



# Innovation by Design: Think Big, Start Small, and Accelerate Your Mission

Engage | Define | Prioritize | Plan

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# Today's Agenda

- ✓ Innovation strategies – the AWS perspective
- ✓ The Imperative to Change
- ✓ Use Cases/Examples
- ✓ Innovation Strategy Engagement
- ✓ How We Partner
- ✓ Questions & Next Steps

# Innovation & Transformation Programs

## Customer Signals | What We Hear



How does Amazon **Innovate?**



How do I **Work Backwards?**



Tell us about **Amazon's own** experiences?



How do I **lead** my people to innovate?



Where do I **focus my investment** in innovation?



How do I work this way **at scale?**

# Innovation & Transformation Solutions



How does Amazon **Innovate?**



**Culture of Innovation**



Tell us about **Amazon's own experiences?**



**Learning from Amazon**



How do I **lead** my people to innovate?



**EPIC Leadership**



Where do I **focus my investment** in innovation?



**Innovation Strategy**



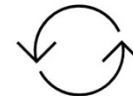
How do I **Work Backwards?**



**Working Backwards Engagement**



How do I work this way **at scale?**



**Operating Model**

# Innovation is a **process** and requires a **plan**

## Innovation

The process of creating value by applying novel solutions to meaningful problems

## Strategy

The art of devising a detailed plan for achieving success



## Innovation Strategy Supports



Understanding  
Strategies &  
Goals



Identifying  
Innovation  
Objectives



Defining a  
Vison



Prioritizing  
Pathways  
& Building  
Consensus



Developing an  
Actionable  
Plan

# An Imperative to Change



**Compelling  
event/s**



**Market  
changes**



**Foundational  
Capabilities &  
Context**

# Demographic shifts expose need for innovation

WHO ARE WE SERVING, AND WHAT DO THEY NEED?

**45.5%**

of today's learners are  
**age 22** or older

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What are the most **impactful engagement strategies** for the new student composition?

**40%**

of full-time students **work 10+ hrs / week (74% of part-time students)**

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How can we **develop learning experiences** that more effectively meet the needs of **working students**?

**40%**

of today's learners are  
**first-generation** students

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How should we **align our human resources** and investments to best-serve specific student populations?

# Resource constraints exacerbate challenges



## Human Resources

“Higher ed leaders are facing **unprecedented workforce shortages** in student service offices, compounding the ongoing challenges of meeting student and family expectations and increased federal focus on compliance reviews.”

- *Inside Higher Ed, 2021*



## Fiscal Resources

**74%** of leaders cited financial constraints as the **most significant challenge** for higher education institutions.

- *AAC&U, 2021*



## Technical Resources

Chief Business Officers cite the “ability to provide a **secure and modern technology infrastructure**” among the **Top 5 Business Issues** in higher education

- *NACUBO, 2022*



# Introduction to Innovation Strategy

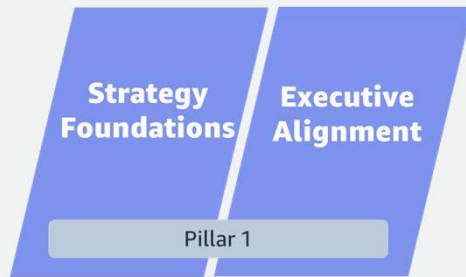
Our goal is to deliver **actionable innovation roadmaps** focused on innovation objectives and related transformation journeys.

## Innovation Strategy provides

- A scalable approach to jointly identify and qualify the best-fit **long-term innovation opportunities**.
- Exploration to define **key innovation goals**.
- **Alignment within leadership teams** on innovation priorities.
- A roadmap that outlines clear and **actionable execution plans** for all relevant parties (Amazon, Customer & Partners).

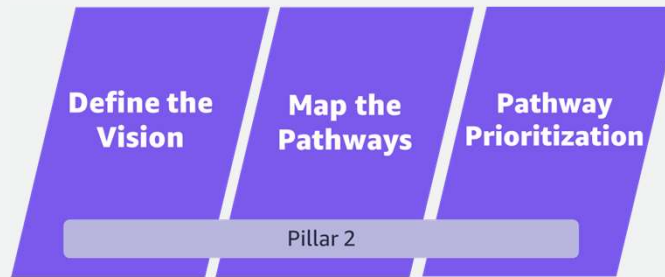


# Innovation Strategy Engagement Outcomes



## MUTUAL UNDERSTANDING

- Business goals & objectives
- Amazon's unique approach to innovation
- A clear process to develop clarity



## DEFINED INNOVATION VISION & GOALS

Clearly articulated vision to anchor decisions

## PRIORITIZED & ALIGNED PROJECTS

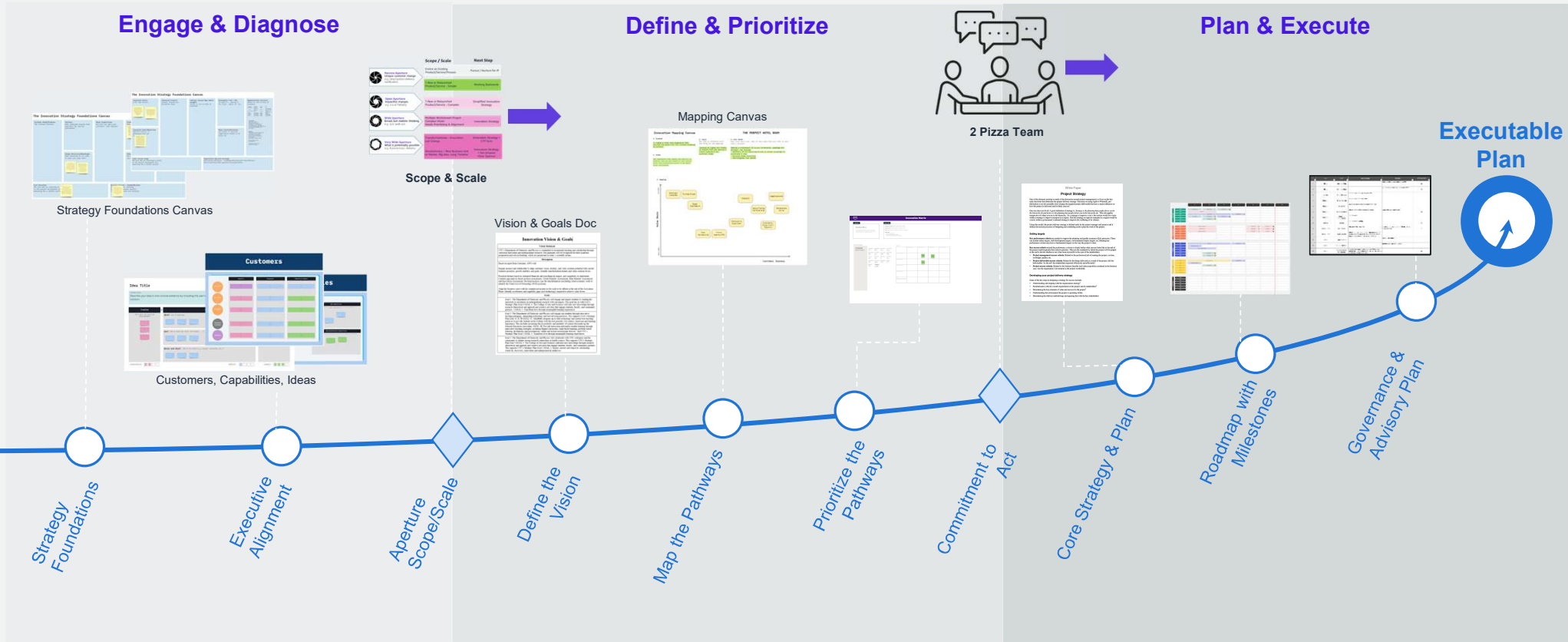
Identification of key workstreams required to deliver the vision to specific customers with a defined needs/problem



## AN ACTIONABLE LONG TERM PLAN & ROADMAP

Building technology & new products/services is easier when the vision is clearly defined, teams are aligned and projects are prioritized and a long term plan is in place

# Innovation Strategy: Engagement Flow





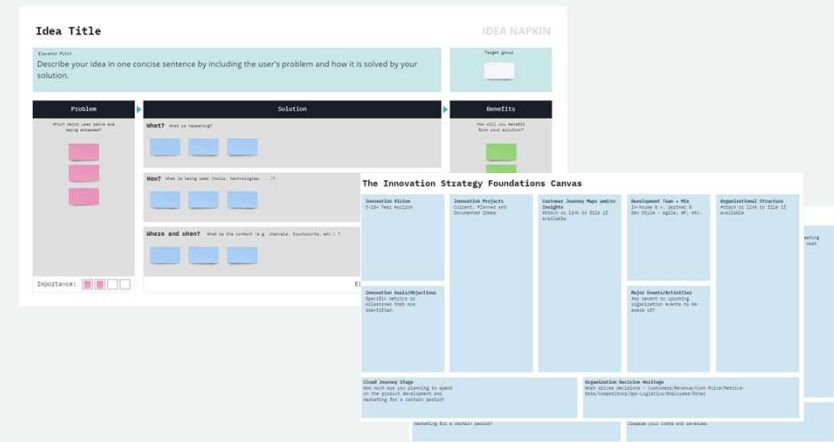
# Engage & Diagnose: Build the Foundation to a Successful Partnership

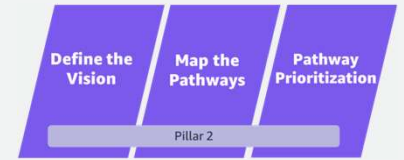
## Objectives

- Shared understanding of business goals enables discussions and recommendations to be aligned with outcomes.
- Develop insights into core capabilities and which strategies are working and what's not.
- Understanding of customer segments and journeys with defined needs & benefits supports clear focus areas.
- Deeper understanding of innovation vision, goals and objectives enables us to focus on the right strategies.

## Key Outputs

- Strategy Foundations Canvas
- Customer Landscape + Needs
- Capabilities Matrix
- Scope & Scale of Innovation Journey





# Define & Prioritize: Set the Vision, Identify & Prioritize Innovation Workstreams

## Objectives

- Explore innovation goals that are aligned to business objectives and define a vision of the future.
- Develop visual models of innovation opportunities that are aligned with the vision and business goals.
- Develop alignment on which workstream priorities to take action on and why.

## Key Outputs

- Innovation Vision Document
- Visual Maps Capturing Key Solution Journey Components (Visible + Invisible)
- Prioritized Workstreams (Foundation | Innovation | Backlog)

**Innovation Vision & Goals**

**Vision Statement**  
UTC's Department of Chemistry and Physics is committed to exceptional teaching and scholarship through curricular innovation and undergraduate research. Our graduates will be recognized for their academic preparation and critical thinking, which are paramount in today's scientific arenas.

**Description**  
Based on input from Customer, AWS will:  
Engage sponsor and stakeholder to align customer vision, strategy, and value creation potential with current business priorities, growth enablers, and goals. Identify transformation themes and value creation levers.  
Prioritize themes based on estimated financial and non-financial impact, and complexity to implement.  
Conduct gap analysis based on current capabilities and Innovation Assessment. Identify the Total Cost of Ownership.  
Align the business cases with Phase. Identify accelerators at

**Goal 1:** The Department will identify an excellent Strategic Plan Goal 4 & research (theoretical or applied) in GOALS 1, 1

**Goal 2:** The Department will develop pedagogy and Plan Goal 10 & 10 of practices to provide an experience. This includes General Education our innovative teaching and training, facilities, Strategic Plan Goal 14

**Goal 3:** The Department commensally to advance Plan Goal 4 GOALS 4, (theoretical and applied) This supports UTC's 11 creativity, discovery, 1

**Innovation Mapping Canvas**

**THE PERFECT HOTEL ROOM**

Customer Journey



# Plan & Execute: Collaborate on Creating an Actionable Plan

## Objectives

- Identify AWS programs & resources to accelerate customer outcomes.
- Establish program interlocks for a streamlined customer experience.
- Clearly articulate dependencies, timelines, and major milestones.
- Define expectations and cadence across roles, responsibilities, and governance within broad initiatives.

## Key Outputs

- Core Strategy & Plan
- Roadmap w/ Milestones
- Governance & Strategic Advisory Plan



# Innovation Strategy: Resource Commitments (Team & Time)



# How we think about partnering

## Innovation Strategy requires:

### Interested in Innovation & Change

A keen interest to explore how Amazon approaches strategic initiatives to break down large opportunities into actionable workstreams for innovation.

### Collaborative & Open

Your team is excited to share and improve our understanding of your mission and business outcomes, capabilities, potential use cases, and overall goals & objectives

### Views Innovation as A Strategic Priority

Your team is focused on developing an Innovation strategy that leverages a Think Big approach to drive disruptive and unique new products, services, and experiences.

### Ready to Act

We work with organizations whose teams are ready to act on the strategy we develop together and builds a new service/ tool that delivers unique end user value.

## AWS PROCESS & COMMITMENT

### INNOVATION STRATEGY ENGAGEMENT

## 1/ Engage & Diagnose

## 2/ Define & Prioritize

## 3/ Plan & Execute



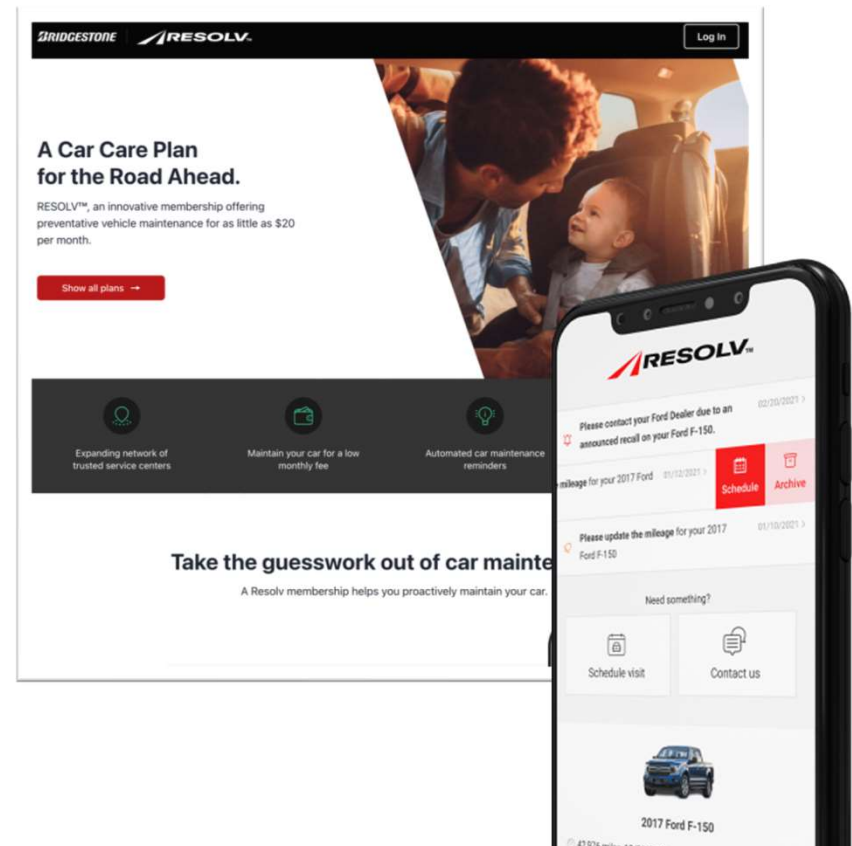


# Case Studies/Examples





**How might we create a service that reduces stress, minimizes downtime and let's you drive with confidence – offering carefree maintenance for the road ahead.**





**Major  
Automotive  
Technology  
Provider**

## The Ask

The automotive market is changing and profits are getting lower. Shoppers are more savvy and expect a smoother buying experience. This customer approached AWS and asked **“Can AWS innovate with us to take a new industry changing product to market?”**

## The Transformation

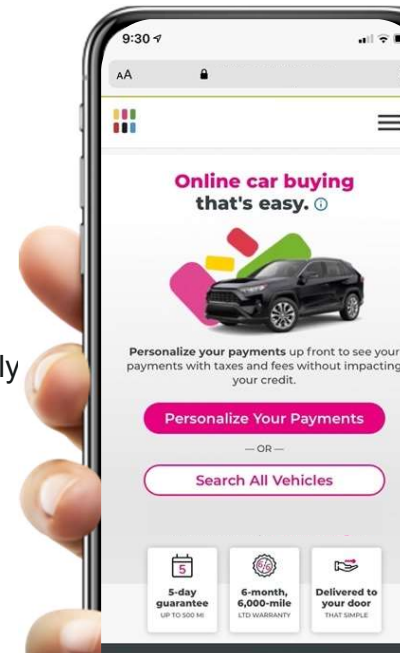
- Consumer engagement
- Automation – Financing, contracting, delivery
- Personnel changes (less paperwork, more value added tasks)
- Financing and profit generation

## The Result

- ✓ B2B2C Multi-tenant product launched
- ✓ 25+ Dealers leveraging the platform

## Industry Firsts

- ✓ Personalized, all-in reliable monthly payments\*
- ✓ Financing and aftermarket automation
- ✓ Intelligent application routing to lenders



INNOVATION STRATEGY

# Sample Engagement Agenda



# Delivery Formats

REMOTE / IN-PERSON

COLLABORATIVE REMOTE

## Engage & Diagnose

### Strategy Foundations - REMOTE

- Request Checklist Material
- Create Relevant Questions List
- Aggregate Insights
- Synthesize into 2-pg Canvas

- Executive Alignment – IN PERSON**
- At Customer or Amazon Office
  - Part of an EBC

OR

### Executive Alignment – REMOTE

- Online via Miro or PPT

## Define & Prioritize

2 consecutive day workshop

Define the Vision  
AND  
Map the Pathways

- In-Person Day 1

+

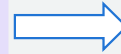
Prioritize the Pathways

- In-Person Day 2

2 workshop days across 2 weeks

Define the Vision  
AND  
Map the Pathways

- In-Person 1-2 Days



Prioritize the Pathways

- In-Person Week 2+

OR 3 separate meetings (combo of remote or in-person)

Define the Vision  
 In-Person Or Remote  
Week 1

Map the Pathways  
 In-Person or Remote  
Week 2

Prioritize the Pathways  
 In-Person or Remote  
Week 3

## Plan & Execute

- Multiple calls/meetings
- Collaborative workspace
- Agreed upon planning tools



INNOVATION STRATEGY

# Questions & Next Steps



# Think big, but start small with high-impact projects

## Participants

### 1 Identify teams

Strategy Foundations

Executive Alignment

Define the Vision

Map the Pathways

Prioritize the Pathways

## Meeting Format

### 2 In person/ remote

Strategy Foundations

Executive Alignment

Define the Vision

Map the Pathways

Prioritize the Pathways

## Timeline

### 3 Milestones

Strategy Foundations

Executive Alignment

Define the Vision

Map the Pathways

Prioritize the Pathways

# Think big, but start small with high-impact projects

Questions for follow up

**1** Identify open questions



Data & Details to share

**2** Documents & Assets to share



Actionable next steps

**3** Who is doing what when







# Thank you!

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