An *unofficial* guide to

Amazon Accelerate 2026

Nine sessions, what actually changed,
and what to do when you're back in the office.

The Hawker's Club

Independently produced. Not affiliated with Amazon.

What this is

Notes from Amazon Accelerate 2026. Seattle, 22 to 24 September.

Accelerate is Amazon's conference for sellers. Three days, several tracks at once, and no way for one person to see all of it. We sat in nine sessions. This is what was said in them, and what we think it is worth once you take the stage lighting off it.

We run Amazon accounts for a living. Seller Central and Vendor Central, plus advertising and consulting. So alongside each session there is a short note on what we would actually do with it, because a summary of an announcement is not the same as knowing what to change when you are back in the office. Where something applies differently to vendors, we have said so.

Before you read it

- Nine sessions out of a much larger programme. If we were not in the room, it is not in here.
- Where we are not certain of a number quoted from stage, we have left it out. A wrong figure in your board deck is worse than no figure. Amazon publishes its own; use those.
- This is our opinion, not Amazon's. Nothing here is official and we have no affiliation with the event. Where we think something was stage talk, we say so.

Watch the full sessions yourself

Every session below was recorded, and the recordings are free. The links live on the Accelerate site, and they take you to the full sessions on YouTube, on the @SellOnAmazon channel. They are also shared on LinkedIn and Facebook.

Go to accelerate.amazon, find the session you want, and follow the link through to watch it in full. If anything in this guide sounds relevant to your business, watch the session rather than take our summary for it. Ours is a page. Theirs is an hour with the people who built the thing.

1 General Session

The keynote. Heavy on AI, lighter on specifics.

WHAT IT COVERED

The through-line was AI moving from a feature to the operating layer of Seller Central. Seller Assistant was positioned as something that handles the maintenance work: listing errors, inventory mismatches, returns. The more interesting framing was that Amazon intends this intelligence to be available inside whatever agent you already use, rather than only inside Seller Central.

What the whole keynote came back to

Every announcement was framed as serving one of these three.

Fast delivery | **Awesome selection** | **Great price**

The AI serves these. It is not a separate thing to have a strategy about.

WHAT MATTERS

- Routine account maintenance is being automated and the human job is moving to judgement. Right direction. Slower in practice than it sounded on stage.
- Amazon explicitly acknowledged sellers are at very different stages with AI. Nobody needs to have an AI strategy to benefit from this year's releases.
- The business framing has not changed in years: fast delivery, good selection, good price. The AI serves those three. It is not a separate thing to have a strategy about.

Worth trying even if you only hand it the returns queue.

WHAT WE'D DO WITH IT

Trial Seller Assistant on a low-stakes slice of your catalogue before you let it near your best sellers. Automated listing fixes are useful until they are not, and you want to know its failure modes on products where a mistake costs little.

THE 1P READ

Seller Assistant lives in Seller Central and no Vendor Central equivalent was announced. The automation gap between the two consoles widened again this year, so if you sell 1P the manual work on your side is not about to be done for you.

WORTH WATCHING IF

You want the strategic picture in one sitting and have ninety minutes. Start here before anything else.

> *The direction here is genuinely good. Pick one workflow you already trust, let it prove itself there, and widen from that.*

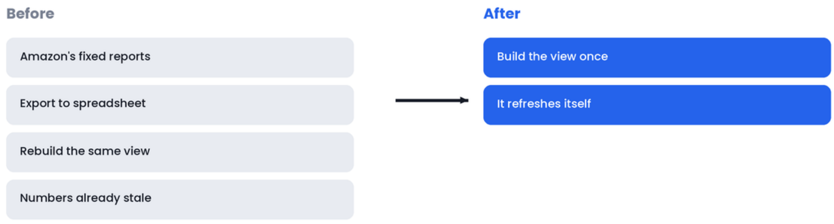
2 Customer Analytics

Useful if you live in spreadsheets. Most of you do.

WHAT IT COVERED

A walkthrough of Amazon's customer analytics surfaces and a new capability to build your own dashboards rather than work only from Amazon's fixed reports.

What custom dashboards actually replace



The underlying data is the same. Only the time it takes you changes.

WHAT MATTERS

- Custom dashboards are the meaningful part. Most brands have been exporting to spreadsheets to get views Amazon didn't offer. Fewer exports means fewer stale numbers.
- The data is not new. Only the speed of assembling a view of it is. Useful, not revolutionary.
- If your team already maintains a reporting layer outside Amazon, check what this replaces before you rebuild anything.

Fewer exports means fewer stale numbers. Small change, real relief.

WHAT WE'D DO WITH IT

Before rebuilding anything, list the reports your team assembles by hand and check which a custom dashboard now covers. Most brands find two or three.

THE 1P READ

Vendors have a separate analytics stack across Vendor Central and Brand Analytics, and the two are not converging. Nothing here reaches the 1P side today. Worth watching whether it does.

WORTH WATCHING IF

You spend time every week rebuilding the same report by hand.

> *Worth an hour with your team mapping which reports this replaces. Most brands find two or three straight away, and get that time back.*

3 Making better decisions from your data

Amazon admitting it has given you too much data.

WHAT IT COVERED

The premise was that Amazon's problem is no longer a shortage of seller data but an excess of it, and that sellers struggle to know what a number means or feel confident acting on it. The session covered tooling designed to surface a decision rather than another report, and touched on the difficulties sellers hit when feeding Amazon data into their own AI models.

WHAT MATTERS

- Two real obstacles were named: getting data into a model quickly enough to be useful, and teaching a model the Amazon-specific rules and policies that change regularly. Both are familiar to anyone who has tried it.
- Benchmarking reports came up as something many sellers don't know exists. Worth an hour of anyone's time to go and look at yours.
- The unspoken bit: more data has not made anyone more decisive. It has mostly made people slower.

* *Amazon admitting it gives you too much data is a healthy sign.*

WHAT WE'D DO WITH IT

Open your benchmarking report this week.

It came up repeatedly as something sellers do not know exists, and it answers the 'how am I doing against my category' question that usually gets guessed at. The wider point about data volume versus decisiveness applies on both sides.

THE 1P READ

The diagnosis applies at least as much to vendors, arguably more, since Vendor Central reporting is harder to work with and slower to refresh. The tooling demonstrated was 3P only.

WORTH WATCHING IF

You have plenty of Amazon data and still can't answer basic profitability questions quickly.

> *The benchmarking report is the quiet win. Open it this week.*
> *You will almost certainly learn something about your own category.*

4 Global logistics: AWD, GWD and AGL

The most concrete session of the three days. Actual numbers, actual dates.

WHAT IT COVERED

A panel covering three programmes. Amazon Warehousing and Distribution as a buffer between your supply and FBA. Global Warehousing and Distribution extending that concept across stores. And Amazon Global Logistics for freight, built specifically for sellers rather than as general point-to-point transport.

WHAT MATTERS

- AWD has expanded beyond the US and is now in Germany, the UK and Australia.
- AGL runs China to the US as its main lane, with China to EU and UK, China to Japan launched, and China to Australia and China to Canada described as launching.
- AWD supports multi-channel distribution, including into Walmart Fulfillment Services and TikTok Shop. GWD does not do this yet but it was described as coming.
- No minimum order quantity on GWD, so it can be tested with a single product rather than committed to.
- AGL is accessible inside the Seller Central inbound workflow, not as a separate system.
- Amazon's own figure, quoted from stage: 70% of sellers sell in only one store.

* *AWD reaching Germany, the UK and Australia opens a lot up.*

WHAT WE'D DO WITH IT

If you manufacture in Asia and have never tried GWD, the no-minimum policy means you can test it with a single product rather than committing a shipment. Check AGL inside the Seller Central inbound workflow before having freight quoted separately, since the comparison is the point.

THE 1P READ

The session with the least 1P overlap, since it is built around FBA flows. The useful parts for vendors are the signal about where Amazon is investing its logistics money, and multi-channel distribution, which matters if you run 1P and 3P alongside each other.

WORTH WATCHING IF

You manufacture in Asia, or you sell in one marketplace and have thought about a second.

The no-minimum policy on GWD is the real gift here.
One SKU is enough to find out whether it works for you.

5 Global expansion workshop

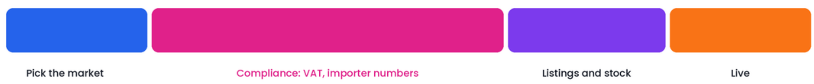
Less exciting than it sounds. More useful than it sounds.

WHAT IT COVERED

A guided walkthrough of the expansion tools in Seller Central: assessing market potential by category, tracking an expansion in progress, modelling profitability including Amazon fees, shipping and fulfilment costs, and surfacing the compliance requirements for each market.

A market launch, honestly timed

Some markets run six to nine months. The compliance leg is the one that bites.



Start the compliance paperwork first. It costs nothing if you later walk away.

WHAT MATTERS

- The profitability modelling includes one-off setup costs, not just running costs. That is the part brands usually underestimate.
- Compliance requirements are surfaced per market. For the EU that means VAT registration and importer numbers, which were flagged repeatedly as the thing that delays launches.
- Some markets were described as a six to nine month journey. Anyone promising you faster is either lucky or selling something.

Six to nine months is an honest number. Plan around it and it goes well.

WHAT WE'D DO WITH IT

Do the compliance groundwork before the commercial modelling, not after.

VAT registration and importer numbers were named repeatedly as what delays EU launches, and they are slow to obtain. Starting them early costs nothing if you later decide against the market.

THE 1P READ

The tooling shown is 3P. The compliance and cost groundwork is identical for a vendor entering a new Amazon market, and so is the sequencing advice.

WORTH WATCHING IF

You sell in one marketplace and a second has been on the list for a while.

> *Get the VAT paperwork moving early and the rest of the launch gets easy.*
> *It costs nothing to start, and it is the thing that usually holds people up.*

6

Brand protection and IP

If you watch one session, watch this one.

WHAT IT COVERED

How Amazon's brand protection systems work, what abuse currently looks like, and how brands can get more from Brand Registry than most do. Counterfeiters were described as running organised operations that recruit engineers and use the same technology Amazon does.

Where counterfeiters look first

The markets you sell in, against the markets your marks are registered in.

US	UK	Germany	France	Japan	Australia
registered	registered	exposed	exposed	exposed	exposed

Selling in a market where your marks are not registered is the gap bad actors search for.

They register your trademark in that jurisdiction first, then use it against you. Recovering it takes months.

WHAT MATTERS

- Amazon is moving to a predictive model: putting protections on brands it expects to be targeted, before the brand owner asks.
- The most important practical advice of the whole conference: register your trademarks in every market you sell in or might sell in, not just your home market. Bad actors deliberately look for the gap and register your marks in jurisdictions you haven't covered. Recovering them afterwards is slow and expensive.
- The IP Accelerator programme exists to help with legal representation across markets.
- A reported violation is not treated in isolation. Amazon investigates the pattern across the seller and across other brands, so one report can help brands with no connection to yours.
- A new guided flow for Report a Violation walks you through what evidence to provide, aimed at people who aren't IP lawyers.
- The abuse is subtle, not obvious. Obscured logos, altered marks, packaging that copies your design and colours while carefully avoiding the trademark. Your customer cannot tell. That is the point.

* *Registering a mark early is cheap. Recovering one is not.*

WHAT WE'D DO WITH IT

Pull your trademark registrations against a list of every market you sell in and every market you might enter in the next two years. Anywhere unregistered is exposed. Then check your Brand Registry enrolment is complete rather than merely active, because the protection systems train on what you give them.

THE 1P READ

Brand Registry and these protections cover vendors too, and the trademark gap problem does not care which console you log into. If you sell 1P and have enrolled in one country only, this is the highest-value item in this document.

WORTH WATCHING IF

You own a brand. There is no second condition.

> *The best page in this document. An afternoon spent here protects years of work, and the programmes to help you are already free.*

7 Brand integrity and AI

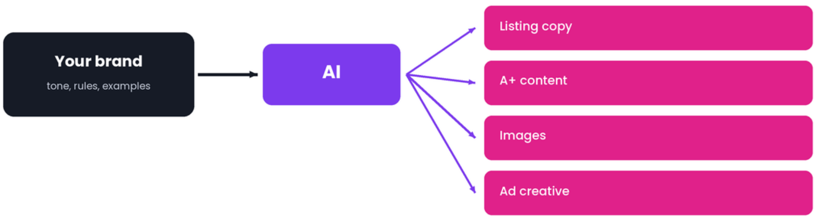
A seller talking about her own business. No roadmap, no slides about the future.

WHAT IT COVERED

Sarah Wells, who has sold on Amazon for fourteen years and runs a business doing millions in revenue with a team of four, on what happens to brand consistency when AI generates a growing share of what customers see. Split into the softer question of what a brand sounds like, and the harder question of whether what the customer receives matches what the brand promised.

Everything a customer sees of your brand

If you have not written down what your brand sounds like, the model decides for you.



WHAT MATTERS

- The core argument: more and more of what customers encounter of your brand has been touched or wholly generated by AI, from listing copy to imagery. If you have not defined what your brand sounds like, the model will decide for you.
- The value was an operator talking about a real business. No roadmap, no slide about the future of commerce. More sessions should be like this.
- Small teams scaling through AI was the sub-theme, and it was credible because the example was hers.

* *The most practical hour of the week, and it came from a seller.*

WHAT WE'D DO WITH IT

Write down what your brand sounds like before you let AI generate any more listing copy.

A short document with tone, banned words and a few worked examples is enough, and it is the difference between AI drafting in your voice and AI drafting in its own. Applies to listings, A+ content and advertising creative alike.

THE 1P READ

Entirely applicable. Listing content, A+ pages and brand voice behave the same way regardless of which side you sell through.

WORTH WATCHING IF

You use AI for listing content and have never written down what your brand is supposed to sound like.

> *One page defining how your brand sounds, and every AI draft after it comes out sounding like you. Easiest win of the whole week.*

8 Seller Fulfilled Prime

Dull, detailed, and the fastest money in this document.

WHAT IT COVERED

How to optimise settings and operations for SFP, covering shipping settings, customer experience, operational changes outside Seller Central, and two newer features.

WHAT MATTERS

- Order cut-off time is the lever most sellers get wrong. Amazon recommends 5pm. The most successful SFP sellers were described as running 8pm or 9pm. A later cut-off means more orders ship the same day, which directly improves your speed metrics.
- Shipping settings automation was recommended for setting accurate delivery promises rather than conservative ones.
- Increasing zone coverage, and selectively using air, were framed as incremental speed gains.
- Multi-location inventory lets you tell Amazon where your stock actually sits, which improves the promise shown to the customer.
- A custom fulfilment configuration now allows faster delivery promises where you have specific carrier agreements.
- Same-day Prime can be enabled if your operation can support it.

* *The strongest sellers run 8pm or 9pm. Good to know what is possible.*

WHAT WE'D DO WITH IT

Look at your cut-off time today. If it is at or before 5pm and your operation could ship later, moving it is the fastest speed-metric gain available to you. Then check whether shipping settings automation is on, because manual delivery promises are usually set conservatively and cost you the badge.

THE 1P READ

SFP is a 3P programme with no 1P equivalent. Relevant to vendors only where you run a hybrid model and fulfil some volume yourself.

WORTH WATCHING IF

You are in SFP, or you have been quoted for it and want to know what it really demands.

> *Five minutes on your cut-off time is the best return anyone offered all conference. Go and have a look while you are thinking about it.*

9 Advertising: beyond search

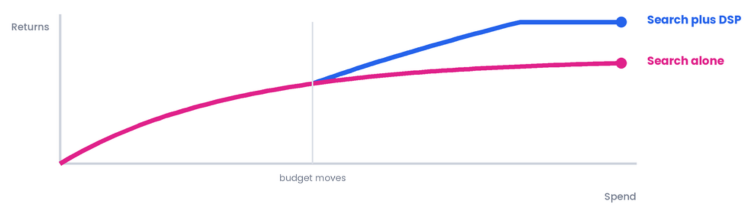
The one about spending your ad budget somewhere else.

WHAT IT COVERED

A manufacturer that had spent years as a search-only advertiser on Amazon, and what changed when they moved budget into DSP and built a campaign around a cause rather than a product. The campaign involved a charity partnership, an AI-assisted tool built for the cause, and creative that ran across Amazon's DSP inventory.

Why search spend stops scaling

Illustrative shape, not measured data.



DSP judged on sponsored-products metrics looks like a failure for months.

WHAT MATTERS

- The honest part of this talk was about plateauing. Search performance flattens, and the discomfort of moving spend to a channel with less immediate attribution is real.
- Changing channel means changing KPIs. Measuring DSP with search metrics will make it look like a failure.
- The AI point worth keeping: the speaker's preference was for AI that makes something possible that wasn't before, rather than AI that does the existing thing faster or cheaper.
- Purpose-led campaigns were presented as commercially effective, not as a brand exercise. Results were quoted from stage. We have not repeated them here because we would not stake our name on our own notes. Watch the session for the numbers.

* *Purpose-led work performing commercially is a trend worth watching.*

WHAT WE'D DO WITH IT

If you are considering moving budget out of search, agree the new KPIs with whoever owns the number before you move a penny.

DSP judged on sponsored-products metrics looks like a failure for the first few months and gets cut before it works.

THE 1P READ

DSP is available to vendors and the plateau problem is identical. If your Amazon advertising is still predominantly sponsored products, this is the argument for why that stops working.

WORTH WATCHING IF

Your Amazon ad spend is mostly search and returns have been flattening.

*Agree the KPIs up front and DSP gets a fair run.
Given that, it tends to earn its place quite quickly.*

What we'd act on first

Three things. None of them take long. All of them are worth more than reading the rest of this.

1. Audit your trademark registrations by market

The single most valuable thing said all week. If you sell, or might sell, in a market where your marks are not registered, someone is already looking for that gap. Getting a mark back off a bad actor takes months and lawyers. Registering it first takes neither.

2. Check your Brand Registry enrolment is complete

Not whether you are enrolled. Whether everything is. The protection systems learn from what you hand them, so half an enrolment buys you half the protection.

3. If you are in SFP, look at your cut-off time today

Five minutes of work. It was the highest-return change anyone mentioned in three days, and most sellers in the room had never touched it.

And watch the sessions

All of them are on YouTube on the @SellOnAmazon channel. The quickest route is the Accelerate site, accelerate.amazon, where each session links through to its recording. Free, no registration, and considerably more detail than we could fit here.

Where we think the year is going

Two things stood out. First, Amazon is building for a seller who works through an AI agent rather than a browser, and it is building that well ahead of most brands being ready for it. Expect more routine account work to be done by software next year, and expect the advantage to sit with whoever asks it better questions. Second, almost everything announced removes operational friction. Very little of it creates demand. Worth knowing before you decide where your own effort goes. And if you sell 1P, note how little of the three days was aimed at you. That has been true for a while and it did not change this year.

About us

The Hawker's Club manages Amazon accounts end to end for sellers and vendors. Profitability, operations, advertising, and recovering revenue Amazon quietly keeps. Founded in 2018 by two former Amazon employees. A registered Amazon Solution Provider.

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