

**Keynote: Leadership, the Amazon Way**

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Managing Partner, Rossman Partners

ExecuVision

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Digital Innovation... *The Amazon Way*

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**What does being "Digital" mean?**

<p><b>Speed</b> /spɛd/ noun</p> <ol style="list-style-type: none"> <li>rapidity of movement or action.</li> <li>precision and effectiveness.</li> </ol>		<p><b>agil-i-ty</b> /ə-ji-lə-tə/n noun</p> <ol style="list-style-type: none"> <li>the ability to react quickly to environment.</li> <li>having the characteristics of coordination.</li> </ol>
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Leadership Principle #1 Customer Obsession



We strive to be Earth's most customer-centric company.



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Improving the Customer Experience with the Internet of Things



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Improving the Customer Experience with the Internet of Things



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Innovate Through Contact  
**AVOIDANCE**



BILL PRICE & DAVID JAFFE  
**THE BEST SERVICE IS NO SERVICE**  
HOW TO LIBERATE YOUR CUSTOMERS FROM CUSTOMER SERVICE.  
KEEP THEM HAPPY & CONTROL COSTS




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Leadership Principle #3  
**Invent & Simplify**



amazon  
In recognition of your innovative thinking and contribution to our technology.  
Congratulations on being an Amazon investor!

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Leadership Principle #7  
**Think Big**



Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold vision that inspires results. They think differently and look around corners for ways to serve customers.

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**INSTRUMENTATION**  
A Core Design Requirement

**Real Time Metrics for:**

- CUSTOMER EXPERIENCE
- PROCESSES
- ALL SYSTEM COMPONENTS
- FINANCIAL DRIVERS

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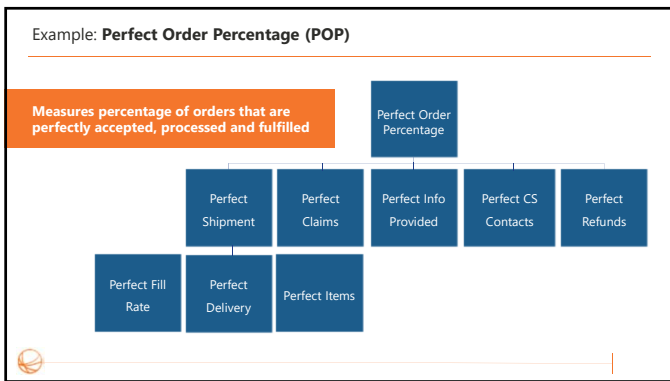
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### Metrics are a verb...

#### Guidelines for Metrics Meetings:

- Metrics meetings involve a consistent set of people to discuss a line of business, a technology service or a program
- Meet on a consistent basis – typically weekly
- People attend and pay attention
- Come prepared knowing the key issues, with answers, explanations
- Good leaders have an "open kimono" and are vocally self critical  
*(LP #11 – Earn the Trust of Others)*
- Metrics meetings are really meetings of root cause discovery and holding each other accountable
- The finance team does not run the meeting, but typically holds everyone honest
- Action items are published out of each meeting
- Try to avoid escalating or asking for permission to "do the right thing"
- It's everyone's job to lead with and understand the customer's impact and perspective
- Deep review and discussion on a consistent set of metrics over time yields operational excellence AND ideas for innovation
- Just like your metrics, metrics meetings are thoughtfully designed and are not static. Change as needed to keep creating value



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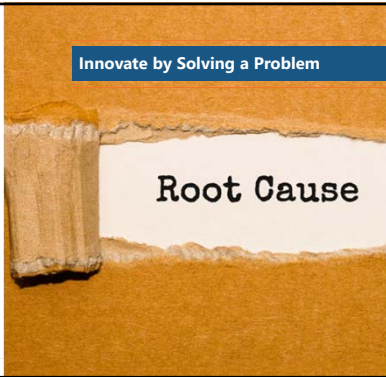
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### Innovate by Solving a Problem

- Go beyond the symptoms
- Ask the "five why's"
- Eliminate the root cause
- Address the people, process & technology challenges
- Think through monitoring, graceful failure and loose coupling



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### What is Modjoul

We create **new data and insights** for industrial workers and empower them through analytics to achieve their highest performance.



SmartBelt slides into the pant belt loops and buckle is the processing center



Proprietary modeling analytics which interpret the digital signatures of movements



Different report views for employee, supervisor and leaders which are displayed on mobile or web browser

www.modjoul.com

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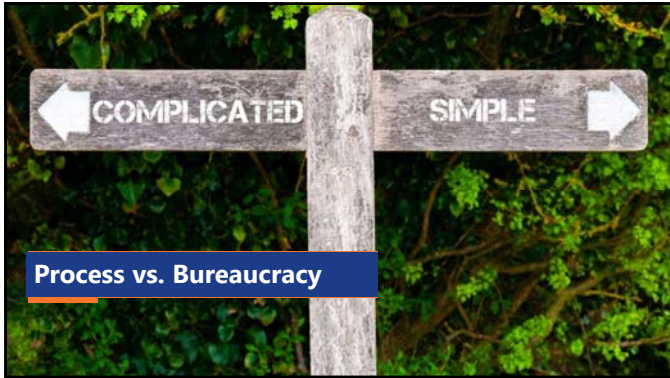
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**Amazon's Killer Feature for a Platform?**

“When a platform is self-service, even improbable ideas get tried, because there's no expert gatekeeper ready to say 'That will never work!' Guess what? Many of those improbable ideas do work.”

– Jeff Bezos, 2011 Letter to Shareholders



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**"I believe we are the best place in the world to fail"**

Most large organizations embrace the idea of invention, but are not willing to suffer the string of failed experiments necessary to get there

Amazon 2015 Shareholder Letter



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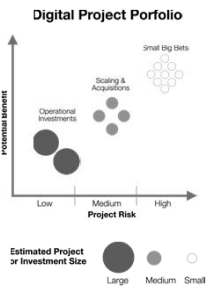
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**Portfolio Allocation  
– The Amazon Way**



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**Leadership Principle 13**

**Have Backbone – Disagree & Commit**



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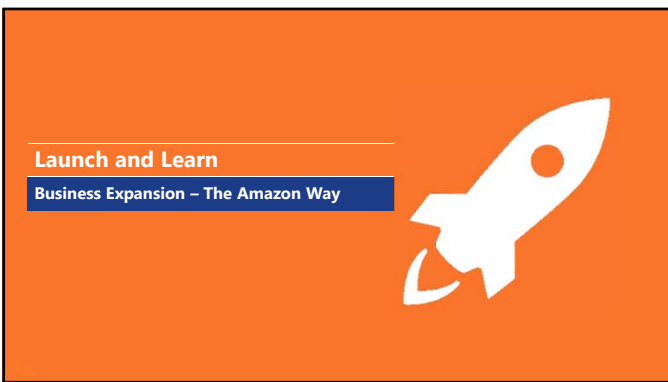
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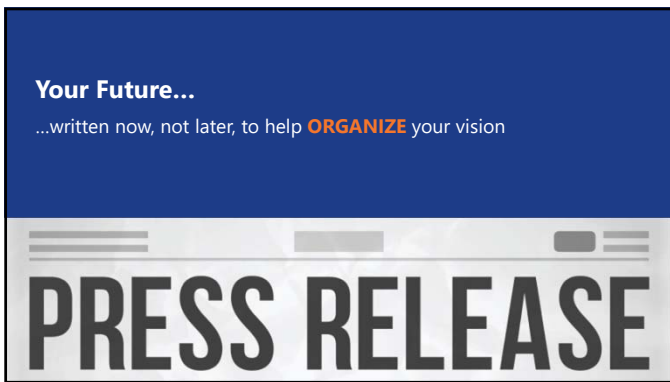
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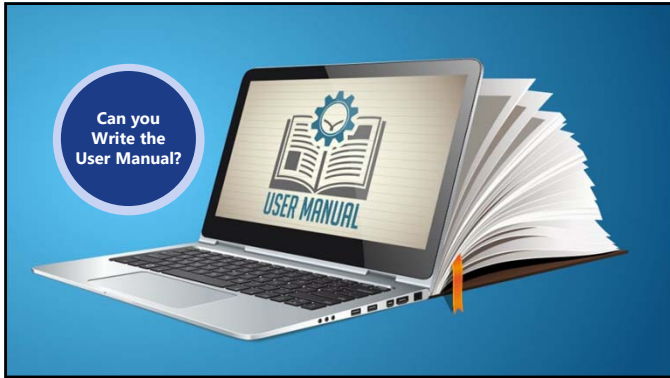
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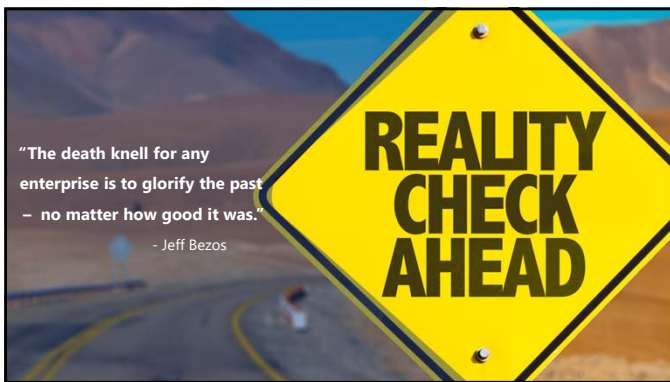
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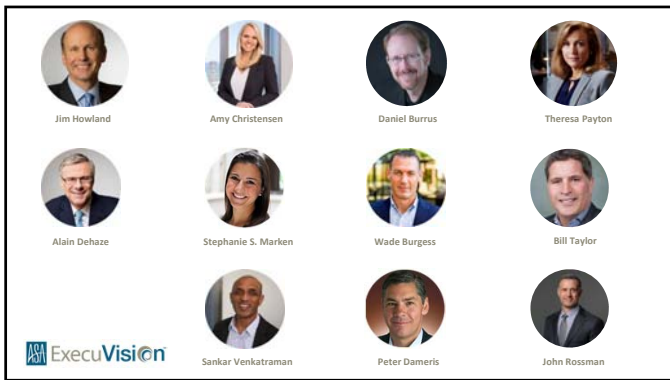
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