
AWS
re:Invent
NOV. 28 – DEC. 2, 2022 | LAS VEGAS, NV

INO201

Rapid transition from idea to solution

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World Wide Lead – Working Backwards Engagements
AWS

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World Wide Build Lead – Working Backwards Engagements
AWS

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Agenda

Working backwards from the customer

Refining the solution

Measuring success

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Working backwards

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Working backwards

Amazon’s process of discovery and invention that delivers customer delight

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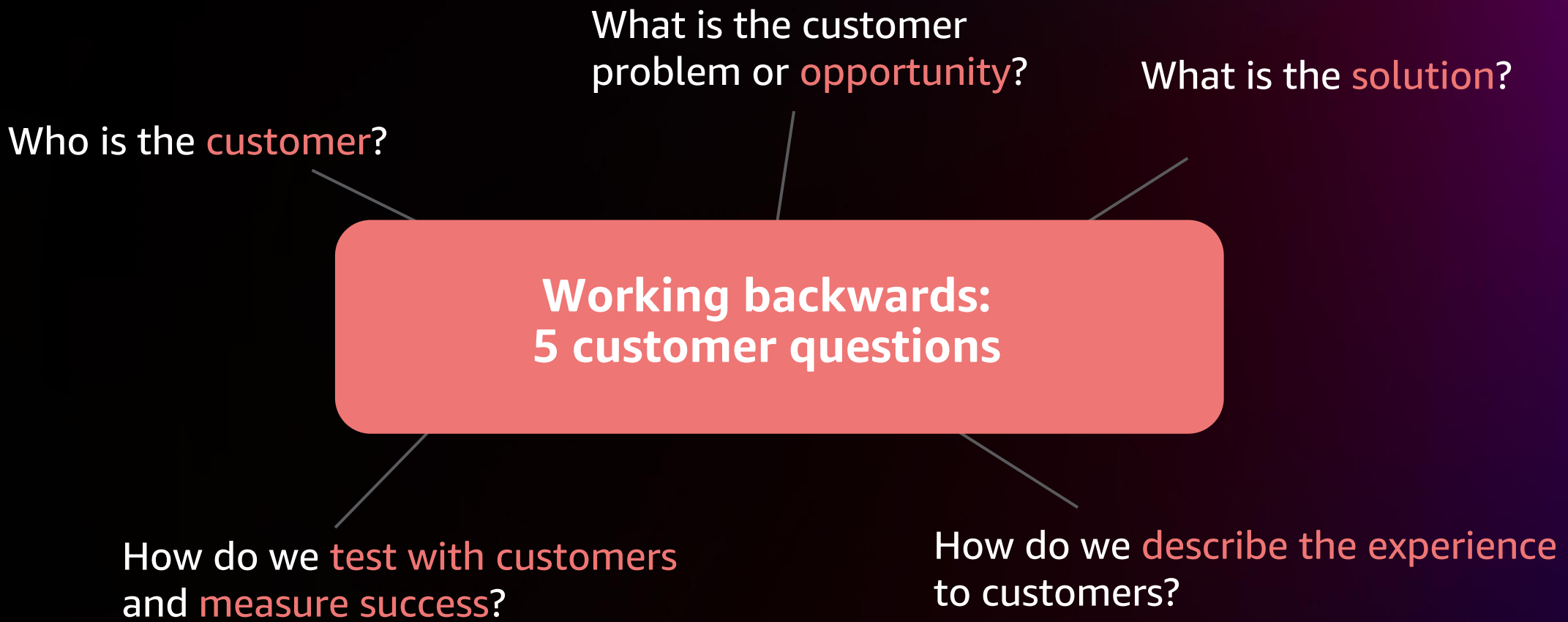
"The working backwards process is not designed to be easy, it's designed to save huge amounts of work on the back end. And to make sure we're actually building the right thing."

Jeff Bezos

Founder, Amazon Executive Chair

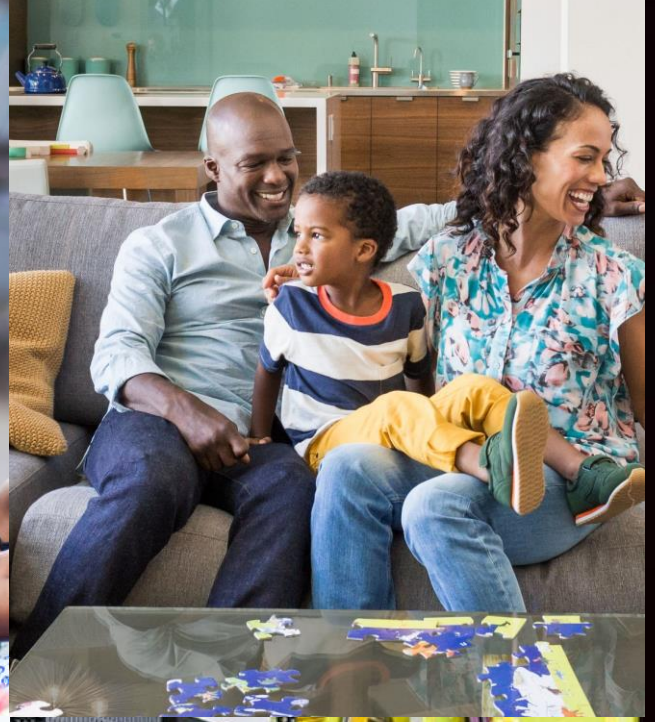
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Working backwards from the customer



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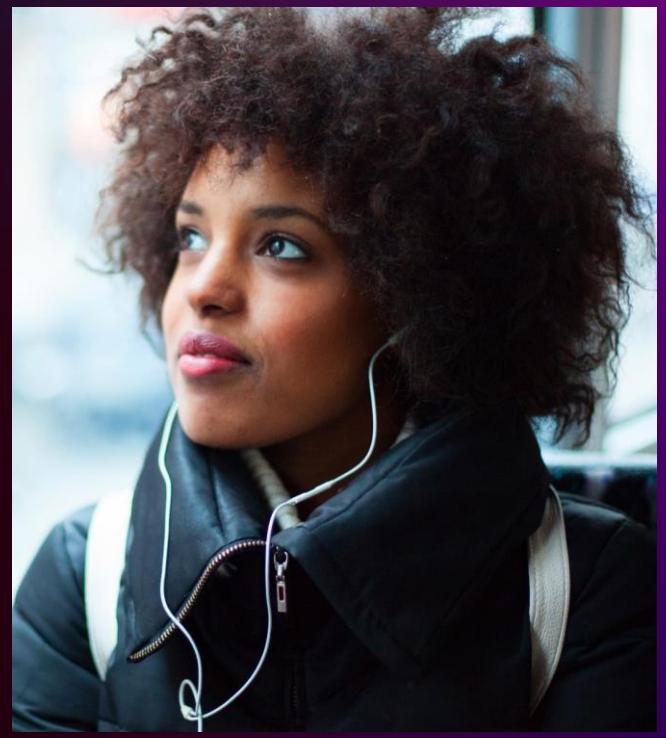






Who is the customer?

Defining the problem/opportunity



Today, _____

have to _____

when _____.

Customers need a way to _____.



Today, busy urban shoppers

have to wait in line at the store

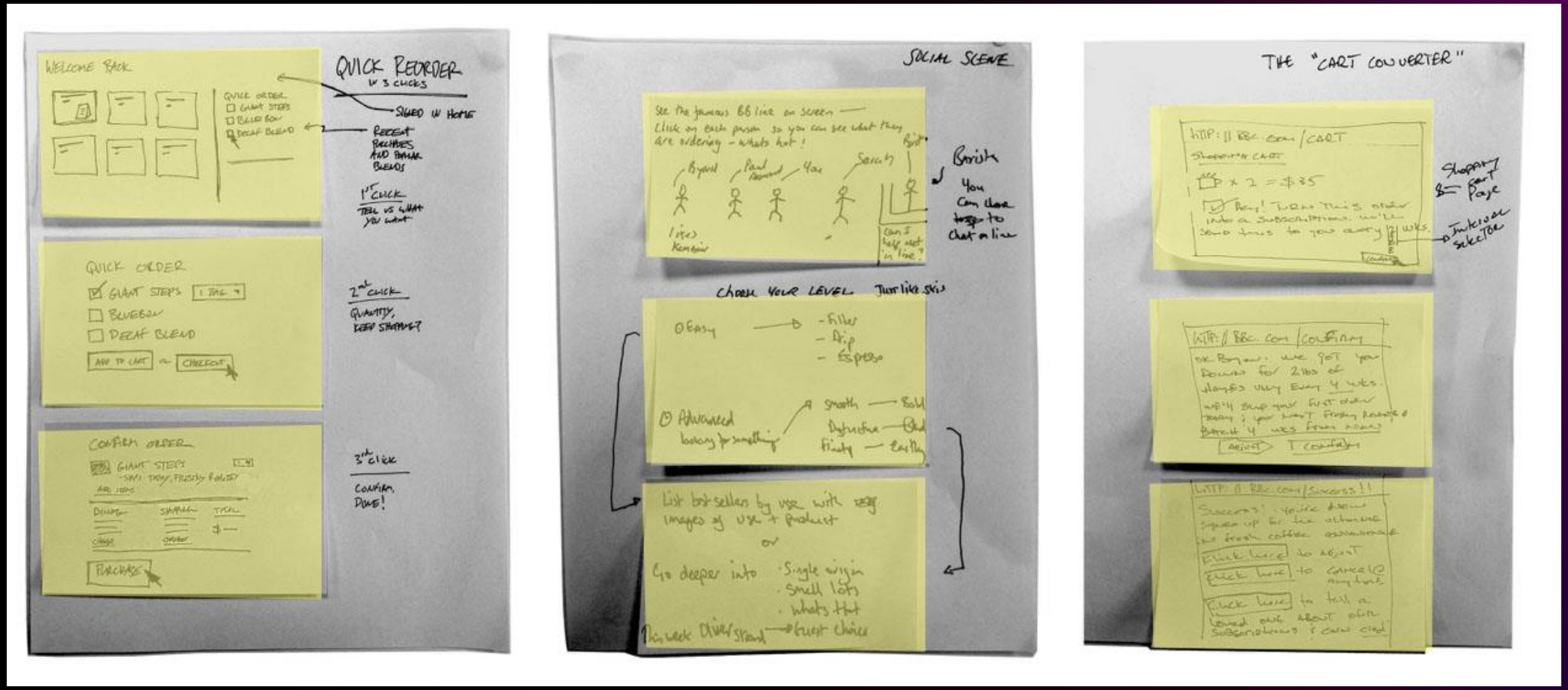
when they really want to just grab and go.

Customers need a way to not wait in line.

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Ideating and high-level solutioning



How might we . . .

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Chalk talk

What format do you use to capture new solution ideas in your organization?



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Refining the solution

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Working backwards artifacts

Press release

AWS Announces General Availability of Amazon Location Service

New service makes it easier for customers to add location functionality to their applications without compromising on privacy or security at as low as 1/10th the cost of the most common location-based

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Technologies to provide maps, points of interest, geocoding (converting location inforr
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FAQs

FAQ – Customer

1. What is Amazon Location Service?
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2. Why should I use location data in my applications?
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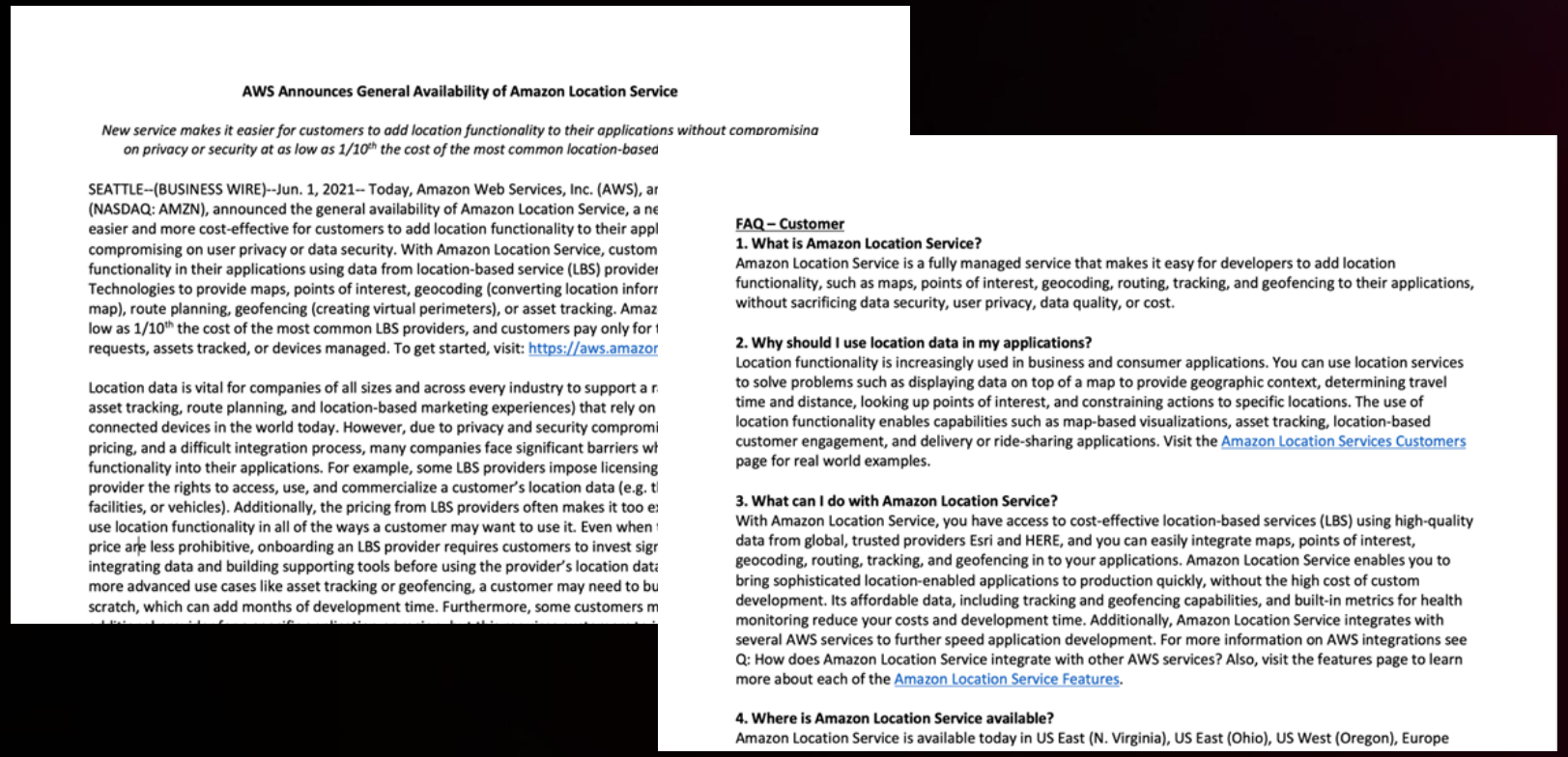
4. Where is Amazon Location Service available?
Amazon Location Service is available today in US East (N. Virginia), US East (Ohio), US West (Oregon), Euro

Visuals



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Iterative reviews harden the PR and FAQs



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Sample stakeholder FAQs

How much will the new service cost?

Where will the new service be available?

What will customers like most about our product or service?

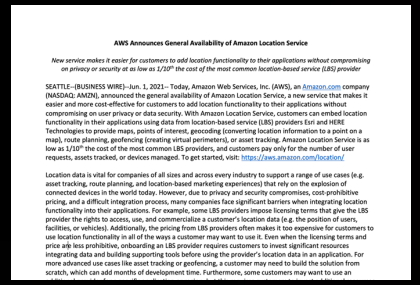
What will customers be most disappointed with in the product or service?

What build-acceleration assets have been identified?

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Feature breakdown to prioritized to-do list

Press release



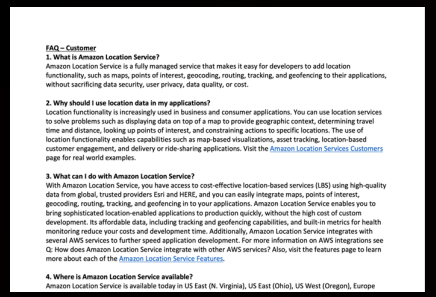
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Visuals





Feature list



MLP feature list

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Chalk talk

- Questions on Amazon’s Working Backward mechanism
- How do you drive alignment and buy-in?



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Measuring success

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Is the solution successful?



Customers love it!



It solves the pain point!



It's accessible and inclusive!

Customer experience



Technical blocker? Solved!



Wow . . . the team built it!

Technical

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Testing success using science: A hypothesis

We believe that
[success factor]

And to verify, we will
[run this test]

And measure
[unit of measurement]

We are right if
[threshold]



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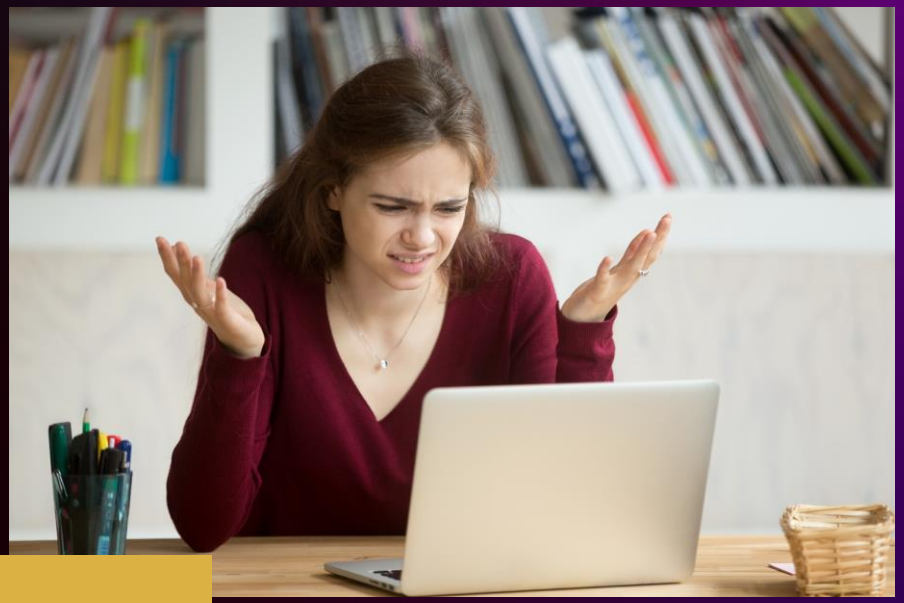
Customer experience hypothesis

We believe that
we can effortlessly capture customer feedback

And to verify, we will
observe end users giving feedback

And measure
time spent to give feedback

We are right if
it decreases the time to give feedback by 50%



Problem: Customers find it hard to give website feedback

Solution: Improved customer feedback feature

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Testing the customer experience

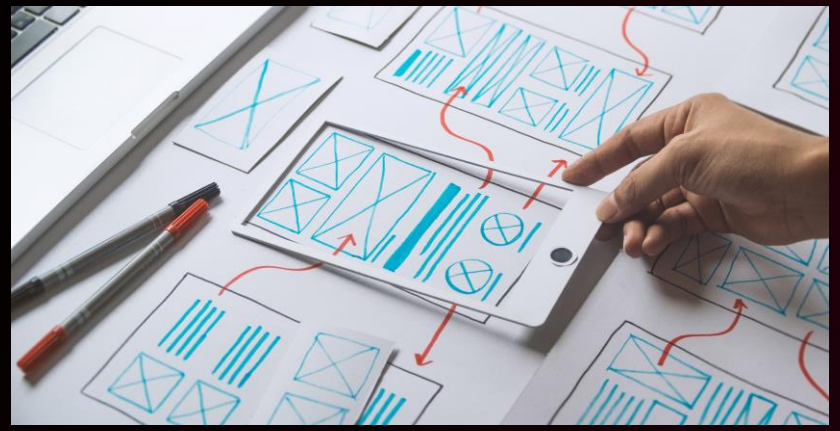
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Press release



Paper mockup



Clickable wireframe

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Technology hypothesis

We believe that
we can add capacity to handle demand for peak events

And to verify, we will
implement and then test Amazon EC2 Auto Scaling using an automated load-testing tool

And measure
the EC2 fleet's aggregate CPU utilization

We are right if
CPU utilization < 50%



Keep capacity > demand

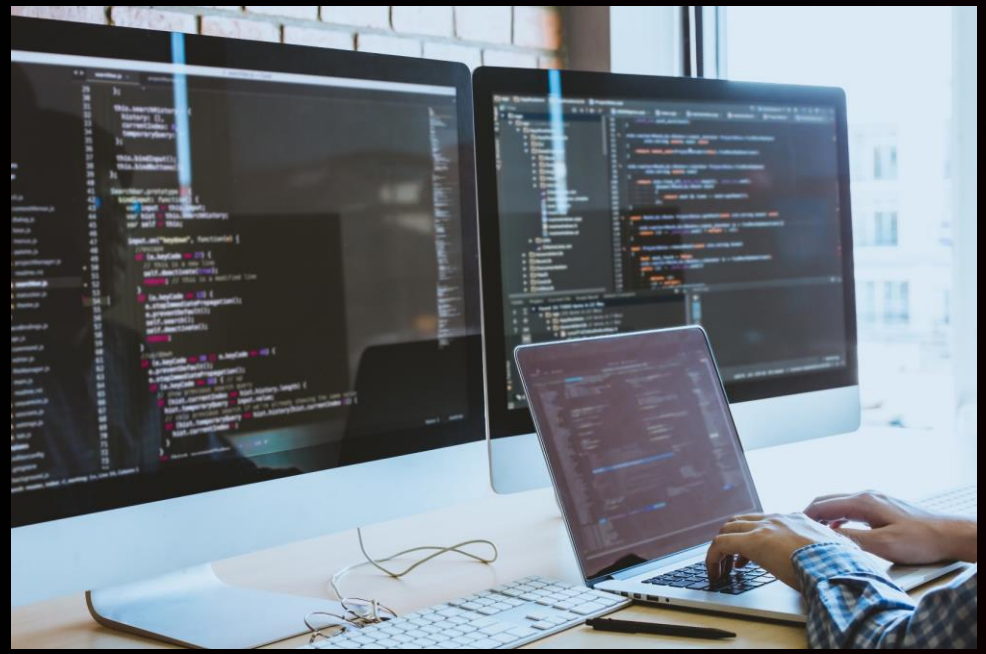
Problem: High EC2 CPU utilization leads to website outages during peak demand

Solution: Implement Amazon EC2 Auto Scaling

Amazon EC2 Auto Scaling

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Testing technology hypothesis



As little development as possible



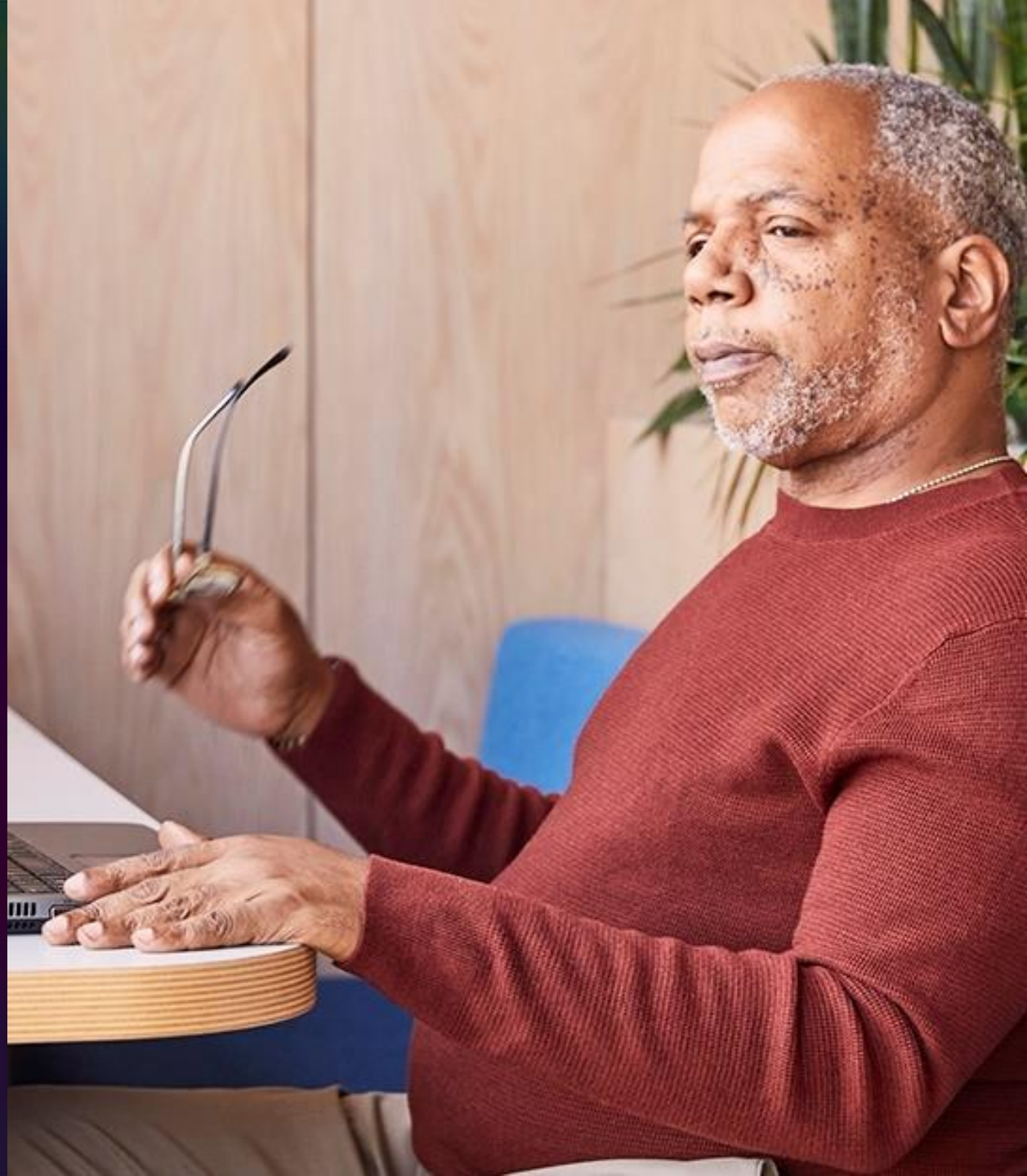
Proof of concept

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Chalk talk

- How do you measure success?
- When do you measure success?



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Discover more ways to innovate on AWS

INO102 Amazon’s culture of innovation

Breakout session

INO103 How to increase resilience and prevent burnout

Breakout session

INO104 AI/ML at Amazon.com

Breakout session

INO202 Working backwards in action: Starting with your customers

Workshop

INO203 Emotional intelligence can supercharge innovation

Breakout session

INO204 Leading beyond line of sight: Amazon’s two-pizza teams

Breakout session

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Thank you!

Jason Mortensen
mortjaso@amazon.com

Ric McLaughlin
ricmcla@amazon.com



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