

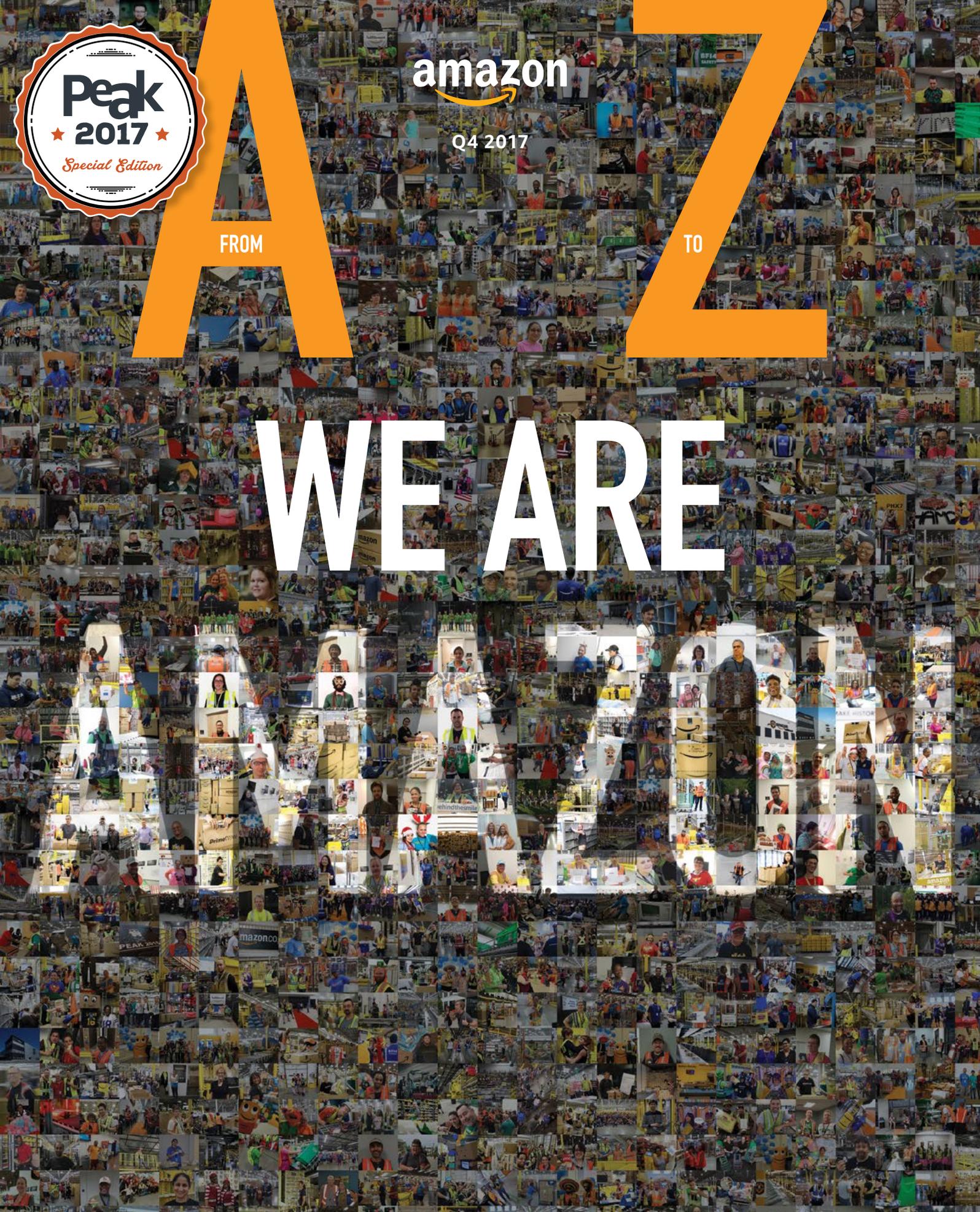


amazon

Q4 2017

FROM TO

WE ARE



GRAB YOUR PEAK PRO GUIDE INSIDE →

# Peak 2017!

Whether it's your first Peak or your 15th, there's nothing like experiencing Peak at Amazon.

## WHAT IS PEAK?

**Peak (pēk) noun:**

1. Amazon's holiday season and busiest time of year.
2. Measurement for tenure at Amazon.
3. A one-of-a-kind Amazon experience.

Whether you're a picker, a packer, or a stower; a problem solver, water spider, or an Ambassador, we're all working hard together to meet the same goal of delighting our customers.

You'll create lasting memories with your coworkers during Peak, and you'll finish the season knowing you made history, helped customers in extraordinary ways and achieved more than you probably thought possible. That's why Peak is a one-of-a-kind Amazon experience.

Be safe, ask for help and don't forget to have some fun!

## POWERING THROUGH PEAK

### We're here to help!

There are a number of resources to help you along the way through Peak. Here are a few:

U.S.  
1-888-891-7180  
CANADA  
1-877-467-1383  
MEXICO  
01-800-062-3471

**ERC**  
Employee  
Resource  
Center

HR and Your  
Manager

Peak Pro  
Guide  
*see page 8*

Voice of the  
Associate Board

amazonhub

InSTALLments

Stand-ups

# HOLIDAY HEROES behind the scenes



**Peak 2016 fun fact**  
Customers purchased enough running shoes to run 170 times around the sun.

## Delivering a billion holiday wishes

During Peak season, Amazon Operations doubles down to exceed customer expectations all around the world. We ship more than a billion products to nearly every corner of the earth, and go above and beyond to delight our customers in ways they don't expect. It's how we make history each Peak season, but we couldn't do it without the Amazonians who work behind the scenes to make it all happen.



**Peak 2016 fun fact**  
Enough luggage was purchased to fill 20 Boeing 747 airplanes.

### OUR 'AMAZON FAMILY'

A customer who lives in a nursing home calls **U.S. Customer Service Agents (CSA)** on a weekly basis, most often just to check on her "Amazon family." She says they make her day brighter because she knows the person on the other side of the line cares. During Peak 2016, the **LEX CSA team in Winchester, Kentucky**, sent a personalized holiday care package to her, including local and handmade items along with Amazon swag.

### FULFILLED BY AMAZON... AND IRON MAN

**Maude Breteau, Customer Service Agent in France**, turned a delayed Christmas delivery into an unforgettable moment for a young cancer patient during Peak 2016. Maude located the package and worked with the Transportation team, carrier and hospital staff to ensure it arrived to the child on time. She even arranged for the gift to be delivered by Iron Man, after she heard that he was the patient's favorite super hero.

### CUSTOMER OBSESSION SAVES CHRISTMAS

Just before 6 p.m. on December 23, 2016, **MKC4 General Manager Mark Marzano** called **STL4 General Manager Jason Speedy** to let him know a customer's order in Illinois was in danger of being delayed. Mark offered to meet Jason halfway between the fulfillment centers for a hand-off and delivery. **Senior Operations Manager Steve Gilbertson** joined as Jason's co-pilot, and after a two-hour drive, they met Mark in Missouri. By 8 a.m. the following morning, the customer had the gift in hand—a lava lamp personally delivered to his front door.

### 'OPERATION KRINGLE'

After opening a damaged gift from Santa, young Macey's Christmas spirit and belief in Santa were crushed. **Jeremiah Spivey, Executive Customer Relations Specialist for North America**, received the email from her heartbroken grandmother and orchestrated "Operation Kringle." He worked with the customer to find two art sets that would delight Macey, then organized a special front-door delivery by a Customer Service Manager dressed as Santa. The whole family's Christmas spirit was restored!

### AN ELF'S EXPLANATION

A doll house that a customer ordered for his daughter was lost in transit, and while **Elisabetta Antichi from the Amazon.it Customer Service** team couldn't get it delivered in time for Christmas, she wrote a clever note as Santa's Elf that offered an explanation, apology, and promise to fix it soon. The customer (Daniel) was so thrilled with Elisabetta's help that he tweeted about it.

*...The tea splashed on your letter, blotching the ink and as a result he forgot to add your doll house to his sack.... Santa feels badly and is organizing a special trip back to your house to deliver the doll house....*  
Merry Christmas,  
Santa's Elf



**Peak 2016 fun fact**

More than one billion items shipped worldwide with Prime and Fulfillment by Amazon.





**“ I encourage you to have a great holiday, keep everybody safe and treat customers well.**

– Dave Clark, SVP of Worldwide Operations, 20 Peaks

# PEAK PRO TIPS

**“ Plan as if you're going to Disneyland. Arrive early for parking, wear insoles, bring plenty of snacks and have fun!**

– Sammy Bryant, SNA6, 1 Peak



**“ Remember the importance of your job and that we make someone's holiday happier—no matter how insignificant a process may seem.**

Communicate schedule to family and friends to maintain work/life balance.

Drink plenty of water—stay hydrated.

– CVG1 associates



**“ Hit the ground "running" with extreme cheeriness. It infects others and starts out your day on the right note.**

– Helen Eshleman, ABE2, 7 Peaks



**“ Summarize lessons learned daily, weekly and quarterly.**

– Xiangguang Zeng, Fulfillment Associate, SHA2



**Did you know?**

Jeff Wilke, CEO of Worldwide Consumer, wears his flannel shirt during Peak season as a nod to all of the Operations Amazonians filling holiday orders.



India



## Peak in India

As part of a Peak celebration for Ethnic Day in India, associates at the MAAD sort center in Chennai, recently dressed up for work and participated in a fashion show. Twenty associates walked the runway and posed for photos, as their teammates in the crowd cheered them on.

# PEAK AROUND THE WORLD

Italy



## Italy Peak competition with Chef Rubio

During Peak 2016, associates at the MXP5 fulfillment center in Piacenza, Italy, brought their culinary skills to work with them when the site held a cooking competition hosted by the award-winning Chef Rubio. The challenge: associates cooked tortillas with the few ingredients provided, and Chef Rubio chose the winner.

Middle East and Egypt



## Delivering Peak in the Middle East

Meet Souq! Amazon's new company for the online retail market in Middle East and Egypt. Similar to Black Friday in the U.S., Souq invented and holds a four-day sale called White Friday where they offer the lowest prices of the year on thousands of online items. This year, customers in these regions will also be able to shop for Amazon Basics products on Souq.com.

# peak

# IT'S ALWAYS day 1

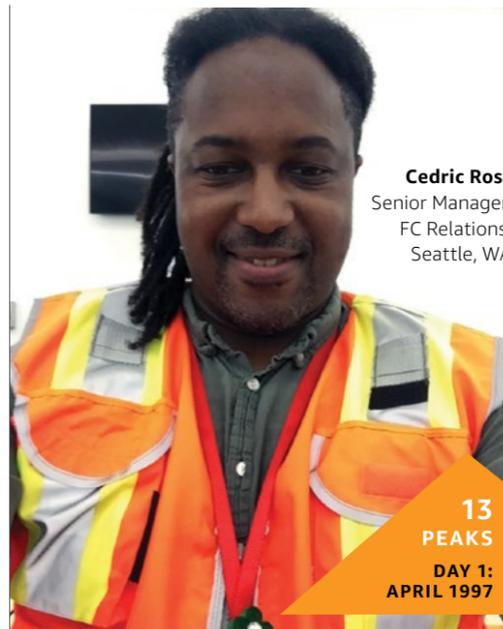
When Amazon.com went live on the World Wide Web back in 1995, there weren't any warehouses to ship our inventory from; no advanced technology to help us stow, pick, pack or deliver customer orders. But that didn't stop us from thinking big. Now, 22 years later, the worldwide Amazon Operations network includes hundreds of thousands of Amazonians—all with different journeys and Day 1 stories to tell.



**Jeff Bezos**  
Founder and CEO

In the early days of Amazon before there were fulfillment centers, Jeff and his small team would pack customer book orders on the concrete floor of his garage. On one occasion, Jeff turned to the person next to him and said, "This packing is killing me. You know what we need? We need knee pads!" His teammate stopped for a moment, gave him a puzzling look, then said, "What we need are packing tables." Jeff acknowledged packing tables were a better idea and set them up the next day—making a quick improvement that allowed the team to double productivity!

**22**  
PEAKS  
DAY 1:  
JULY 1994



**Cedric Ross**  
Senior Manager,  
FC Relations,  
Seattle, WA

**13**  
PEAKS  
DAY 1:  
APRIL 1997

Cedric was one of the first associates in the Seattle Distribution Center before it became an official fulfillment center. He stayed with Amazon for nine years, took a break to pursue other opportunities, then came back in 2014. "We were picking customer items using paper, pencil and a library cart," he said of the early days at Amazon. "Associates would move from the inbound area to the outbound area to follow the flow of orders. It was amazing to know that we were establishing a legacy of innovation."



**Carmen García**  
Production Lead,  
MAD4, Madrid, Spain

**5**  
PEAKS  
DAY 1:  
JULY 2012

Carmen values the family-like atmosphere she feels when she comes to work. "Every day here feels like a positive challenge, especially working so closely with my team."

**DAY 1: MARCH 1997**  
**20**  
PEAKS

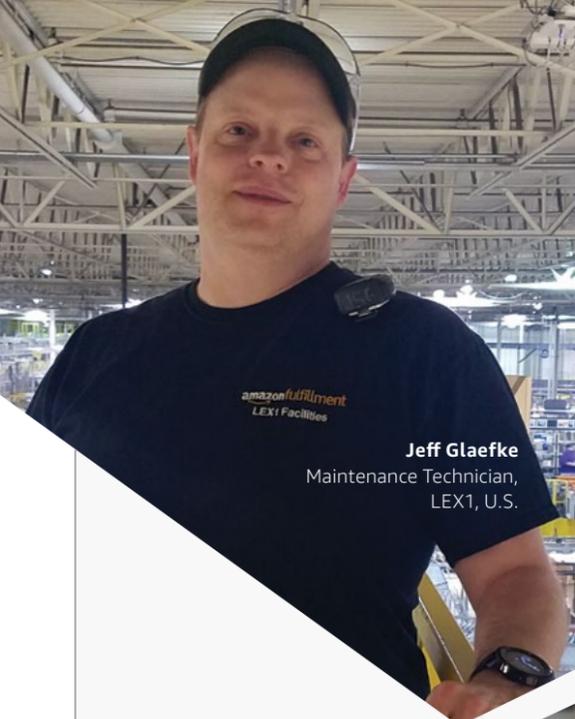
"The ad simply read 'Internet Bookstore – Help wanted, inquire @...'. At the time, to most people the internet was a magical mystery... Some of my favorite memories from that time were, believe it or not, working late into the evening. Not having to, but wanting to. We refused to go home until all of the customers' orders were picked, packed, shipped and staged for pick up."

One of Chieko's favorite Peak memories was a unique phone conversation with a customer, which surprisingly had nothing to do with a recent order. "A customer thanked me for identifying the name of a classic song that they sang over the phone because they couldn't remember what it was called; it was Masatoshi Nakamura's 'Fureai.'"

**Chieko Nakayama**  
Customer Service  
Resolution Specialist,  
CTS10, Sapporo, Japan

**14**  
PEAKS  
DAY 1:  
OCTOBER 2003

Learn and Be Curious  
Dive Deep  
Ownership  
Earn Trust

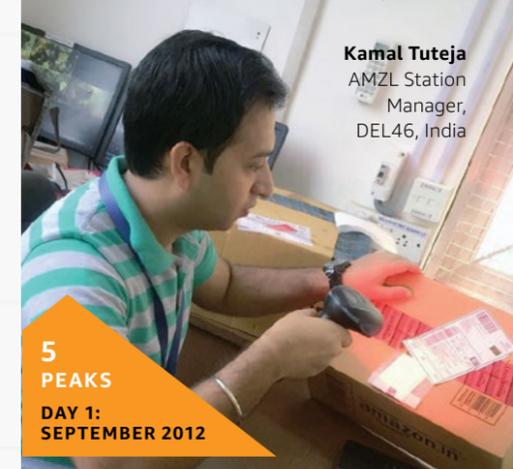


**Jeff Glaefke**  
Maintenance Technician,  
LEX1, U.S.

**Tomasz Polacz**  
FC PIT Trainer,  
WRO1, Poland

**6**  
PEAKS  
DAY 1:  
AUGUST 2011

"I initially wanted to stay here for just a short while. Fortunately, I didn't have to. I was quickly promoted because the company offers fantastic chances to develop. The atmosphere at work is amazing. And so my short adventure turned into a long one and I have no regrets."



**Kamal Tuteja**  
AMZL Station  
Manager,  
DEL46, India

**5**  
PEAKS  
DAY 1:  
SEPTEMBER 2012

"I am proud to have started my career as an L3 and have become an L5 station manager in five years. Amazon recognition is truly by effort, hard work and customer obsession."



**Valérie Chamberland**  
Tier 3  
FC Associate,  
ORY1, France

**16**  
PEAKS  
DAY 1:  
JULY 2000

"I entered a completely empty fulfillment center [with] 30/40 people motivated to launch the first FC in France. We had to create everything! After 17 years, I can say that things still evolve."

# ALWAYS innovating

From inventions in Operations to high-tech devices for customers, we've worked together to become one of the world's most well-known trailblazers of innovation. Read on to learn more about Amazon innovations, big and small, that have improved the customer experience.

Demand for Amazon fulfillment led to the launch of our own cargo airline. We unveiled the first **PRIME AIR** airplane in August 2016, and have since increased the fleet to 30 planes that provide shipping capacity and flexibility for peak periods.



**HAND SCANNERS** radically changed fulfillment center (FC) associates' work in 1997. Before scanners, the FC workforce had to manually track—usually by paper—which items were shipped and received by their buildings, an item's specific location within the building, its shipping timeline, and more. Today, the scanner software continuously improves algorithms to direct pickers to items.

In 1998, the **SLAM (Scan, Label, Apply, Manifest)** process introduced an easy new way to easily create barcodes with customer-specific information for packaging labels. It has since been revolutionary in speeding up packing and ensuring accurate delivery.

In 2011, an Amazon fulfillment center crossed the threshold of processing more than 1 million items in a single day—thanks in large part to the **AMAZON FULFILLMENT ENGINE (AFE)**. AFE is now a universal process used across Amazon, and only at Amazon, to support high order volumes, streamline the Pack process and allow packages with single and multiple items to be processed through the same system.

Since Amazon's acquisition of Kiva Systems, Inc. in 2012, Amazon has broken ground in enabling fulfillment centers' capacity and efficiency. Because of **AMAZON ROBOTICS** (its official name since 2015), we can store nearly 50% more items in fulfillment centers with robots than in non-robotics facilities of similar size. The robots also streamline processes like rebin and stow to make associates' jobs easier.

In 2013, two PHX6 Amazonians invented a **SYSTEM TO SEPARATE JIFFIES FROM SORT CONVEYORS**, protecting the smaller products and putting them on the correct path to on-time shipping. In 2016, associates Hal Mueller and Louis Smarzinski were awarded a patent for the invention which has since been implemented in other Amazon fulfillment centers in the U.S.

**"Our job is to invent new options that nobody's ever thought of before and see if customers like them." – Jeff Bezos**

Invent and Simplify  
Think Big  
Bias for Action



In the latest delivery innovation, Amazon made its first **DELIVERY BY DRONE** during Peak 2016 in the U.K. The order placement to deliver process took only 13 minutes!



**MARCH 2015**  
Dash Buttons

**OCTOBER 2017**  
Echo Connect  
Echo Plus  
Echo Spot



**PEAK 2014**  
Amazon Echo



**APRIL 2014**  
Amazon Fire TV  
**OCTOBER 2014**  
Fire TV Stick



**2007**  
First Kindle  
(with nine more versions since!)



Special  
Unique  
Offbeat  
Unusual  
Surprising  
Remarkable...

Have something "peculiar" to share about what it means to be an Amazonian?  
Let the world know! Share photos of your team, work event or any other fun  
Amazon memories that show what life #behindthesmile is really like. Who  
knows, you may see your photo in the next issue of *From A to Z!*



# #behind the smile



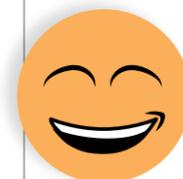
**@jason804**  
**MGE1**  
"Amazon @#MGE1  
celebrating their 1 year  
Anniversary!"



**@lanetteceleste**  
"Friends at Ont8 Peakfest 2017"



**@drewski2steel**  
**BW12**  
"Have fun, work hard, make history!  
Awarded the bEAST Regional Director  
Pin from our RD!"



**@ceecesanders**  
"Our #logisticscenter in #dortmund is  
officially #launched. Having a lot of #fun  
on our launch day."



**@taybow.art**  
**SAT2**  
"Excited to train new  
associates on Sunday!  
Loving the blue vest."



**@kuttinkitten**  
**DFW7**  
"When Amazon delivers a package to  
the wrong address at an Amazonian  
house, you take it to where it belongs."



**@feroz.ak**  
**SNA12**  
"Intense conversations with smart folks,  
lots of good food with lifelong friends...  
end of clearly a very successful work trip  
to Dubai."



Work hard.

# HAVE FUN.

Make history.

Which five items were top sellers in Peak 2016?



### ANSWERS

#### LOGO HISTORY

A: 2000  
B: 1997  
C: 1998  
D: 1994

#### PEAK BEST-SELLERS

A: Kala Learn To Play Ukulele Starter Kit; C: Levi's Men's 501 Original Fit Jeans; E: Echo Dot; F: Finding Dory; H: L'Occitane Shea Butter Hand Cream

#### Q4 EMOJI SENTENCE

December '19 was the peak worldwide shipping day in 2016. Last Peak, more than 72% of Amazon customers shopped on a mobile device.

#### Q3 EMOJI SENTENCE

Did you know? During 2016 Prime Day toilet paper was the top-selling item in the U.S. and Canada's top-selling device, and Canada's top-selling item was headphones.

Guess the year

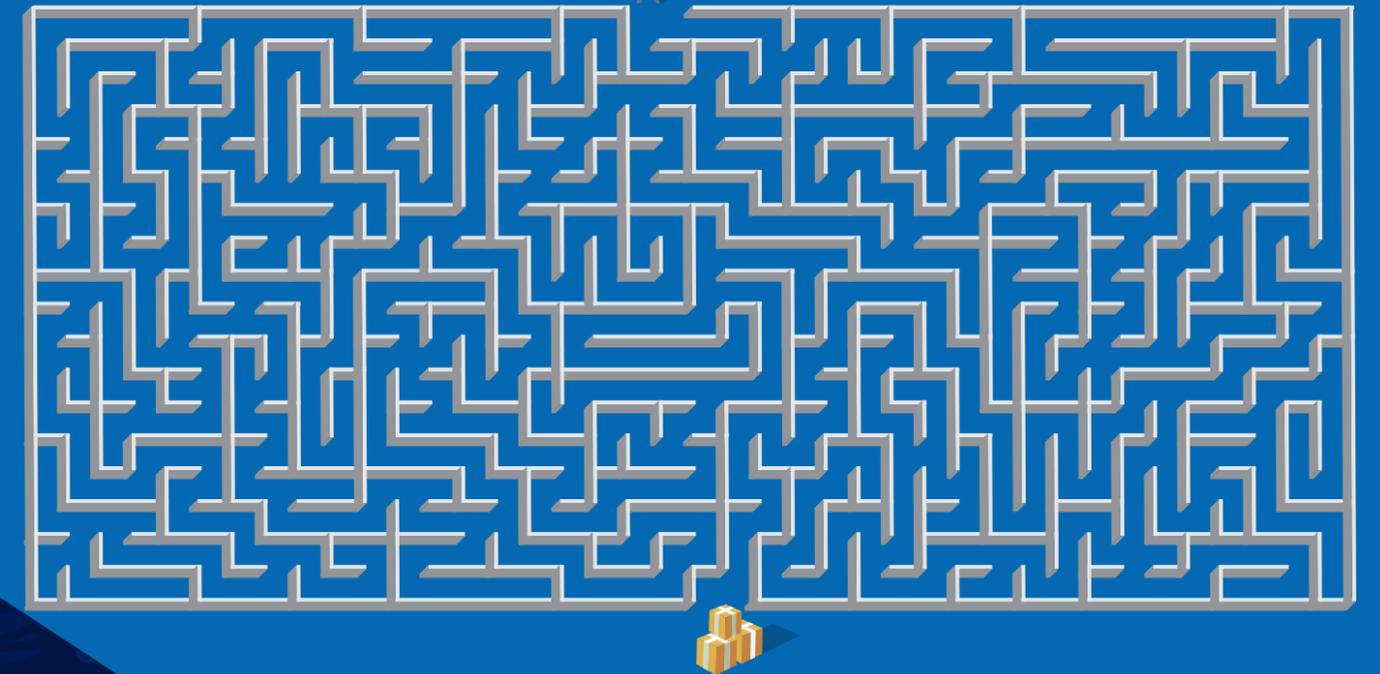
What year was each logo introduced?

- A 
- B 
- C 
- D 

Solve the puzzle

❄️ 1 9 🏔️ 🌐 📦 🚚 2 0 1 6 . ⬅️ 🏔️ , > 7 2 % of amazon 👤 🛍️ on 📱

Find your way to the boxes



Can you spot the difference? 🔍

Let us know if you spot the six differences at [peccysays@amazon.com](mailto:peccysays@amazon.com).





Thank you  
for your  
hard work  
this Peak!



### Calling all artists!

Amazonians have artistic talents to share! Send your artwork to [peccysays@amazon.com](mailto:peccysays@amazon.com) and it may appear in *From A to Z*.

Artwork by associates at ONT5 and LTN2



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