



AWS INNOVATION & TRANSFORMATION PROGRAM

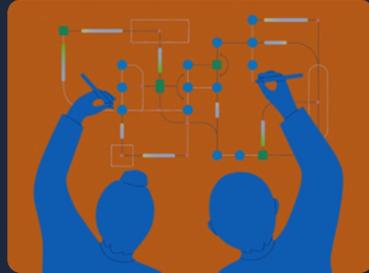
Amazon's Culture of Innovation

Randy Bradley

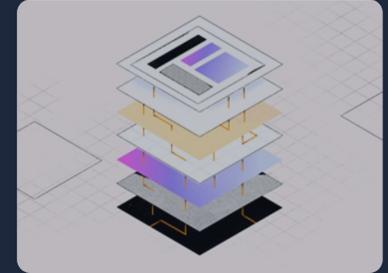
October 21, 2025

How do we organize for Innovation?

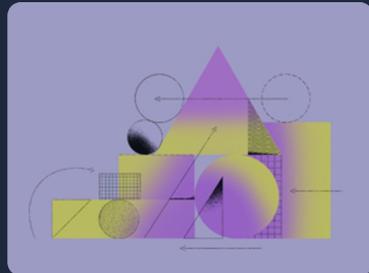
Culture



Architecture



Mechanisms



Organization



WHERE INNOVATION BEGINS

Start with the customer and work backwards



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

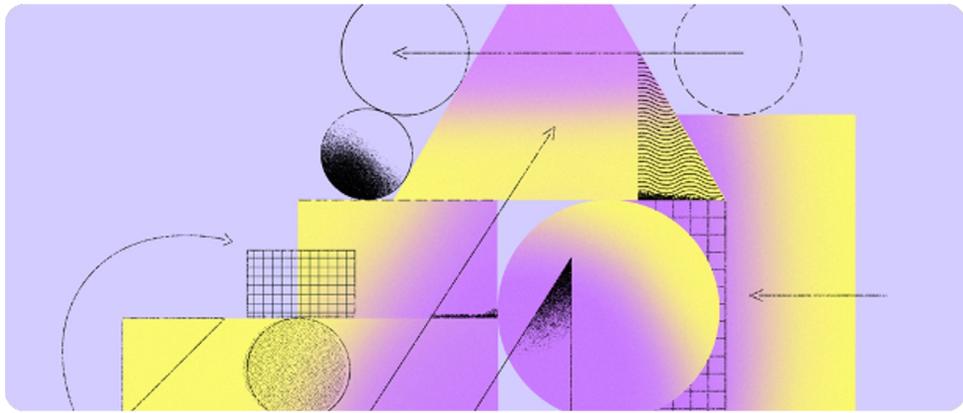
Earn Trust

Dive Deep

Have Backbone; Disagree and Commit

Deliver Results

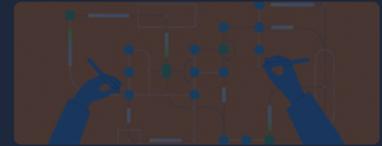
How do we organize for Innovation?



Mechanisms

Encoded behaviors that facilitate innovative thinking

Culture



Architecture



Organization



Working Backwards outputs

Press Release

October 03, 1995

World's Largest Bookseller Opens on the World Wide Web

Amazon.com Offers Million+ Titles, Orders Pour In from 45 Countries in First 4 Weeks

SEATTLE, WA (October 4, 1995) -- Amazon.com, the business and domain name of the most visited website on the Internet, has thrown open its virtual doors to offer the largest collection of books available to anyone with World Wide Web access. The Seattle-based company currently offers more than 1 million different titles, 40 times more than typical mall bookstores, and more than 5 times as many as the largest book superstores. The retailer can be found at <http://www.amazon.com/>.

At a time when pundits are questioning the advantages of shopping online, Amazon.com offers a new shopping experience that would be impossible without the Internet. A physical bookstore as big as Amazon.com is economically impossible because no single metropolitan area is large enough to support a mammoth store. Were Amazon.com to print a catalog of all of its titles, it would be the size of 100 million City phone books.

Browser on the World Wide Web have been quick to recognize Amazon.com's unique value. In just the first four weeks of operation, the company shipped books to customers in all 50 states and more than 100 countries.

From science fiction to cooking to literary fiction and the latest computer and technical publications, Amazon.com strives to offer every book in print. Amazon.com discounts all but the most obscure titles 10 percent from the list price. "Our motto is 'If it's in print, it's in stock,'" Amazon.com President Jeff

FAQs

What is this Prime member benefit?

The Amazon Prime prescription savings benefit provides savings on the price you pay for your prescription. This benefit is not insurance. It is included with Amazon Prime membership. This benefit can be used at over 60,000 participating retail pharmacies in the United States. This program is administered by Inside Rx, LLC.

How do I use this benefit?

When ordering from Amazon Pharmacy, the Prime prescription savings benefit is applied to your price with and without insurance before ordering and checking out. To see the savings, click on the "Prime Savings" button. At other retail pharmacies, just present your digital Prime prescription savings card. You can also use the card to print the screenshot. [View your digital Prime prescription savings card.](#) If you would like to use the card and print the screenshot, [view the list of participating pharmacies.](#) The card is only available for Prime Business members.

Do I need a prescription to use this benefit?

The Prime prescription savings benefit is not a substitute for a prescription. You must have a valid prescription to receive any prescription drugs.

Can I use this benefit with my insurance?

The Prime prescription savings benefit is not insurance and it cannot be combined with other secondary payer such as a manufacturer prescription assistance program. You must have insurance, but the cost of your medication may not apply. There are some sharing requirements. If you have questions before using the Prime prescription savings benefit, please contact your provider for more information.

Can I use this benefit with my HSA (Health Savings Account) or FSA (Flexible Spending Account)?

The Prime prescription benefit does not prevent you from using your HSA or FSA. You are able to use your FSA or HSA to pay for your medication when using Prime prescription savings. Please contact your HSA or FSA operator.

Is this benefit really included with Prime?

Yes! The Prime prescription savings benefit is included with your Prime membership.

Visuals



prompt: A black and white sketch illustration, pencil drawing style with strong line work and cross-hatching. Close-up shot of Sarah, the 25-year-old business professional with shoulder-length straight hair, black, and modern glasses, experiencing an "aha moment". Her phone screen illustrates her face showing only geometric patterns an...



prompt: A black and white sketch illustration, pencil drawing style with strong line work and cross-hatching. Sarah, the 25-year-old business professional with shoulder-length straight hair, black, and modern glasses, is seated at a black, organized desk. She's interacting with floating geometric patterns and network visualizations hovering ab...



prompt: A black and white sketch illustration, pencil drawing style with strong line work and cross-hatching. Sarah, the 25-year-old business professional with shoulder-length straight hair, black, and modern glasses, sits at her desk reviewing an auto-generated report on a tablet. She's making minor edits with a digital pen, a satisfied smile on he...



prompt: A black and white sketch illustration, pencil drawing style with strong line work and cross-hatching. Close-up shot of Sarah, the 25-year-old business professional with shoulder-length straight hair, black, and modern glasses, experiencing an "aha moment". Her phone screen illustrates her face as she receives an AI notification. It...

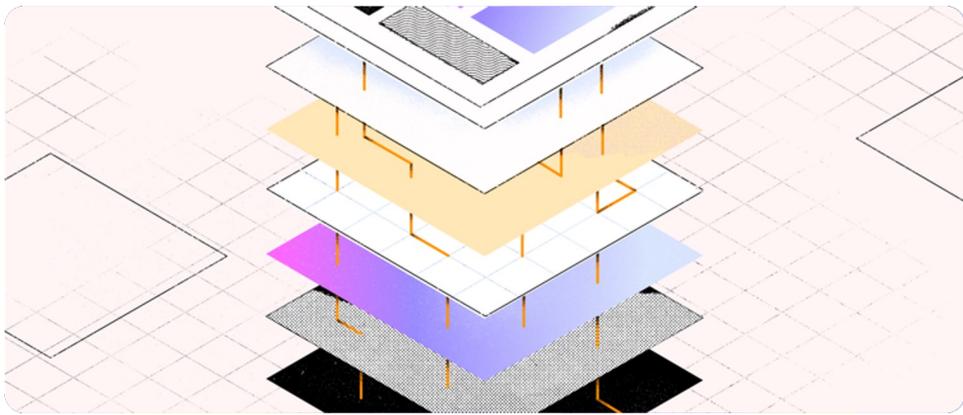


prompt: A black and white sketch illustration, pencil drawing style with strong line work and cross-hatching. Sarah, the 25-year-old business professional with shoulder-length straight hair, black, and modern glasses, stands in a modern office environment, gesturing towards a large screen displaying data and charts. She's wearing a black blazer and glasses, looking thoughtful.



prompt: A black and white sketch illustration, pencil drawing style with strong line work and cross-hatching. Close-up shot of Sarah, the 25-year-old business professional with shoulder-length straight hair, black, and modern glasses, looking at a tablet. She's wearing a black blazer and glasses, looking thoughtful.

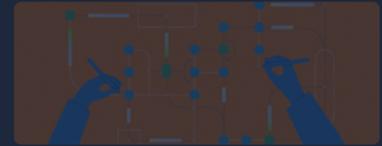
How do we organize for Innovation?



Architecture

Technical structure and tools that support rapid growth and change

Culture



Mechanisms



Organization



**Think big.
Start small.
Scale fast.**

Our architecture:

- 1.
Allows for instant experimentation**
- 2.
Lowers the cost of failure**
- 3.
Enables rapid scale and iteration**

“ ...failure and invention are inseparable twins.

To invent you have to experiment, and if you know in advance that it's going to work, it's not an experiment.”

Jeff Bezos, Founder and Executive Chair, Amazon.com Inc.

2015 Letter to Shareholders



Q&A

[Name of presenter]



Thank you!

youralias@amazon.com

