

# Technology Transitions and People





# Welcome



John Darrow, Sr. Principal Engineer, Amazon



SEND \$9.98 For Record,  
8 Track or Cassette tape  
Plus \$2.00 Postage & Handling



TO:

**CHRISTMAS SMURFS**

P.O. Box 3323  
Aurora, IL 60505

OR CALL TOLL FREE

**1-800-228-1800**

ALLOW 4 - 6 WEEKS FOR DELIVERY





getmorebeauty

## Getmorebeauty Women's Wedge Sandals Pearls Across The Top Platform High Heels



134 customer reviews | 6 answered questions

List Price: \$32.99

Price: **\$29.90** ✓ **Prime** & Free Returns. [Details](#)

You Save: **\$3.09** (9%)

**Note:** Available at a lower price from [other sellers](#), potentially without free Prime shipping.

**Fit:** [As expected](#) (73%) ▾

**Size:**

8 B(M) US

[Size Chart](#)

**In Stock.**

**Want it Saturday, Sept. 17?** Order within **25 hrs 28 mins** and choose **Saturday Delivery** at checkout. [Details](#)

Sold by [Guanyuchen](#) and [Fulfilled by Amazon](#).

- Synthetic
- Decorative lace flower
- Heel measures approximately 4"
- Platform measures approximately 1.5"

[Report incorrect product information.](#)

Customers who viewed this item also bought



getmorebeauty  
\$31.98 - \$35.99



Charm Foot  
\$26.00



getmorebeauty  
\$31.98 - \$33.98







**1980**

**4-6 Weeks**

**\$2.00**





**amazon.com**

**1998**

**1-2 weeks**  
**\$2.00**



# FREE Super Saver Shipping







**2004**

**2 days = FREE**

**1 day = \$3.99**





*Prime*now

**2014**

**2 hours = FREE**

**1 hour = \$7.99**

# What's enabling this kind of change?

Technology transition operates in long waves and short waves.

Long Waves (50 year cycles):

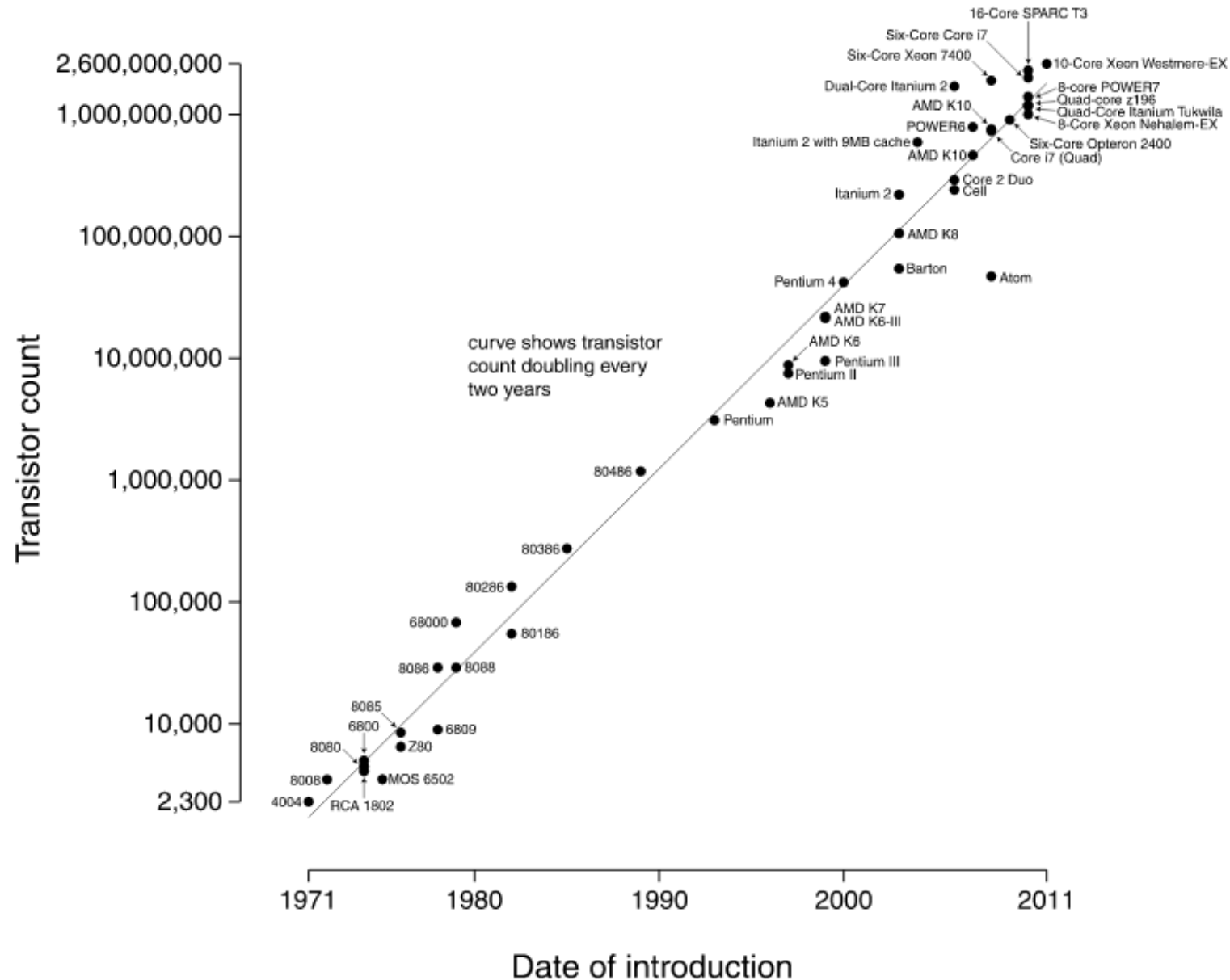
- The Industrial Revolution (1770–1830)
- Victorian Prosperity: Age of steam and Rail (1830–1880)
- The Age of Steel (1880–1930)
- Oil, Mass Production and the Consumer Society (1930–1980)
- The Information Age (1980-?)



# But now the short waves are disruptive:

- PC
  - Created Intel, Apple, Microsoft, Dell
- Internet
  - Created AOL, Yahoo, Amazon, Google, Facebook
- Mobile
  - Apple, Google, Uber, Payments, Spotify, Instagram
- Cloud
  - Salesforce, Youtube, Netflix, AWS, Google, Alibaba, Microsoft
- IoT/Edge
  - Nest, Ring, Peloton, Tesla
- AI / Machine Learning / Autonomy

# Microprocessor Transistor Counts 1971-2011 & Moore's Law

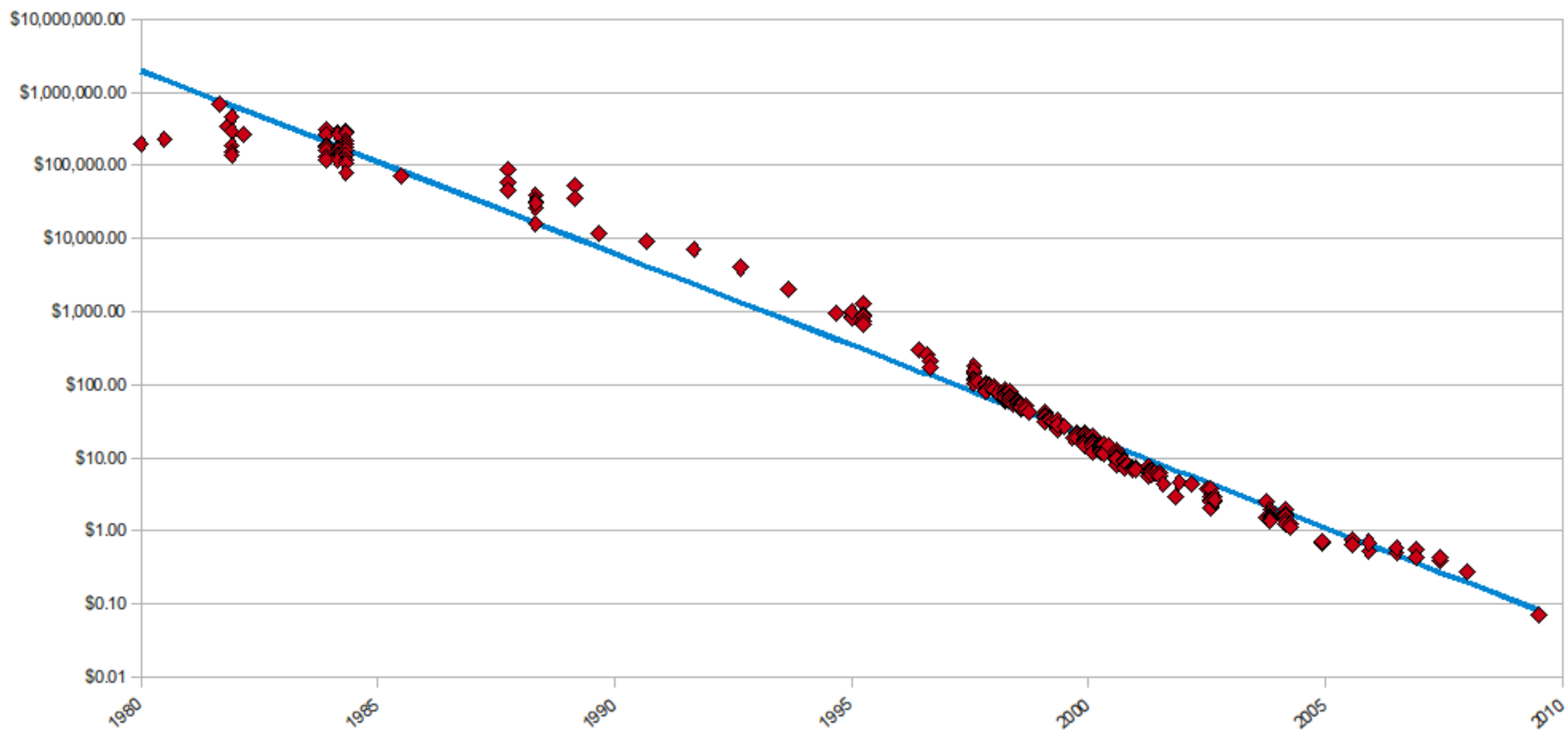




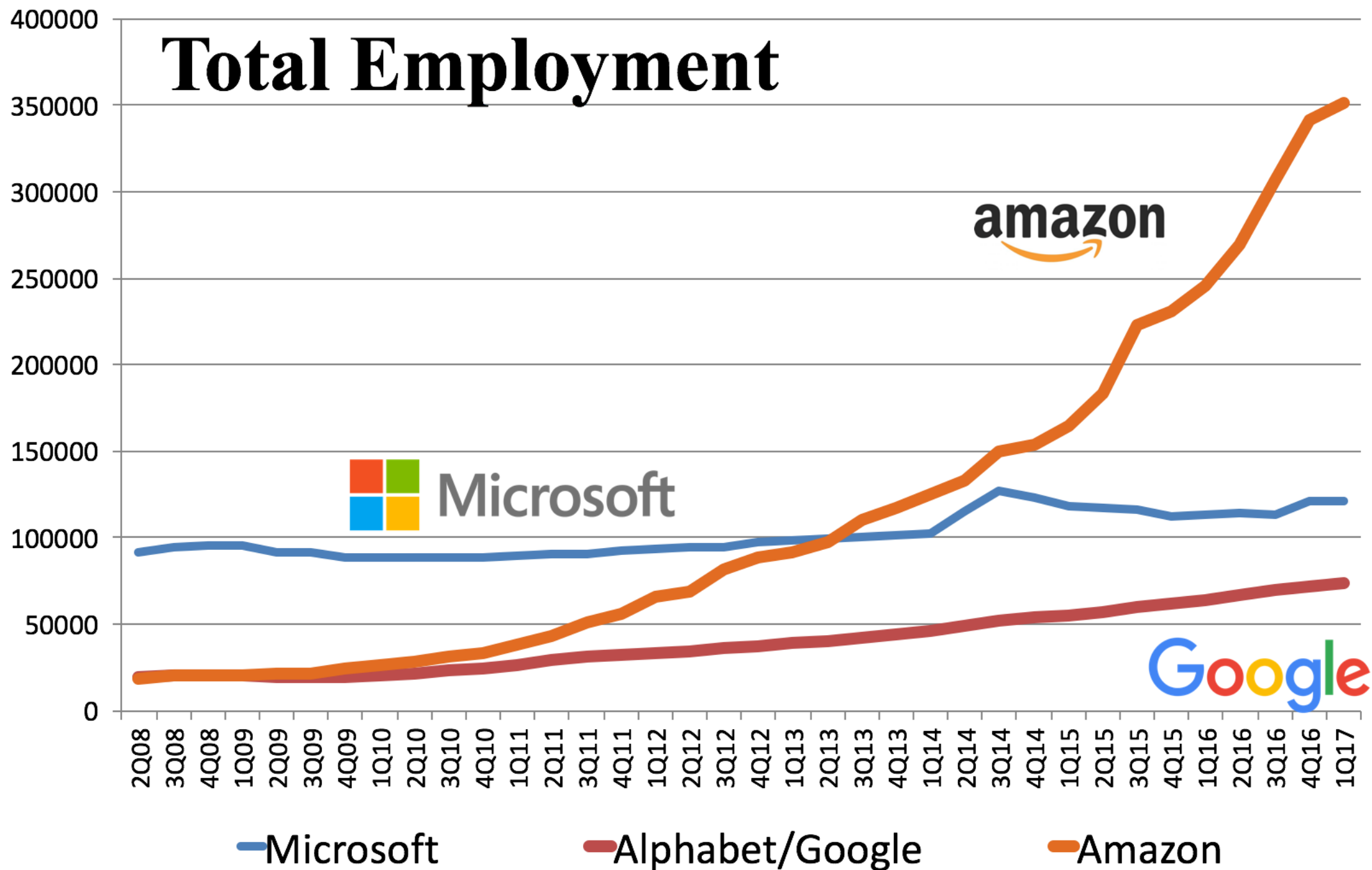


# Hard Drive Cost per Gigabyte

1980 - 2009



# Total Employment





# What are the people doing?









**149** fulfillment centers

**36** sort centers

**100+** operational sites

**17** countries

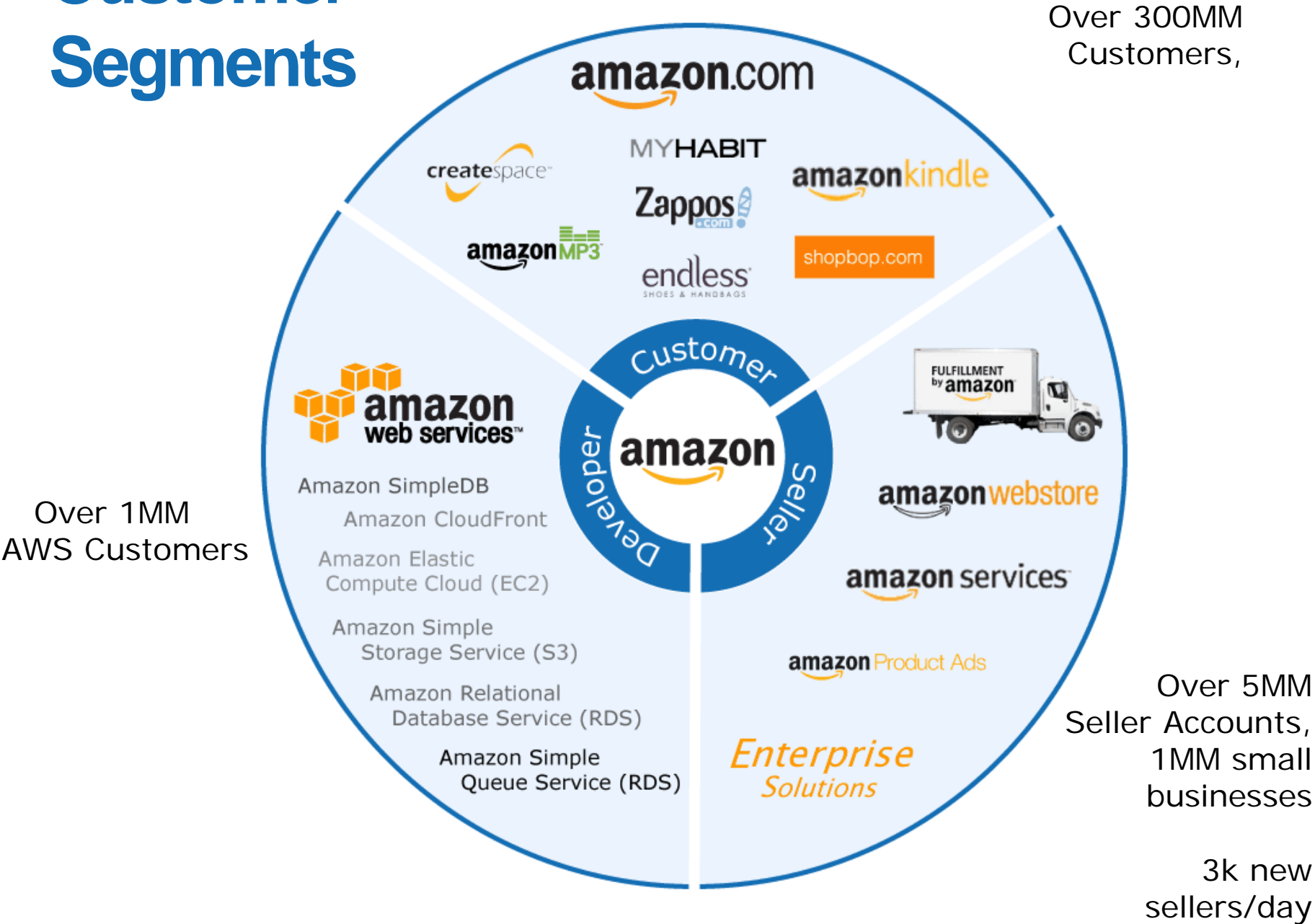
**143** million square feet

**500,000+** full-time employees and contractors





# Customer Segments



# If the tech is changing, who is winning?

- Customers
- People who can learn, adapt, connect, and engage with customers:
  - Brand Owners
  - Content Producers
  - Merchandisers
  - Product and System Developers
  - Data Scientists
  - Logistics and Physical Operations
- Businesses that
  - are in touch with enduring needs of their customers
  - acquire domain data
  - build feedback loops
  - have control mechanisms that allows their business to react to change

# Awesome Entrepreneurs and Workers are Wicked Smart and Lucky

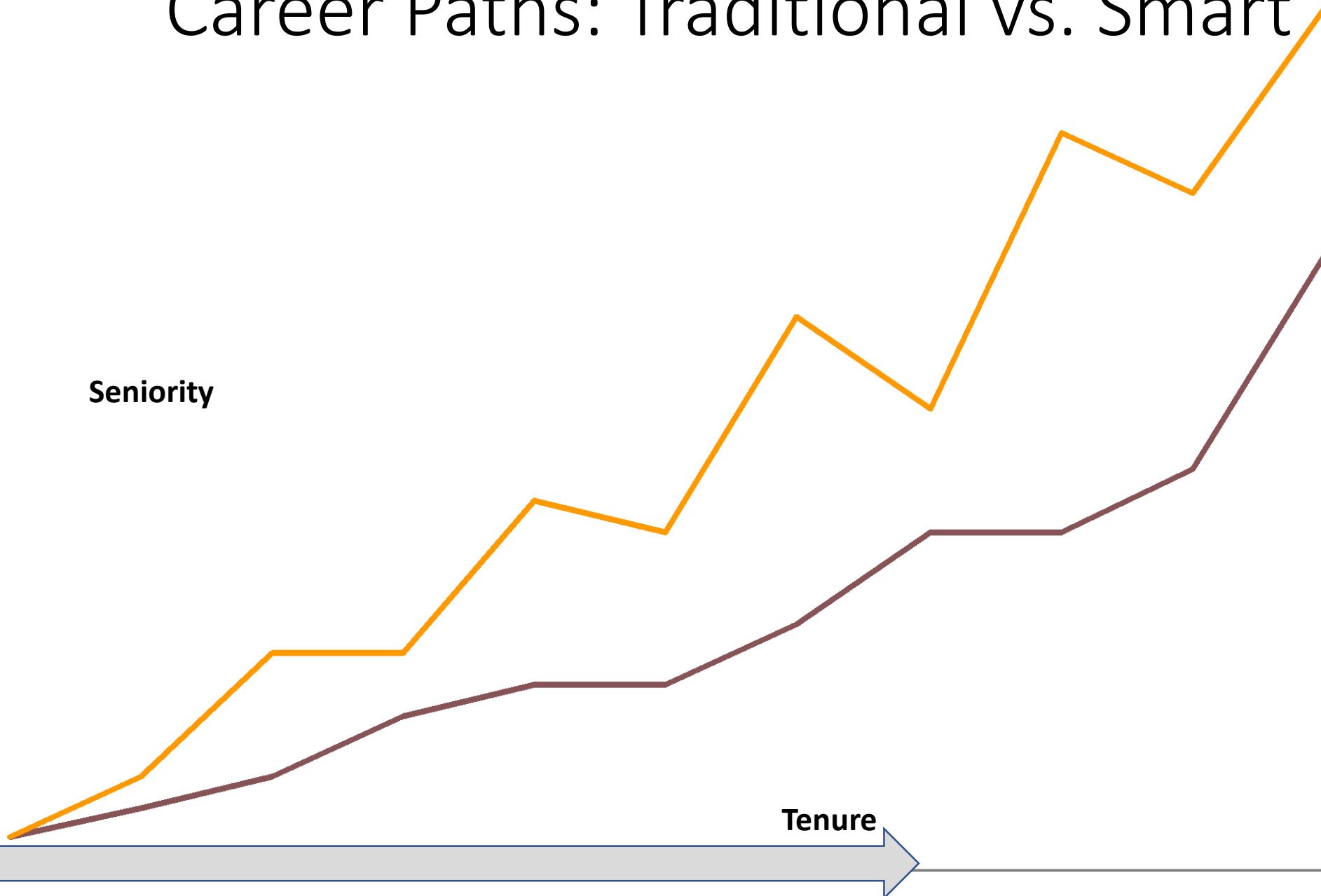


# Career Paths: Traditional vs. Smart

Seniority

Tenure

Traditional  
Smart







# Who Do You Want To Hire?

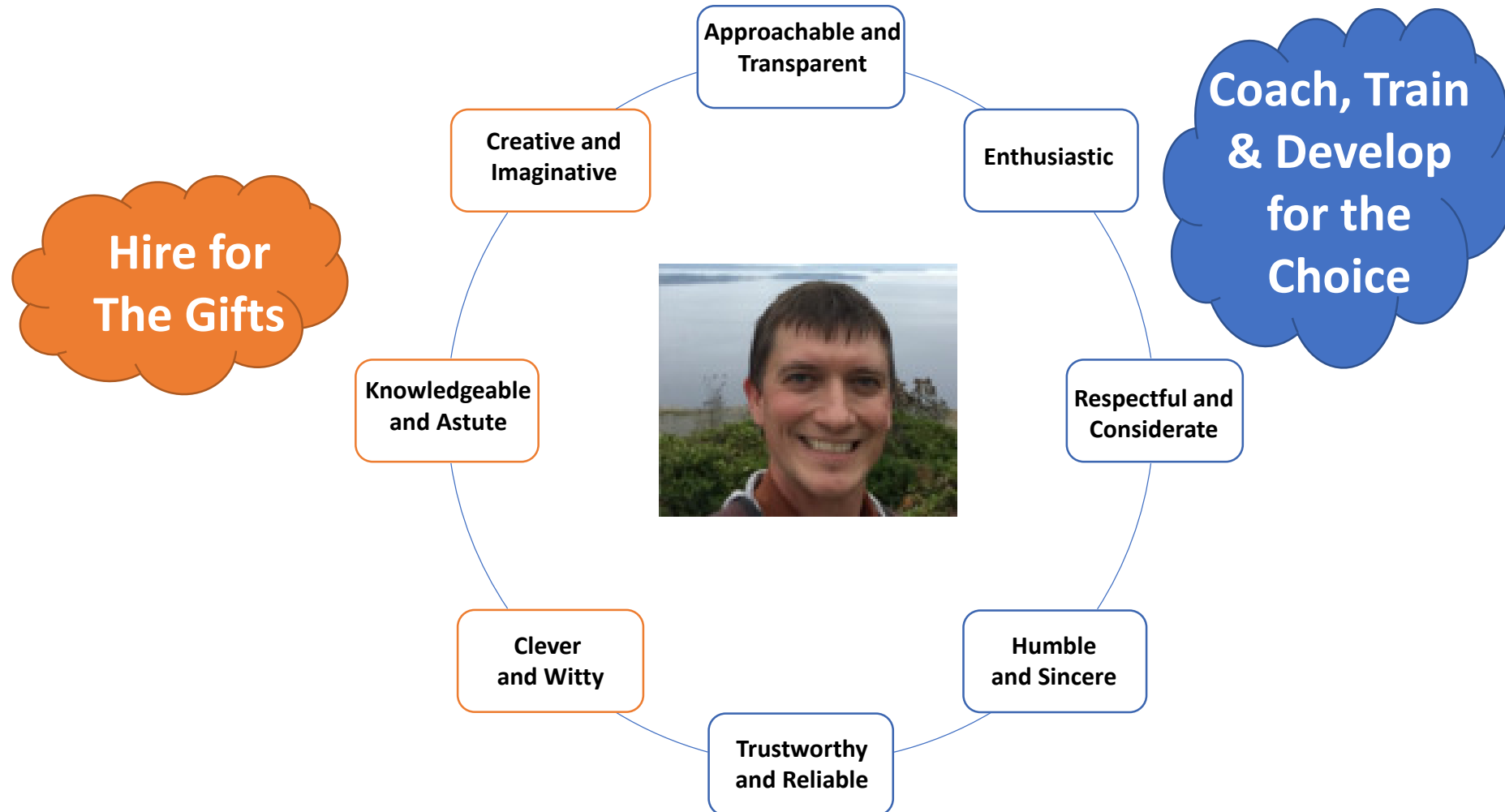
## **Traditional Company Thinking**

- Hire a person simply because they can “hit the ground running” and reliably execute the Plan
- Right A Lot means they agree with my own thinking
- Hiring people who simply execute your ideas leads to the path of Mediocrity

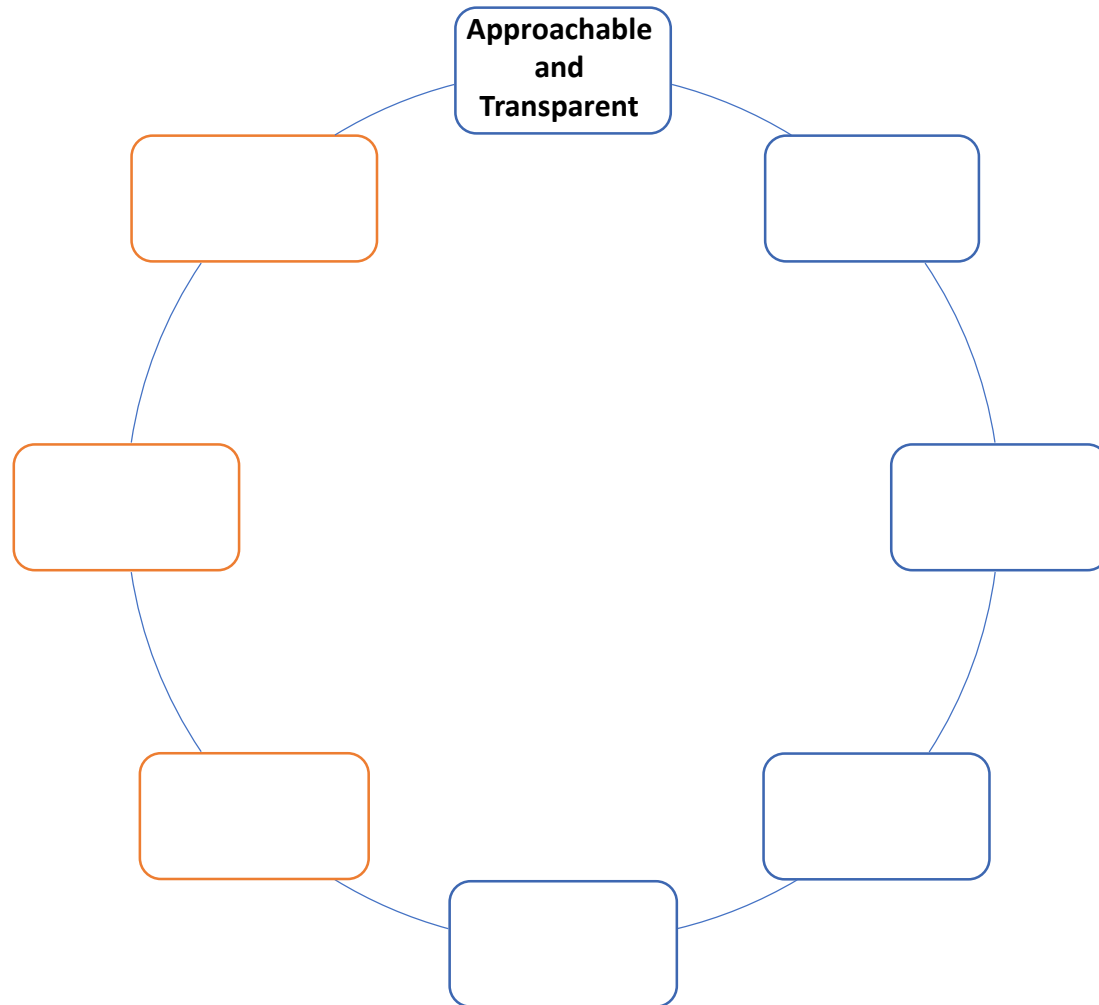
## **Smart Company Thinking**

- Hire a person who demonstrates potential, high analytical skills and learning agility
- Right A Lot means they may question our standard approach - no concern with social cohesion
- Hiring smart and analytical people willing to challenge our established ideas leads to the path of Growth

# Some Things Are Gifts, While Others Are Choices

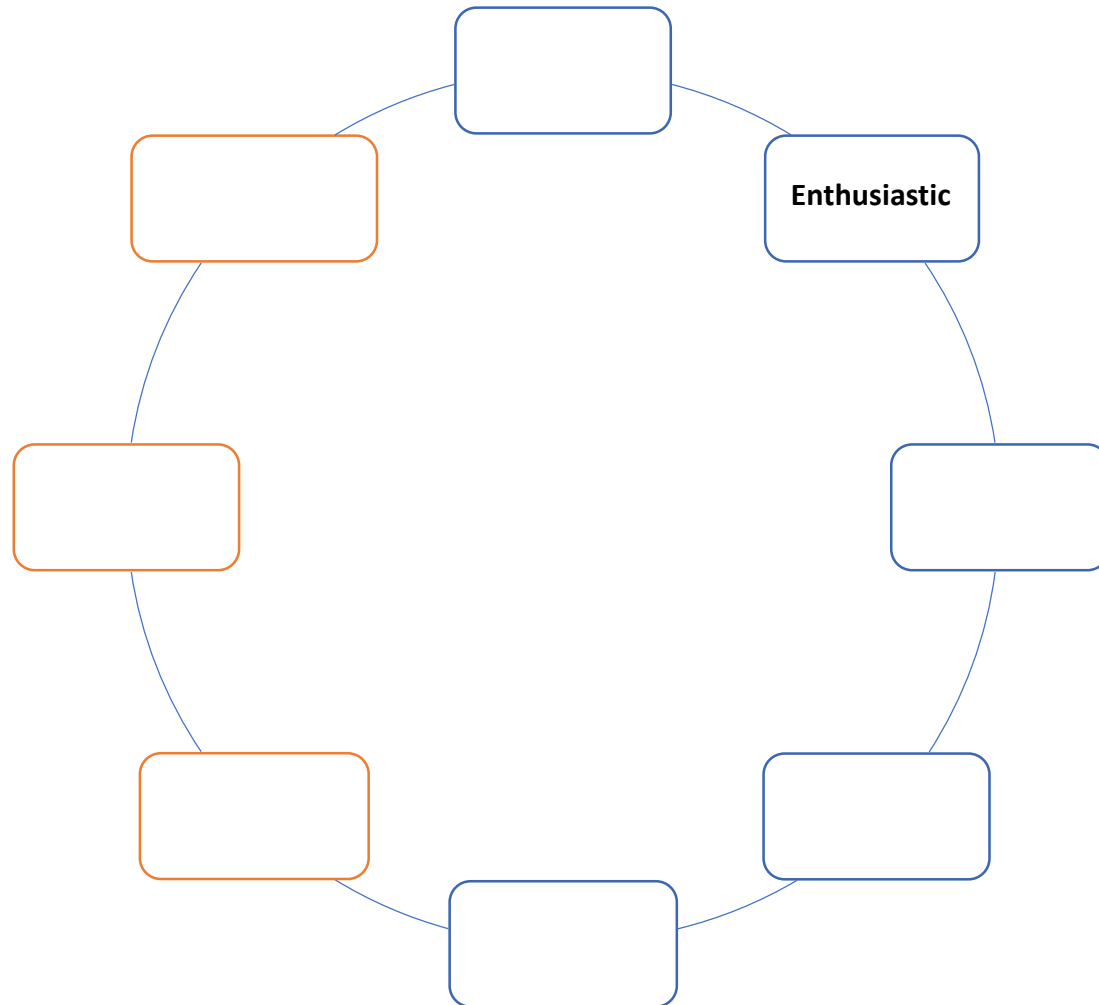


# Approachable and Transparent



You are **approachable** and **transparent** using an open versus hidden agenda. **Approachable** people are **personable, friendly and fun** to work with. They **simplify information** using an easy to understand communication style. **Transparent** people are self-aware – **they seek first to understand then to be understood.**

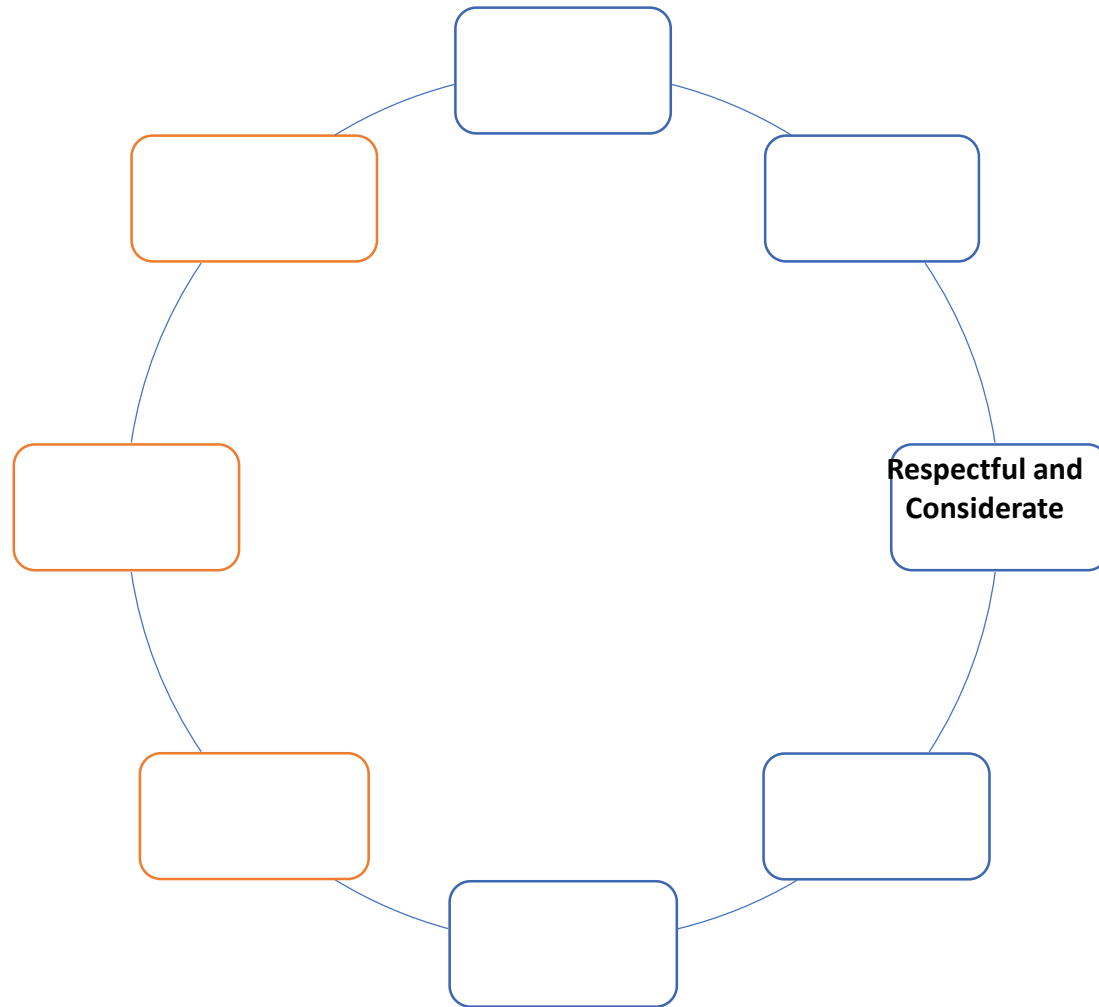
# Enthusiastic



You are **enthusiastic** about your work and your team. **Enthusiastic** people **eagerly teach** others and **willingly share** their learning's. They have an **earnest conviction** to help others. **Enthusiastic** people achieve results creating a positive “pull” versus a negative overbearing push.

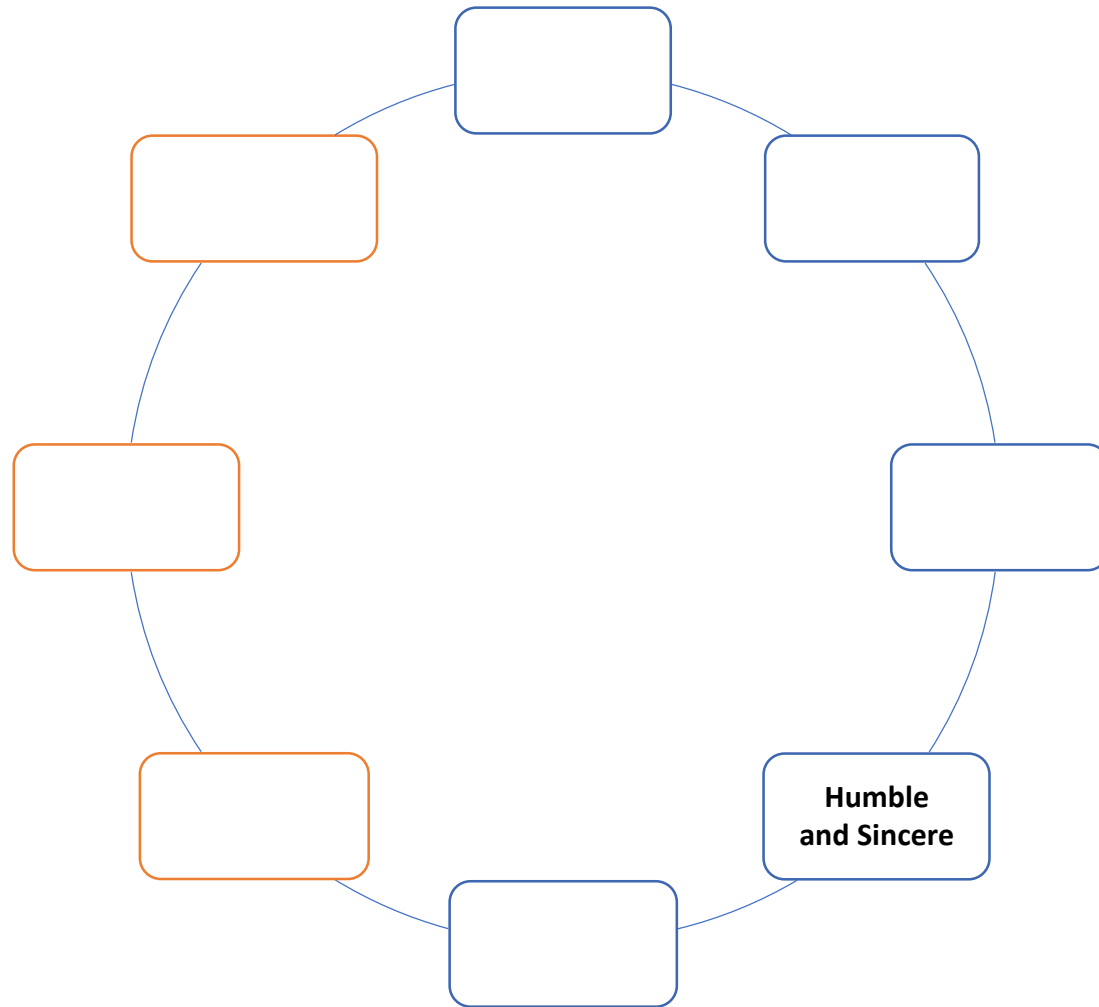


# Respectful and Considerate



You are **respectful** and **considerate** of others. **Respectful** people are **responsive** and **appreciative** vs. presumptuous and overbearing. **Considerate** people are profoundly customer centric showing **polite** versus overbearing behavior with others.

# Humble and Sincere

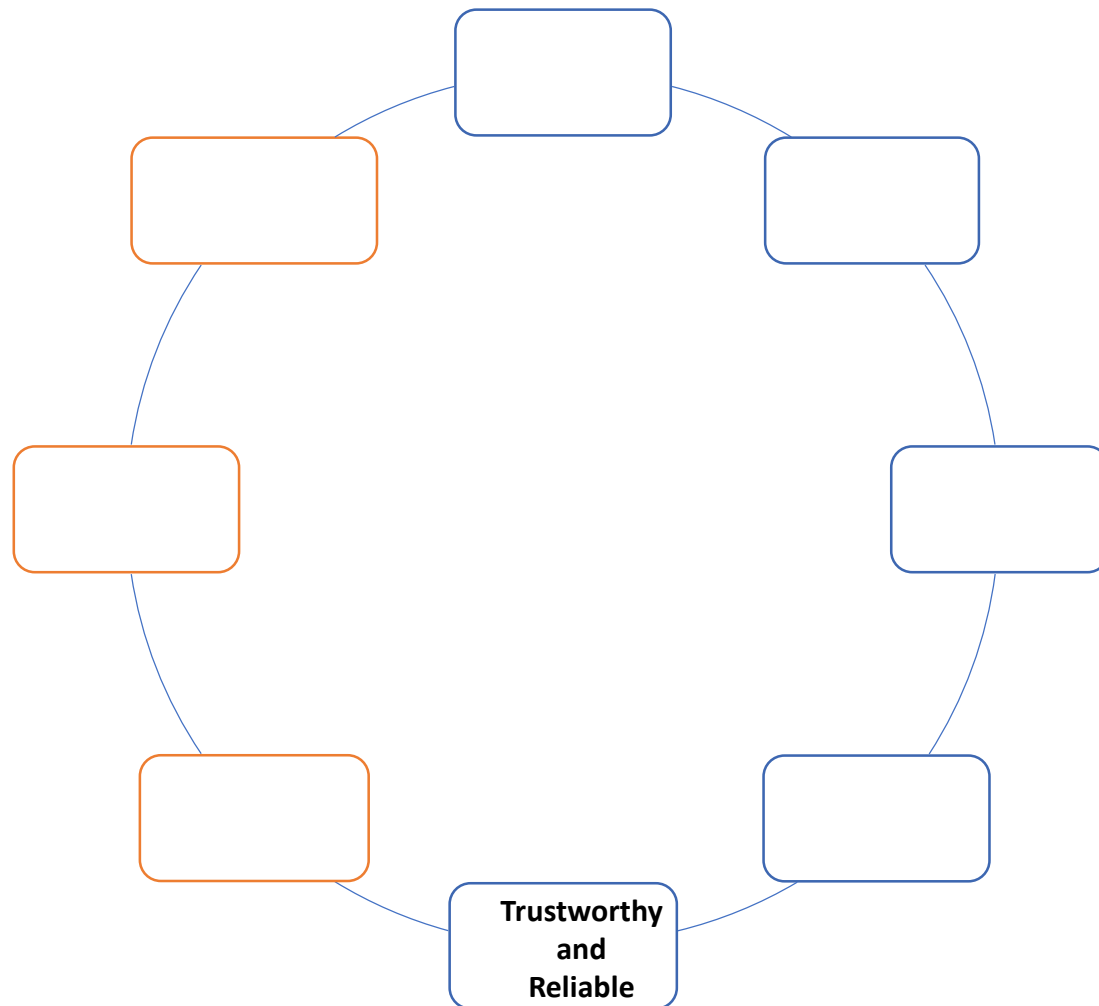


You are **humble** and **sincere**.

**Humble** people are **self-effacing** and vocally **self-critical**. **Sincere** people make you feel **reassured**.

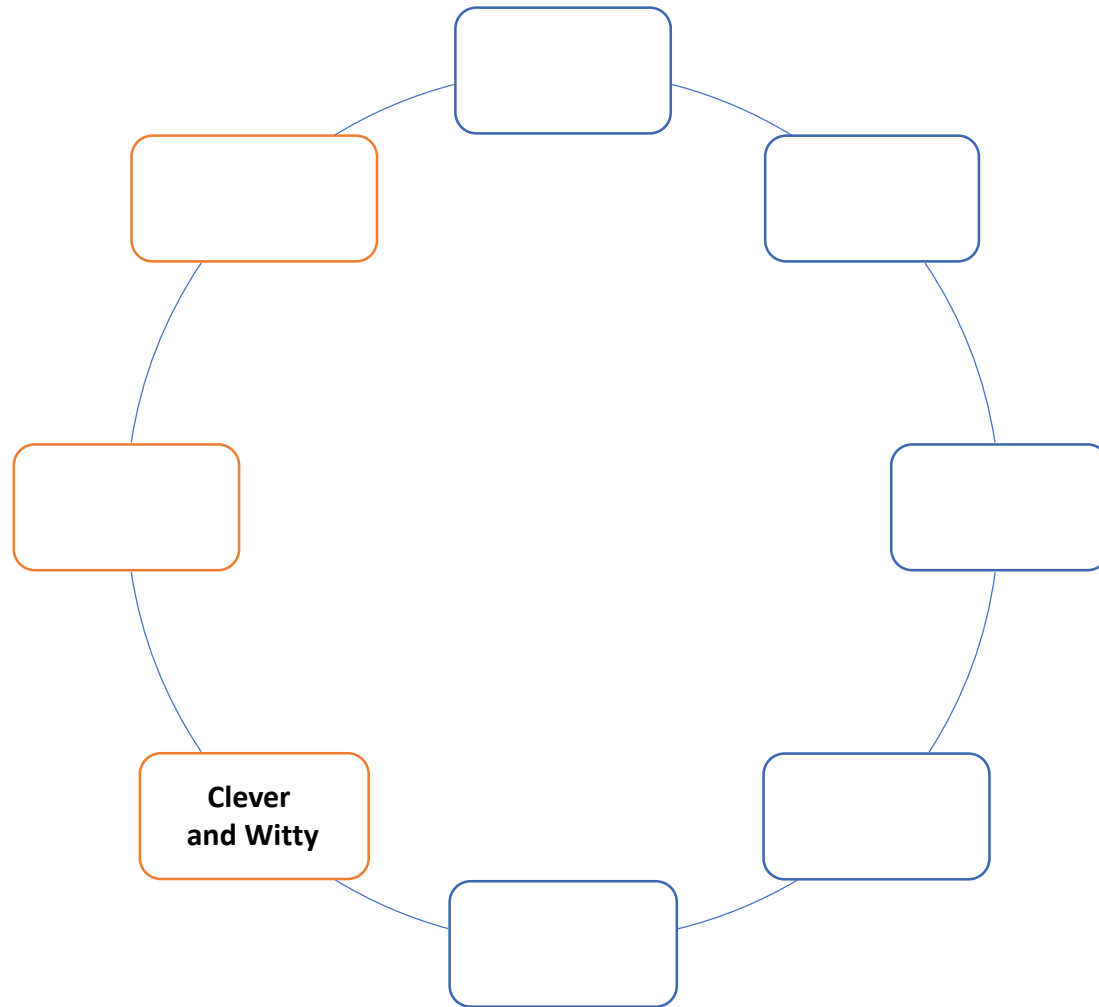
They find the **fun** in otherwise difficult work and **diffuse anger with humor**.

# Trustworthy and Reliable



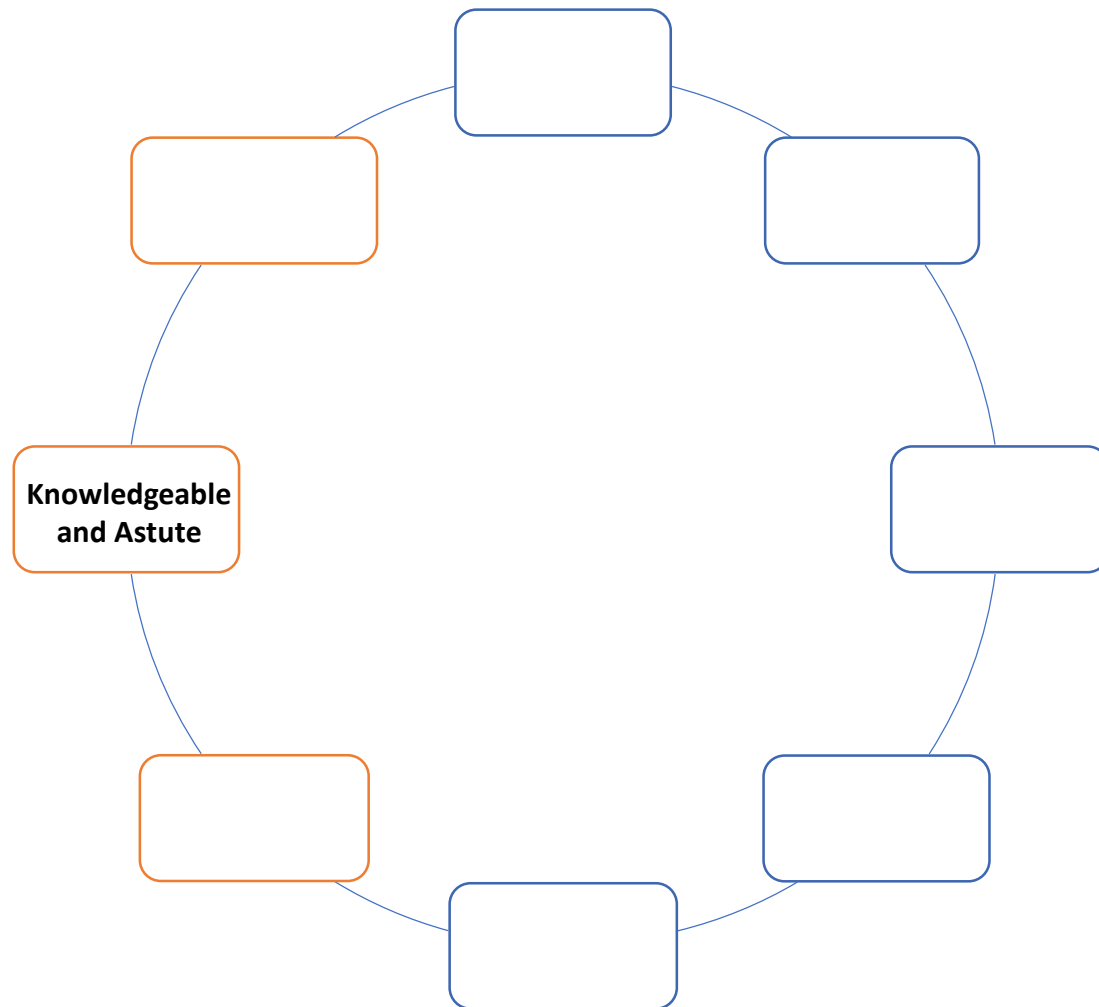
You are **trustworthy** and **reliable**.  
**Trustworthy** people are **fair**, **sincere** and **straightforward**. **Reliable** people are **honest** vs. sneaky, **open** vs. evasive and **forthright** vs. underhanded with others.

# Clever and Witty



You are **clever** and **witty** in how you express ideas. **Witty** people are **fun** to work with and **lighten the load** on others. **Clever** people know how to encourage people to laugh and smile, even in the toughest situations.

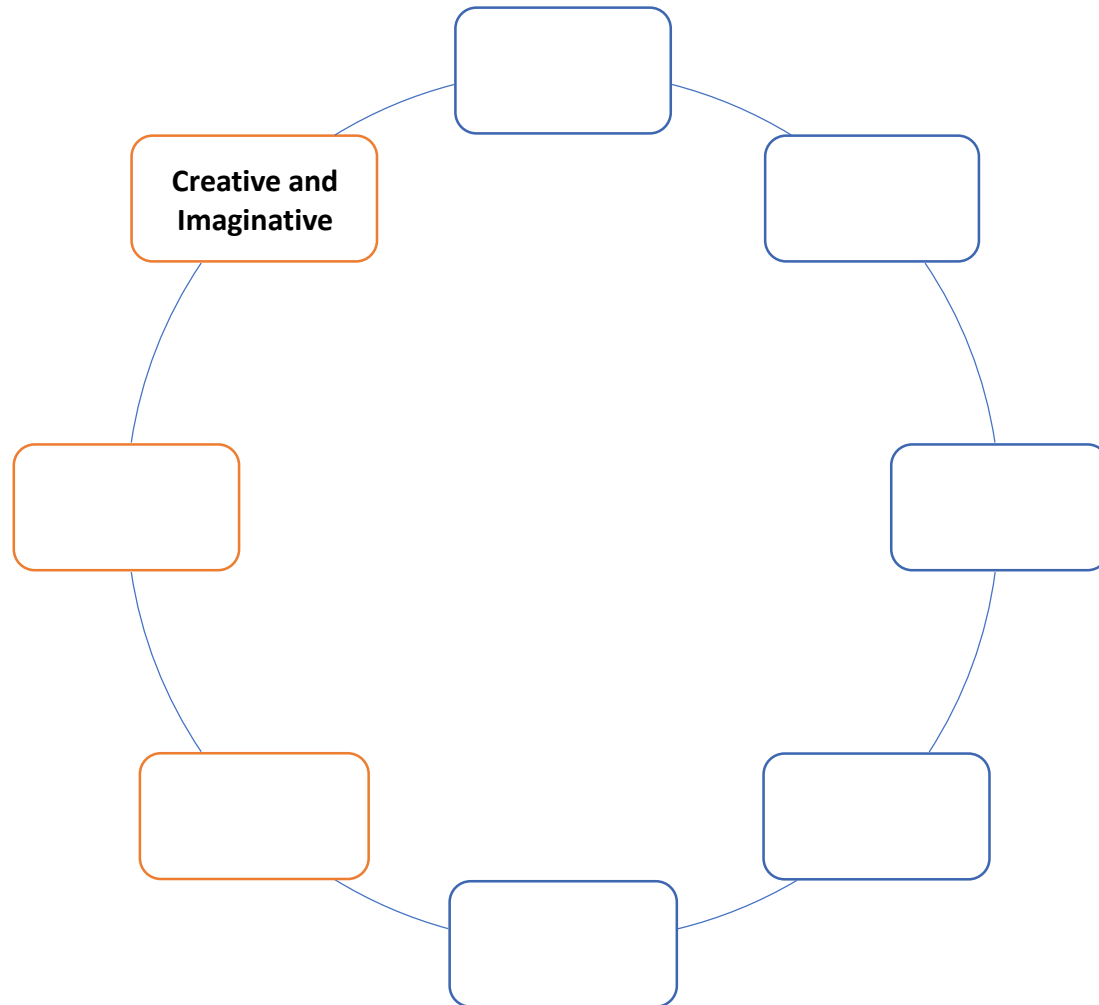
# Knowledgeable and Astute



You are technically **knowledgeable** and interpersonally **astute**. **Astute** people **catch errors** before they happen. **Knowledgeable** people are **smart simplifiers** vs. condescending complicaters.

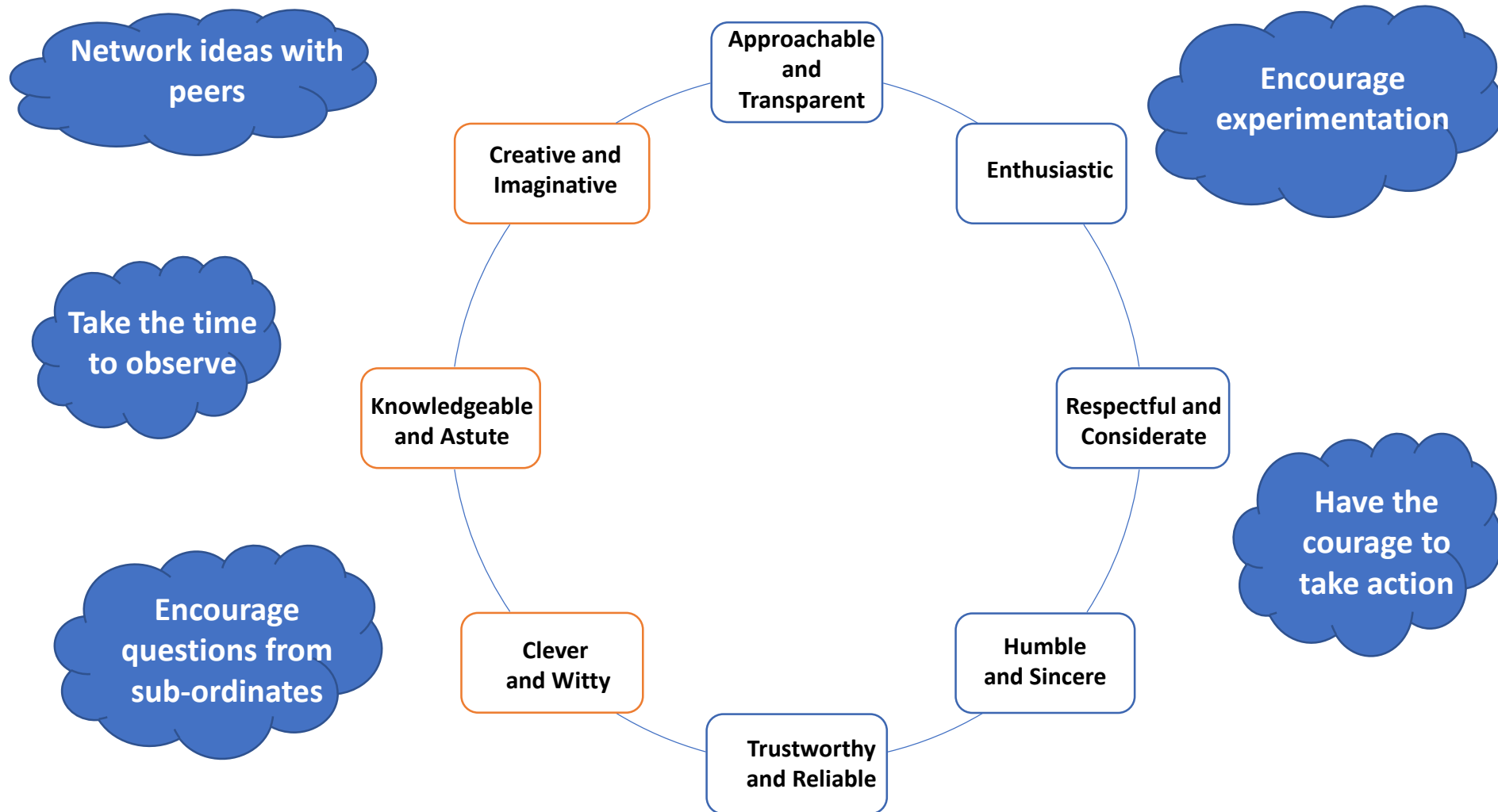


# Creative and Imaginative



You are **creative** and **imaginative** with a pioneering spirit.  
**Creative** people inspire with an **innovative** pioneering spirit. **Imaginative** people are **ingenious** problem solvers avoiding dull, routine or uninspired solutions.

# “Go Out and Be Lucky”





Amazon first opened its virtual shelves to small businesses nearly two decades ago, and today millions of small and medium-sized businesses from around the world sell on Amazon. Half of all items purchased on Amazon come from these businesses.

Amazon helps small and medium-sized businesses reach hundreds of millions of customers around the world, giving the smallest of businesses the opportunity to compete next to the biggest household brands. These businesses are a vital part of Amazon's continued growth, and we see that consumers love buying from small businesses on Amazon.

Our guiding star has always been our obsession with customers—whether that's consumers or the millions of businesses that sell on Amazon—and we're inventing for both shoppers and entrepreneurs every day. Together, Amazon and millions of small businesses now offer hundreds of millions of unique

products and competitive prices to consumers around the world.

We recently took a deeper look at how Amazon is impacting small businesses, and the results are exciting to see. Among the highlights: More than a million US-based small and medium-sized businesses are selling on Amazon; Amazon estimates that small and medium-sized businesses selling on Amazon have created more than 900,000 jobs ; More than 20,000 small and medium-sized businesses worldwide on Amazon surpassed \$1 million in sales in 2017.

Special thanks to the millions of small and medium-sized businesses from around the world that have chosen to grow their business on Amazon.

**Jeff Wilke, CEO  
Amazon Worldwide Consumer**

## Millions

of small and medium-sized businesses worldwide are selling on Amazon

## Half the items

purchased on Amazon come from small and medium-sized businesses

Amazon estimates that small and medium-sized businesses selling on Amazon have created

## more than 900,000 jobs

More than 20,000 small and medium-sized businesses worldwide on Amazon surpassed

## \$1M in sales in 2017



# *Amazon helps small and medium-sized business reach customers around the world*

Since inviting small businesses to sell on Amazon in 2000, businesses from all 50 states and more than 130 countries around the world serve customers in 89 countries.



## **More than a million**

US-based small and medium-sized businesses are selling on Amazon

## **In 2017, Amazon lent more than \$1B**

to U.S.-based small and medium sized businesses

## **More than 300,000**

U.S.-based small and medium-sized businesses started selling on Amazon in 2017

The top categories for U.S.-based small and medium-sized businesses selling on Amazon are Health & Personal Care, Home, Electronics, Beauty, Apparel, Sports, and Toys

**Top 10 Most Entrepreneurial States**  
based on the number of small and medium-sized businesses

State	Number of Small and Medium-Sized Businesses (in thousands)
California	>175,000
New York	>81,000
Illinois	>38,000
Pennsylvania	>35,000
Florida	>75,000
Michigan	>28,000
Ohio	>28,000
Georgia	>28,000
Washington	>27,000
Montana	>2,500
Utah	>14,000
Colorado	>20,000
Idaho	>5,000
Wyoming	>1,600
South Dakota	>1,700
North Dakota	>1,500
Minnesota	>17,000
Wisconsin	>14,000
Iowa	>7,000
Nebraska	>4,500
Kansas	>7,000
Missouri	>15,000
Indiana	>14,000
Kentucky	>8,000
Tennessee	>14,000
N. Carolina	>24,500
S. Carolina	>9,000
Alabama	>8,000
Mississippi	>3,500
Arkansas	>4,500
Oklahoma	>6,500
Texas	>62,000
Arizona	>19,000
New Mexico	>4,000
Alaska	>1,400
Hawaii	>2,700
Louisiana	>6,500
Illinois	>38,000
Michigan	>28,000
Ohio	>28,000
Georgia	>28,000
Florida	>75,000
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\*Includes Washington D.C.

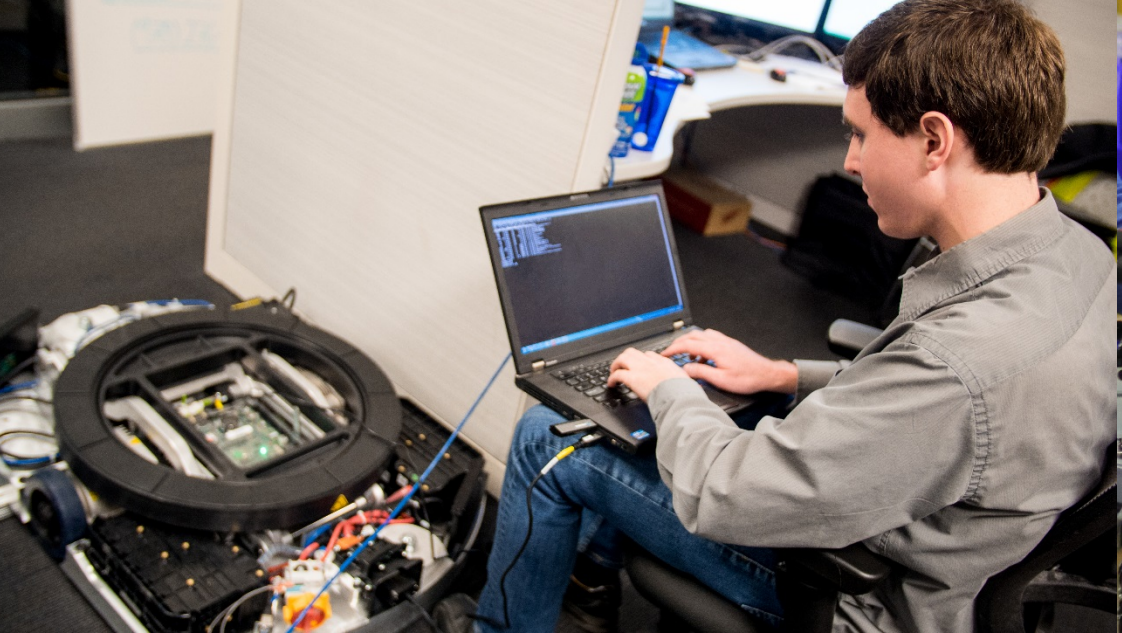








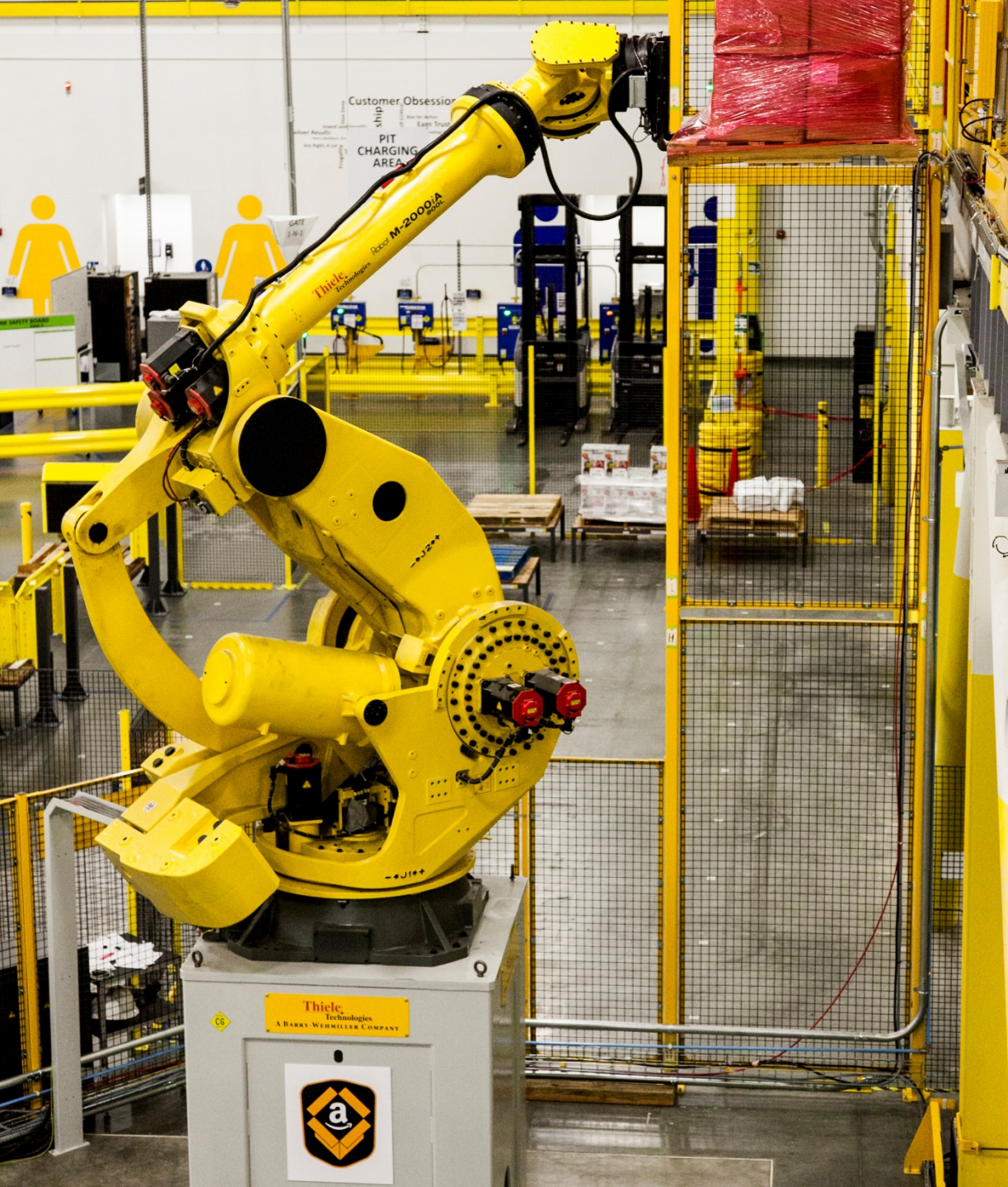
























Prime now

amazon















WE'VE REIMAGINED  
THE GROCERY STORE

**JUST  
WALK  
OUT**

SHOPPING

amazon go