

Case Study: Amazon Crisis Management & Inventory Recovery

Company: NEVE LLC

Role: Vice President, Business Development / Co-Founder

Region: United States & International

Business Model: US eCommerce (Amazon-led)

Context

NEVE faced a critical operational crisis when a long-standing, high-performing Amazon product was suddenly flagged by Amazon's algorithm during COVID-related policy changes. The product had been successfully sold for over four years and had accumulated strong sales velocity and thousands of positive reviews. The listing was removed and thousands of units stored in Amazon fulfillment centers became unsellable overnight.

Core Challenge

Amazon offered two costly options: dispose of the inventory for a per-unit fee or return the inventory at a higher per-unit cost. Beyond inventory loss, the risk included permanent removal of a top-performing listing and loss of search ranking and customer trust.

Objective

Restore compliance and preserve the original Amazon listing if possible, or recover inventory and minimize losses through alternative sales channels.

Key Actions

Recovered all inventory from Amazon fulfillment centers, managing staggered returns over several weeks. Negotiated directly with Amazon's restrictions team to identify viable label and claim modifications. Led rapid redesign and relabeling of product packaging and executed a phased test-and-relaunch strategy.

Execution Highlights

Conducted detailed cost analysis, coordinated design, compliance, and operations teams, and increased advertising investment to rebuild lost sales rank post-reinstatement.

Results

Successfully reinstated the product on Amazon, preserved customer reviews, restored sales, and maintained overall profitability despite increased recovery costs.

Why It Matters

Demonstrates decisive crisis leadership, platform-risk management, and the ability to protect revenue and brand equity under pressure.