



Executive
Briefing Center

Culture of Innovation

Soo J. Lee

Head of State and Local Government

Amazon Web Services - WWPS

Our Mission

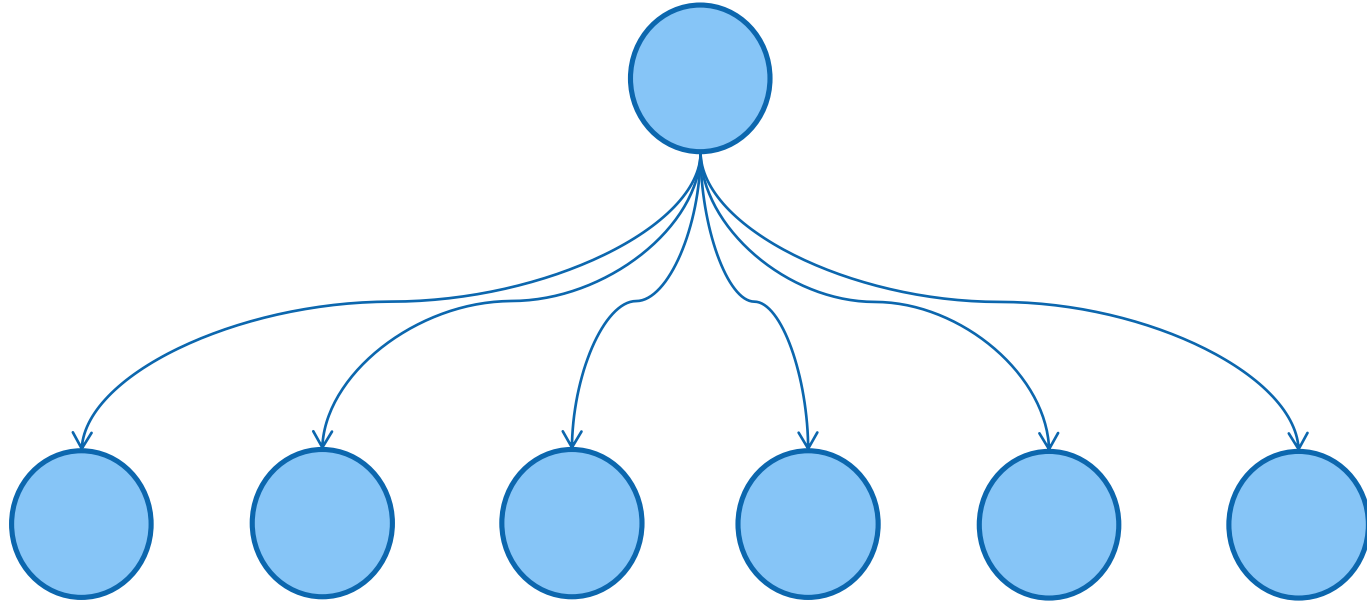
...Earth's most
customer centric
company

« We've had three big ideas at Amazon that we've stuck with for 18 years, and they're the reason we're successful: put the customer first, invent, and be patient »

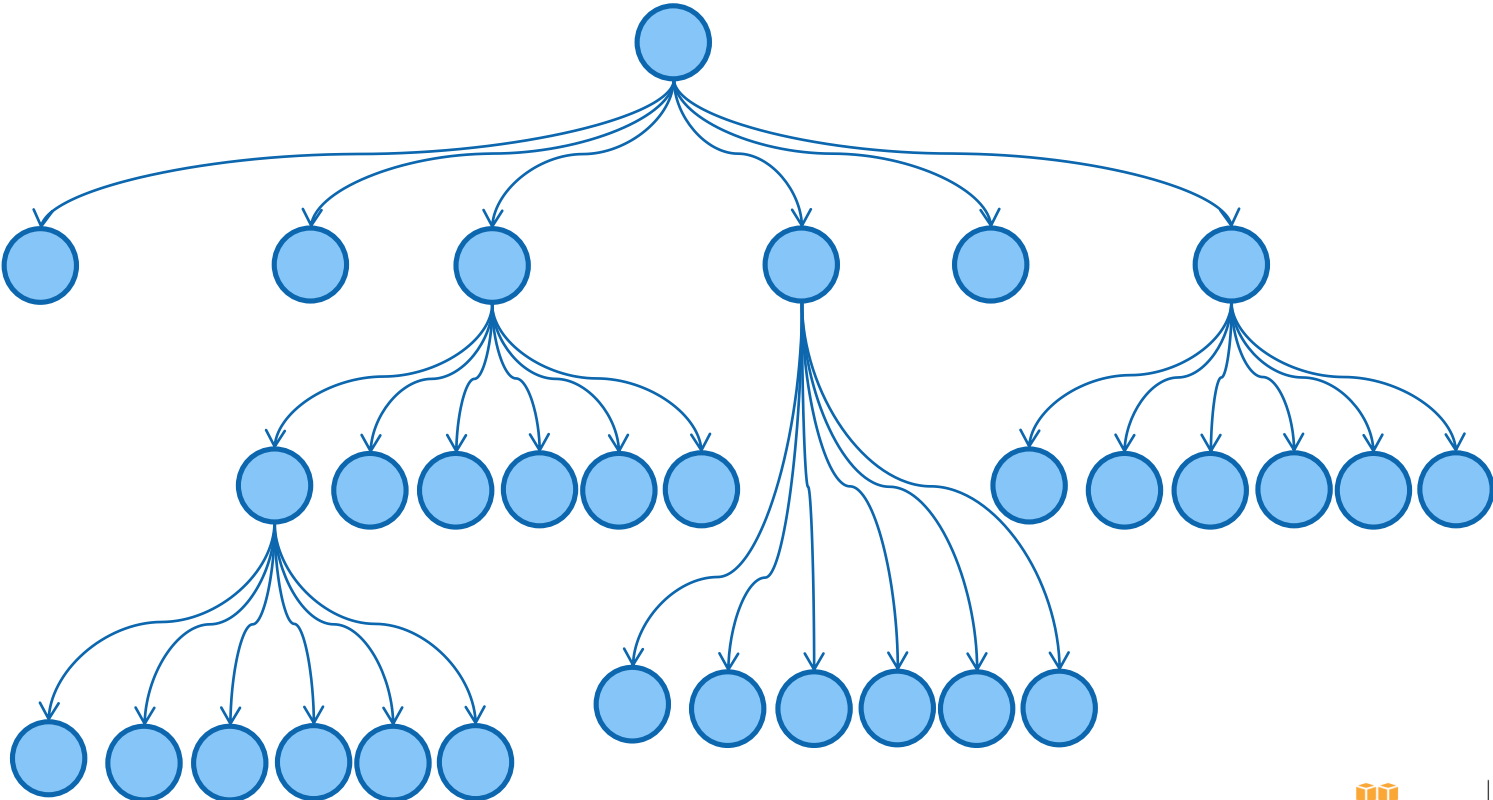


Jeff Bezos
CEO, Amazon.com

Delivering the right results



Delivering the right results



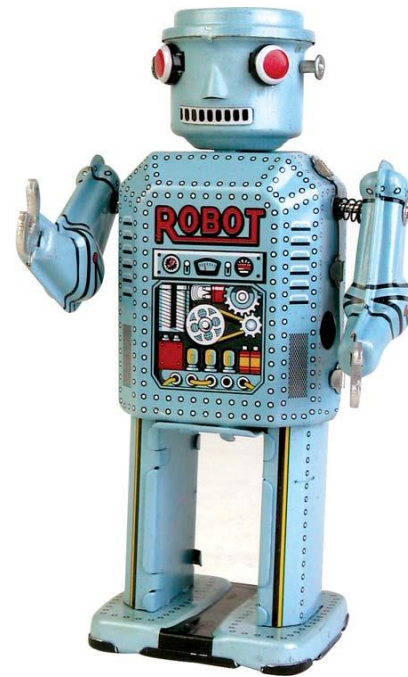
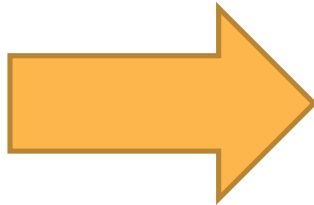
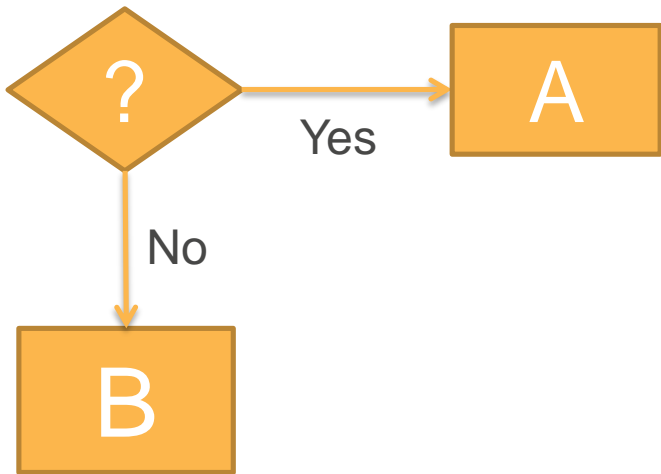
Policy vs. Principle

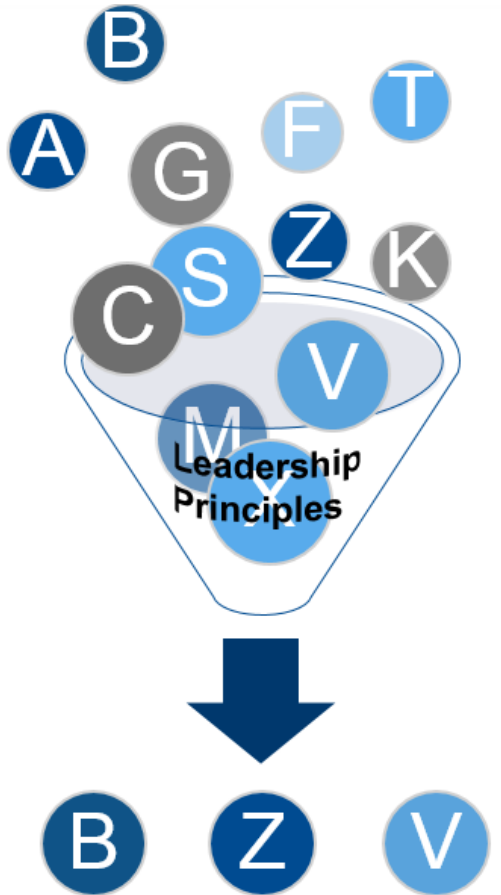
These are our Leadership Principles

<https://www.amazon.jobs/en/principles>

Customer Obsession	Think Big
Ownership	Bias for Action
Invent and Simplify	Frugality
Are Right, A Lot	Earn Trust
Learn and Be Curious	Dive Deep
Hire and Develop the Best	Have Backbone; Disagree and Commit
Insist on the Highest Standards	Deliver Results

...unless you know better ones





The principles don't tell you what to do.

They help refine your thinking.

Invent and Simplify

Leaders expect and require innovation and invention from their teams and always find ways to simplify.

They are externally aware, look for new ideas from everywhere, and are not limited by “not invented here”.

As we do new things, we accept that we may be misunderstood for long periods of time.



Drone Development



Fire OS



Kindle



In-house Entertainment



Grocery Delivery



Video Streaming



Cloud Computing



Cross Site Shopping

Amazon's Innovation Approach

Focus on Customers
Experiment Frequently
Measure, Improve and Iterate
Most Fast, and Be Nimble
Cultivate Leadership

Focus on Customers

Work backwards from the customer

(1) Press Release

(2) FAQ

(3) User Manual

Amazon Web Services Launches New Capabilities for Mobile Developers

AWS Mobile Services make it simpler and more cost-effective to build and scale mobile apps on the AWS Cloud

SEATTLE--(BUSINESS WIRE)--Mon. XX, 2014-- Amazon Web Services, Inc. (AWS), an Amazon.com company (NASDAQ:AMZN), today announced several new capabilities to make it easier for developers to build, deploy, and scale mobile applications. Amazon **Cognito** is a new service that provides simple user identity and data synchronization that lets developers create apps that authenticate users through popular public login providers, and then keep app data such as user preferences and game state synced between devices. The new Amazon Mobile Analytics service allows developers to easily collect and analyze app usage data, up to billions of events per day from millions of users, and delivers usage reports within an hour of data being sent by the app. AWS is also introducing a new unified Mobile Software Development Kit (SDK) that makes it easy for iOS, Android, and Fire OS developers to access the new Amazon **Cognito** and Amazon Mobile Analytics services as well as popular AWS services like Amazon S3 and Amazon **DynamoDB**. To get started with AWS Mobile Services, visit <http://aws.amazon.com/mobile>.

Today, many app developers around the world use the AWS Cloud as infrastructure building blocks for the back-end services that power their mobile applications. Still, these mobile app developers have had to spend valuable time on undifferentiated heavy lifting like connecting apps to storage and database services and integrating core functionality such as authentication, user management, notifications, and usage data analytics. With Amazon **Cognito**, Amazon Mobile Analytics, and the AWS Mobile SDK, developers are now able to focus more of their energy on what matters, the differentiated functionality of their app that attracts and retains end users.

With AWS Mobile Services, developers can:

- **Securely store, manage, and sync user identities and data (Amazon **Cognito**)**

As more and more users utilize the same apps across various devices running different mobile platforms, developers often have to manage multiple user logins to securely store and retrieve data for their users, reconcile different versions of the data as devices go on and offline, and keep data in sync between devices. With Amazon **Cognito**, developers can incorporate these capabilities into their apps with just a few lines of code. Amazon **Cognito** lets developers build apps that allow users to start off as unauthenticated guests and then sign in with Amazon, Facebook, or Google. Amazon **Cognito** manages the complexity of keeping app data in sync on all devices associated with a user identity. Developers can also use Amazon **Cognito**'s client SDK to create a local data store, which caches user data on the device so that apps can keep working the same way regardless of whether the device is on or offline. Additionally, Amazon **Cognito** makes it simple to implement AWS security best practices (such as not embedding AWS credentials into source code) by providing a set of temporary, limited-privilege AWS credentials that developers can use to access AWS services such as Amazon Mobile Analytics, Amazon SNS, Amazon S3, or Amazon **DynamoDB** from their mobile app. Developers receive 10 GB of storage for synced data and one million sync operations per month for free for up to 12 months with the AWS Free Tier.

- **Quickly access and understand app usage data (Amazon Mobile Analytics)**

Analytic such as how many users an app has, how much revenue it's generating, and what a user is doing with the app are



« Invention requires two things: the ability to try a lot of experiments, and not having to live with the collateral damage of failed experiments »



Andy Jassy
CEO, Amazon Web Services

Experiment Frequently

The image displays two side-by-side screenshots of the Amazon.com website, illustrating a user's browsing experience. The left screenshot shows the Kindle product page, featuring a large image of the Kindle e-reader and a prominent 'HUGE CLEAN. HUGE VALUE.' promotion for Bounty paper towels. The right screenshot shows the Kindle DX product page, also featuring the same 'HUGE CLEAN. HUGE VALUE.' promotion. Both screenshots show the Amazon.com interface with various navigation elements, including the search bar, department links, and product recommendations. The 'HUGE CLEAN. HUGE VALUE.' promotion is a key visual element, highlighting the value of the Bounty paper towels. The screenshots also show the Amazon.com logo, navigation menus, and various product recommendations, including books, movies, and other electronics. The overall layout is clean and professional, typical of a major e-commerce platform.

Measure, Improve, and Iterate

“Our theories determine what we measure.”

– Albert Einstein

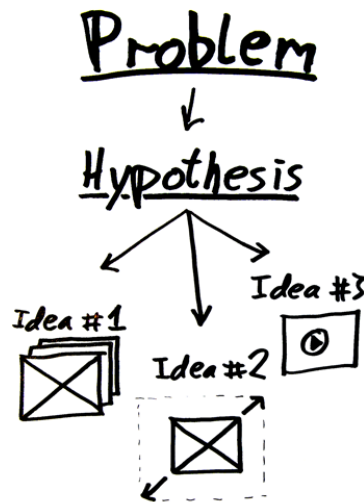
Identify your assumptions

Look beyond your frame of references

Be a “Culture of Metrics”

A/B test for optimization

Improve and iterate quickly



Move Fast and Be Nimble

“When a feature or enhancement is ready, we push it out and make it instantly available to all.” – Jeff Bezos

Speed of iteration

Single-threaded focus

Self-directed teams

Ownership & autonomy



Deployments at amazon.com

11.6s

Mean time between
deployments
(weekday)

1,079

Max number of
deployments in a
single hour

10,000

Mean number of
hosts
simultaneously
receiving a
deployment

30,000

Max number of
hosts
simultaneously
receiving a
deployment

Cultivate Leadership

“Whether you are an individual contributor or a manager of a large team, you are an Amazon leader.”

Hire leaders

Develop leaders

Reward leadership