

Fulfilled by Merchant (FBM) Operations Training Course

9 – 13 November 2026
Milan

AGILE LEADERS
Training Center

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Ref: 2056_250923 **Date:** 9 – 13 November 2026 **Location:** Milan **Fees:** 5700 Euro

Overview

Fulfilled by Merchant FBM Operations Training Course is a one-week foundation course for e-commerce sellers, marketplace operations staff, business owners, and fulfillment coordinators who leave with an FBM Operating Playbook. Participants connect offer readiness, inventory, shipping settings, order processing, tracking, packaging, returns, buyer communication, and performance monitoring. The course builds repeatable seller-fulfilled controls without claiming platform endorsement or account outcomes. Agile Leaders Training Center presents FBM operations training.

Who Should Attend

- Sellers responsible for fulfilling marketplace orders from their own facilities
- Teams responsible for listings, inventory availability, and order processing
- Functions responsible for shipping settings, labels, carriers, and tracking
- Teams responsible for returns, refunds, and buyer communication
- Business owners responsible for fulfillment cost and performance decisions

The course assumes participants can access routine seller and order information and leaves out account registration, legal advice, tax advice, marketplace approval, advertising, Seller Fulfilled Prime qualification, and commercial outcome claims.

Departments and Industries

The course supports departments and industries that manage seller-controlled marketplace fulfillment.

- E-commerce and marketplace operations
- Inventory, warehouse, packing, and dispatch functions
- Customer service, returns, and refund operations
- Retail, wholesale, consumer products, and specialty goods
- Small businesses, brand owners, and multichannel sellers

Learning Objectives

By the end of this course, participants will be able to:

- Analyze FBM suitability, costs, and operating responsibilities
- Build offer, inventory, and shipping-setting controls
- Apply order, packing, carrier, and tracking workflows
- Use returns and buyer-communication records
- Evaluate fulfillment and account-health indicators
- Build an FBM Operating Playbook

Course Agenda

Day 1: Define the FBM Operating Model

- FBM and FBA Responsibility Comparison Matrix
- Seller-Fulfilled Product Suitability Checklist
- Fulfillment Cost and Service Decision Sheet
- Account, Offer, and Policy Readiness Register
- FBM Operating Roles and Control Map

Day 2: Control Listings, Inventory, and Delivery Promises

- Offer and Listing Readiness Checklist
- Inventory Availability and Buffer Control Sheet
- Shipping Template and Region Configuration Map
- Handling Time, Transit Time, and Capacity Record
- Delivery Promise and Exception Review Log

Day 3: Process, Pack, and Ship Orders

- Manage Orders Processing Sequence
- Pick, Pack, and Shipment Verification Checklist
- Carrier and Shipping-Service Selection Matrix
- Shipment Confirmation and Tracking Record
- Late Shipment and Cancellation Prevention Board

Day 4: Manage Returns, Buyers, and Performance

- Cancellation Request and Decision Log
- Return Authorization and Refund Workflow
- Buyer-Seller Messaging Response Record
- Fulfillment Performance Indicator Dashboard
- Account Health Issue and Corrective Action Register

Day 5: Practice FBM Operations

- Suggested Exercise: Select Products and Define FBM Controls
- Suggested Exercise: Configure Inventory and Shipping Decisions
- Suggested Exercise: Process, Pack, Confirm, and Track an Order
- Suggested Exercise: Resolve a Return and Performance Exception
- Capstone Exercise: Present an FBM Operating Playbook

Practical Exercises

The course uses suggested activities to connect offer data, inventory, shipping choices, order evidence, and performance review.

- Suggested activity: compare FBM and FBA responsibilities for a product set and document the operating decision.
- Suggested activity: convert service regions, handling capacity, transit assumptions, and inventory into shipping controls.
- Suggested activity: process an order through verification, packing, carrier selection, shipment confirmation, and tracking.
- Suggested activity: investigate a return or delivery exception and record buyer communication and corrective action.

FAQs

Who suits Fulfilled by Merchant operations training, and what does it assume?

Fulfilled by Merchant operations training suits sellers, marketplace teams, business owners, and fulfillment coordinators. It assumes access to routine seller and order information and does not provide marketplace approval or account guarantees.

How does FBM operations training differ from FBA training?

FBM operations training centers on seller-managed inventory, packing, shipping, tracking, returns, and service performance. FBA training centers on preparing inventory for transfer to a marketplace fulfillment network and managing that network relationship.

What controls support reliable FBM order processing?

Reliable FBM order processing uses accurate inventory, realistic handling and transit settings, clear pick-and-pack checks, appropriate carrier services, timely shipment confirmation, valid tracking, and exception follow-up.

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How should FBM sellers monitor account health?

FBM sellers should monitor the current marketplace dashboards and policies for order defects, late shipment, cancellations, tracking, delivery, returns, and buyer issues. Thresholds and rules should be verified in the applicable marketplace rather than treated as universal.

Conclusion

Participants take an FBM Operating Playbook back to their business. It links product decisions, inventory controls, shipping settings, order processing, packing, tracking, returns, buyer communication, performance evidence, and corrective actions. The playbook changes separate seller tasks into a documented fulfillment workflow with clear owners, checks, records, and review points.