr. Noreen Galaria**  
Founder, Inner Glow  
Arlington, Virginia

While the first year of selling was a steep learning curve for the doctors, Dr. Galaria said she’s seen Amazon make investments in the seller experience to simplify the process. Starting with Seller University, an education destination with thousands of hours of free educational content for sellers at all stages of their journey. Dr. Galaria has used this and recommends it to other entrepreneurs. Now with the Inner Glow launched and products listed, the Galarias are leaning into other tools Amazon offers sellers to simplify parts of their business often deemed burdensome, like logistics.

Inner Glow uses Fulfillment by Amazon, a service where Amazon fulfillment associates can pick, pack, and ship their orders. Shipping with FBA costs 70% less per unit than comparable premium options offered by other U.S. fulfillment services.

“That’s exactly what I want as a physician, is someone who can handle that whole side of it, and that’s been amazing,” said Dr. Galaria. They are also using Subscribe & Save, a program that gives Inner Glow customers a discount on consistent deliveries. Dr. Galaria said it makes ‘supplement refills’ easy without customers having to remember to reorder, which is great for customers and gives Inner Glow consistent business they can count on.

“Amazon makes it so easy for patients or customers to buy our product,” she said. “Sometimes even patients sitting in my office during a visit prefer to buy in the Amazon store rather than deal with waiting at the front desk and having to run their credit card.”

With an estimated one in five Americans developing skin cancer by the age of 70, Inner Glow needs to be everywhere, said Dr. Galaria—and being in Amazon’s store is helping make that a reality.

#### INVESTMENTS IN GENERATIVE ARTIFICIAL INTELLIGENCE HELP SAVE SELLERS TIME AND PROVIDE POWERFUL NEW CAPABILITIES

Amazon is leveraging the latest advances in generative artificial intelligence (AI) across our tools and capabilities to help sellers more effectively tackle a range of tasks and challenges. For instance, tools like AI image generation let sellers rapidly and easily create custom lifestyle images for Sponsored Brands and Sponsored Display campaigns at no additional cost. Generative AI is also being used to summarize the product reviews that a seller has received on their products, making it much easier for customers to understand the most important takeaways across all of the reviews a product has received. Generative AI is even being used to provide more natural and helpful responses when sellers search for help and how-to information, and all of these use cases are only the start of many more generative AI innovations to come in the future.

MORE THAN **100,000**   
*independent sellers have already used one or more of Amazon’s generative AI listing tools, saving them valuable time and effort*

Amazon is working to dramatically reduce the effort required from independent sellers to list products in Amazon’s store and create even higher-quality product pages. To start, sellers provide a few words to describe their product, which Amazon’s generative AI uses to create compelling product titles, descriptions, and other product details. Sellers also have the ability to simply upload an image of their product and use generative AI to automatically generate their product title, description, and even more product attributes. Sellers are encouraged to review generated product details before they submit them to Amazon’s store, and already, sellers are accepting suggested attributes nearly 80% of the time with minimal or no edits. AI-generated content has also improved clarity, accuracy, and detail, which all help a product’s discoverability and sales. Sellers have shared that it saves them time, so they can focus more of their attention on developing great products.

HELPING SMALL BUSINESSES STAND OUT IN AMAZON'S STORE

Amazon invests heavily in driving traffic and awareness to small business brands, including celebrating their unique contributions during our biggest shopping days, such as Prime Day and the holiday season. During these events, small businesses feature prominently in national event advertising, onsite merchandising, special collections, deal placements, and gift guides. We elevate the voices and products of small and undiscovered brands during key cultural moments, like Black History Month and Hispanic Heritage Month. Every day, customers can discover small business brands through the Small Business badge and the Small Business filter, which help them easily discover and shop from the businesses that matter to them. Innovative programs like Amazon Business make it easier for business customers to discover and shop from small business certified brands right from Amazon's store.

PRIME DAY WAS THE LARGEST EVER FOR INDEPENDENT SELLERS IN AMAZON'S STORE

Prime Day 2023 was the largest Prime Day event ever for independent sellers in Amazon's store—most of which are small and medium-sized businesses. In 2023, Amazon's store included more Prime Day deals on small business products than ever before. Prime Day is made possible because of Amazon's significant investments in marketing, merchandising, operational infrastructure, and people that result in huge traffic generation that drives independent seller success. All of this results in an end-to-end experience customers love and big boosts in sales that small businesses love.



With the Small Business badge, customers can easily discover a unique selection of incredible products from small business brands and artisans. The badge helps customers shop with confidence and know they're making a real impact on supporting domestic small businesses and their local communities.

"Support Small" is a curated storefront that provides an experience where customers can discover unique, high-quality products from small businesses and meet the business owners behind the brands—including Black-owned, women-owned, Hispanic-owned, military family-owned, Asian American, Native Hawaiian, and Pacific Islander-owned, and LGBTQIA-owned small businesses.



*"What we love about Prime Day the most is that there's sort of an ongoing ripple effect. The impacts are long-lasting. Yes, you gain some more customers and sales during the event, but you also gain exposure that helps over the long term."*

**Mike Lilygren**  
Co-founder, Maven  
Lander, Wyoming

TOP 5 CATEGORIES FOR SELLERS

① 	② 	③ 	④ 	⑤ 
HEALTH & PERSONAL CARE	BEAUTY	HOME	GROCERY	APPAREL

## Amazon Business connects sellers to companies and organizations of all sizes

Amazon Business helps millions of business customers worldwide—from small businesses, schools, hospitals, nonprofits, and government agencies to large enterprises with global operations—reshape their procurement with cost and time savings, greater productivity, and insightful purchasing analytics. Amazon Business also provides a suite of features and tools that can help sellers grow their business by reaching business customers of all sizes. Business customers often buy in larger quantities—which means small businesses can sell more with less time and effort.

- Amazon Business helps sellers identify business-to-business (B2B) customers who are looking for business-specific products and connects them with relevant offers from various sellers. Sellers can use tools to discover B2B needs, respond to business-specific customer quote requests, and sell items in bulk.
- A business profile and certifications (e.g., small business) can help a seller's products stand out to procurement decision-makers and other B2B customers with Amazon Business.

IN 2023, INDEPENDENT SELLERS AVERAGED MORE THAN **\$250,000** in annual sales in Amazon's store 



*"With Amazon Business we have exposure to buyers and procurement managers looking for alternatives to lanyards. Amazon's recognition of our certifications has expanded our base and made it easy for government [customers] who represent healthcare, public service, transportation, and hospitality industries to find our products."*

**Mauritha Hughes**  
Co-owner and COO, FLEXX ID  
Aurora, Colorado



# Trusted partner at every stage of an entrepreneur's journey

Amazon invests billions of dollars in people, resources, and services that support entrepreneurs at every stage of their journey. This includes assisting sellers when they are just getting started, helping them scale and expand globally, and supporting them as they continue to grow and thrive.

## AMAZON SMALL BUSINESS ACADEMY

Amazon Small Business Academy is a free digital resource for entrepreneurs to learn foundational skills to start, build, or launch their business. This resource features a personalized education experience that includes on-demand videos and courses based on business stage and live Q&As with industry experts and established small business owners.

## "THIS IS SMALL BUSINESS" PODCAST

The "This is Small Business" podcast explores the journey to success for small business owners by diving deep into the pivotal moments they have faced and conquered along the way. Featuring a new small business owner each week, this podcast follows the ups and downs of starting and building a business, uncovering what it takes to be a successful small business owner today.



*"This podcast has changed the way I look at running my small business. The storytelling element is my favorite part. I love learning about how great businesses find success!"*

**Audrey**  
Podcast listener

## SELLER UNIVERSITY

Amazon Seller University offers educational resources to help sellers learn how to succeed in Amazon's store. Content includes thousands of hours of articles, videos, webinars, and case studies in 26 languages. Amazon uses powerful analytics to understand the critical success factors for driving seller success and the areas that benefit sellers the most, and to build additional Seller University content. This includes training and practical instructions on things like how to analyze product performance and reduce customer returns, how to make smart pricing decisions and earn customer trust, and how to find the right customers and grow sales with efficient advertising.

## MEET THE SELLER

# New York City author says Amazon is invaluable for entrepreneurs

## The mom behind *Bao Bao Learns Chinese* goes full-time into her business as books in every language find success with Amazon.

BROOKLYN, New York – "Without Amazon, I would not have a business. I would still be in corporate America."

Three years ago, Peipei Zhou was looking down at the first edition of her new sound book, *Bao Bao Learns Chinese*. This was the solution to teaching her young son, Miles, her first language of Mandarin in an engaging way. More than a year of research, testing, and development was now beautifully bound and battery-operated. Sitting in a box next to her were dozens more copies just like the one in her hand.

Zhou knew what it would take to see her book on the shelf of a traditional retailer. Before she started working in corporate social media, that's all she did. She worked for one of the 'big guys,' securing shelf space for hundreds of products at stores across America.

"You need to have a big name and big marketing budget. Millions," said Zhou. "The buyers of a national retailer won't take meetings with a 'mom and pop' shop. So, getting any kind of mass placement is practically zero."

Zhou believed her book would have mass appeal if she could just get it in the hands of kids and their parents. The book features traditional children's songs from the United States and China in a press-and-play sound book format, giving parents the tools to teach little ones the language through music.

“It connects kids to parents, kids to grandparents, strengthening the bonds over the songs that their grandparents used to sing in their home countries,” said Zhou. This was the early language learning tool so many others like her were looking for: it was multi-generational, and it was screen-free.

With her social media background, Zhou looked into building her own website and selling directly to customers but the acquisition cost would have been \$20 per customer, for a book that’s only \$25. “I would either have to increase the price drastically, or I just wouldn’t have any customers,” she said.

Zhou didn’t want to waste time or money to test the segment. The lowest risk option, she said, was Amazon. In addition to being affordable, she valued the company’s strong customer base and tools like Fulfillment by Amazon, where her books would get boxed and shipped to customers for her. It was divide and conquer, she said. Zhou leaned into developing her books and digital advertising; Amazon did the rest.

“Amazon is sort of a one-stop shop for solopreneurs,” she said.

“They take care of getting people into the funnel and everything logistically. I don’t have to own a warehouse. I don’t have to have a team that ships or handles the extraneous logistical tasks,” said Zhou.

“Amazon is great at customer service, like returns and customer support. All of that stuff that I don’t have the capacity for, Amazon can take care of it.”

“Bottom line, selling with Amazon allows me the bandwidth I need to create even more books, better books,” she said.

Since launching in 2019, Zhou’s books have taken the early childhood language education segment by storm. *Bao Bao Learns Chinese* is now one of three language series books she has written under the brand Baby Learns Language. In 2021, she launched *Coco Learns Spanish* and last year, debuted *Astro Learns English*. Through Baby Learns Language, Zhou employs musicians and illustrators from around the world and has built an international following, selling in multiple countries through Amazon. And, just three years after launching, Zhou quit her corporate job to pursue her book business full time.

“Amazon has done an extremely good job of providing an avenue of entrepreneurship to people who want it and making it as easy as



**Peipei Zhou**  
Founder, Baby Learns Language  
Brooklyn, New York



possible,” said Zhou. “The entry into entrepreneurship with Amazon has been really, really good. And the pursuit of running my own business has been the most gratifying decision I’ve made.”

“Amazon has been my most valuable partner,” she added.

Now that Zhou has made a name for herself, she said she’s looking at launching her own website and selling to customers directly, using Buy with Prime to provide customers a seamless checkout experience with free and fast shipping. It’s in the pipeline for the next few years, along with 10 new language books, including Korean, Tagalog, French, Hindi, and Arabic.

#### AMAZON VINE

Product reviews help customers make more informed purchase decisions, especially on newly launched products or for brands that are new and not well-known. Amazon Vine is a program with a community of trusted Amazon shoppers—called Vine Voices—who share their honest product experiences with other customers to help them make more informed purchase decisions. Vine reviews have been shown to boost sales by up to 30%. Hundreds of new products from all types of categories are added daily to the program. For transparency, reviews submitted by Vine Voices are marked as such in the Amazon store.

#### CUSTOMER SERVICE BY AMAZON

Customer Service by Amazon takes care of customer service for orders that sellers fulfill on their own. Customer contacts are directed to Amazon Customer Service, providing 24/7 support over phone, chat, and email in many different languages. Products that leverage Fulfillment by Amazon already receive Customer Service provided by Amazon. Now, more than 300,000 sellers leverage Customer Service by Amazon to provide customer service for products that they are fulfilling on their own.

# Buy with Prime offers a compelling choice in selling directly to customers

Buy with Prime enables businesses of all sizes—including small businesses—to offer the convenient benefits of a Prime shopping experience directly from their own websites, including fast, free delivery, a trusted checkout experience, 24/7 live chat support, and hassle-free returns. By offering the shopping experience Prime members know and love, Buy with Prime helps businesses connect with new shoppers and grow brand loyalty by leveraging the trusted shopping benefits of Prime that Amazon has built and continued to improve over nearly 20 years.

- Buy with Prime has been shown to increase shopper conversion by 25%, on average, and on average, three out of every four Buy with Prime orders come from new shoppers.
- Buy with Prime helps businesses delight their customers with deliveries made seven days a week and an average “click-to-door speed” over 50% faster than other retailers.
- On average, businesses that add Reviews from Amazon to their online stores have experienced a more than 38% increase in shopper conversions across both Buy with Prime and non-Buy with Prime checkout experiences, as well as a 34% increase in revenue per visitor.



*“I love Buy with Prime because we’re able to direct traffic to our website. We have that brand trust [from Amazon] and our customers receive their product in two days with FBA. It’s awesome.”*

**Ashley Green**  
Founder, KaAn's Designs  
Fort Wayne, Indiana

## HELPFUL ADVICE & SUPPORT

Tens of thousands of Amazonians—including software developers, machine learning scientists, product managers, account managers, support associates, and more—are dedicated to helping sellers succeed. They invent on their behalf to create new opportunities, carefully understand and eliminate defects that impact the seller experience, and help sellers in running and growing their businesses. Every day, global teams work to provide sellers with the strategies, answers, guidance, programs, and solutions they need to succeed in Amazon’s store, and if sellers ever have an issue, seller support teams are available 24/7 to help them over phone, chat, or email.

## GLOBAL SELLING

Amazon provides independent sellers with a variety of tools and services that simplify critical aspects of selling to customers around the world. With Amazon Global Selling, sellers can use Amazon’s trusted global brand to reach customers across countries. Amazon’s state-of-the-art international logistic capabilities help sellers more easily and cost-effectively move products across borders. Selling tools also help simplify listing products across countries with automated translation and currency conversion capabilities for managing pricing and receiving disbursements. Altogether, Amazon makes it dramatically easier for small businesses to list once and sell globally.

## ACCOUNT HEALTH ASSURANCE

Running a small business can be difficult, and sellers may occasionally run into operational issues. Amazon created the Account Health Assurance Program as a free benefit based on seller feedback and as part of the company’s continuous effort to provide sellers with more transparency around their account health. As long as the seller works to resolve these violations, Amazon formally commits to not deactivate the seller’s account. Small businesses enrolled in the Account Health Assurance Program receive proactive support from an account health expert who will personally work with them to resolve their account health violations.

OVER

**330 million**



*items were exported by U.S.-based sellers to customers in over 130 countries globally*



*“Amazon helps facilitate the legal process and the tax collection requirements [to sell globally]. It’s an incredible benefit to small businesses like ours.”*

**Nick Harman**  
Founder, Randimals  
Ketchum, Idaho

# A valuable and inclusive community of sellers

Amazon supports independent sellers worldwide and builds a strong community through educational resources, interactive tools, and vibrant experiences for sellers to engage with each other and with Amazon.

## AMAZON ACCELERATE

Amazon Accelerate is the premier annual conference for Amazon sellers. Amazon Accelerate 2023 was held virtually and in person in Seattle. The conference is dedicated to accelerating independent sellers' success—whether they are already selling in Amazon's store or are aspiring entrepreneurs. The event is designed to inspire, engage, educate, and connect sellers with each other and with the Amazon teams dedicated to their success.

In 2023, Accelerate held more than 60 sessions focused on advertising, building, and protecting their brand, driving visibility and engagement, gaining insights using Amazon tools and strategies, optimizing fulfillment operations, and scaling businesses globally. In addition to meeting and learning from thousands of other sellers, attendees at Accelerate met and connected with hundreds of Amazon employees, including senior leadership, during the three-day event.



*"Attending the event was a game-changer! It provided incredible networking opportunities, introduced me to key industry players, gave a glimpse of future trends, and most importantly, allowed me to find my long-term professional family. An invaluable experience!"*

**Accelerate Attendee**



*"It's inspiring to see their growth alongside your own. I've definitely increased my village of other Black business owners. We have peer-to-peer mentoring sessions where we can share resources and have conversations about what the current challenges are in the business, any new opportunities that you found, and what tools you are using to help you grow."*

**Veronica Blue**  
Founder, Phenomenal Foods  
Cleveland, Ohio

## BLACK BUSINESS ACCELERATOR

Amazon launched the Black Business Accelerator with a commitment to help empower and drive the success of Black-owned businesses. Amazon's Black Business Accelerator provides access to a comprehensive range of resources, including credits and sponsorship of Black-owned business certification, strategic business coaching, educational content, marketing, and advertising support to help Black-owned businesses grow and maximize their selling success in Amazon's store.

## MEET THE SELLER

### An Oprah's 'Favorite' athleisure brand on embracing brown as the color of women's wellness

Roam Loud, the athleisure company where "brown skin is at the forefront and not an afterthought," sponsors free wellness class initiative for women across the country after launching in the Amazon store.

PROVIDENCE, Rhode Island – Roam Loud owner Toyin Omisore doesn't want to just sell leggings. The athleisure entrepreneur is on a mission to give girls a vision of what it looks like to be healthy, brown, and proud. Her new initiative, 'Take a Breath,' is just one part of the Amazon seller's journey.

The Liberian-Nigerian American was motivated by her experience as a young dancer to “unapologetically create” an activewear brand that puts women that look like her at the forefront. Growing up, nude-colored dance tights were not nude for her. Ad campaigns rarely showed women with brown skin or natural hair, and wellness wasn’t a priority. Omisore said like many other girls of color, she grew up feeling like an afterthought.

Roam Loud, established in 2020, aims to change that perception. Their athletic apparel, designed by women of color for women of color, puts brown skin at the forefront in their colors, design, and marketing. It’s one of the reasons Oprah selected their Yanta leggings and tank bra set for her coveted Oprah’s Favorite Things List in 2023, bringing the brand to Amazon. Oprah partners with Amazon to provide readers easy access to shop her favorite things in one place.

“The response was instant,” said Omisore. “The orders came in within minutes and it did not stop. I moved more merchandise in those two months than I probably did in two years.”

Omisore leverages Amazon as a marketing channel for Roam Loud’s mission. Amazon’s reach, as well as their easy-to-use marketing tools, mean new customers are finding her in Amazon’s store, where Omisore stocks a selection of her best sellers. It’s a “quicker touch point,” she said. Customers know Amazon and are comfortable trying out a new brand in a store they trust.

‘Take a Breath’ is Roam Loud’s “promise to be accessible to wellness.” Every quarter, Omisore partners with a BIPOC wellness

instructor in the United States to give a group of women the opportunity to try a breathwork, yoga or meditation class for free. “Women need a moment to pause and prioritize themselves,” said Omisore. ‘Take a Breath’ is dedicated to removing financial barriers to make wellness happen for women nationwide.

“As Black women, we are very mindful of what our communities need from us,” said Lesline Pittman, a yoga instructor in Florida who is part of the initiative. “Take a Breath is for women by women. We need this.”

“There are questions you have when you start out, and Amazon has been a place for me to find answers,” said Omisore.

Amazon continues to be part of Roam Loud’s growth strategy. As Omisore looks to expand, she plans to grow her business in the Amazon store, which provides a steady stream of exposure.

“I really want this brand to be more than just activewear. This is an ecosystem of health, wellness, encouragement, and empowerment,” she said.



**Toyin Omisore**  
Founder and Owner, Roam Loud  
Providence, Rhode Island

## The seller community continues to grow and build stronger connections

### SELLER FORUMS

With thousands of new posts each day across a variety of topics, Amazon’s Seller Forums are a daily stop for sellers to find answers and advice from fellow entrepreneurs that can help them launch and build a successful business. They share experiences and best practices with other sellers, and Amazon Community Managers are deeply engaged in weighing in with expert advice and guidance. Regular Ask Amazon events connect sellers with Amazon product leaders for direct insights and a chance to provide feedback that continues to help sellers grow their business.

### VOICE OF THE SELLER

Through the Voice of the Seller program, Amazon empowers sellers to have a direct influence on the programs and tools they use to sell in Amazon’s store. Direct impact of the program includes rolling out changes to seller tools like ‘Manage Your Listings,’ influencing fee rollout strategies, improving visibility into Fulfillment by Amazon inbound processes, and enabling sellers to segment customers and build higher lifetime value. Amazon’s obsession over delighting sellers and ensuring they can thrive and grow starts from deeply understanding small and medium business owners and ensuring their voices are an integral part of the innovation process.

### SELLERS IN YOUR COMMUNITY

Sellers in Your Community celebrates and amplifies the success of independent sellers in the communities where they live and work by connecting them and their unique entrepreneurial stories with local community leaders and other sellers in the community. Sellers in Your Community puts a personal and human face to the many small businesses across the U.S. in communities both large and small who are giving back to their communities through job creation, infrastructure investments, and support for local organizations while using Amazon to help them succeed and grow. This program has opened the eyes of community leaders to the key priorities for today’s retail industry from the small business point of view and gives them a more helpful understanding of what it means to be a local business, what drives their success, and where they need help.

# A force for good in local communities

When independent sellers succeed in creating successful businesses in Amazon's store, they also create great jobs and drive a number of other benefits in their local communities and economies. As a result, the amazing partnership between independent sellers and Amazon not only benefits consumers, small businesses, and Amazon—it is also a force multiplier that benefits people across America.

AMAZON INDEPENDENT SELLERS EMPLOYED MORE THAN

**1.8 million**

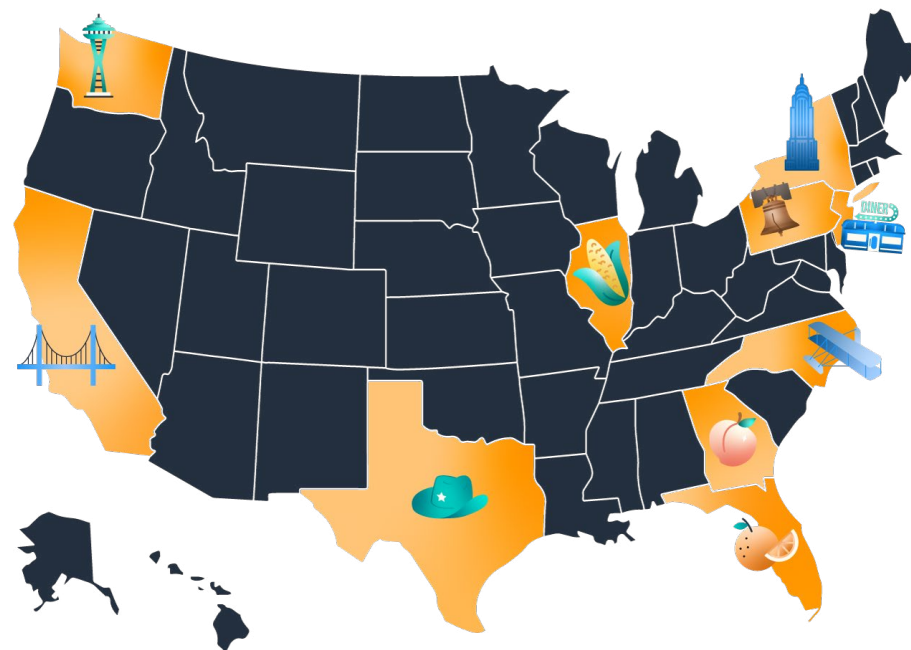
PEOPLE IN SUPPORT OF THEIR AMAZON-RELATED BUSINESS



*"We are committed to taking steps throughout the year to recruit, hire, retain, and advance individuals with disabilities, and to provide them with the opportunity, full participation, economic self-sufficiency, and independence they deserve. Amazon has provided the access and ability to build and scale a business achieving this mission, and I am really excited to bring even more opportunities to individuals in our community with disabilities."*



**Kim Shanahan**  
Founder, Gifts Fulfilled  
Berlin, Maryland



10 STATES WHERE INDEPENDENT SELLERS SUPPORTED THE MOST JOBS IN 2023

1. California
2. New York
3. Florida
4. Texas
5. New Jersey
6. Illinois
7. Washington
8. Georgia
9. Pennsylvania
10. North Carolina

## MEET THE SELLER

# Terrasoul Superfoods sees super growth with Amazon

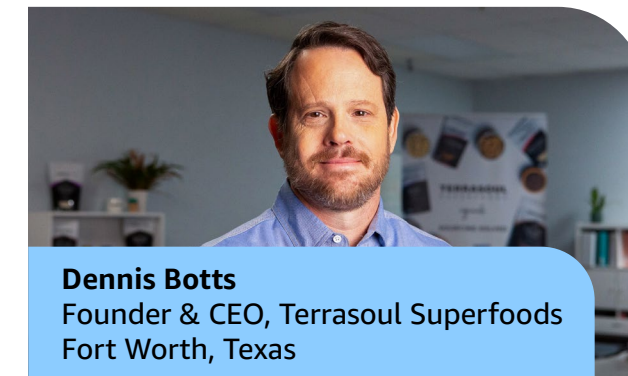
**Dennis Botts made his first sale in Amazon's store in 2013. The family business now works out of a 115,000-square-foot warehouse with 70 employees.**

FORT WORTH, Texas - Before Terrasoul Superfoods Founder and CEO Dennis Botts was an independent seller, he was an Amazon shopper.

He and his wife, both health-conscious, noticed years ago that the superfoods they loved sold at their local grocery store for what Botts describes as "ridiculous prices on the shelf."

"I saw that there was an opportunity to offer value to the consumer in the Amazon store by delivering a great quality product at a great price and start a brand to sell there," he said.

In 2012, while feeling inspired on vacation, Botts decided to quit his corporate job



**Dennis Botts**  
Founder & CEO, Terrasoul Superfoods  
Fort Worth, Texas

and focus full-time on developing what is now Terrasoul Superfoods. The rapidly growing company works with small-scale, family-owned farms in 37 countries to import, package, and distribute organic and Fairtrade-certified superfoods, which are sold to consumers at affordable prices.

"To me, that means we're putting our customers and our employees first over trying to make a short-term profit for the company," Botts said.

Today, the Botts are continuing to reinvest 100% of profits back into Terrasoul's 70 employees, their company, and their community so they can create jobs, offer better prices, and expand their product line.

"I'm very fortunate I've been able to fulfill that mission where we're able to pay people great wages and provide great benefits to them," he said. "And it means a lot to me that we've provided career opportunities and growth to people where people have come in and, now, they're able to buy houses and have all the success in their career that they've accomplished."

And as Terrasoul's staff grows, so do sales and the suite of products that are packaged in a 115,000-square-foot warehouse in Fort Worth, Texas. "This is the building Amazon built," Botts said. "Today we have millions of dollars in manufacturing equipment and all

that was driven by Amazon.”

It’s a level of success Botts says he never imagined.

“I always knew I was going to start with Amazon. Certainly, at the time in 2013, I didn’t realize the growth that was going to happen,” he said.

#### MEET THE SELLER

## Morrison Outdoors’ success translates to big wins for local nonprofits

**The company that created a safe, warm, and easy-to-pack sleeping bag for young children is now supporting the outdoor equity movement spearheaded in New Mexico.**

ALBUQUERQUE, New Mexico. – Morrison Outdoors was built to keep parents in nature with their easy-to-pack sleeping bag for babies, but their latest efforts are helping to get new moms, Latinos, and marginalized youth to experience the more than 20 million acres of national forest and public lands New Mexico has to offer.

“It was one of the first things Tavis did,” said Sarah Candelaria, Deputy Director of the New Mexico Wildlife Federation and founder of Nature Niños. “He said, ‘Let us support you.’”

In December 2023, Tavis Malcolm, owner and founder of Morrison Outdoors,

For Botts, Amazon has been pivotal to powering Terrasoul Superfoods’ super growth.

“Without Amazon, this business would be much smaller,” Botts said.

relocated his family and his business to Albuquerque, New Mexico, from Washington State. Before the move was official, he already lined up the first Albuquerque-based organization the company would support: Nature Niños.

“We welcomed him out to our space and showed him where we do outdoor classrooms and introduced him to our different programs for nature-nervous families,” said Candelaria. “He fell in love with our Tiny Trees program.”

Tiny Trees is Nature Niños’ 100% outdoor classroom for four- to eight-year-olds that teaches little ones to explore, investigate, and play in nature. “We focus on the social and emotional benefits of nature, that connection to the outdoors and getting back to our roots,” said Candelaria. Lessons change weekly and focus on subjects that range from animal and flower identification to fishing and ecological facts.

Morrison Outdoors became Nature Niños’ first small business partnership, donating a portion of their proceeds to support their nature programs for marginalized kids.

“It’s the right thing to do,” said Tavis Malcolm.

“Having Amazon for a business our size is essential,” said Malcolm. “It’s nearly doubled what we do in sales.” By leveraging Amazon’s tools and services to handle fulfillment and customer support, Malcolm has been able to focus extra efforts on his own website, turning his Albuquerque-based company international. Last year, Morrison Outdoors sold to more than 40 countries with staff based locally.

Candelaria said Malcolm is about creating community. “It’s more than a business for him,” she said, adding that Malcolm is using Morrison Outdoors to make a difference for his new home of New Mexico.

Since the company was founded, Morrison Outdoors has donated funds to support causes that align with their mission, like supporting postpartum moms with Hike It Baby. They have also partnered with Operation Warm and Latino Outdoors, and started a lending library that allows youth-focused groups to use their sleeping bags at no cost.

“Morrison Outdoors is the perfect confluence of my interests,” said Malcolm. The business, he said, combines his love for the outdoors with his background in marketing and his desire to give back. As a small business that sells online, it also means he’s able to be nimble for his family when needed.

Nearly half of Morrison Outdoors’ sales are through Amazon. Malcolm said he takes advantage of Amazon Global Logistics and Fulfillment by Amazon, saving him time and effort. “Instead of packing, labeling and shipping myself, Amazon takes it off my plate.” He said it’s allowed him to expand his business, while being more present in his daily life and more intentional with his time.

“Being here, having a presence here, is making an impact,” said Malcolm.

It’s a ripple effect, said Candelaria. “It’s benefiting everyone. It’s benefiting him, which in turn is going to benefit his community because he has that lens. It feels great knowing that there are for-profit businesses that see the benefit of supporting the nonprofits in our community.”

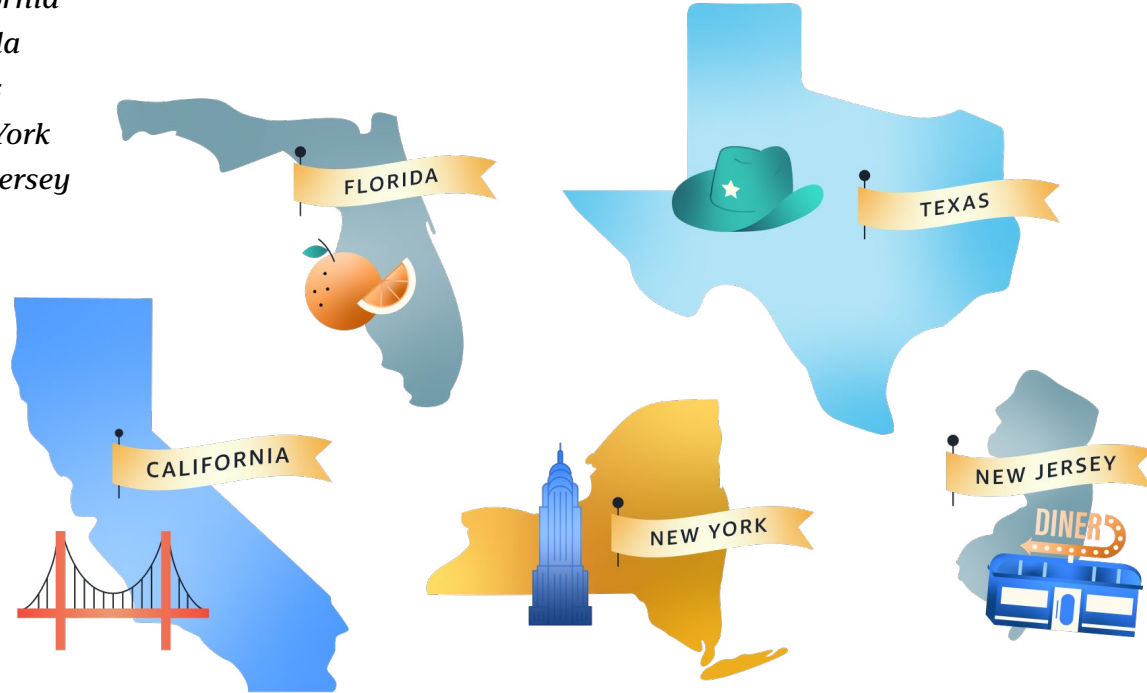
**Sarah Candelaria**  
Founder, Nature Niños  
Albuquerque, New Mexico



**Tavis Malcolm**  
Owner & Founder, Morrison Outdoors  
Albuquerque, New Mexico

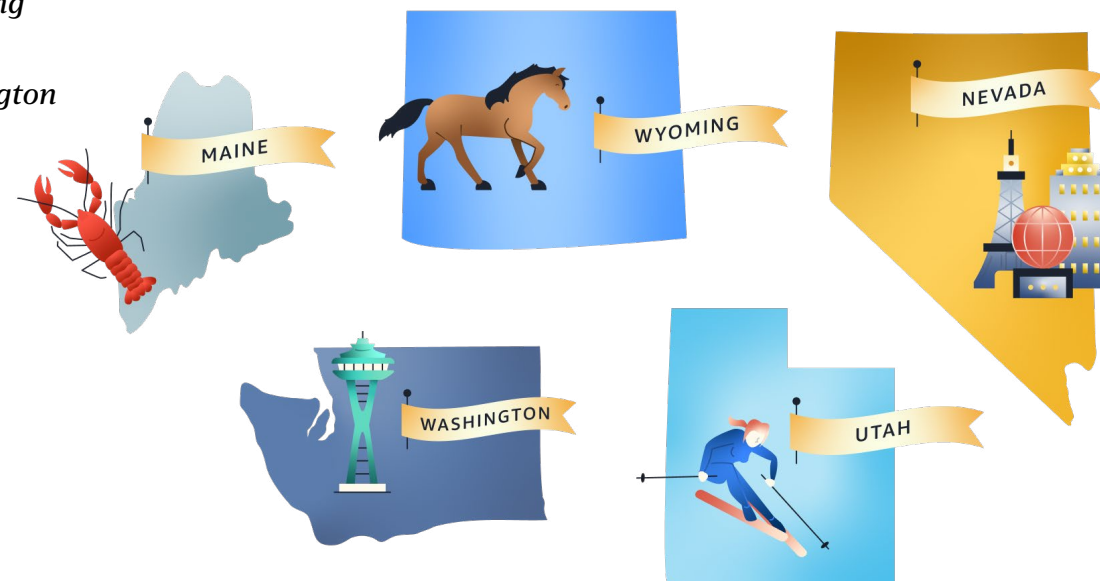
## STATES WITH THE MOST INDEPENDENT SELLERS

1. California
2. Florida
3. Texas
4. New York
5. New Jersey



## 5 STATES WITH THE FASTEST-GROWING INDEPENDENT SELLERS

1. Maine
2. Wyoming
3. Utah
4. Washington
5. Nevada



## MEET THE SELLER

# Big Heart Tea Co. is committed to environmental and community well-being delivered one cup at a time

The St. Louis-based Big Heart Tea Co. ramps up growth by 400% in just a few months with 15 employees.

ST. LOUIS, Missouri – Lisa Govro, founder and owner of Big Heart Tea Company, did not know The New York Times was going to publish a glowing article about her products—but then the orders started streaming into her Amazon storefront.

“It happened totally organically; we didn’t have anything to do with getting the coverage,” said Govro. “A Times writer was just a big fan of our tea.” The article contained a link to Big Heart Tea Co.’s Amazon store, which led to sales growing by 400% over a period of just a few months.

Organic growth is something this independent seller knows all about—and it’s woven into the DNA of their brand. Big Heart Tea Co. is built on quality-sourced, organic ingredients that are combined into flavorful blends and packaged by hand in their downtown St. Louis warehouse.

The company started with Govro selling tea out of a vintage camper at local farmers’ markets and street fairs. She expanded the business by working with contacts in the

food service industry and getting her tea carried in local cafés.

However, with the unpredictable nature of the restaurant industry, Govro began looking for ways to grow her business and customer base beyond brick-and-mortar food establishments. She chose to partner with Amazon.



**Lisa Govro**  
Owner & Founder, Big Heart Tea Co.  
St. Louis, Missouri



Govro believes having an Amazon store provided credibility for her business in the eyes of her customers—which she sees as a major benefit of working with Amazon. She also likes the variety of seller tools, especially Buy with Prime.

In addition to making a positive impact on the environment, Big Heart Tea Co. is committed to positively impacting their local community, from hiring and retaining 15 full-time employees in their manufacturing center to supporting community development.

“Big Heart Tea Co. is a brand people turn to when they want self-care or community-care, and we’re frequently asked to support community events,” Govro said, “We believe tea is the perfect facilitator for both easy as well as challenging conversations.”

This small business has found customers all over the U.S. who share their big-hearted values. Based on their success with that broader community, they’ve been able to reinvest in their local St. Louis community.

#### SHIPS IN PRODUCT PACKAGING FOR FULFILLMENT BY AMAZON

The Ships in Product Packaging program offers sellers that use Fulfillment by Amazon the opportunity to ship products to customers in their own custom-brand packaging without any Amazon-added material. This means sellers can use their own branding to improve their connection with customers while minimizing additional packaging materials required for delivery. This also saves Amazon fulfillment costs, which are passed along to sellers through lower FBA fees. As a result, small businesses can improve sustainability and reduce their costs associated with fulfillment at the same time.

#### FBA DONATIONS IS A DIRECT LINE TO LOCAL CHARITIES

The FBA Donations program allows independent sellers that use FBA to donate eligible products (including returns) to families and individuals in need through Amazon’s nonprofit partner. In 2023, Amazon donated or helped individual sellers donate more than 160 million products worldwide.

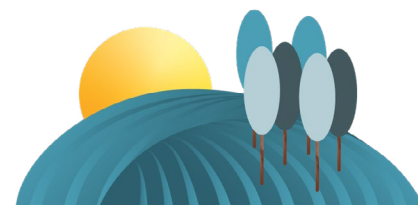
IN 2023

## Sellers in rural areas

*including parts of North Dakota, Kansas, Alaska, Utah, and Florida, collectively achieved more than*

# 60% year-over-year sales growth

IN AMAZON'S STORE



## See Amazon’s interactive map for more seller stories and state-level impact data.



[VIEW FULL MAP](#)



Michelle Huie, Founder  
VIM & VIGR, Missoula, Montana

