AWS re:Invent

NOV. 29 – DEC. 3, 2021 | LAS VEGAS, NV

INO204-R2

Rapid transition from innovative idea to delightful solution

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World Wide Lead – Working Backwards Engagements
AWS

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Americas Lead – Innovation Advisory
AWS

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Agenda

- Working backwards from the customer
- Ideating
- Setting up teams and organizations for success
- Launching and learning along the way

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Working Backwards

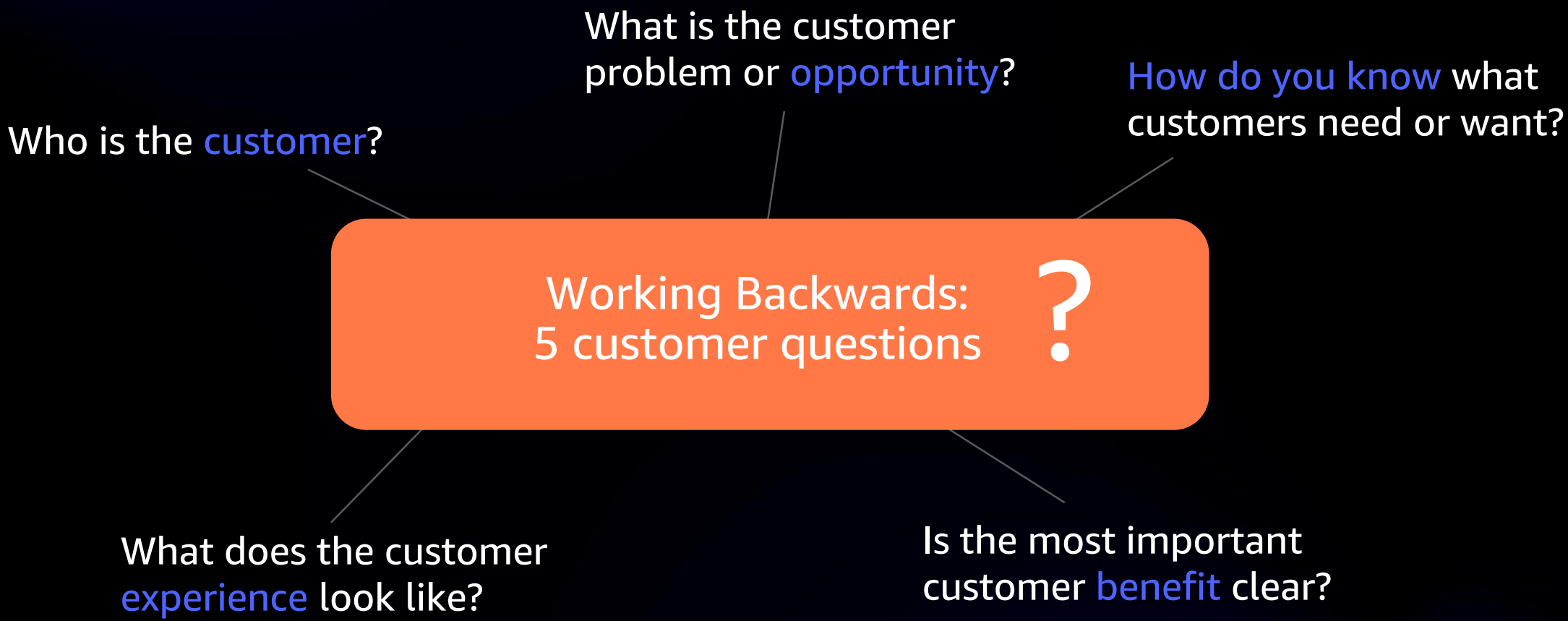
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Where innovation begins

Start with the customer and work backwards

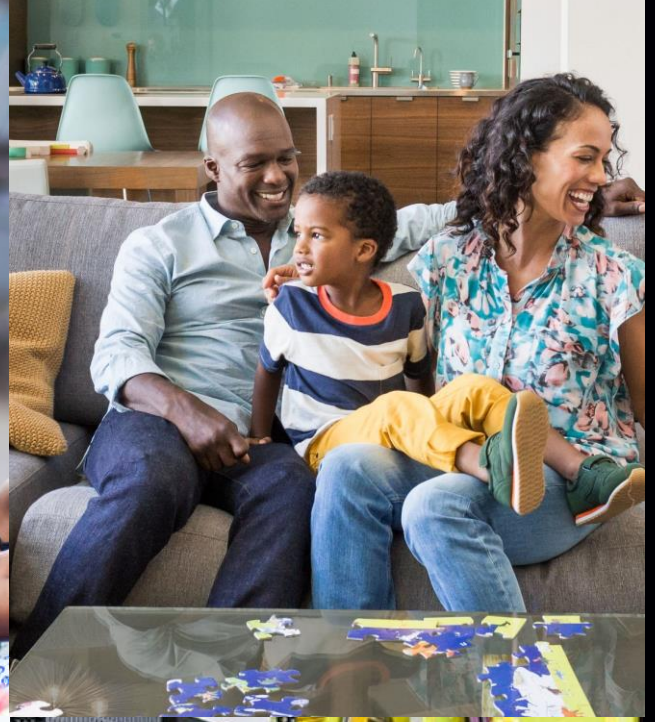
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Working backwards from the customer



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Who is the customer?

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Chalk talk

- Who is your customer?
- How do you define?

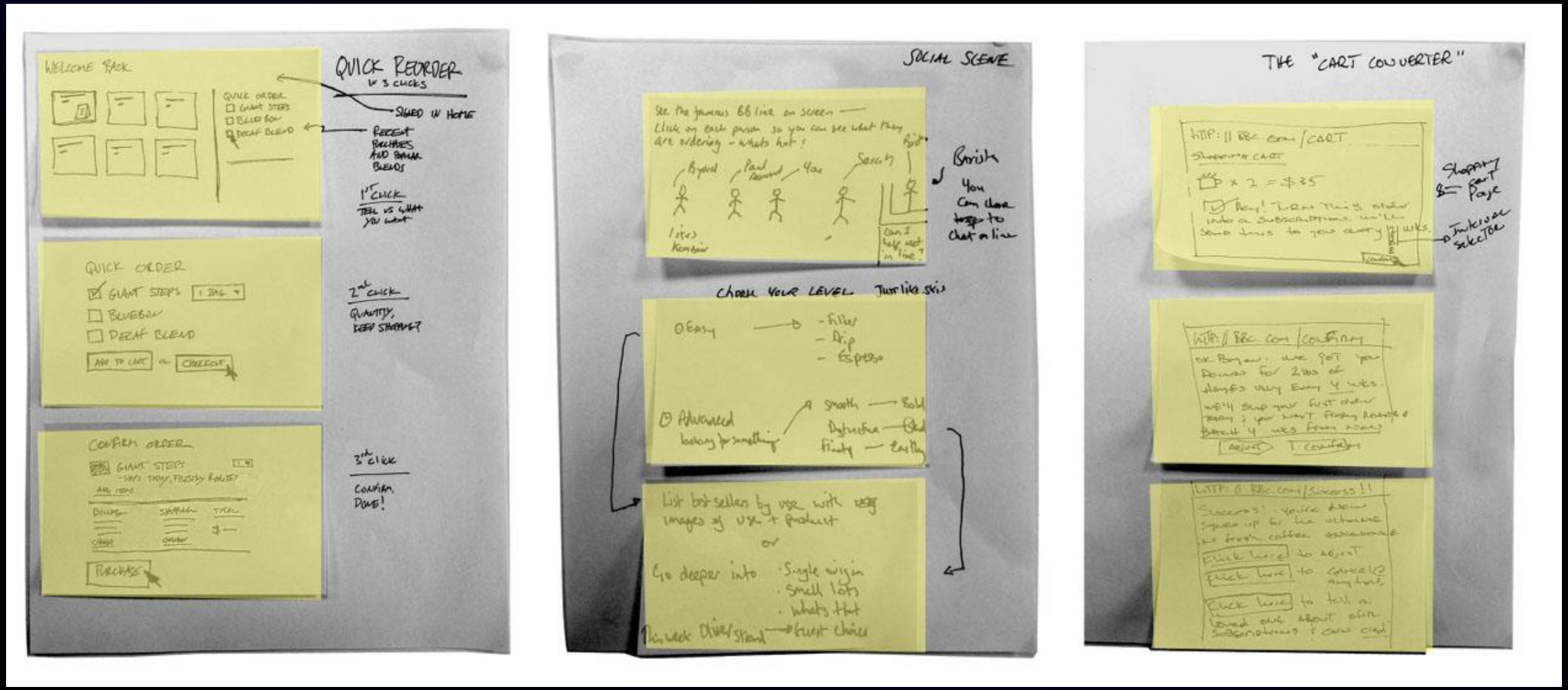


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Solutioning

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Ideating and high-level solutioning



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Working Backwards artifacts

Press release

Amazon Campus

Amazon Campus Launches First Multi-Channel Student Store at the University of California Berkeley

www.amazon.com/Campus & berkeley.amazon.com

SEATTLE-(BUSINESS WIRE) – August 31st, 2014 – Since returning to school for the Fall semester, Be
experienced a fresh take on the college bookstore as the new Berkeley Student Store opened at an
berkeley.amazon.com.

The Amazon-run online Student Store brings Amazon's broad selection, low prices, and convenient
of Berkeley's campus and offers a number of additional student-focused features. With the launch
students can now pay for any purchase on Amazon with their Cal1Card, buy course materials in any
Learning Management System or directly on Amazon.com, pick up orders at convenient locations a
One-Day Shipping on textbooks sent to the campus area. Amazon Student members at Berkeley are
Shipping to campus on millions of additional products plus FREE Two-Day shipping on millions more

"I've been an Amazon Student member for two years," explained Senior Aubrey Primason, "Getting
was huge. I've been ordering everything from Amazon since I got back to school. I may never have

Students can access these campus-specific payment methods and shipping benefits, along with the
textbooks - typically available only through the university's licensed bookseller - by activating the B
experience when they visit berkeley.amazon.com, sign up for Amazon Student and select 'Berkeley
to Amazon within the Berkeley Learning Management System.

In place of a traditional campus bookstore, Amazon has deployed Lockers across campus and built
a space that features a package pick up desk, technology showroom, and lounge area for students

FAQs

Amazon Campus

II: Student Customer FAQs

Q4: What do I get when Amazon is on my campus? Students get a number of benefits when Amazon is on campus. By activating the co-branded experience on Amazon, students receive Free One Day shipping on textbooks to campus addresses, access to custom textbook selection, the ability to pay with their university ID card, and the ability to pick up Amazon.com orders campus. On campus, all students will have access to an Amazon Student Lounge.

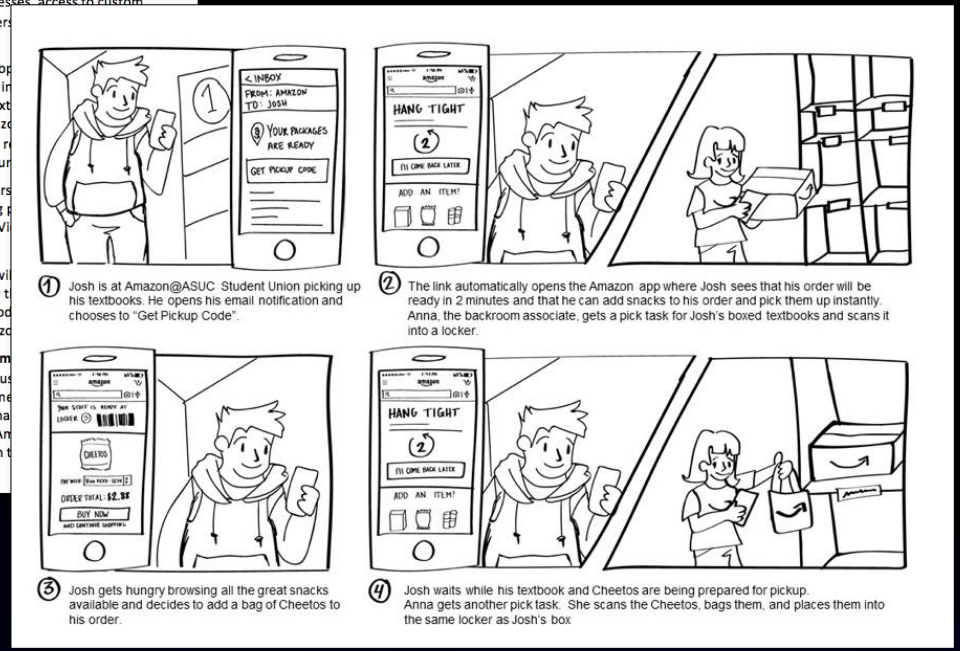
Q5: How do I activate the co-branded experience? Students at client universities will have four methods for op branded experience: 1) visiting the co-branded subdomain directly by typing the URL (berkeley.amazon.com) in clicking an external link, 2) joining the Amazon Student program and selecting their school, 3) shopping for text their school's Learning Management System, 4) clicking on a Student Store merchandising placement on Amaz customers have opted in, they will see a persistent co-branded toolbar on the top of the page whenever they r Customers can turn the experience off at any time by navigating to the 'Account Settings' menu in 'Your Accour

Q6: What do I get if I sign up for Amazon Student when Amazon is on my campus? Amazon Student members the standard benefits of the program ***plus*** Free One Day shipping to the campus area on millions of top selling p benefits include Free Two-Day shipping on Prime eligible items, unlimited instant streaming of Prime Instant Vi access to the Kindle Owners' Lending Library. The cost of a Student membership will remain $39/year.

Q7: Why aren't there any 'grab and go' items available for purchase at the Student Lounge? At launch, we wi products to customers "on demand" at the Student Lounge because we do not have a Point of Sale system or t inventory for sale on site. However, we intend to offer this in the future for a small selection of top-selling prod meantime, customers may order items displayed in the Lounge by using the bar code scan feature in the Amazo

Q8: Why is Free One Day shipping limited to campus addresses? Why don't I get Free One Day shipping to m By working directly with a university, Amazon is able to reduce costs associated with shipping orders to campus to pass on to all students at the school via Free One Day shipping for textbooks, and to our Amazon Student me Day shipping on millions of other eligible products. However, in order to provide these benefits at no additiona the geography in which we offer this benefit to those zip codes served from our on campus delivery station. An members always receive Free Two-Day shipping on Prime eligible items, to campus or most other addresses in t

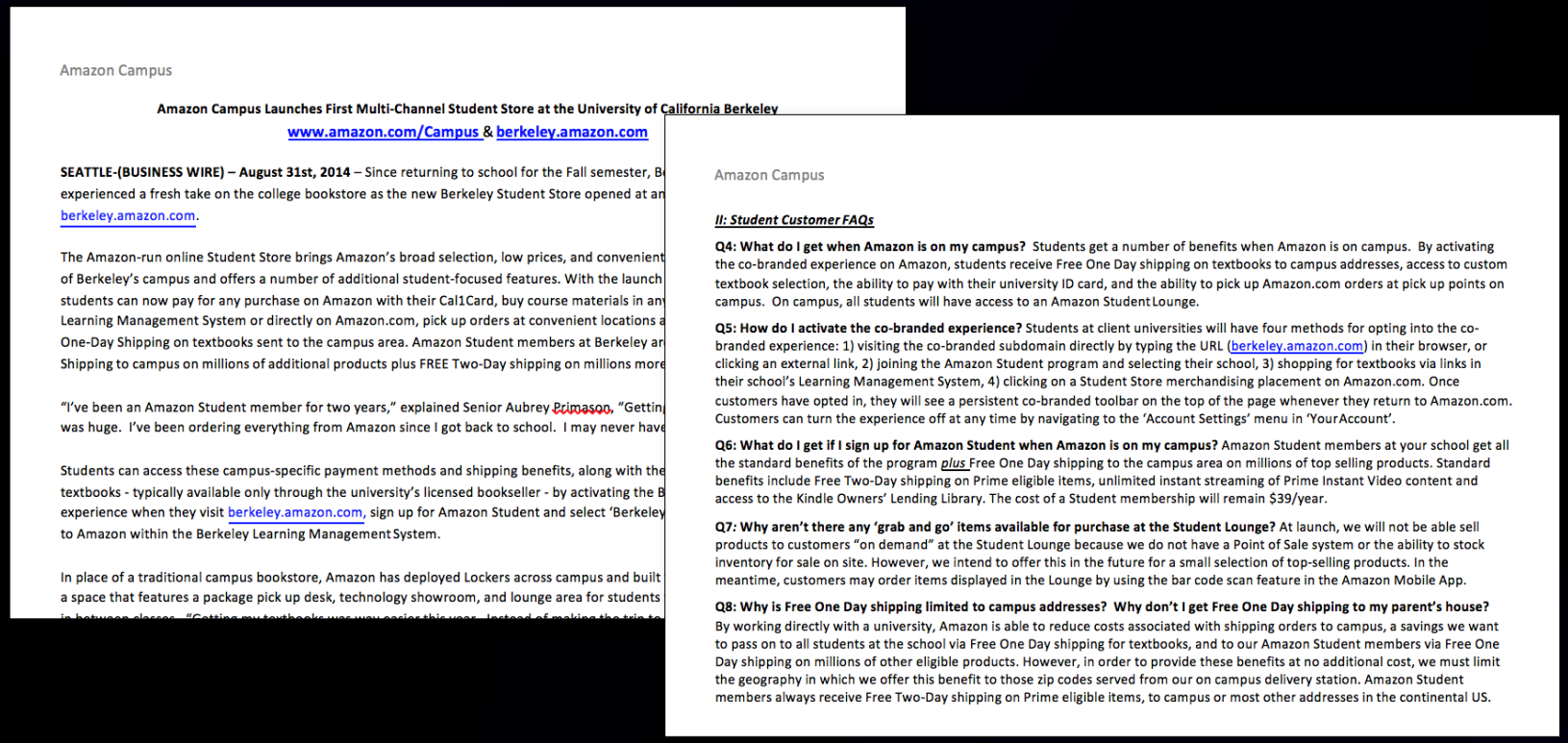
Visuals



1. Josh is at Amazon@ASUC Student Union picking up his textbooks. He opens his email notification and chooses to "Get Pickup Code".
2. The link automatically opens the Amazon app where Josh sees that his order will be ready in 2 minutes and that he can add snacks to his order and pick them up instantly. Anna, the backroom associate, gets a pick task for Josh's boxed textbooks and scans it into a locker.
3. Josh gets hungry browsing all the great snacks available and decides to add a bag of Cheetos to his order.
4. Josh waits while his textbook and Cheetos are being prepared for pickup. Anna gets another pick task. She scans the Cheetos, bags them, and places them into the same locker as Josh's box

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Iterate the PR and harden the FAQs



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of Berkeley's campus and offers a number of additional student-focused features. With the launch
students can now pay for any purchase on Amazon with their Cal1Card, buy course materials in any
Learning Management System or directly on Amazon.com, pick up orders at convenient locations a
One-Day Shipping on textbooks sent to the campus area. Amazon Student members at Berkeley ar
Shipping to campus on millions of additional products plus FREE Two-Day shipping on millions more

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Q7: Why aren't there any 'grab and go' items available for purchase at the Student Lounge? At launch, we will not be able sell products to customers "on demand" at the Student Lounge because we do not have a Point of Sale system or the ability to stock inventory for sale on site. However, we intend to offer this in the future for a small selection of top-selling products. In the meantime, customers may order items displayed in the Lounge by using the bar code scan feature in the Amazon Mobile App.

Q8: Why is Free One Day shipping limited to campus addresses? Why don't I get Free One Day shipping to my parent's house? By working directly with a university, Amazon is able to reduce costs associated with shipping orders to campus, a savings we want to pass on to all students at the school via Free One Day shipping for textbooks, and to our Amazon Student members via Free One Day shipping on millions of other eligible products. However, in order to provide these benefits at no additional cost, we must limit the geography in which we offer this benefit to those zip codes served from our on campus delivery station. Amazon Student members always receive Free Two-Day shipping on Prime eligible items, to campus or most other addresses in the continental US.

Sample stakeholder FAQs

What will customers most like about our product or service?

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

What are we going to test and measure? What are the first experiments?

What build acceleration assets have been identified? What assets could be used? What assets are yet to be found?

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Chalk talk

- Questions on Amazon’s Working Backward mechanism
- What mechanism does your organization use to identify your delightful solution?
- How do you express your project in customer-centric terms?



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Team structure and implementation

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Breaking down the PR

What are the clearly defined features and benefits, ready to prototype and test with users?

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In place of a traditional campus bookstore, Amazon has deployed Lockers across campus and built the first Amazon Student Lounge, a space that features a package pick up desk, technology showroom, and lounge area for students to study, meet, read or just relax in between classes. "Getting my textbooks was way easier this year. Instead of making the trip to the store to pick out my books

Pay with student-connected card

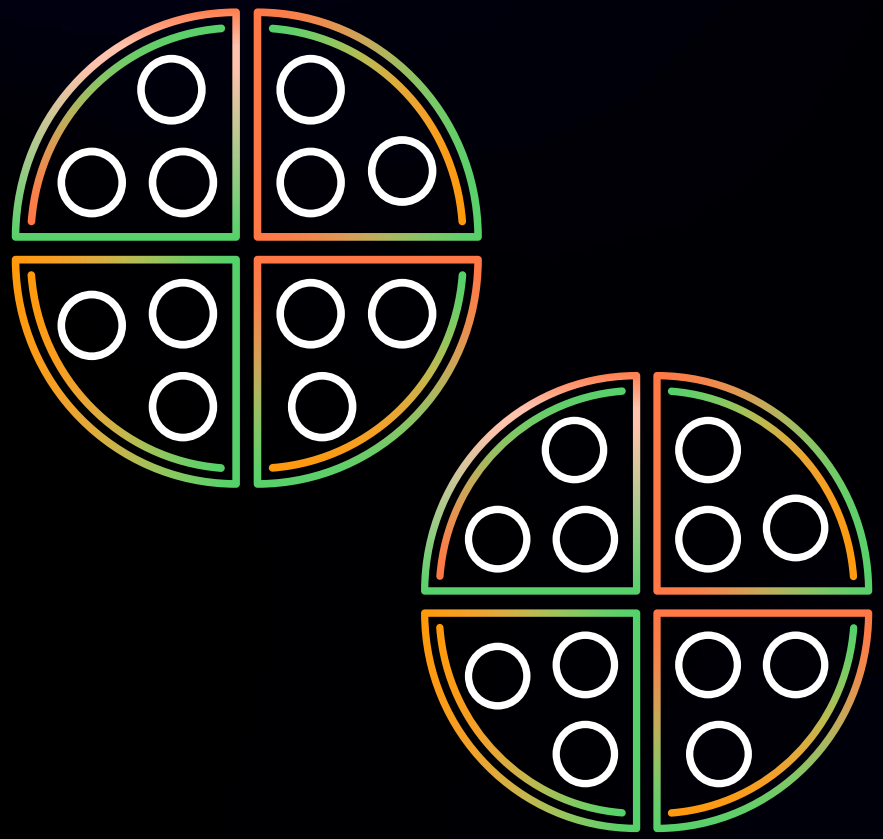
Convenient locker pickup

One-day shipping

Alternative to traditional bookstore

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How many people can two pizzas feed?



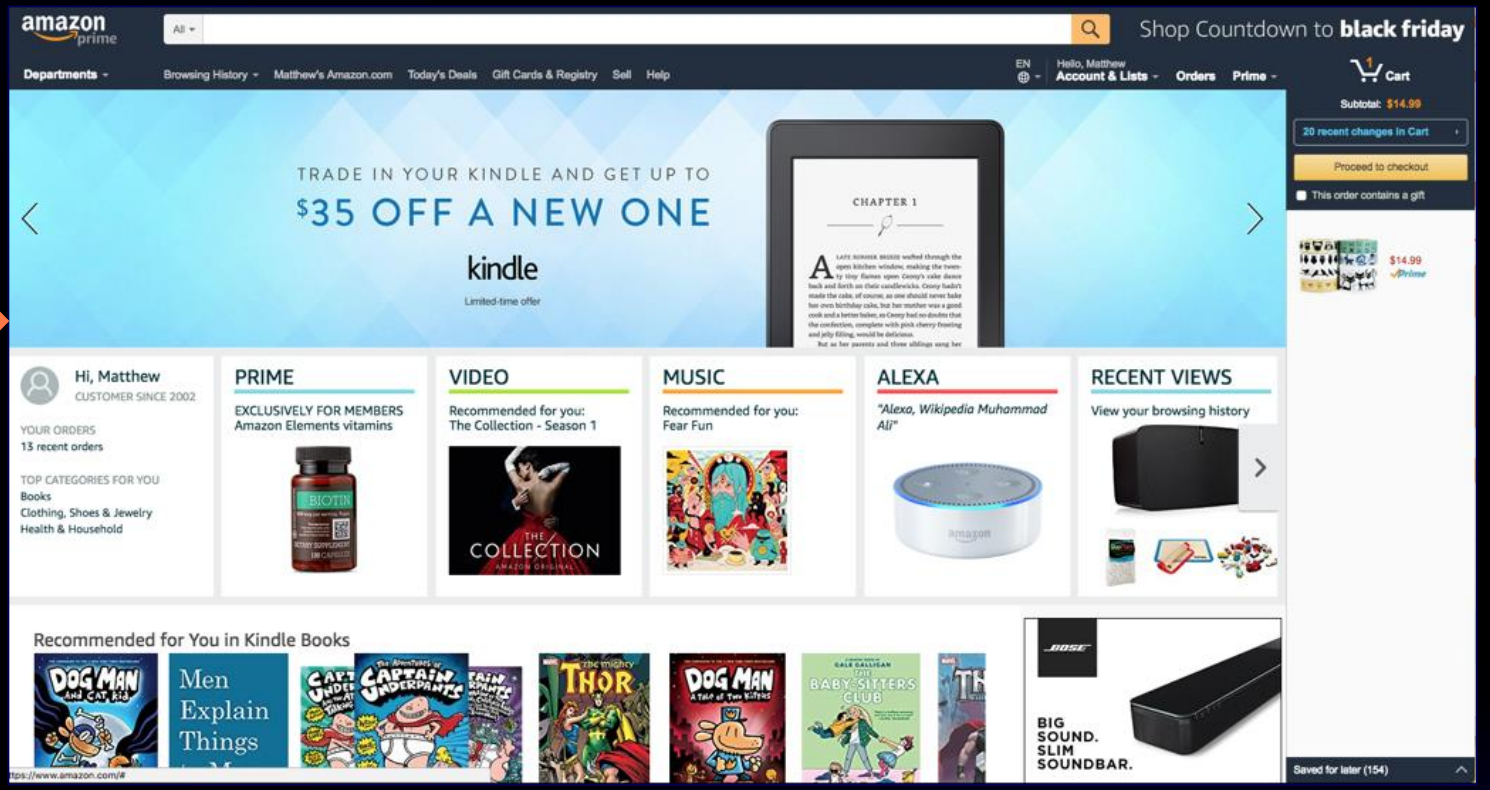


- Agile and nimble
- Reduce dependencies
- Full ownership
- Higher engagement

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Case in point: Amazon.com marketplace

How many product teams are represented on this page?



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Marketplace platform “widgets” are “products” too

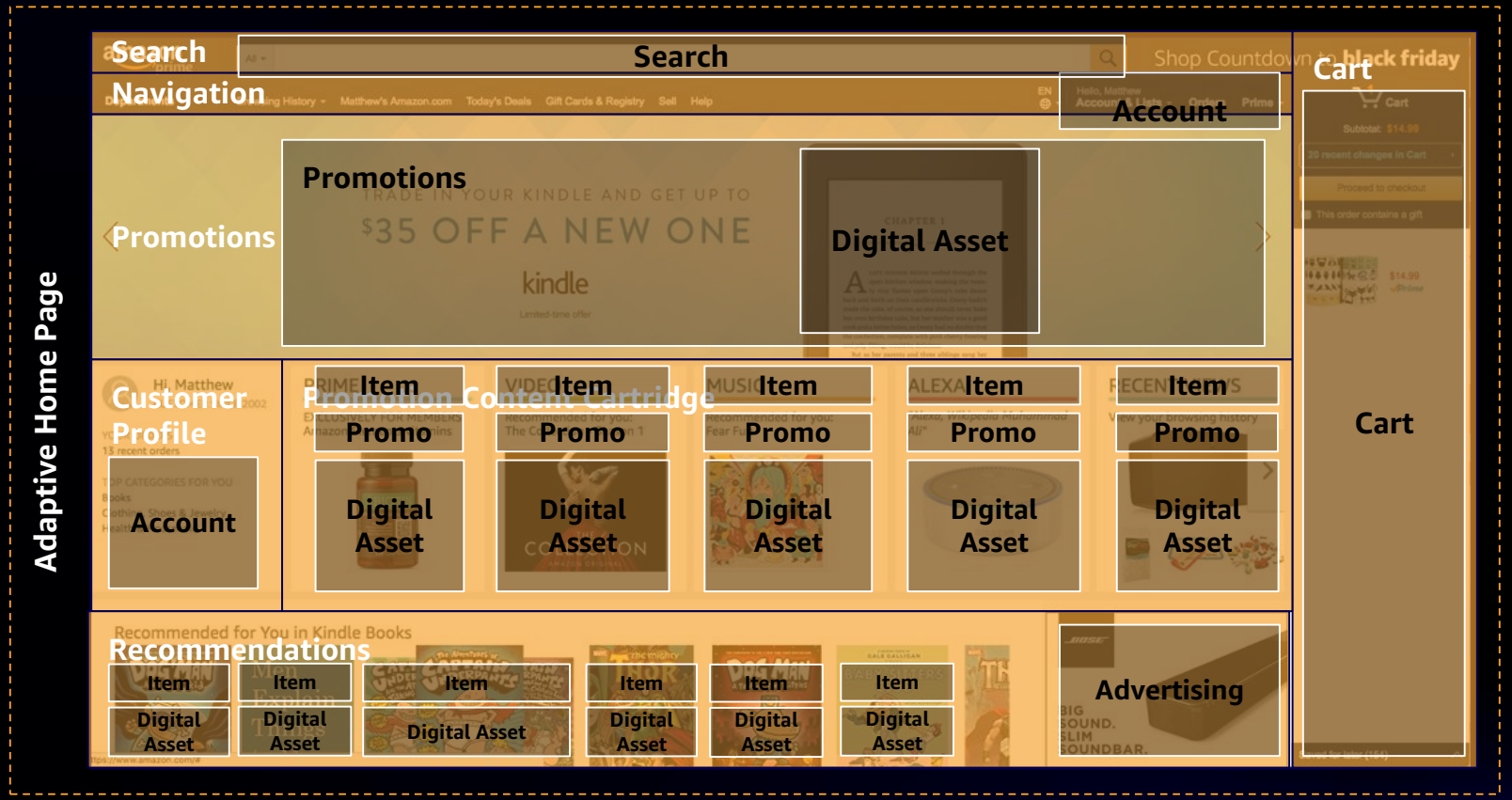
Illustrative example

Experiences

- Adaptive Home Page

Services

- Search
- Cart
- Account
- Item
- Advertising
- Promotions
- Digital Asset
- Others



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Product team compositions vary by mission

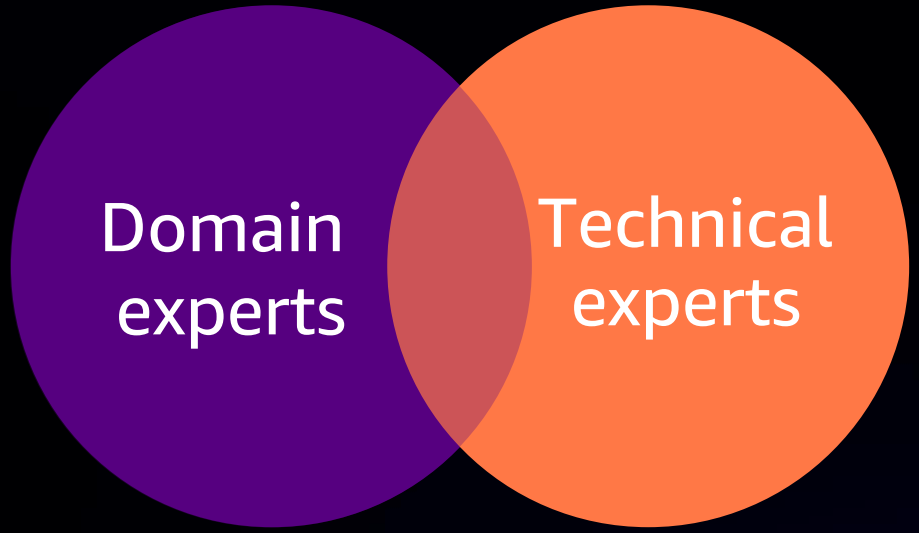
ILLUSTRATIVE EXAMPLE: AN AMAZON.COM DIGITAL "WIDGET" TEAM



Product Manager
Vision, prioritization, customer impact



Search Engineer
Feature development and testing

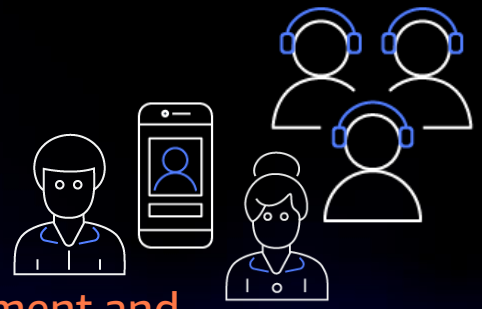




Data Engineer
Database and infrastructure



UX Designer
Customer experiences



SW Developers
Application development and operations

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Working Backwards



Who is the customer?

Listen

What are my customer's needs?

Define

HMW …?

Today …

Invent

What best meets customer needs?

Refine

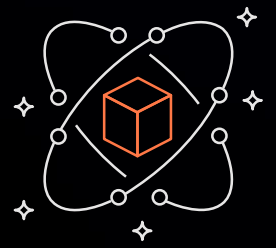
Visuals

FAQ

Press Release

Test & iterate

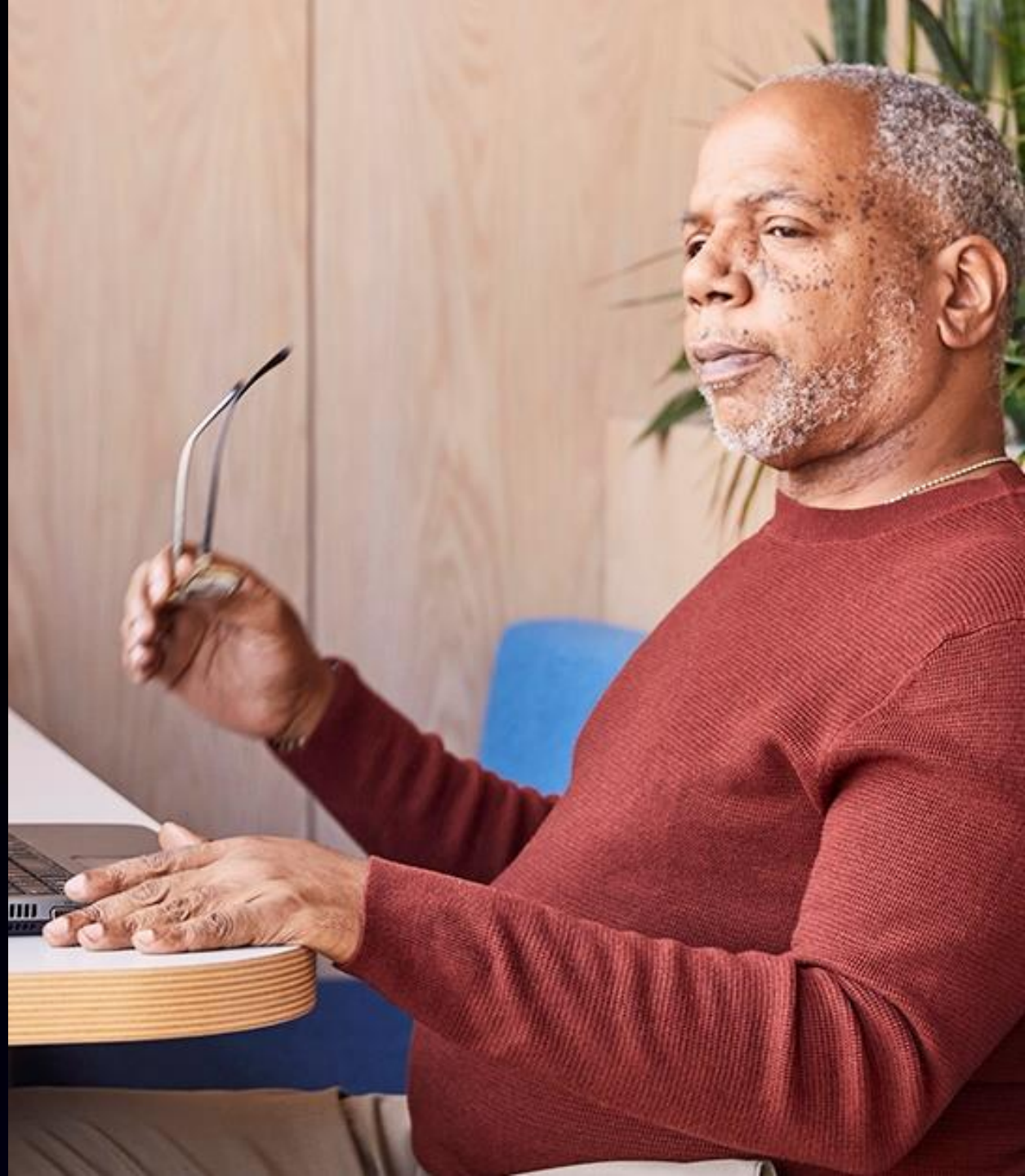
I have an idea! Time to build and get feedback



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Chalk talk

- Do you have challenges gathering customer feedback?
- How do you test and iterate?
- How do you structure your project teams?



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Discover more ways to innovate on AWS

INO 202 How Amazon.com transforms customer experiences through AI/ML

- Wednesday 12/1, 4:00 p.m.–5:00 p.m., Venetian
- Breakout session

INO 203 Introduction to Working Backwards

- Tuesday 11/30, 11:00 a.m.–1:15 p.m., Caesars Forum
- Workshop

INO 204 Rapid transition from innovative idea to delightful solution

- Monday 11/29 10:45 a.m.–11:45 a.m., Caesars Forum and Tuesday 11/30, 6:30 p.m.–7:30 p.m., Wynn
- Chalk talk

INO 205 Making high-velocity decisions at scale and speed

- Tuesday 11/30 2:45 p.m.–3:45 p.m., Caesars Forum and Wednesday 12/1, 10:45 a.m.–11:45 a.m., Wynn
- Chalk talk

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Thank you!

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