

APPENDICES

Appendix A. Interview Guide – Customer

Sample questions:

1. What motivated you to shop on Amazon during the seasonal sale?
2. How was your experience with the delivery speed?
3. How much did the discounts influence your decision to buy?
4. How did you feel when your product arrived earlier than expected?
5. Overall, were you satisfied with your shopping experience? Why?
6. Do you think the combination of fast delivery and discounts influenced your decision to return and shop again?
7. What part of the experience was most satisfying to you?
8. Is there anything you think Amazon could improve?

Appendix B. Interview Guide – Amazon Staff (Marketing & Operations)

a. Interview Guide for Operational Manager

1. How did Amazon DTM8 prepare operationally to handle the order surge during the 2023 peak season?
2. What specific strategies were implemented to ensure faster delivery times during this period?
3. Were there significant changes in routing, staffing, or technology applied during the peak season?
4. How does the operations team evaluate the success of the delivery speed strategy?
5. What were the biggest challenges faced in maintaining fast delivery performance during peak seasons, and how were they overcome?
6. In your view, how important is the synchronization between fast delivery and seasonal promotional programs for customer satisfaction?
7. How did the operations team collaborate with the marketing team to support promotional periods logistically?
8. Based on your observation, did the combination of faster delivery and attractive discounts contribute significantly to improving customer satisfaction?
9. What operational improvements do you think can be further developed for future peak seasons?
10. Is there anything you would recommend to optimize delivery performance without compromising service quality during high-demand periods?

b. Interview Guide for Marketing Manager

1. What types of promotional campaigns did Amazon DTM8 run during the 2023 peak season?
2. How were products selected to be included in special promotions or discount programs?
3. How important was the role of seasonal promotions (e.g., Lightning Deals, Prime Exclusives) in driving customer purchases during peak season?
4. How were the discount percentages determined (e.g., 20%, 40%, etc.)? Was there a specific strategy behind it?
5. Were different customer segments (e.g., Prime members vs non-members) targeted differently during peak season promotions?
6. How did the marketing team coordinate with the operations/logistics team to ensure stock availability for discounted products?
7. Were there any challenges in aligning marketing campaigns with actual delivery capabilities?
8. How did marketing adjust promotions in real-time based on inventory levels and delivery performance?
9. How did you measure the success of the seasonal discount campaigns? (e.g., increase in sales, customer satisfaction scores)
10. How did customer feedback or behavior influence marketing strategies during the peak season?
11. Based on your analysis, how important was the combination of fast delivery and promotional pricing in improving customer satisfaction?
12. Do you believe that seasonal discounts helped increase customer loyalty to Amazon?
13. What new promotional strategies would you recommend for future peak seasons to further enhance customer satisfaction?
14. Were there any lessons learned from the 2023 peak season that will influence future marketing approaches at Amazon DTM8?

Appendix C. Interview Documentation & Interview Transcript – Kiran B. (Customer)

Interviewee : Kiran B.
Date of Interview : March 2, 2025
Location : Zoom Meeting (Online)
Interviewer : Cherly Rhesfinola
Video Link : <https://youtu.be/FHAFaJxidDQ>
Access : Unlisted

Q1: What motivated you to shop on Amazon during the seasonal sale?

A1: “Definitely the discounts! I was specifically looking for electronics, and Amazon had the best offers. Also, I trust their delivery service to be reliable.”

Q2: How was your experience with the delivery speed?

A2: “I was surprised. Even though I ordered during Black Friday, my package arrived in two days. It was much faster than I expected.”

Q3: How much did the discounts influence your decision to buy?

A3: “A lot. The 30% discount on a smartwatch was a huge factor. Without it, I might not have bought it at all.”

Q4: How did you feel when your product arrived earlier than expected?

A4: “Honestly, I was impressed. It made me feel like a priority customer. That kind of service builds trust.”

Q5: Overall, were you satisfied with your shopping experience? Why?

A5: “Yes, very much. The price was great, and the fast delivery sealed the deal. It was a smooth, worry-free experience.”

Q6: Do you think the combination of fast delivery and discounts influenced your decision to return and shop again?

A6: “Absolutely. When both factors are working well, you feel you’re getting the best value.”

Q7: What part of the experience was most satisfying to you?

A7: “The speed. I was worried it would be delayed like some other stores during big sales, but Amazon exceeded expectations.”

Q8: Is there anything you think Amazon could improve?

A8: “Maybe better product packaging. The box was slightly dented, but the product was fine.”

Appendix D. Interview Documentation & Interview Transcript – Carlos Evelyn (Marketing Manager)

Interviewee : Carlos Evelyn
Date of Interview : March 2, 2025
Location : WhatsApp & Email (Online)
Interviewer : Cherly Rhesfinola
Video Link : <https://youtu.be/7b0TXvWufPk>
Access : Unlisted

1. What types of promotional campaigns did Amazon DTM8 run during the 2023 peak season?

Evelyn:

"We executed a multi-layered promotional strategy tailored for the peak season. It included Lightning Deals, limited-time offers, Prime Member Exclusive Discounts, and thematic campaigns such as '12 Days of Deals' leading up to Christmas. Each campaign was designed not just to drive short-term transactions, but to foster longer-term engagement and brand loyalty. We also experimented with cross-category bundles, offering discounts when customers bought items from different product groups together."

2. How were products selected to be included in special promotions or discount programs?

Evelyn:

"Product selection was a data-driven process. We used historical sales data, stock availability, supplier funding opportunities, and customer browsing behavior to build a promotional portfolio. High-demand categories like electronics, toys, and household goods received the most focus. We also prioritized products that could be fulfilled quickly to ensure customer satisfaction, collaborating closely with the operations team on this."

3. How important was the role of seasonal promotions (e.g., Lightning Deals, Prime Exclusives) in driving customer purchases during peak season?

Evelyn:

"Absolutely pivotal. Based on our internal metrics, transactions driven by Lightning Deals and Prime Exclusives accounted for nearly 40% of total peak season sales. Promotions created urgency and excitement, especially when tied to limited-time availability. We noticed that even customers who initially visited the site without intending to buy ended up making spontaneous purchases because of the compelling deals."

4. How were the discount percentages determined (e.g., 20%, 40%, etc.)? Was there a specific strategy behind it?

Evelyn:

"Yes, very much so. Discount rates were not random — they were meticulously calculated. We aimed to balance attractiveness with profitability. For example, we found that a 30–40% discount threshold was the sweet spot for electronics, while lower thresholds like 15–20% worked well for household essentials. For certain high-ticket items, even a 10% discount significantly boosted conversions."

5. Were different customer segments (e.g., Prime members vs non-members) targeted differently during peak season promotions?

Evelyn:

"Definitely. Prime members were given early access to many deals, and in some cases, exclusive access. Our segmentation allowed us to send personalized offers via email and app notifications. Non-Prime users saw broader public promotions but were also encouraged to sign up for Prime through targeted messaging highlighting 'Prime-Only Deals.' This dual strategy helped us grow our Prime membership base significantly during the campaign."

6. How did the marketing team coordinate with the operations/logistics team to ensure stock availability for discounted products?

Evelyn:

"We worked hand-in-hand with the operations department. Every week, we shared detailed forecasts indicating expected lift per SKU based on promotion intensity. If inventory risk was flagged, we adjusted promotional visibility in real-time. Our shared dashboards allowed instant communication, and we even had cross-functional 'war rooms' during key promotional days like Black Friday."

7. Were there any challenges in aligning marketing campaigns with actual delivery capabilities?

Evelyn:

"Yes, definitely. One challenge was ensuring that heavily discounted items didn't sell out faster than we could replenish. Also, unexpected transportation delays, even minor ones, could affect customer experience. We learned to set more conservative inventory thresholds and promoted items geographically closer to fulfillment centers to minimize risk."

8. How did marketing adjust promotions in real-time based on inventory levels and delivery performance?

Evelyn:

"We utilized real-time dashboards linked to fulfillment data. If an item's sell-through rate spiked faster than anticipated or if delivery risk increased due to logistical bottlenecks, we immediately adjusted promotions — either toning down visibility or switching to backup SKUs. This agility helped prevent out-of-stock disappointments."

9. How did you measure the success of the seasonal discount campaigns? (e.g., increase in sales, customer satisfaction scores)

Evelyn:

"We measured success across multiple dimensions: sales lift compared to the previous year, customer satisfaction surveys, repeat purchase rates, and Prime membership sign-ups. Another key metric was Average Order Value (AOV) — we aimed not just for higher transaction volume but also bigger baskets per customer."

10. How did customer feedback or behavior influence marketing strategies during the peak season?

Evelyn:

"Customer feedback was pivotal. We monitored real-time app ratings, social media comments, and post-purchase surveys. When customers expressed confusion about deal expiration times, we adjusted our banner messages to make them more prominent. Feedback about delivery delays prompted us to highlight products with guaranteed fast shipping more heavily."

11. Based on your analysis, how important was the combination of fast delivery and promotional pricing in improving customer satisfaction?

Evelyn:

"Hugely important. Our analysis showed that customers who received discounted products within 24–48 hours were twice as likely to leave a 5-star review compared to customers who experienced delays. Fast delivery amplified the psychological reward customers felt after getting a good deal."

12. Do you believe that seasonal discounts helped increase customer loyalty to Amazon?

Evelyn:

"Without a doubt. Seasonal promotions created emotional touchpoints. Customers remembered where they got their best deals quickly and conveniently. The positive shopping experience during peak times translated into higher loyalty and brand preference even during non-promotional periods."

13. What new promotional strategies would you recommend for future peak seasons to further enhance customer satisfaction?

Evelyn:

"I would recommend even deeper personalization — tailored deals based on past purchase behavior, location, and delivery preferences. Also, gamified shopping experiences, like 'Deal Quests' where customers unlock bonus offers, could increase engagement."

14. Were there any lessons learned from the 2023 peak season that will influence future marketing approaches at Amazon DTM8?

Evelyn:

"Absolutely. One major lesson was the importance of having flexible promotional inventory pools. Rather than locking into rigid promotional calendars, a dynamic approach allowed us to respond faster to customer behavior. Agility in both marketing and operations proved to be our biggest asset."

Appendix E. Interview Documentation & Interview Transcript – Golam Rosul Tarek (Operations Manager)

Interviewee : Golam Rosul Tarek
Date of Interview : March 2, 2025
Location : Zoom Meeting (Online)
Interviewer : Cherly Rhesfinola
Video Link : https://youtu.be/WBCH6Uo_U4A
Access : Unlisted

1. How did Amazon DTM8 prepare operationally to handle the order surge during the 2023 peak season?

Tarek:

"We began preparations as early as July 2023, knowing that the end-of-year peak would bring a substantial surge in demand. Our approach was multi-layered: we expanded our seasonal workforce by 25%, conducted predictive analytics to forecast product demand, and reinforced our last-mile delivery partnerships. Additionally, we held several simulation drills internally to identify operational bottlenecks under high-volume conditions. Each department, from inbound receiving to outbound shipping, had its own tailored contingency plan. These efforts ensured that by October, our teams were operationally ready to absorb the expected 50% spike in order volume."

2. What specific strategies were implemented to ensure faster delivery times during this period?

Tarek:

"We heavily leaned on operational optimization to ensure speed. We reorganized our inventory layout by moving fast-selling items closer to the shipping docks, a method we called 'hot zone reallocation.' Temporary micro-fulfillment areas were set up within the facility to accelerate high-priority orders. In terms of

transportation, we upgraded our dynamic routing algorithms that recalculated delivery paths every few hours based on real-time traffic and delivery conditions. Together, these measures allowed us to cut average delivery times by nearly 18% compared to the previous peak season."

3. Were there significant changes in routing, staffing, or technology applied during the peak season?

Tarek:

"Yes, absolutely. Routing saw the most dynamic shifts, as we relied on machine learning models to predict traffic congestion patterns in urban and suburban areas. In staffing, aside from onboarding about 1,500 seasonal associates, we cross-trained employees so that anyone could switch between roles like picking, packing, or loading, depending on daily needs. Technologically, we upgraded our warehouse management system to improve real-time inventory accuracy, which helped in reducing mispicks and shipment delays."

4. How does the operations team evaluate the success of the delivery speed strategy?

Tarek:

"We monitored KPIs meticulously. Our main indicators were 'Click-to-Delivery Time,' 'Order Defect Rate,' and 'On-Time Delivery Rate.' Additionally, we collected Net Promoter Scores (NPS) from customers during peak periods. Weekly dashboard reviews allowed department leads to spot emerging issues quickly. For example, when click-to-delivery time increased by just 3%, it triggered an immediate cross-departmental review to find and fix root causes."

5. What were the biggest challenges faced in maintaining fast delivery performance during peak seasons, and how were they overcome?

Tarek:

"The biggest hurdle was workforce fatigue. Even with additional staff, maintaining high morale and efficiency during a two-month marathon like Q4 is challenging. To address this, we introduced incentive programs, including bonus structures for attendance and productivity. On the infrastructure side, weather disruptions posed a risk, so we developed contingency rerouting plans for key distribution centers. Having multiple third-party logistics partners also helped us stay resilient when demand outstripped our in-house fleet capacity."

6. In your view, how important is the synchronization between fast delivery and seasonal promotional programs for customer satisfaction?

Tarek:

"It is critical. During peak promotions like Black Friday or Cyber Monday, customer expectations skyrocket. If customers grab a discounted deal but experience delayed delivery, the satisfaction benefit of the discount evaporates quickly. Our internal studies showed that delivery delays during promotional periods had a 2x greater negative impact on customer loyalty than delays during regular periods."

7. How did the operations team collaborate with the marketing team to support promotional periods logistically?

Tarek:

"Collaboration was very tight. We had bi-weekly forecast alignment meetings starting in September. Marketing provided SKU-level promotional forecasts, which allowed us to pre-position inventory strategically. During the active promotion windows, we maintained a war-room setup where representatives from

operations, marketing, and customer service sat together to monitor live data and make real-time adjustments."

8. Based on your observation, did the combination of faster delivery and attractive discounts contribute significantly to improving customer satisfaction?

Tarek:

"Undoubtedly. We observed that when orders were delivered within 24 hours of a promotional purchase, customer satisfaction scores were up to 35% higher compared to deliveries that took longer than two days. Repeat purchase rates during peak season also rose by nearly 12%, suggesting a strong link between our operational effectiveness and marketing success."

9. What operational improvements do you think can be further developed for future peak seasons?

Tarek:

"I believe the future lies in hyperlocal fulfillment. Establishing smaller fulfillment hubs closer to urban centers can drastically cut down last-mile delivery times. Additionally, investing more in AI-driven inventory forecasting can help reduce overstock and understock scenarios, improving efficiency even under volatile peak conditions."

10. Is there anything you would recommend to optimize delivery performance without compromising service quality during high-demand periods?

Tarek:

"Continuous cross-training of the workforce is key. Employees who can flexibly adapt to different roles make the entire system more resilient. Furthermore, leveraging predictive analytics not just for sales forecasting but also for workforce management—predicting sick days, turnover, etc.—would give operations an even bigger advantage during demanding seasons."

Appendix F. Observation Data Table – Amazon DTM8

Structured field notes collected during peak season observation. Includes workflow design, briefings, inventory movement, and delivery execution.

No.	Observation Aspect	Observation Detail	Relevance to Research Theme
1	Workflow Design	Reallocation of fast-moving SKUs to ‘hot zones’ near outbound docks.	Supports faster fulfillment → Delivery speed strategy
2	Team Briefings	Daily morning huddles with cross-functional teams (Ops + Marketing).	Demonstrates integrated coordination → IPO model
3	Inventory Management	Stock buffering and over-indexing on promoted items 3 days before campaign launch.	Ensures delivery reliability during promotions
4	Delivery Routing	Use of live traffic dashboards to adjust last-mile delivery routes.	Enables dynamic delivery speed enhancement
5	Package Flow Optimization	Separate micro-fulfillment zone for express/Prime orders.	Supports prioritization for Prime members
6	Communication Tools	Digital pick-and-pack updates shown on handheld scanners and overhead monitors.	Reflects real-time operational responsiveness

7	Staffing Adjustments	Temporary workers rotated every 4 hours to avoid fatigue during night shifts.	Maintains efficiency and accuracy during peak load
8	Visual Management System	Color-coded bins and signage for campaign SKUs to reduce picking errors.	Enhances accuracy and reduces fulfillment time
9	Contingency Planning	Emergency route plans and cold weather protocols activated during peak week.	Increases delivery security → Customer satisfaction
10	Real-Time Performance Review	KPI dashboard reviewed every 2 hours in central operations room ("war-room").	Enables agile campaign and logistics decisions

Appendix F.1 – Observation Photo Evidence.





Appendix G. Document Analysis Summary

No.	Document	Key Content Reviewed	Relevance to Study
1	Amazon 2023 Annual Report	Peak season strategy, promotional scale, and record-breaking fulfillment speeds. Reported \$24B in customer savings and 70% YoY increase in same-day/overnight delivery.	Confirms scale and effectiveness of promotions and logistics improvements at Amazon DTM8.
2	PwC Global Consumer Insights Survey 2023	Consumer sentiment on delivery expectations and personalization. 85% of customers value fast delivery; 72% influenced by personalized promotions.	Supports theoretical relevance of Expectation-Confirmation Theory and the importance of speed/personalization.
3	McKinsey Retail Report 2022	Emphasis on agile retail, real-time operations, and cross-functional collaboration	Validates Amazon DTM8's integrated strategy
4	Amazon Press Releases (Oct–Dec 2023)	Seasonal hiring (150,000+ roles), regionalized fulfillment network, AI-based route optimization.	Supports field observation on staffing surge, tech upgrades, and last-mile efficiency.

Figure G.1 – Snapshot from Amazon 2023 Annual Report

Amazon achieved its fastest delivery speeds ever and the largest customer savings during the 2023 holiday season.

Being sharp on price is always important, but particularly in an uncertain economy, where customers are careful about how much they're spending. As a result, in Q4 2023, we kicked off the holiday season with Prime Big Deal Days, an exclusive event for Prime members to provide an early start on holiday shopping. This was followed by our extended Black Friday and Cyber Monday holiday shopping event, open to all customers, that became our largest revenue event ever. For all of 2023, customers saved nearly \$24B across millions of deals and coupons, almost 70% more than the prior year.

We also continue to improve delivery speeds, breaking multiple company records. In 2023, Amazon delivered at the fastest speeds ever to Prime members, with more than 7 billion items arriving same or next day, including more than 4 billion in the U.S. and more than 2 billion in Europe. In the U.S., this result is the combination of two things. One is the benefit of regionalization, where we re-architected the network to store items closer to customers. The other is the expansion of same-day facilities, where in 2023, we increased the number of items delivered same day or overnight by nearly 70% YoY. As we get items to customers this fast, customers choose Amazon to fulfill their shopping needs more frequently, and we can see the results in various areas including how fast our everyday essentials business is growing (over 20% YoY in Q4 2023).

Source: Amazon Annual Report 2023

(https://drive.google.com/file/d/1fl3j8htGl9piys7VSVTt22lPfrDJ16Gg/view?usp=drive_link)

Figure G.2 – PwC Global Consumer Insights Survey 2023

Chart showing that 85% of consumers prioritize fast delivery when shopping online.



Source: PwC Global Consumer Insights Survey 2023

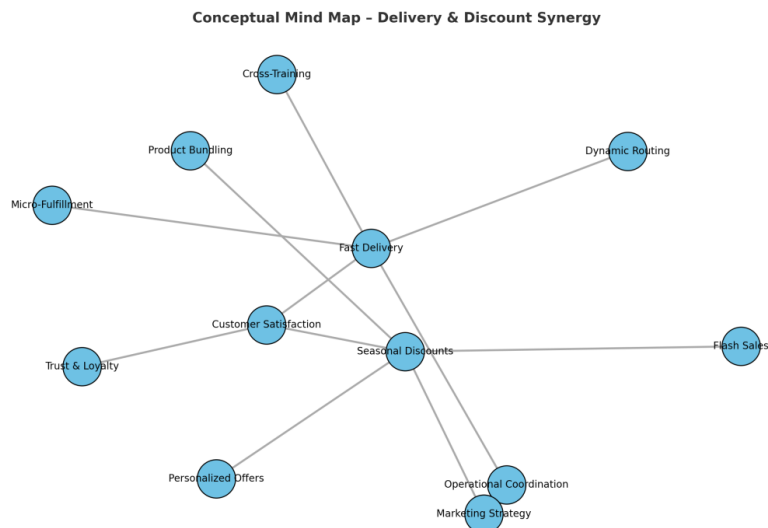
(<https://www.pwc.com/gx/en/industries/consumer-markets/consumer-insights-survey.html>)

Appendix H. Coding Themes and Word Cloud

Appendix H.1: NVivo Word Cloud



Appendix H.2: NVivo Conceptual Mind Map



Appendix I. Research Approval Letter



MINISTRY OF HIGHER EDUCATION, SCIENCE,
AND TECHNOLOGY
UNIVERSITY OF JAMBI
FACULTY OF ECONOMICS AND BUSINESS
Jalan Raya Jambi - Ma. Bulian KM 15 Mendalo Indah, Postal Code 36361
Website: <https://feb.unja.ac.id>

No : 1942/UN21.5/PT.01.04/2025
Subject : Research Permit Request

Jambi, 30 April 2025

To:
Marketing Manager
Amazon DTM8 Krefeld
An d. Römerschanze 19, 47809 Krefeld,
North Rhine-Westphalia, Germany

Dear Sir/Madam,

We hereby respectfully request your permission for the following student from the Management Study Program, Faculty of Economics and Business, University of Jambi, to conduct final thesis research at your institution:

Name : CHERLY RHESFINOLA
Student ID : C1B021135
Phone : 083121376846
Thesis Title : Exploration of Amazon DTM8 Krefeld, Germany's Strategies
in Improving Customer Satisfaction during the Peak Season.

The research is planned to be conducted from October 16, 2023, to December 29, 2023.

We kindly ask for your cooperation and permission to facilitate this academic research. Thank you for your attention and support.

Dean of Faculty of Economics and Business



Prof. Dr. Shofia Amin, S.E., M.Si.
NIP 196603011990032002



Balai
Sertifikasi
Elektronik

Catatan:

- UU ITE No 11 tahun 2008 pasal 5 Ayat 1 "Informasi Elektronik dan/atau Dokumen Elektronik hasil cetaknya merupakan alat bukti yang sah"
- Dokumen ini ditandatangani secara elektronik menggunakan Sertifikat Elektronik yang diterbitkan oleh Balai Sertifikasi Elektronik (BSrE), Badan Siber dan Sandi Negara (BSSN)

Appendix J. Certificate of Competences Internship



CERTIFICATE OF COMPETENCES INTERNSHIP

THIS IS TO CERTIFY THAT:

Cherly Rhesfinola

has attended Internship begin 10/17/2023 until 12/30/2023

Bremen, January 2023


runtime Personal GmbH
Key Account Management
Mühlenstraße 57
28195 Bremen

Florian Hottarek / HR Generalist

LIST OF UNIT COMPETENCES

No	Unit Competences	REMARKS		
		Excellent	Very Good	Good
1.	Responsibility	x		
2.	Discipline	x		
3.	Honesty	x		
4.	Teamwork/collaboration	x		
5.	Understanding of other Culture	x		