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# ENGAGE 2019

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# Driving Transformation Through Innovation



**Gene Farrell**  
Chief Product Officer  
Smartsheet



# Transformation



# Innovation





Why is it so hard  
for companies  
to innovate?

Even the world's  
largest companies  
never stop transforming



# Reinventing the fountain experience with Coca-Cola Freestyle



# Why innovate?

**\$4B**

**16%**

**77%**

**20%**

**2-3%**

**1886**



# of company brands = 1

# of brands available on fountain = 1

**2010**



# of company brands = +3,000

# of brands available on fountain = 8



Consumers  
have more  
beverage  
choices than  
ever before

# Why Freestyle was successful



Senior leadership sponsorship



Small, dedicated team



Work backwards from the customer



Discipline process stage gate for process management (risk & investments)





# Amazon launches AWS

## Amazon Web Services Launches

SEATTLE--(BUSINESS WIRE)--March 14, 2006-- S3 Provides Application Programming Interface for Highly Scalable, Reliable, Low-Latency Storage at Very Low Costs

Amazon Web Services today announced "Amazon S3(TM)," a simple storage service that offers software developers a highly scalable, reliable, and low-latency data storage infrastructure at very low costs. Amazon S3 is available today at <http://aws.amazon.com/s3>.

Amazon S3 is storage for the Internet. It's designed to make web-scale computing easier for developers. Amazon S3 provides a simple web services interface that can be used to store and retrieve any amount of data, at any time, from anywhere on the web. It gives any developer access to the same highly scalable, reliable, fast, inexpensive data storage infrastructure that Amazon uses to run its own global network of web sites. The service aims to maximize benefits of scale and to pass those benefits on to developers.

### Amazon S3 Functionality

Amazon S3 is intentionally built with a minimal feature set. The focus is on simplicity and robustness.

- Write, read, and delete objects containing from 1 byte to 5 gigabytes of data each. The number of objects that can be stored is unlimited.
- Each object is stored and retrieved via a unique developer-assigned key.
- Objects can be made private or public, and rights can be assigned to specific users.
- Uses standards-based REST and SOAP interfaces designed to work with any Internet-development toolkit.

### Amazon S3 Design Requirements

Amazon built S3 to fulfill the following design requirements:

- Scalable: Amazon S3 can scale in terms of storage, request rate, and users to support an unlimited number of web-scale applications. It uses scale as an advantage; adding nodes to the system increases, not decreases, its availability, speed, throughput, capacity, and robustness.

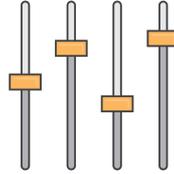
# The risky bet that paid off



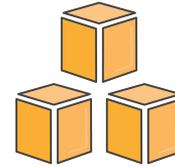
# Why AWS was successful



**Who they hire**



**How they organize**



**Use AWS**



**Institutional  
yes**



**How they think about  
business opportunities**



**Willing to fail**

AWS is now the fastest  
growing software  
company in history!





**Chris Marsh**  
Research Director  
451 Research



**Miguel Urquijo Murillo**  
Technology Project Manager  
Selina



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