

The background features a dark blue gradient with large, overlapping, semi-transparent shapes in shades of purple, pink, and orange, creating a modern, abstract design.

# AWS re:Invent

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IN0101

# Define your next \$1B opportunity: Introduction to Working Backwards

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AWS

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Leader, APJ

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Our mission:

To be Earth's most  
customer-centric company



# Our leadership principles

Unless you know better ones. Please be a leader.

Customer Obsession

Invent and Simplify

Ownership

Learn and Be Curious

Insist on the Highest Standards

Bias for Action

Strive to be Earth's Best Employer

Success and Scale Bring Broad Responsibility

Are Right, A Lot

Hire and Develop the Best

Think Big

Frugality

Earn Trust

Dive Deep

Have Backbone; Disagree and Commit

Deliver Results

# Customer obsession

Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

# Where innovation begins:

Start with the customer and  
work backwards



# Working Backwards



**Test and iterate**



**Listen**  
to customers



**Define**  
the problem



**Refine**  
the solution



**Invent**  
the solution



# In Working Backwards, we wrestle with 5 questions

1. Who is the customer, and what insights do we have about them?
2. What is the prevailing customer problem or opportunity?
3. What is the solution and the most important customer benefit?
4. How do we describe the solution and the experience to customers?
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# ... and work together on a future press release

## 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 1/10<sup>th</sup> the cost of the most common location-based service (LBS) providers.

SEATTLE—(BUSINESS WIRE)—Jun. 1, 2021— Today, Amazon Web Services, Inc. (AWS), an [Amazon.com](https://www.amazon.com) company (NASDAQ: AMZN), announced the general availability of Amazon Location Service, a new service that makes it easier and more cost-effective for customers to add location functionality to their applications without compromising on user privacy or data security. With Amazon Location Service, customers can embed location functionality in their applications using data from location-based service (LBS) providers Esri and HERE Technologies to provide maps, points of interest, geocoding (converting location information to a point on a map), route planning, geofencing (creating virtual perimeters), or asset tracking. Amazon Location Service is as low as 1/10<sup>th</sup> the cost of the most common LBS providers, and customers pay only for the number of user requests, assets tracked, or devices managed. To get started, visit: <https://aws.amazon.com/location/>.

Location data is vital for companies of all sizes and across every industry to support a range of use cases (e.g. asset tracking, route planning, and location-based marketing experiences) that rely on the explosion of connected devices in the world today. However, due to privacy and security compromises, cost-prohibitive pricing, and a difficult integration process, many companies face significant barriers when integrating location functionality into their applications. For example, some LBS providers impose licensing terms that give them the rights to access, use, and commercialize a customer's location data (e.g. the position of user devices, facilities, or vehicles). Additionally, the pricing from LBS providers often makes it too expensive for customers to use location functionality in all of the ways a customer may want to use it. Even when the licensing terms are less prohibitive, onboarding an LBS provider requires customers to invest significant resources in integrating data and building supporting tools before using the provider's location data in an application. More advanced use cases like asset tracking or geofencing, a customer may need to build the solution from scratch, which can add months of development time. Furthermore, some customers may want to use an

## FAQs

### FAQ – Customer

#### 1. What is Amazon Location Service?

Amazon Location Service is a fully managed service that makes it easy for developers to add location functionality, such as maps, points of interest, geocoding, routing, tracking, and geofencing to their applications without sacrificing data security, user privacy, data quality, or cost.

#### 2. Why should I use location data in my applications?

Location functionality is increasingly used in business and consumer applications. You can use location service to solve problems such as displaying data on top of a map to provide geographic context, determining travel time and distance, looking up points of interest, and constraining actions to specific locations. The use of location functionality enables capabilities such as map-based visualizations, asset tracking, location-based customer engagement, and delivery or ride-sharing applications. Visit the [Amazon Location Services Customer page](#) for real world examples.

#### 3. What can I do with Amazon Location Service?

With Amazon Location Service, you have access to cost-effective location-based services (LBS) using high quality data from global, trusted providers Esri and HERE, and you can easily integrate maps, points of interest, geocoding, routing, tracking, and geofencing into your applications. Amazon Location Service enables you to bring sophisticated location-enabled applications to production quickly, without the high cost of custom development. Its affordable data, including tracking and geofencing capabilities, and built-in metrics for monitoring reduce your costs and development time. Additionally, Amazon Location Service integrates with several AWS services to further speed application development. For more information on AWS integrations, visit the [Amazon Location Service Integrations](#) page.

Q: How does Amazon Location Service integrate with other AWS services? Also, visit the features page to learn more about each of the [Amazon Location Service Features](#).

#### 4. Where is Amazon Location Service available?

Amazon Location Service is available today in US East (N. Virginia), US East (Ohio), US West (Oregon), EU West (Ireland), and EU Central (Frankfurt).

## Visuals



# We read, discuss, debate, and ask more questions

...of diaper sizing. By signing up for a single subscription, Amazon Family customers will have the peace of mind of knowing that Amazon will send them the right sized diaper at the right time.

*Custom Benefit?*

~~Babies need an average of about 3,800 disposable diapers across seven sizes in three years, and remain in a size anywhere between a few weeks to several months. A baby might need just one box of size 1 diapers but need as many as eight boxes of size 4 diapers. To complicate matters, weight – and not age – is the best predictor of a baby’s diaper size.~~

With Amazon’s Subscribe & Save program, customers previously created diaper subscriptions in a specific size which was replenished until the customer decided it was time to move up a size. This meant that parents needed to anticipate the change in diaper size and either cancel their existing subscription to create a new one, or go to the Manage Your Subscriptions page to update the existing diaper subscription with the new size. This caused endless frustration for parents, added to the stress of having a new baby, and the experience ran counter to the concept of a subscription that should run smoothly with minimal touch points.

*Not a good name for this*

With the introduction of the new **auto-sizing feature**, customers who subscribe to diapers will be asked to provide their child’s weight, in addition to the existing child info. They will then be able to set up a single subscription that will take them through the various sizes at the right time. Customers will be notified before the next box of diapers is due to ship that it has automatically sized up – if it’s too soon, there will be a simple one-click process to keep the current size.

*Would a customer really say this?*

“I love using Subscribe & Save. But for my older child, I have had to return boxes that were one size too small, which actually increased my work load,” says Mara Steiner, who has used Subscribe & Save for her baby needs for several years. “As I expect my second child, I am very excited at the thought of having the right size diapers show up at my door each month. New parents have enough to do without having to keep calculating which size of diapers they should be buying for their baby.”

~~“We want parents to always have the right sized diaper for their child at the right time,”~~ said Greg, director of Subscribe & Save. “This single subscription experience for diapers will ensure that customers can depend upon Subscribe & Save to do the work for them, and never have to worry about changing size as their children grow.”

Amazon’s Subscribe & Save ships thousands of items to their customers on a regular basis with additional discounts. With the diaper subscription service, the program has simplified the experience for new parents.

To learn more about Subscribe & Save’s diaper subscriptions auto-sizing, go to [www.amazon.com/subscribe](http://www.amazon.com/subscribe)

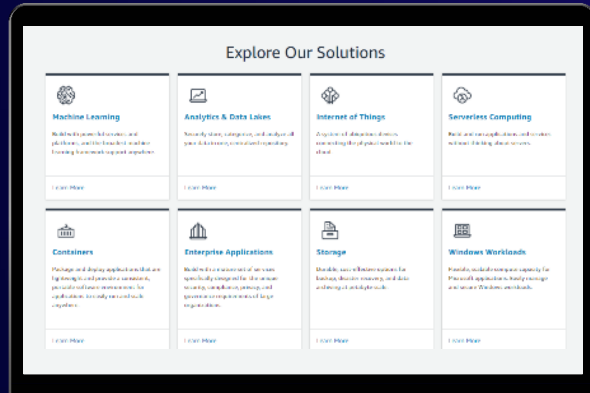
*What about mobile?*



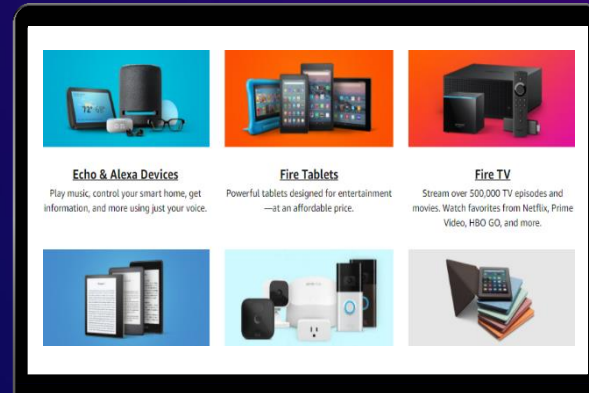
## E-commerce



## AWS



## Devices



## Streaming content



## Consumables



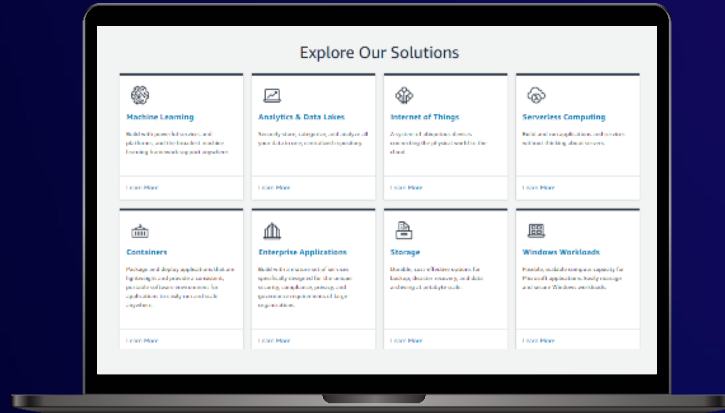
## Physical retail



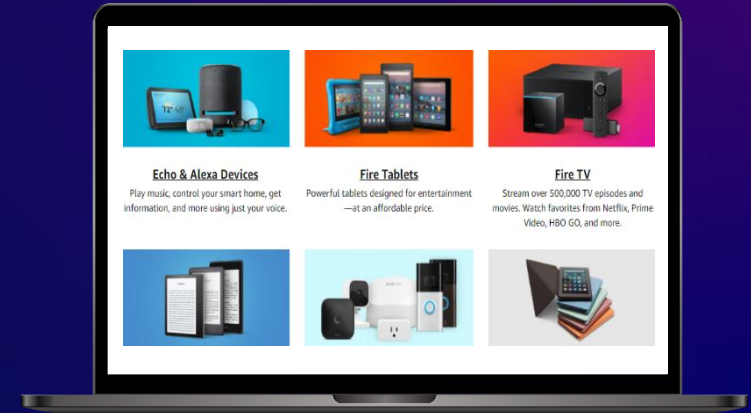
## Pickers or packers



## Technical builders



## Device users



## Media consumers



## Grocery shoppers



## Busy, on-the-go adults





There are many advantages to a customer-centric approach, but here's the big one: **Customers are always beautifully, wonderfully dissatisfied**, even when they report being happy and business is great. Even when they don't yet know it, customers want something better, and your desire to delight customers will drive you to invent on their behalf.

**Jeff Bezos**

Founder and Executive Chair  
Amazon.com, Inc.  
2016 letter to shareholders

# Who is the customer?

Be specific about the customer,  
their context, and their needs





# 1. Who is the customer, and what insights do we have about them?

- Busy
- On the go
- Tech savvy
- Urban dweller
- Low tolerance for long lines



## 2. What is the prevailing customer problem or opportunity?

**Today** [customer type]

**have to** [describe problem or opportunity]

**when** [situation].

**Customers need a way to** [insert need].

## 2. What is the prevailing customer problem or opportunity?



## 2. What is the prevailing customer problem or opportunity?

**Today** busy, on-the-go, tech-savvy, urban dwellers

**have to** fight crowds and wait in long lines

**when** they only want to grab a few things at the store on a busy day.

**Customers need a way to** get in and out of the store quickly.

?

# How might we ...

Improve their retail experience? **(too broad)**

Use tap-to-pay credit card checkout? **(too narrow)**

Use automated checkout stations? **(not thinking big enough)**

**Eliminate the checkout process altogether? (YES!)**

amazon go

amazon go

amazon go

NO LINES, NO CHECKOUT.  
(NO, SERIOUSLY.)  
**JUST WALK OUT**  
SHOPPING



FRESH  
AVAILABLE  
TRY ME  
ON IT

NO-LINE  
BREAKFAST  
LUNCH  
SNACKS  
GROCERY  
ESSENTIALS  
DINNER

JUST WALK OUT SHOPPING

COMING EARLY 2017

BREAKFAST

CHECKOUT



NO LIMITS. NO CHECKOUT.  
NO CASHIER.

**JUST  
WALK  
OUT**

SHOPPING

amazon



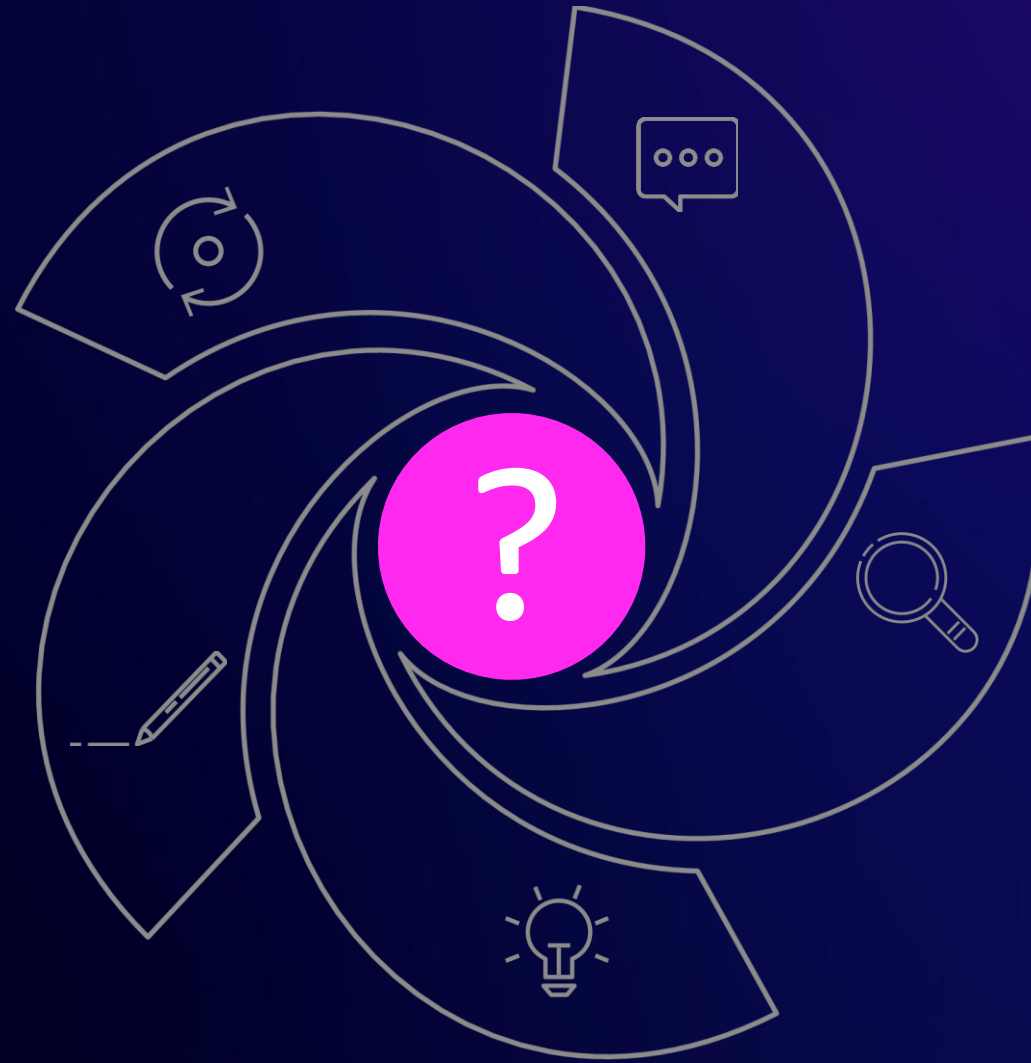
# Now it's your turn!



# Today's activities

1. **Who is the customer, and what insights do we have about them?**
2. What is the prevailing customer problem or opportunity?
3. What is the solution and the most important customer benefit?
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# Who is your customer?



# Who is the customer and what insights do we have about them?

**Workbook pages 4–5**

**5 min**

Write down your customer, their defining characteristics, and any insights you have about them (needs, wants, attitudes, behaviors). Circle your customer's most pressing need.

**5 min**

Share your work with a buddy, and get their feedback on your description of the customer and their needs.

# Today's activities

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# What is the prevailing customer problem or opportunity?

Workbook pages 6–7

5 min

Try using a Today Statement to describe the customer problem or opportunity.

**Today** [customer type]  
**have to** [describe problem or opportunity]  
**when** [situation]  
**Customers need a way to** [insert need]

Problem

Benefit

# Today's activities

1. Who is the customer, and what insights do we have about them?
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# ID8s – 8 ideas in 8 minutes



Workbook pages 8–9

**8 min**

Reflecting on your customer and their needs or wants, individually brainstorm different ways you could delight this customer. You can use words or draw pictures. The first few ideas are easy, but to think of 8 different ones should push you.

# What is the solution and the most important customer benefit?

Workbook pages 10–11

**10 min**

Pick 1 of your 8 ideas (or combine some ideas) to clarify the “big idea”.

Share your top idea for your customers with your buddy. Listen carefully, and respectfully challenge each other, updating or editing your descriptions as necessary. **Be ruthless about the most important customer benefit.**

**5 min**

With your buddy’s feedback, flesh out the ‘big idea’ and the experience for the customer, articulate the most important customer benefit.

# Today's activities

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# Clarify and refine the big idea

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## Visuals



# Press release overview

- Focus on the customer need
- Customer testimonial is key
- Launch date = MLP
- Avoid jargon
- Say it simply and clearly

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Amazon Location Service eliminates the complexity of adding location functionality to an application by providing a single, managed service that lets customers control what access providers have to a customer's confidential data, cost-effectively implement location-based features, and easily integrate data from proven LBS providers Esri and HERE Technologies into their applications. Built with user privacy and data security top of mind, Amazon Location Service gives customers complete control of their location data. Amazon Location Service removes customer metadata and account information from queries before they are sent to an LBS provider, and sensitive tracking and geofencing information never leaves a customer's AWS account (unless they choose to share it). Additionally, the Amazon Location Service licensing terms do not grant Amazon or third parties the rights to sell or use a customer's location data for advertising. Amazon Location Service is as low as 1/10<sup>th</sup> the cost for geocoding and routing, and a fraction of the cost for most mapping use cases, when compared to the most common LBS providers. Additionally, Amazon Location Service has built-in tracking and geofencing capabilities, so customers do not need to spend resources building their own solutions, and can instead focus on building their application. Amazon Location Service comes fully integrated with Amazon CloudWatch, AWS CloudTrail, and Amazon EventBridge, so customers can easily view monitoring, management, and log data, and can trigger actions based on events (e.g. when a device enters or exits a geofence or when a vehicle arrives at its destination). Amazon Location Service also integrates with AWS security services, including AWS Identity and Access Management (IAM) and Amazon Cognito, so customers can reduce system complexity and maintain consistent security practices with identity management and authentication tools that work across administrators and end-users. Amazon Location Service provides a single API that works across LBS providers

# Structure of a press release

**Headline**  
*Subheading*

1. Date and summary
2. Problem or opportunity
3. Solution
4. Leader quote
5. Customer experience
6. Customer testimonial
7. Call to action

**Footer**



# Structure of a press release

**Headline**  
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1. **Date and summary**
2. Problem or opportunity
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**Footer**



# What is a customer testimonial?

A **customer testimonial** is made up, but should be specific, believable, and sound like a human said it. Use the testimonial to reinforce why the customer cares about what you're launching.

**Example** from **Amazon Location Service**, which allows AWS customers to add location functionality to their applications:

*“Shortly after the launch of Amazon Location Service, our team jumped at the chance of migrating our existing map infrastructure for increased speed and reduction of cost in comparison to the service we were using,” said Nick Wills, Technical Director & Co-Founder at Coolstays. “We are thrilled with the results; we saw a 28% improvement in tile load speed and a 50% decrease in cost compared to our previous provider.”*

# Customer quote or testimonial

Workbook pages 12–13

5 min

Think about how a customer might feel after using your product. Write a speculative quote coming from a happy customer who has just used your product.

# Review

5 min

Review your buddy's customer testimonial.

## Guidelines

- Respectfully challenge
- Are we clear on who the customer is?
- What is the most important customer benefit?
- Does it Think Big enough?

A press release with frequently asked questions  
(**PRFAQ**) is a conversation starter to achieve  
**clarity** and **customer focus**.

We read, discuss, **debate**,  
and **ask questions**.

We revise and  
**improve the solution**  
with each iteration.

# The 5 Working Backwards questions

1. Who is the customer, and what insights do we have about them?
2. What is the prevailing customer problem or opportunity?
3. What is the solution and the most important customer benefit?
4. How do we describe the solution and the experience to customers?
5. **How do we test the solution with customers and measure success?**

# How do we test the solution with customers and measure success?

Customer desirability



Technical feasibility



Business viability



# What is the value (for customers, for the business)?

## CUSTOMER

How big is the customer gap?

## BUSINESS

How much would it move the needle for our business?

## DIFFERENTIATION

Would it differentiate us in the eyes of our customers?

## RESOURCES

Do we have or do we want to acquire the needed resources?

# Working Backwards



**Test and iterate**



**Listen**  
to customers



**Define**  
the problem



**Refine**  
the solution



**Invent**  
the solution



# Want to dive deeper?



**Request a meeting with  
AWS Innovation & Transformation**



**Check out our ebooks and  
publication on Executive Insights**

# Other tracks you might find interesting

Explore how to use culture, mechanisms, and technology to drive continuous innovation while building robust and resilient systems that can withstand disruption and drive long-term success

## Monday

**INO105:** Intersection of culture, CX & generative AI in innovative businesses (on demand)

**INO201:** Sustained business growth with high-velocity decision-making (on demand)

**INO101:** Define your next \$1B opportunity: Introduction to Working Backwards (on demand)

**INO103:** The innovator's mindset: Building adaptable & resilient organizations (4:30)

## Tuesday

**INO106:** Driving efficiency and sustainability with AWS innovation mechanisms (12:30)

**INO108:** How to drive growth and create differentiated customer experiences (2:30)

**INO107:** The common denominator of successful transformation (5:30)

## Wednesday

**INO301:** The architect's guide to agile innovation (10:00)

**INO102:** Supercharge your productivity: Unlock your innovation potential (workshop – 11:30)

## Thursday

**INO104:** AI/ML: A trigger for innovation at speed and scale (11:00)

**INO109:** AWS product innovation approach: Bring your best ideas to life faster (1:00)

# Thank you!

**Ellen Cowan**

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**Richard Taylor**

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Please complete the session survey in the mobile app

