CHAPTER IV
GENERAL OVERVIEW

4.1 Company Profile: Amazon DTM8 Krefeld

Amazon DTM8 is one of Amazon's key fulfillment centers located in Krefeld, North Rhine-Westphalia, Germany. With a total area exceeding 100,000 square meters, the facility serves as a central hub for order processing and last-mile distribution across Western Germany and parts of Europe. Strategically situated near major cities such as Düsseldorf and Cologne, DTM8 is well-positioned to handle a high volume of customer orders, particularly during the peak shopping season from October to December.

The fulfillment center is responsible for various core functions within Amazon's supply chain, including inbound receiving, stowing, picking, packing, and outbound shipping. Unlike newer Amazon facilities that rely heavily on automation and robotics, DTM8 operates with a predominantly manual workforce. This human-centric approach provides the flexibility to scale operations up or down depending on demand fluctuations, which is particularly important during holiday events like Black Friday, Cyber Monday, and Christmas.

Figure 4.1 Amazon DTM8 building, Krefeld, Germany

In addition to its operational scope, DTM8 also plays a role in testing and implementing strategic initiatives related to customer satisfaction, such as improvements in delivery time, inventory flow, and promotional coordination. During the 2023 peak season, the center underwent significant logistical adjustments, making it a relevant and insightful subject for this study on customer satisfaction in high-demand e-commerce environments.

4.2 Organizational Structure

The operational structure at Amazon DTM8 is designed to support high-volume, high-speed order fulfillment while maintaining flexibility and accuracy. The facility is divided into specialized zones that reflect the key stages of Amazon's logistics process: inbound receiving, inventory stowing, picking, packing, and outbound shipping. Each zone operates semi-independently but remains closely integrated through a centralized warehouse management system (WMS).

Inbound receiving handles the intake of goods from suppliers, which are then stowed systematically into inventory storage areas. The picking team is responsible for retrieving items from designated storage locations based on customer orders. These items are then handed over to the packing team, which ensures that all packages are correctly labeled and securely wrapped. Finally, the outbound team prepares the orders for shipment and coordinates with delivery service providers to ensure on-time dispatch.

While the majority of activities are conducted manually, operations are supported by sophisticated digital tools, including barcode scanning systems, real-time inventory trackers, and routing algorithms. Cross-functional collaboration is also emphasized through cross-training programs that allow associates to work across multiple departments based on demand. This workforce agility enhances operational responsiveness, especially during peak seasons when sudden surges in order volume require immediate adjustment in manpower and process flow.

4.3 Relevance to the Study

The selection of Amazon DTM8 in Krefeld, Germany, as the research site is strongly aligned with the objectives of this study, which seeks to examine how delivery speed and seasonal promotional strategies influence customer satisfaction during peak periods. As one of Amazon's major fulfillment centers in Europe, DTM8 presents a relevant and dynamic case due to its operational scale, manual-based workforce, and strategic role in handling high-volume orders across Western Germany.

The 2023 peak season, which included events such as Black Friday and Christmas, posed significant logistical challenges and required rapid strategic adaptations. These conditions provided a real-world context to observe the interaction between logistics and marketing efforts under pressure. The manual and semi-automated nature of DTM8's operations made it possible to observe human decision-making, cross-department collaboration, and flexibility in strategy execution—elements that are often less visible in fully automated facilities.

Furthermore, the researcher's direct involvement through a three-month internship at DTM8 allowed for immersive participant observation, access to internal meetings, and first-hand interaction with staff and systems. This proximity to operational and marketing functions ensured the richness, authenticity, and contextual depth of the qualitative data collected, making Amazon DTM8 an ideal subject for this exploratory study.

4.4 Data Description

This study utilized a qualitative research approach, collecting data through three primary methods: semi-structured interviews, direct observation, and document analysis. The integration of these three data sources aimed to enhance the credibility and depth of the findings through data triangulation.

4.4.1 Interview Data

To ensure the validity and richness of the qualitative data, this study employed purposive sampling to select three key informants directly engaged with or affected by Amazon DTM8's operations during the 2023 peak season. Each informant represents a distinct stakeholder group—operations, marketing, and customer experience—which collectively allowed for data triangulation and a comprehensive understanding of the strategic environment under investigation.

1. Golam Rosul Tarek – Operational Manager

   Mr. Tarek serves as the Operational Manager at Amazon DTM8 and was responsible for supervising core logistics functions including workforce allocation, warehouse zoning, and fulfillment flow during the 2023 peak season. With over a decade of experience in warehouse management, his insights were central to understanding how the facility adapted its operational strategies—such as the implementation of fast-pick zones, temporary micro-fulfillment hubs, and dynamic routing—to maintain delivery speed and service quality under pressure. His input also clarified how operational decisions were coordinated with marketing forecasts in real time.

2. Carlos Evelyn – Marketing Manager

   As the Marketing Manager for DTM8, Mr. Evelyn led the planning and execution of seasonal promotional campaigns including Black Friday, Cyber Monday, and Christmas offers. He was instrumental in shaping promotional strategy through customer segmentation, data-driven deal targeting, and the integration of urgency tactics such as flash sales and countdown timers. His interview revealed how the marketing and operations teams coordinated their efforts to avoid stockouts, ensure alignment between promotional offers and delivery capacity, and

adjust campaigns in real time based on customer behavior analytics. Mr. Evelyn also provided access to internal dashboards and campaign planning documents that enriched the study's data corpus.

3. Kiran B. – Amazon Prime Customer

   Kiran B., a long-time Amazon customer residing in Germany, participated actively in Amazon's 2023 peak-season promotions. As an external informant, her perspective helped validate the customer-facing outcomes of internal strategies. During the interview, she shared her motivations for shopping during promotional events, her satisfaction with delivery speed, impressions of the promotional interface, and feedback on order tracking and post-purchase communication. Her experience confirmed several observed themes in the operational and marketing data, particularly regarding personalization and delivery reliability. While only one customer was formally interviewed due to the qualitative scope, her detailed feedback was consistent with internal service metrics observed by the researcher.

   Each informant played a distinct role in contributing to the triangulated data analysis. Mr. Tarek provided the logistical execution lens, Mr. Evelyn offered the strategic marketing perspective, and Kiran represented the end-user experience, together forming a complete view of how integrated strategies at Amazon DTM8 impacted customer satisfaction during the peak season.

4.4.2 Observation Data

   Direct observation was conducted by the researcher during an internship at Amazon DTM8 in late 2023. Observations focused on key operational practices, including workforce management, fulfillment speed enhancements, inventory handling, internal communication, and customer experience initiatives. These firsthand

observations provided contextual evidence to validate the information obtained through interviews and documented sources, offering a practical perspective on how operational strategies were implemented during peak periods.

4.4.3 Document Analysis

Document analysis involved the review of internal reports, external publications, and industry analyses relevant to Amazon's fulfillment strategies and consumer behavior trends. Key documents analyzed included the Amazon Annual Report 2023, PwC Consumer Insights Survey 2023, McKinsey Retail Report 2022, RetailMeNot Holiday Insights 2022, and Amazon press releases. The insights derived from these documents helped contextualize the interview and observation findings within broader industry trends, strengthening the validity of the research conclusions.