Innovation the Amazon Way

Build Innovation into the DNA of Your Company
Find a place to stay
Rent from people in over 34,000 cities and 182 countries.

Where do you want to go?  
Check in  
Check out  
1 Guest  
Search
“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

2008
Amazon EC2
Amazon EBS

2009
Amazon Import & Export
AWS Identity & Access Management
Amazon SNS

2010
Elastic Load Balancing
Auto Scaling
Amazon VPC
Amazon RDS
Amazon EMR
Amazon CloudWatch

2011
GovCloud
AWS Direct Connect
AWS Elastic Beanstalk
AWS CloudFormation
Amazon ElastiCache
Amazon SES

2012
Amazon EC2
Amazon CloudSearch
Amazon Dynamo DB
Amazon Glacier
Amazon Redshift
Amazon Route 53
AWS Storage Gateway
Amazon SWF

2013
Amazon AppStream
Amazon Elastic Transcoder
Amazon Kinesis
AWS OpsWorks
Amazon CloudHSM
Amazon CloudTrail
AWS Data Pipeline
Amazon WorkSpaces
Work Backwards from the Customer

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, and maintaining these systems can be time-consuming and costly. By contrast, Amazon Redshift is designed to be a simple and cost-effective way to deliver the performance of a dedicated data warehouse without the complexity of managing and scaling your own infrastructure.
1. PRESS RELEASE
1. PRESS RELEASE

2. FAQ
Loosely coupled.
Hardened APIs with good documentation.
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

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>Reduction in outages triggered by software deployments since 2006</td>
<td></td>
</tr>
<tr>
<td>90%</td>
<td>Reduction in outage minutes triggered by software deployments</td>
<td></td>
</tr>
<tr>
<td>~0.001%</td>
<td>Software deployments cause an outage</td>
<td></td>
</tr>
</tbody>
</table>
Reinforcing Mechanisms
## Remove Friction

### AWS Marketing Launch Cadence

**Business Owner:** Ariel Kelman

### Table

<table>
<thead>
<tr>
<th>Roadmap Feature Name</th>
<th>Service</th>
<th>Current Date</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Support</td>
<td>2/25/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#2</td>
<td>Worldsap</td>
<td>2/26/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td>AWS</td>
<td>2/27/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#4</td>
<td>#5</td>
<td>2/28/2014</td>
<td>Red</td>
<td></td>
</tr>
<tr>
<td>#6</td>
<td>#7</td>
<td>2/29/2014</td>
<td>Yellow</td>
<td></td>
</tr>
<tr>
<td>#8</td>
<td>#9</td>
<td>2/29/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#10</td>
<td>#11</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#12</td>
<td>#13</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#14</td>
<td>#15</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#16</td>
<td>#17</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#18</td>
<td>#19</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#20</td>
<td>#21</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#22</td>
<td>#23</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#24</td>
<td>#25</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#26</td>
<td>#27</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#28</td>
<td>#29</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#30</td>
<td>#31</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>#32</td>
<td>#33</td>
<td>3/3/2014</td>
<td>Green</td>
<td></td>
</tr>
</tbody>
</table>

*As of 2/25/2014*

---

This document is Amazon Confidential. Do not share or forward without permission.
## Priority Setting

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

<table>
<thead>
<tr>
<th>#</th>
<th>Owner</th>
<th>Current Status</th>
<th>Goal Description</th>
<th>Original Goal Date</th>
<th>Completion/Revised Date</th>
<th>Goal Origination</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>cbell/ giubani/ aworski/ marish</td>
<td>Green</td>
<td></td>
<td>06/30/14</td>
<td>Carry Over</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>jhunter/ bgardner</td>
<td>Green</td>
<td></td>
<td>05/07/14</td>
<td>Carry Over</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>cbell/ desantis/ noahu</td>
<td>Green</td>
<td></td>
<td>04/30/14</td>
<td>08/30/14</td>
<td>Carry Over</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>cbell/ marcos</td>
<td>Green</td>
<td></td>
<td>06/30/14</td>
<td>New</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>cbell/ desantis/ garman</td>
<td>Green</td>
<td></td>
<td>07/01/14</td>
<td>New</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>cbell/ desantis/ cbell/ wklms</td>
<td>Green</td>
<td></td>
<td>09/30/14</td>
<td>New</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10/17/14</td>
<td>New</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Common</td>
<td>Green</td>
<td></td>
<td>12/31/14</td>
<td>Repeating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>jhunter/ hwright</td>
<td>Green</td>
<td></td>
<td>02/28/14</td>
<td>03/31/14</td>
<td>New</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>jhunter/ mmark</td>
<td>Green</td>
<td></td>
<td>08/31/14</td>
<td>New</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>cbell/ desantis/ garman</td>
<td>Green</td>
<td></td>
<td>03/31/14</td>
<td>New</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>cbell/ desantis/ garman</td>
<td>Green</td>
<td></td>
<td>04/30/14</td>
<td>New</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>cbell/ desantis/ farrelle</td>
<td>Green</td>
<td></td>
<td>06/30/14</td>
<td>Carry Over</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>cbell/ desantis/ platt</td>
<td>Green</td>
<td></td>
<td>06/30/14</td>
<td>New</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Fight the Monolith
Culture
Organization
Architecture
Mechanisms
Innovation

\[ f(\text{innovation}) = (\text{org} \ast \text{arch}) \]
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