

Oct 31, 2018

Mr. Jeff Bezos
Amazon.com
2111 7th Ave
Seattle, WA 98121

Dear Mr. Bezos and Team,

"Amazon is holding our inventory hostage. "

This is what we've been telling our customers since mid-May as they've been forced to wait weeks, in some cases months, for merchandise to be shipped from Amazon. When we discovered the problem, we submitted cases to Seller Support to alert your team of the problem.

See Seller Central Case ID's: 5106698271, 5134759671, 514946511, 5156872641, 5273635571

It seems FBA is suffering from chronic "internal errors" and "construction delays" as the problem persists nearly 6 months later (excuses we've heard from Seller Support to explain the delays.).

After investigating, we discovered approximately 3000 units of our sellable inventory was located in fulfillment center MCFB and units in this facility often take several weeks to ship to customers. We submitted yet another case to Seller Support (Case ID: 5156872641) asking for information about fulfillment center MCFB. It is now 126 days later, and we continue to get near daily updates that *"technicians are looking into this case."* (see attachment #1). Your telephone support said fulfillment center MCFB does not exist. Which is interesting because your reports show our inventory is stored there.

We also found that FBA would ship a fulfillment order to our office for MSKU's located in MCFB in a matter of days. Yet a customer's order for that same MSKU would not ship for weeks or months.

So, while your technicians continue to "look into" the 6 cases we've submitted asking you to simply ship our inventory in a timely manner, here's what we've been doing for the past few months to take care of our customers:

- 1) Manually tracking MSKU's that have not shipped by the EDD (estimated delivery date).
- 2) Sending an email to customers alerting them that we are having a problem with Amazon shipping merchandise in a timely manner and apologizing on your behalf for the delay.
- 3) Manually submitting a fulfillment order in Seller Central to ship the MSKU to our company office in Madison, Wisconsin.
- 4) Receiving the MSKU in our office, re-packaging it, and shipping it to our customer.
- 5) We continue to apologize profusely for the delay while pointing the horrible service finger at Amazon.

We've had to perform this triage on [REDACTED] orders so far (see attachment #2). This has directly cost us a total of [REDACTED] in FBA fees, outbound postage from our office, and labor (see attachments #3 and #4).

In addition, [REDACTED] customers simply cancelled their orders because they were unwilling to wait several weeks for their merchandise to arrive, directly costing us [REDACTED] in revenue (see attachment #5 for an example). The loss of repeat business from these frustrated customers who cancelled as well as those who waited weeks for their order is immeasurably higher, but we attempted an estimate based on our historic customer future lifetime value (see attachment #6).

This issue is not resolved. We still have over 1500 units in the MCFB center and every day we continue to track items that have not shipped. The costs to us financially and to our customer service reputation (and yours) grow every day.

We suspect fulfillment center MCFB is where you relocate inventory your algorithm identifies as "slow moving." It seems to us your bots failed to consider that apparel SKUs can be seasonal. So when the weather warmed in May, the warm-weather MSKU's were not moved to a more accessible location. But regardless, if an MSKU is in stock (at MCFB or anywhere) it should ship within days, not weeks or months!

We have a contract with Amazon FBA services to fulfill our customers' orders. Wouldn't you agree that you're not upholding your part of that contract? And wouldn't you also agree that it's time you remedy this and restore both our reputations?

First by solving the problem. Apparently an FBA algorithm is not allowing units stored in MCFB to be shipped to several zip codes.

Second, by reimbursing us in the amount of [REDACTED] in direct damages noted above plus [REDACTED] for the damage you have done to our reputation and future business from affected customers, a total of [REDACTED].

I would expect no less from an organization that prides itself on the best customer service in the world.

Sincerely,



Robert Behnke
President, Fair Indigo