

Innovation the Amazon Way

Build Innovation into the
DNA of Your Company



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100-year
Barcelona

“The culture is what forms the foundation for all future innovation. If you break the culture, you break the machine that creates your products.”

Brian Chesky, Founder





Culture



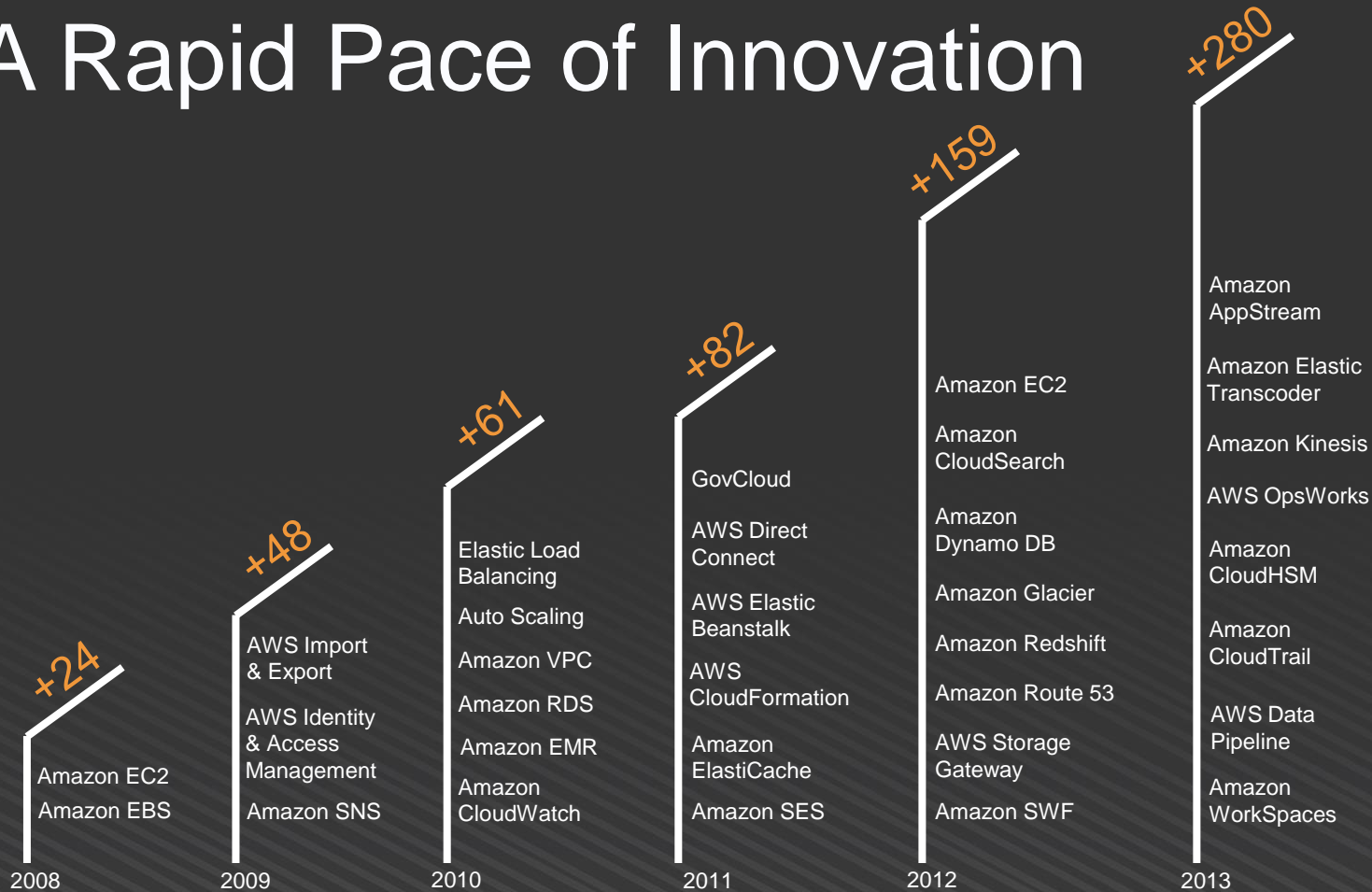
Culture

Organization

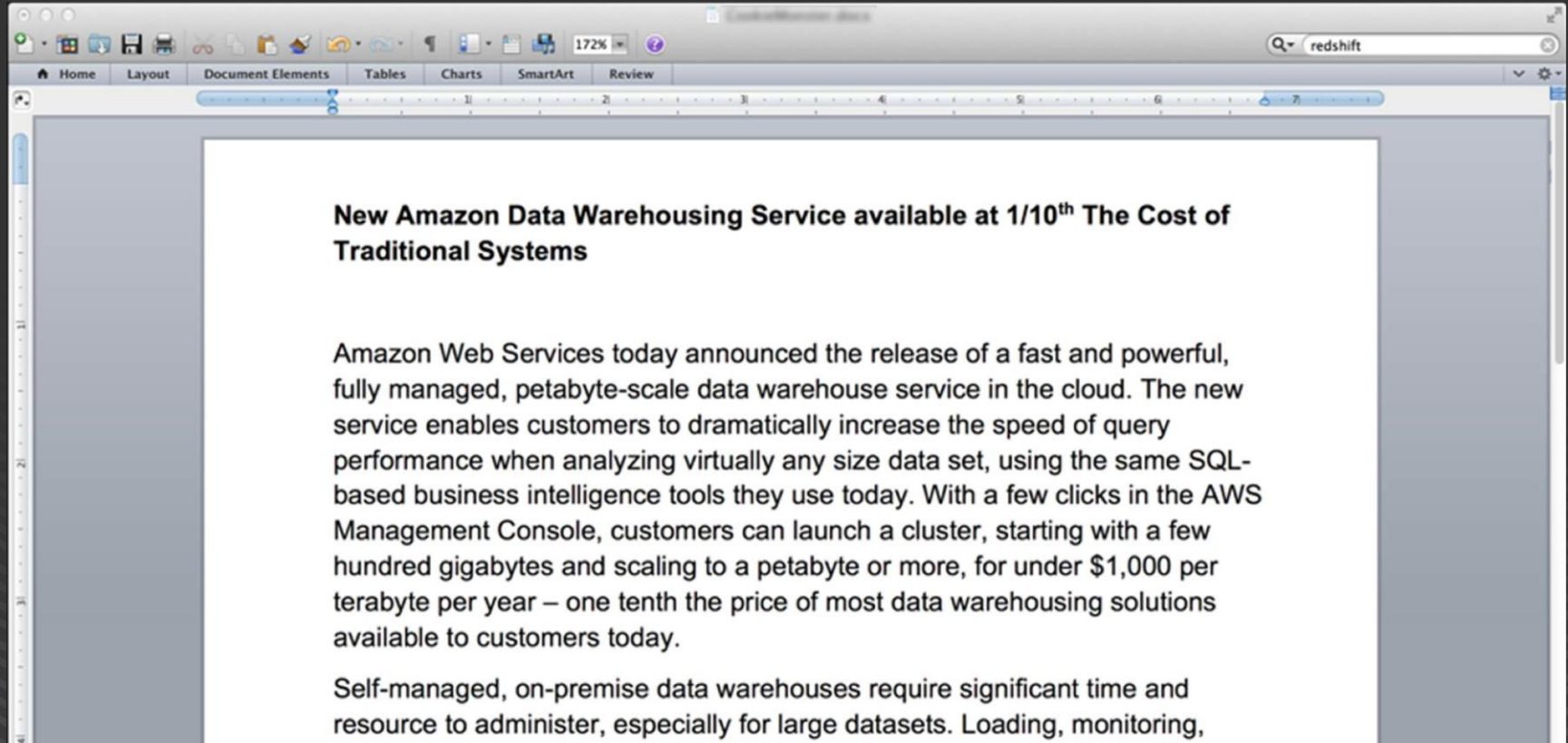
Architecture

Mechanisms

A Rapid Pace of Innovation



Work Backwards from the Customer



The image shows a screenshot of a Microsoft Word document. The title bar at the top indicates the file name is 'LinkedInMarketing.docx' and the zoom level is 172%. The ribbon shows the 'Home' tab is active. The document content is as follows:

New Amazon Data Warehousing Service available at 1/10th The Cost of Traditional Systems

Amazon Web Services today announced the release of a fast and powerful, fully managed, petabyte-scale data warehouse service in the cloud. The new service enables customers to dramatically increase the speed of query performance when analyzing virtually any size data set, using the same SQL-based business intelligence tools they use today. With a few clicks in the AWS Management Console, customers can launch a cluster, starting with a few hundred gigabytes and scaling to a petabyte or more, for under \$1,000 per terabyte per year – one tenth the price of most data warehousing solutions available to customers today.

Self-managed, on-premise data warehouses require significant time and resource to administer, especially for large datasets. Loading, monitoring,

1. PRESS RELEASE

1. PRESS RELEASE

2. FAQ

1. PRESS RELEASE

2. FAQ

3. USER MANUAL



Loosely coupled.

Hardened APIs with good documentation.



2 PIZZA TEAMS





Organize For Autonomy

“If you want to increase
innovation, you have to
lower the cost of failure.”

Joi Ito

Director MIT Media Lab



SPEED OF ITERATION
BEATS QUALITY OF ITERATION

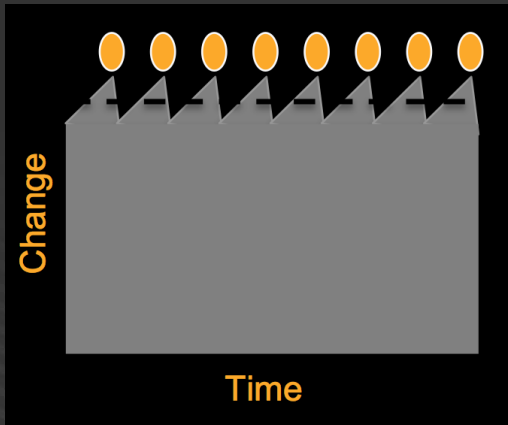
Build the **Minimum Viable Product**
using **Agile Development** techniques

Continuous Integration
Continuous Deployment

Deploying More Frequently Lowers Risk

Frequent Release Events

“Lean Methodology”

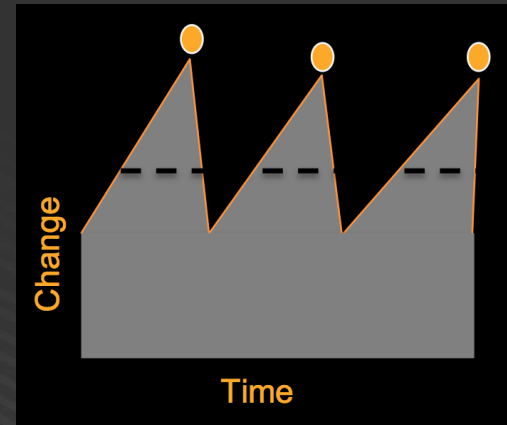


Smaller Effort

“Minimized Risk”

Rare Release Events

“Waterfall Methodology”



Larger Effort

“Increased Risk”

Business Value of Frequent Deployments

75%

Reduction in outages triggered by software deployments since 2006

90%

Reduction in outage minutes triggered by software deployments

~0.001%

Software deployments cause an outage

Reinforcing Mechanisms

2012
MAY

S	M	T	W	Th	F	S
		1	2 WBR	3	4	5
6	7	8	9 WBR	10	11	12
13	14	15	16 WBR	17	18	19
20	21	22	23 WBR	24	25	26
27	28	29	30 WBR	31		

Remove Friction

AWS Marketing Launch Cadence

Business Owner: Ariel Keifman

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as of
2/25/2014

No.	Roadmap Feature Name	Service	Current Date	Status	Notes
1	new TA check on CloudFront Content Delivery Optimization	Support	2/25/2014	Green	Release the new CloudFront check (CloudFront content transfer optimization), plan to engage Jeff Big, social media, campaign email, web update etc.
2	AMM Beta Launch	WorkSpaces	2/26/2014	Green	Email, Blog post, Home Page hero, Press Release, Social, POC Deepak Subramanyam, Nathan Thomas
3	EC2 Console Redesign Phase 2	EC2	2/27/2014	Green	Forum, Blog, Email, What's New
4	IPsec protection for cross-account access	VPN	2/27/2014	Green	What's New, Blog Post, Forum Announcement
5	spread website to PDR for multi-region fail tolerance	Blog	2/28/2014	Red	aws.amazon.com
6	audit and maintain RoundTripable Metrics	Blog	2/28/2014	Yellow	www.amazonaws.it
7	AMS CLI: Data Pipeline highest-level commands	CLI	2/28/2014	Green	What's New, EOP forum post, Social
8	EC2 SQL Server - Migrating Limited Preview	RDS	3/3/2014	Green	Jeff's Blog, email to RDS SQL Server customers, email to EC2 SQL Server customers, forum post, what's new
9	Activate Program updates - including special offers, SA office hours, Startup Blog and Startup for Blog		3/3/2014	Green	New banner, email to members of Activate, newsletter inclusion, Blog post, push blog to press, social media, What's New
10	Advanced AutoScaling tool for DynamoDB (third party autoScaling Group)	DynamoDB	3/3/2014	Green	Blog, Social, Developer Resources Web page update
11	CloudFormation support	CloudFormation	3/3/2014	Green	What's New, AWS social media, Email to CloudFormation activists, DW/CPN Forums
12	HEC Availability in GovCloud	GovCloud	3/4/2014	Green	Marketing Activities will include - Webpage update - What's New Page - Email Campaign - Social Media posts - Jeff Bar Blog
13	Linux Region Experiment	DynamoDB	3/4/2014	Green	Email, Blog, forum post, What's New
14	OS support for Windows 2012	EC2	3/5/2014	Green	press, startup Blog, Forums, What's New
15	TPM Enhancement	CloudFront	3/5/2014	Green	Launch with the OS.
16	Go-Only Custom S3, Support	CloudFront	3/5/2014	Green	What's New, Customer Email, Blog Post, Social
17	Linux Progress Indicator	Redshift	3/6/2014	Green	Forum post
18	CPV from J20N	Redshift	3/6/2014	Green	Blog post, customer email, forum post, what's new
19	Hy on a Cloud	Blog	3/6/2014	Green	Event presence/launch announcement at Harvard's Kennedy School of Government, Press Release, Launch email to state and local customers and prospects, Blog post, limited buy of banner ads and email sponsorship targeted at state and local government audience, social media
20	Linux Logo for ELB	ELB	3/6/2014	Green	Email, Blog, social
21	Launch GoLang support for EC2 Dedicated Tenancy	OS Banners, AS	3/10/2014	Green	forum post, email to Auto Scaling customers who use EC2 dedicated tenancy
22	AMI Filesystem - Consistency	AMI	3/10/2014	Green	What's New Post on AWS Website, Customer Email, Jeff Bar Blog Post, Social Media (Facebook, Twitter, LinkedIn, Google+), EOP Forum Post
23	AM2G, S3 upgrade via Read Replica	RDS	3/10/2014	Green	email, Blog post, forum post
24	HC support for Data Pipeline	DataPipeline	3/11/2014	Green	Email, What's New, Docs, Forum Post, Blog, Social Media
25	cloudfront Public Beta Launch	cloudfront	3/11/2014	Green	Blog post, Press Release, Home page Hero banner and Marketing video featuring customer usage
26	cost insights - spend management for AWS cloud	AWSP	3/11/2014	Green	Email, Blog, Social, home page update
27	updated S3 and ELB support	CloudFormation	3/12/2014	Green	What's New, Social Media, Forum Post, Email to CPN customers using S3 and ELB
28	new M3 Instance Sizes and Features launched in GovCloud	GovCloud	3/12/2014	Green	What's New Page GovCloud Marketing Page Updates Email Campaign Social Media posts Jeff Bar tweet
29	Website update for AWS .12	AMI	3/12/2014	Green	What's New Post on AWS Website, Customer Email, Jeff Bar Blog Post, Social Media (Facebook, Twitter, LinkedIn, Google+), EOP Forum Post
30	memCache Redis 2.8 support	CloudCache	3/13/2014	Green	What's new, Blog
31	CloudFront Reporting v1	CloudFront	3/13/2014	Green	Creating, website updates
32	new check on CloudFront, and 2 Route 53 checks	Support	3/14/2014	Green	Blog, Banner and header
					What's New Post on AWS Website, Customer Email, Jeff Bar Blog Post, Social Media (Facebook, Twitter,

Priority Setting

AWS 2014 STeam Goals for March 4th Review (next meeting on May 5th) - WBR Version

Cnt	Owner	Current Status	Goal Description	Original Goal Date	Completion/ Revised Date	Goal Origination	Notes
1	cbell/ gulabani/ awgupta/ manish	Green	Flagging Issues	06/30/14		Carry Over	
2	jehunter/ bgardner	Green		05/07/14		Carry Over	
3	cbell/ desantis/ noahe	Green		04/30/14	06/30/14	Carry Over	
4	cbell/ marcoa	Green		06/30/14		New	
5	cbell/ desantis/ garman	Green		07/01/14		New	
6	cbell/ desantis	Green		09/30/14		New	
7	cbell/ wduso	Green		10/17/14		New	
8	Common	Green	Demand and Reliability	12/31/14		Repeating	
9	jehunter/ iwright	Green	New Region	02/28/14	03/31/14	New	
10	jehunter/ minarik	Green		08/31/14		New	
11	cbell/ desantis/ garman	Green	Compute Services	03/31/14		New	
12	cbell/ desantis/ garman	Green		04/30/14		New	
13	cbell/ desantis/ farrelle	Green		06/30/14		Carry Over	
14	cbell/ desantis/ platt	Green		06/30/14		New	

A sunset scene with a bright sun partially obscured by a dark silhouette of a structure. A crescent moon is visible in the sky above the sun. The sky is filled with scattered, dark clouds.

Fight the Monolith



Culture

Organization

Architecture

Mechanisms

Innovation

(mechanism * culture)

$$f(\text{innovation}) = (\text{org} * \text{arch})$$

INNOVATION IS NOT A GOAL,
IT'S AN ONGOING PROCESS

“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

Thank you

adamfitz@amazon.com

