

➤ CUSTOMER OBSESSED STRATEGY EXECUTION AT THE WORLD'S BIGGEST STARTUP



Awais Sheikh

*Head of Planning & Execution Management,
Amazon Web Services*



Customer Obsessed Strategy Execution at the World's Biggest Startup

Awais Sheikh



Who am I?



Awais Sheikh

Head of Strategy and Execution for Federal, Nonprofit, Healthcare

Strategy consultant for the public sector for nearly 20 years

Agile and Design Thinking enthusiast

Continually curious about better ways to deliver value and mission

Also...

Husband and father of 2

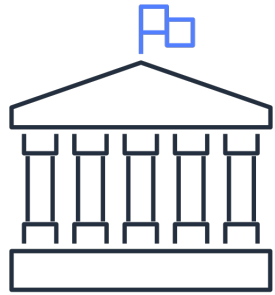
Wannabe golfer

Active volunteer for a K-8 school



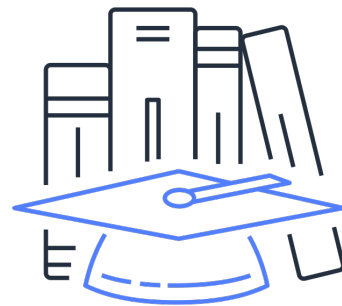


AWS in the public sector



7,500+

Government agencies



14,000+

Educational institutions



35,000+

Nonprofit organizations

Why was a strategy function needed?

- 1 Customers operate in an increasingly volatile, uncertain, complex and agile (VUCA) supervisory environment
- 2 Technology advances are fast outstripping the capability of customers to understand and leverage to solve their pressing mission outcomes
- 3 Federal customers supervise and operate in an increasingly hyperspecialized market. As consequence mission outcomes are increasingly context specific and targeted
- 4 Lines of business (LOB) and owners of operating budgets are increasingly making technology adoption decisions, with an estimated 80% of new sales decided in 2020
- 5 Customers are looking for leaders and partners, that have expertise and experience in supporting mission outcomes, rather than technology suppliers

APEX Strategic Vision

The Analysis, Planning, and Execution (APEX) team empowers Federal/Non-Profit/Non-Profit Healthcare (FNH) sales teams with cross-cutting strategies and mechanisms to drive customer mission outcomes, position AWS as strategic partner of choice, and achieve non-linear growth across FNH.

✓ **Deliver Results**
For Customers and FNH

Outcome Based Selling that positions FNH as a strategic partner focused on achieving customer mission and outcomes leads to aspiration **non-linear growth**.



APEX equips and guides FNH account teams as they reach new heights by focusing on the mission owners that increasingly make purchase decisions. This is accomplished through four initiatives that build on existing sales and enabling team capabilities, and are complimentary to initiatives within FNH verticals.



STRATEGY DEVELOPMENT

Focus the organization with comprehensive, data-driven sales strategies that enable each vertical to tell their growth story.

✓ **Focus**

OUTCOME BASED SELLING

Accelerate mission outcomes by engaging leaders who own mission program, understanding desired outcomes and utility gaps, and translating insight into end-to-end solutions.

✓ **Align & Elevate**

GROWTH FLYWHEEL ACCOUNT ENGAGEMENT

Bolster pipeline by developing opportunities for account teams to gain customer intimacy, better understand mission challenges, translate customer needs into scalable solutions, and deliver solutions that are aligned with partners.

✓ **Optimize**

GROWTH INNOVATION PROGRAMS

Explore ideas with customers and incubate new solutions and business models to better serve their outcomes.

✓ **Innovate**

STRATEGIC INVESTMENT

Provide systematic evaluation and targeted selection of bridges to solve for identified gaps through partnership, investment, and acquisition.

✓ **Identify & Close Gaps**



Leadership Principles



Examining the journey through our **Leadership Principles**

<https://www.aboutamazon.com/about-us/leadership-principles>

Customer Obsession

Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

Overarching goal
Provide effective and efficient worldwide support to warfighters and our other customers

BUSINESS OUTCOME ONE

Increased efficiency, reliability, and visibility of logistics to support steady state and contingency operations

- Leveraging emerging technologies (e.g. IoT) to improve total asset visibility (TAV) and in-transit visibility
- Safe, accurate and timely delivery of joint forces and their sustainment within an Anti Access/Area Denial (A2/AD) environment across a complex, distributed battlefield
- End-to-end visibility to scan and track all classes of supply

- End-to-end visibility and environmental scanning to support distribution of vaccines in response to pandemic
- Developing predictive demand forecast capabilities across multiple transportation domains
- Automated identification technology

Relevant RDTE Initiatives:

- Joint Retail Inventory Interoperability
- Rapid Construction for Points of Debarcation
- End-to-End Asset Visibility
- Automatic Identification Technology
- Integrated Data Environment/Global Transportation Network Convergence (IGC)

BUSINESS OUTCOME TWO

Decreased operational costs (labor, CAPEX, O&M) to meet mission objectives

- Modernizing legacy systems and leveraging best of breed technologies to meet military logistics needs
- Mitigating the impact of fuel price volatility
- Transportation mode optimization to provide a continuous and optimal balancing of total demand and capacity from plan inception to mission completion

Example Use Cases:

- Proactive prediction maintenance and logistics requirements to enhance operational needs and optimize the supply chain, both forward and reverse flow
- Control and track containers and minimize detention fees globally

Relevant RDTE Initiatives:

- Deployment/Distribution Modeling, Simulation and Optimization
- Predictive Logistics, Maintenance Forecasting and Damage Repair

BUSINESS OUTCOME THREE

Adjust to evolving multi-domain threats faced by the military through resilient and agile logistics that will support sustained conflict

- Explore commercial, point-to-point space transportation to meet our national objectives, global emergencies, and natural disasters
- Distributed C2 with mobile platforms (whether on land, sea or in the air) as well as technologies that provide the capability to replicate large databases, in a synchronized fashion, across a globally distributed network

- Future Deployment and Distribution beyond the MCRS 20 timeframe as identify promising future deployment capabilities
- Explore commercial, point-to-point meet our national objectives, global disasters

Relevant RDTE Initiatives:

- Scalable end-to-end patient movement
- Secure collaboration with common
- Resilient communication

BUSINESS OUTCOME FOUR

Prepare the Digital Warrior workforce of tomorrow to be able to leverage state-of-the-art technology to deliver the mission

Priorities:

- Redefine virtual work models to enable our next generation workforce
- Assess DLA CONUS facilities footprint to maximize space utilization
- Build competencies in emerging digital technologies including advanced analytics, autonomy, and cybersecurity

<p>Key Partners </p> <p>Numerous suppliers for material to live (food, water, clothing, shelter, medical supplies), to move (vehicles and transport animals, fuel and forage), to communicate (the whole range of communications equipment), and to fight (weapons, defensive armament and materials, and the expendables of missile power and firepower)</p> <p>Commercial air carriers that are part of Civil Reserve Air Fleet (CRAF)</p> <p>MARAD and US Maritime Industry as part of Voluntary Intermodal Sealift Agreement (VISA)</p> <p>Third-party logistics in support of Defense Freight Transportation Service (DFTS)</p> <p>Partner/Allied Nations</p>	<p>Key Activities </p> <p>Time Phased Force Deployment Data for Deployment and Re-Deployment</p> <p>Global passenger movement</p> <p>Global patient movement</p> <p>Humanitarian assistance</p> <p>Airlift and Sealift</p> <p>Scheduling and tracking maintenance of assets</p>	<p>Value Propositions </p> <p>Timeliness, reliability, and accuracy in providing the material needed to support the warfighter</p> <p>Transparency in terms of in-transit visibility for COCOMS to be able to accurately plan strategies and tactics</p> <p>Agility and flexibility to react to changes at tactical or strategic</p>	<p>Buy-in & Support </p> <p>Congressional resourcing</p> <p>Joint and service buy-in and resourcing to obtain necessary funding</p> <p>Combatant Commands to generate demand signals</p> <p>Industry buy-in for CRAFF/VSADFTS support</p> <p>Allied nations that are necessary for forward-staging and deployment</p>	<p>Beneficiaries </p> <p>Taxpayer and the American public</p> <p>Warfighter</p> <p>Injured/wounded service members in need of transport</p> <p>Combatant Commands</p> <p>Other Federal agencies</p> <p>Partner/Allied Nations</p> <p>Victims of disasters if a military service is used for disaster response</p>
<p>Key Resources </p> <p>Transporters (Land, Sea, Air)</p> <p>Intermodal Locations (Ports, Rail-heads, Forward-staging bases)</p> <p>Global Command and Control System (and supporting architecture)</p> <p>Joint Operational Planning and Execution System (and supporting architecture)</p> <p>Manpower</p> <p>Physical storage locations (e.g. warehouses)</p> <p>Defense Industrial Base</p>	<p>Deployment </p> <p>Surface Transport: Military Surface Deployment and Distribution Command (SDDC)</p> <p>Sea: Military Sealift Command (MSC)</p> <p>Air: Air Mobility Command (AMC)</p> <p>Space as an emerging area of exploration</p> <p>Technical capabilities (hardware, software, analytics, etc.) to deliver the mission</p>			
<p>Mission Budget/Cost </p> <p>Drivers of cost include:</p> <ul style="list-style-type: none"> Fuel and other material price volatility Maintenance manpower Software and hardware Support equipment replacement and repair 		<p>Mission Achievement/Impact Factors </p> <p>Increased efficiency, reliability, and visibility of logistics to support steady-state and contingency operations</p> <p>Decreased operational costs (labor, CAPEX, O&M) to meet mission objectives</p> <p>Adjust to evolving multi-domain threats faced by the military through resilient and agile logistics that will facilitate sustained conflict</p>		

Invent & Simplify

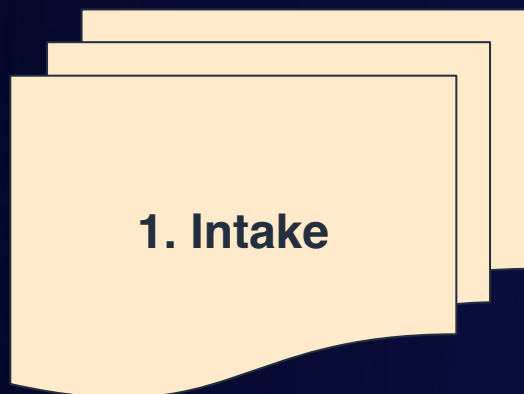
Leaders expect and require innovation and invention from their teams and **always find ways to simplify**. They are externally aware, look for new ideas from everywhere, and are not limited by “not invented here.” **As we do new things, we accept that we may be misunderstood for long periods of time.**

Input	See Input Tab	Resources Required
Step 1	Kick-Off and Dive Deep	People:
1.1	APEX Head: Review Sales Director Guidance	APEX Head APEX Lead
1.2	AM: Market Analysis/Business Intelligence Overview	PEM
1.3	PEM: Strategic Document/GPRA Overview	AM K2
1.4	Account Teams Opportunity Discussion	Account Teams
1.4.1	Current Account Plan	Account Managers
1.4.2	Customer Known Long Term Initiatives	BD/CPT
1.4.3	Discuss Potential Unknown Opportunities	Sales Ops/RACE
1.5	BMC Analysis of focused segment	SAs
1.6	Designing your Value Proposition Exercise	
1.7	SWOT Exercise	Optional/As Needed:
1.8	List 1-N all potential opportunities	Sales Director
1.9	Screen out opportunities that are currently at/near RFx timeline and return them to vertical and/or BD/CPT	Big Deals/Strat Capture Rep
1.10	Test hypothesis of remaining opportunities	Specialty Sales
1.11	Screen out invalid hypothesis	MA/ Rep
1.12	SPDC RFx campaign entry/documentation	Sr Rep Pro-Serve
Output to Dave/Leaders	Holistic qualitative and quantitative customer doc based off of BMC, Value Prop, TAS/Market Share analysis	Materials Needed:
Output (Vertical & BD/CPT)	1-n list of high growth, high PWN, near-term (18 months?) opportunities that goes back to the account/BD/CPT to pursue	Strat Docs
Output (APEX)	1-n list of potential opportunities with valid hypotheses suitable for future testing and requiring additional analysis/deep dive	Market Analysis TAS Coverage
		Other Resources: Meeting Room



Bias For Action

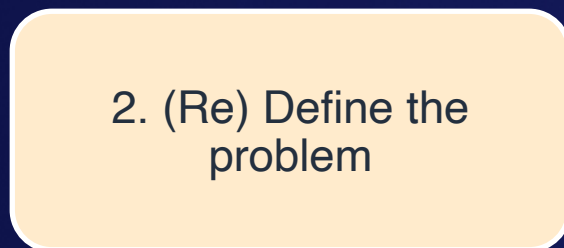
Speed matters in business. **Many decisions and actions are reversible** and do not need extensive study. We value calculated risk taking.



1. Intake

Requests for Services Come from:

- Customers
- Partners
- FNH Leadership
- Sales Leaders
- Business Development Teams
- Enabling Teams
- Account Executives
- Self-Identified through Analysis

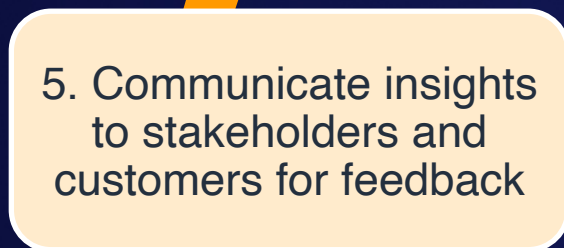


2. (Re) Define the problem

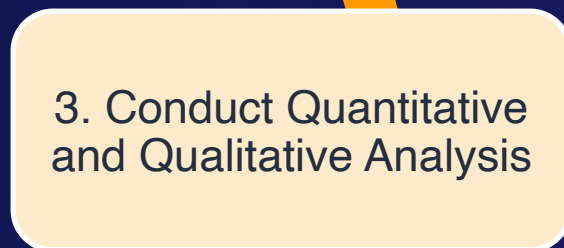


6. Transition

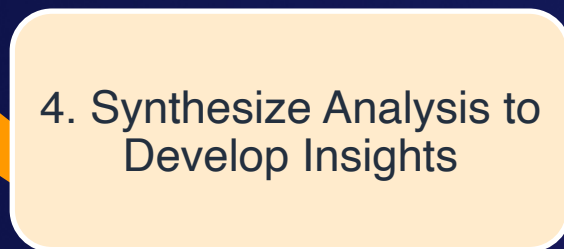
All of our work must transition to other teams for execution / implementation in order to scale



5. Communicate insights to stakeholders and customers for feedback



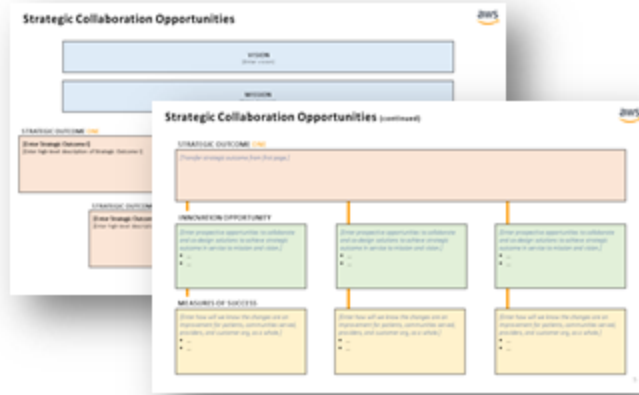
3. Conduct Quantitative and Qualitative Analysis



4. Synthesize Analysis to Develop Insights

IDEATE

Apply unifying framework to independently collate desired outcomes and **work backwards** to define prospective innovations and measures of success.



CO-DESIGN

Facilitate joint working sessions to elaborate on ideas generated during ideation. Consolidate **themes** and define **prioritization criteria**.



PRIORITIZE

Create **focus** by applying prioritization criteria to identify 1-3 **strategic collaboration areas(s)**.



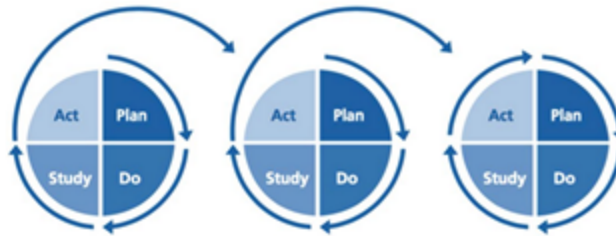
DIVE DEEP + DETAIL

Surface **actionable workstream(s)** through Deep Dive Discovery (D3) sessions. Detail due diligence and **agreements** in collaboration documents.



DELIVER RESULTS

Based on leadership decisions, rally teams to plan, prepare, and **execute** on innovations workstream(s).



...AND BEYOND

Determine the value and subsequent investments of continuous cycles at regular cadences, with nimble oversight and monitoring mechanisms.





Is it a **one-way** or
a **two-way** door?

What are we exploring through two-way doors?

- 1 Strategy going global
- 2 Centralizing vs Decentralizing
- 3 Generalists and Specialists

Thank you!

Awais Sheikh
awaisaws@amazon.com

