1. How does Amazon Robotics measure the impact?
   1. Variable cost: labor -> reduce variable cost through robotics system and automation.
   2. Cycle time: shorten the time for each package to be delivered.
   3. DEP impact/MEP impact/drive exception: increase the system and robot’s robustness -> reduce the malfunctional activities.
   4. Recirc or re-induct: reduce the re-induct to increase the process efficiency.
      1. DEA: to meet the delivery time (CPT in time) -> $6/package
      2. Re-SLAM: $15/package
2. AR products:
   1. Software
   2. Hardware
   3. Number of sites and when the automation system to be rolled out. The sooner, the better cash flow and current value.
3. Calculation Methodology
   1. Cash flow from future years and discount them into the current time point.
   2. By program level impact: [need to read the entitlement doc to understand how the cashflow is mapped to today.]
      1. TASRS
      2. Vulcan
      3. Sparrow
      4. OBD-A
   3. Simulation efficiency impact:
      1. If we could be able to accurately estimate the impact from each feature through simulation quickly, we are able to launch the feature sooner. -> increase the current value of future cash flow.
4. Finance organization structure:
   1. Colin: future automation -> next GEN in site
   2. Eric (David’s manager): manufacturing
   3. CJ: OBD, Sortation, TASRS, Vulcan
   4. Program manager, solution team provide the solution -> Financial team is responsible to complete the narrative to get funding.
   5. Werner De: Drives, Proteus; Supply chain: to get the best deal. Smart pack.
   6. Sarah: forecasting planning, bookkeeping, transfer assets -> import tariff.
5. Pain points
   1. Time scheduling
   2. Get in order and plan a year before -> each site is different. How to make it comparable across the sites?
   3. ACES: operation goal setup.