# re:Invent

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#### **ENU201**

# Identifying and realizing business value with AWS

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The first step in transformation is not technical; it's very much about leadership. It's about making sure you have senior-level alignment, aggressive top-down goals that force the organization to move faster than it otherwise would, the right training, and then a thoughtful, methodical multi-year plan to make that migration.

**Andy Jassy, CEO** 

**Amazon** 



## Elements of a successful journey

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Executive sponsorship

Align on business requirements; bring all stakeholders with you



Cloud-first strategy

Create your vision; incentivize team members to follow your lead



Organizational change

Define new operating models, policies, processes, economics; provide training



Adoption roadmap

Start small and iterate, measure, manage, and update plan



Cloud center of excellence

Provide centralized expertise; guide decentralized innovations



Principles & standards

Publish guidance and guardrails for how to adopt cloud successfully



Experiment

Define architectures, patterns, governance; measure, monitor, iterate



## Degrees of modernization



Value

These don't have to be linear→

**Project** 

**Foundation** 





Refactor/replatform

(do more in the cloud)

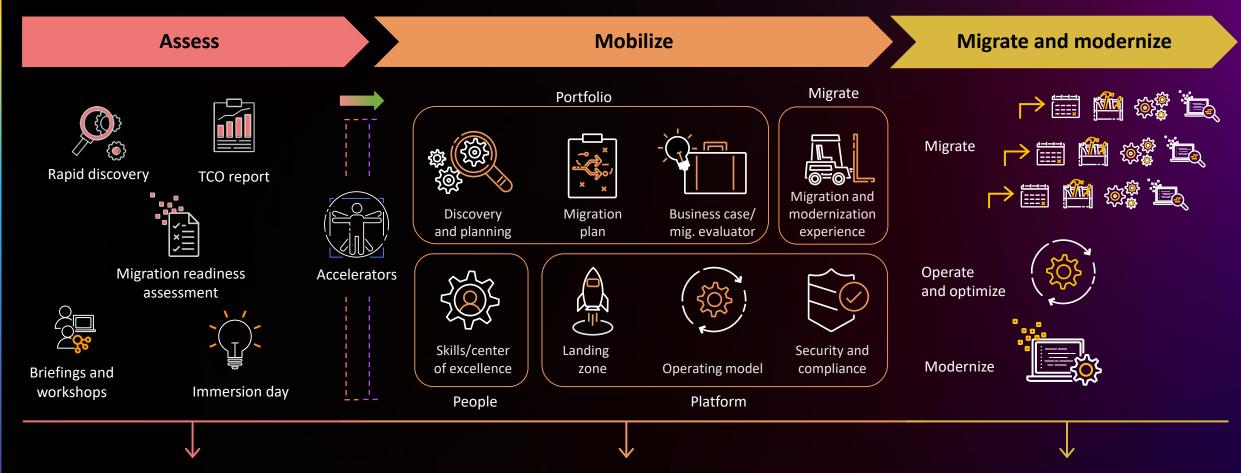
cloud, in the cloud)

Migration (move to the cloud)





## Migration methodology



Create a case for change

Build readiness through experiences

Accelerate transformation at scale



# What is AWS Cloud Adoption Framework (AWS CAF)?

AWS CAF uses AWS experience and **best practices** to help you **digitally transform** and accelerate your business outcomes through **innovative** use of AWS



### How is AWS CAF used?

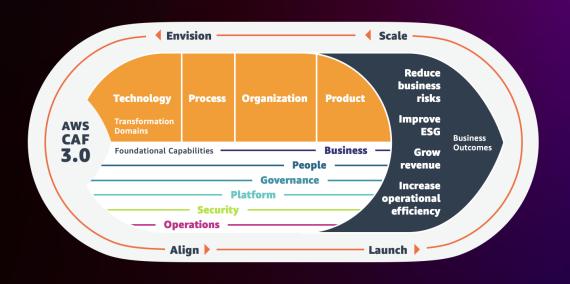
AWS CAF is used by customers and field and partner teams to help identify and prioritize transformation opportunities, evaluate and improve cloud readiness, and iteratively evolve transformation roadmaps



## **Evolution**







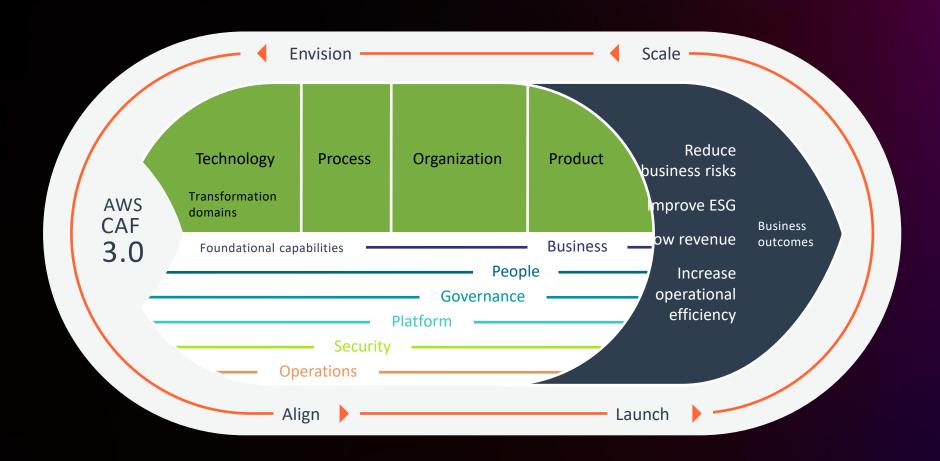
AWS CAF 1.0 **2014** 

AWS CAF 2.0 **2017** 

AWS CAF 3.0 **2021** 



## AWS CAF 3.0 value chain





# Working backwards methodology





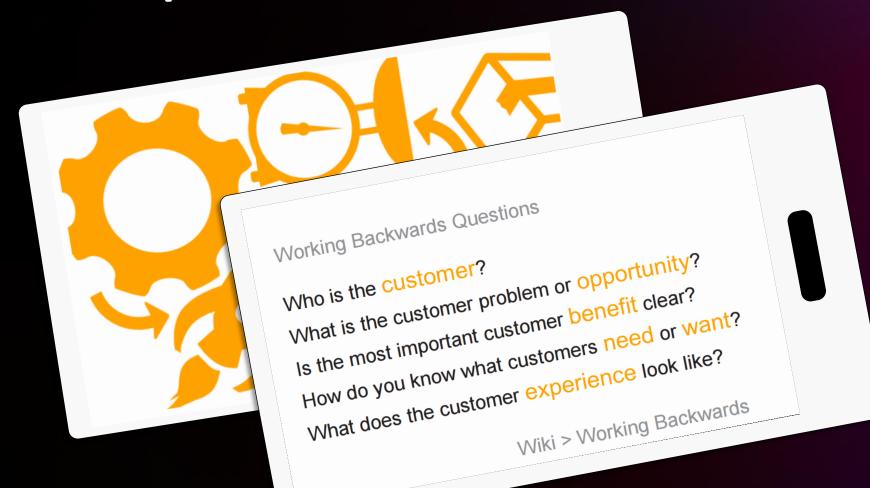
# Working backwards: A mechanism for innovation

Use it to get clarity, not to document what you've already decided to do



Visuals

# 5 customer questions



## 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 CallCard, 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 Etimason, "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

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

**FAQs** 

the co-branded experience on Amazon, students receive Free One Day shipping on textbooks to campus addres 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 StudentLounge.

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 Amazo customers have opted in, they will see a persistent co-branded toolbar on the top of the page whenever they roustomers can turn the experience off at any time by navigating to the 'Account Settings' menu in 'Your'Account

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 <u>plus</u> Free One Day shipping to the campus area on millions of top selling g 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 S139/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 proc meantime, customers may order items displayed in the Lounge by using the bar code scan feature in the Amazor.

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 an oadditiona
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



 Josh is at Amazon@ASUC Student Union picking up his textbooks. He opens his email notification and chooses to "Get Pickup Code".



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.



Josh gets hungry browsing all the great snacks available and decides to add a bag of Cheetos to his order



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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# Amazon.com Introduces '[Doppler\*]', World's First Voice-Controlled, Internet-Connected Cloud Audio System

- Innovative Home Audio Device Lets Customers Use Natural Voice Commands to Play Music in Stereo Sound No Typing Required
- Play Music from Amazon Cloud Drive, Pandora, iTunes, iCloud and Other Sources, Listen to Programming from NPR,

  Podcasts and Internet Radio,

  Enjoy Audible Audiobooks, Hear the Weather Forecast and More
  - Doppler Customers Can Also Shop for Music on Amazon.com via Voice and Make High Quality Speakerphone Calls from Mobile Phones Using Bluetooth

SEATTLE--(BUSINESS WIRE)—Amazon.com (NASDAQ:AMZN) today introduced Amazon Doppler, the world's first voice-controlled, internet-connected home audio system, designed to make enjoying music a natural and immersive experience free from buttons, remote controls and keyboards. Doppler is an affordable, easy-to-use audio device that listens to customer directions and responds via natural voice interaction – no knowledge of specific commands is required. It plugs into any room in the house, connecting to the Web via either WiFi or Ethernet, enabling customers to play cloud-based music from Amazon Cloud Drive, Pandora, and iTunes, enjoy

programming from NPR and other internet radio stations, hear their favorite Podcasts, listen to Audible audiobooks, hear current weather forecasts, and more. In addition, Doppler allows customers to shop for music on Amazon.com using just their voice. Doppler can also be used as a speakerphone for Bluetooth-enabled mobile phones. Amazon Doppler is available for purchase starting today at Amazon.com. Doppler is complemented by the Doppler Inbox on Amazon.com, which enables customers to push information from their Doppler to a web-based 'inbox' for access on the go.

Doppler is incredibly simple and natural to use – you talk to it just as you would speak to another person. For example, say "How about some Springsteen" and Doppler starts playing the Boss. Need some new tunes? Ask Doppler to "Play that new song by Taylor Swift" and it will start streaming a sample of her latest single. If you like it, just say "Buy it" and the full song is immediately added to your Cloud Drive. To listen to Pandora, simply say "Turn on Pandora -- my acoustic station." Tune in to NPR with a quick "Listen to NPR." Doppler can hear you even while music is playing, whether you are nearby or sitting on the couch on the other side of your living room.

"Doppler makes listening to music simple and fun, the way it should be," said Jeff Bezos, Amazon.com founder and CEO. "Just as Kindle reinvented reading, Doppler fast forwards the music experience, stripping out the extraneous steps so you can focus on the tunes. With voice control of your Cloud Drive collection, sound becomes the medium for the entire interaction. It's like calling out a song for a band to play at a concert – except with Doppler, they always listen and play it."

Doppler also acts as a personal note-taker, so you can leave reminders for yourself or other family members. For

Doppler also acts as a personal note taker, so you can leave reminders for yourself or other failing members, for example, a father can set an 8:00 a.m. reminder for Doppler to tell him to leave his Amazon Fresh totes out; as he prepares to walk out the door at 8, Doppler says "Dad: Before you go, remember to put the Amazon Totes outside the door for pickup." A mother can leave a reminder for her teenage son to do his homework when he gets home from school before goes to baseball practice. Whatever random thought you want to remember, just tell Doppler to store it for you to listen to at any later point. You can also access your reminders via the Doppler Inbox on Amazon.com. With Doppler, forgetting things just got a bit harder. Doppler can also be used as a speakerphone for mobile phone calls, via its Bluetooth connectivity. After pairing Doppler with your mobile phone, simply say "Call my brother" and Doppler will access your mobile address book

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- 41 42 43 44 and then ask "Work, home or mobile?" Say "Mobile" and Doppler responds "Calling Bob Smith's mobile now" and 45 initiates the phone call.
- 46 Doppler is easy to set up and a snap to use: it arrives pre-configured and greets you by name as soon as you turn it 47 on. It helps you when you need it, and responds to your voice in a natural fashion. And while Doppler is centered 48 on voice interactions, for more complicated tasks, you can choose to send information in text form to your email 49 address or mobile phone via SMS. Every action can also be posted online in your secure Doppler Inbox on 50 Amazon.com.
- 51 Amazon Doppler already supports Pandora, iTunes and other major music services, along with thousands of 52 Internet radio stations.

53	"We're music fans at heart, and we're thrilled to make Pandora available to our customers using Amazon Doppler,"
54	said Tim Westergren, founder of Pandora. "We imagine Doppler customers enjoying their favorite personalized
55	Pandora stations while cooking dinner in the kitchen, relaxing in the living room, or even during lunch at the
56	office."

- "Giving Doppler customers the ability to hear the latest edition of 'All Things Considered' on command in their homes is a great way to bring NPR's programming to more listeners," said Robert Siegel, host of National Public Radio's long-running afternoon news program. "Now you can catch up on the news of the day with a simple 'All Things Considered,' please."
- Amazon Doppler is a small X" deep, Y" wide, Z" high, lightweight (A ounce) device. It comes with a high-fidelity, built-in speaker system and state-of-the-art miniature microphones to listen to commands and respond. Doppler also includes 802.11n-based WiFi support and Ethernet access (via a USB/micro- USB to Ethernet accessory) to connect to the Internet, along with Bluetooth connectivity.

# Perspectives and capabilities

Business	People	Governance	Platform	Security	Operations
Strategy management	Culture evolution	Program & project mgmt.	Platform architecture	Security governance	Observability
Portfolio management	Transformational leadership	Benefits management	Data architecture	Security assurance	Event management (AIOps)
Innovation management	Cloud fluency	Risk management	Platform engineering	Identity & access mgmt.	Incident & problem mgmt.
Product management	Workforce transformation	Cloud financial mgmt.	Data engineering	Threat detection	Change & release mgmt.
Strategic partnership	Change acceleration	Application portfolio mgmt.	Provisioning & orchestration	Vulnerability management	Performance & capacity mgmt.
Data monetization	Organization design	Data governance	Modern app development	Infrastructure protection	Configuration management
Business insights	Organization alignment	Data curation	CI/CD	Data protection	Patch management
Data science				Application security	Availability & continuity mgmt.
				Incident response	Application management



# Let's split into 2 main groups and whiteboard/discuss! (for a PR-FAQ)

Group 1: Governance perspectives (led by Laurie Salmon)

Group 1a: Program/Project management, benefits management, and risk management

Group 1b: Cloud financial management, application portfolio management, and data governance

Group 2: People perspectives (led by Paras Bhuva)

Group 2a: Culture evolution, transformational leadership, and cloud fluency

Group 2b: Workforce transformation, org design, and org alignment

For each of the items, teams come up with: Key limiting factors Key actions to take What does success look like?



# Perspectives and capabilities (revisit)

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Data science				Application security	Availability & continuity mgmt.
				Incident response	Application management



# Thank you!



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