arc
Executive Education

MANAGING LIKE AMAZON

BY THE AMAZON SENIOR TEAM DUO WHO DEVELOPED BEZOS MANAGEMENT SYSTEM

3rd Edition

Managing Like Amazon

Executive Development Program

This program is designed for senior executives who want to see and understand how Amazon's Culture and *Operating Cadence* works - the set of repeatable processes through which strategy is built and translated into action, measured, reviewed, and refined. It is like opening the door to Jeff Bezos S-Team room and hearing first-hand how decisions are made.

Program Instructors

Colin Bryar

12 years Jeff Bezos Shadow and Former Amazon VP and Chief of Staff. Played a central role in developing many of the company's most enduring leadership and operational systems.

Bill Carr

15 years VP of Amazon Prime and Bezos S-Team Member. Under his leadership, Amazon developed the systems and disciplines that now power its success in entertainment and subscription services.

Audience

CEO's, COO's and other executive roles. Limited to 30 executives.

Duration & Location

4, 5 & 6 May 2026 in-person at Quinta da Caçabrava, Tomar, Portugal.
Airport private transfer is provided.

Program Overview

We will explore a set of core issues that shape how organizations perform: decision cycles, culture, designing and building a true flywheel, effective planning, decision-making, measurement, plus identifying and implementing new initiatives to drive growth and efficiency.

Companies that achieve sustained, scalable results manage these areas through a set of formal, repeatable processes. Together, these processes define a company's Operating Cadence.

Jeff Bezos captured this idea clearly in his 2016 shareholder letter: "Good process serves you so you can serve customers. But if you're not watchful, the process can become the thing. This can happen very easily in large organizations. The process becomes the proxy for the result you want. You stop looking at outcomes and just make sure you're doing the process right."

We also aim to make the case that the following decisions should not be delegated by executives:

- *Along what dimensions do we create value for customers, or what is our strategic direction? Best if articulated by a Flywheel and should not change from quarter to quarter or year to year. Minor adjustments, based on results and experience, over a period of years are appropriate.*
- *How will the company measure success and progress against the flywheel or strategy (besides the obvious output metrics)?*
- *What are the input metrics that give us an understanding of and visibility into how we control and drive our desired customer experience and business performance?*
- *Where and how should we invest? How should we allocate our (precious) resources to the many initiatives and ventures we might pursue? And, which of these should we decide not to do based on the capacity of our organization?*

Every company should operate from a clear operating plan, built around SMART goals for both output and input metrics, a defined set of initiatives, and explicit resource allocation.

All of this sounds simple, and in many ways it is. The challenge grows with the size and complexity of the organization. The solution is neither new nor secret. Every successful company has an Operating Cadence: how plans are created, tracked, and adapted over time.

I invite you to come with an open mind, and I hope you leave inspired to shape and strengthen your own operating cadence.

C. Bryar Bill Carr

Program Agenda

4th May

16:30 - 21:00 | Amazon Operating Cadence and Meet & Greet Dinner

Colin Bryar and Bill Carr will kick things off with a comprehensive preview of the next two days and the first hour lecture on the big picture of Amazon's Operating Cadence.

5th May

9:00 - 10:00 | Amazon Operating Cadence and Decision Cycles

10:00 - 13:00 | Annual Operating Plan, Planning cycle and S-Team Goals

We'll describe how to effectively develop annual operating plans at the company and business unit level. A good operating plan results in companywide alignment on metrics, initiatives, resources and organizational structure/leadership. We will also dive into Amazon S-team goal setting.

13:00 - 14:00 | Lunch - Local dish crafted by our dedicated Chef

14:00 - 16:00 | Monthly and Quarterly Business Reviews (MBR/QBR)

How Amazon approaches MBRs and QBRs and how they use it to measure progress against your Annual Operating Plan and know when to make a course-correction.

16:30 - 18:00 | Leadership Principles and Hiring - Get The Right People On The Bus

Deep dive into Amazon's Leadership Principles & Bar Raiser Hiring Process — Amazon's disciplined, data-driven approach to hiring exceptional talent. This method transforms recruiting into a scalable, repeatable, and bias-resistant system, ensuring every hire raises the bar for leadership and performance.

18:00 - 21:00 | Network Backyard Grill

6th May

09:00 - 11:00 | Flywheel. Beyond The Concept and Real Application of Inputs-Outputs

Deep dive into Jim Collins Flywhell concept. Then, discover and establish the right collection of output and input metrics, guide activity, and measure flywheel progress. Identifying and focusing on controllable customer-facing input metrics yield small wins.

11:30 - 13:00 | Input Metrics and Flywheel Breakout Session

Reflect on your flywheel and its characteristics. Break into teams to start with one or more of your company's output metrics and generate a comprehensive list of input metrics to measure the prograss of your flywheel. Get back together as a group and discuss it with Colin and Bill.

13:00 - 14:00 | Lunch - Local dish crafted by our dedicated Chef

14:00 - 16:00 | The Weekly Business Review (WBR) - Getting rhythm right

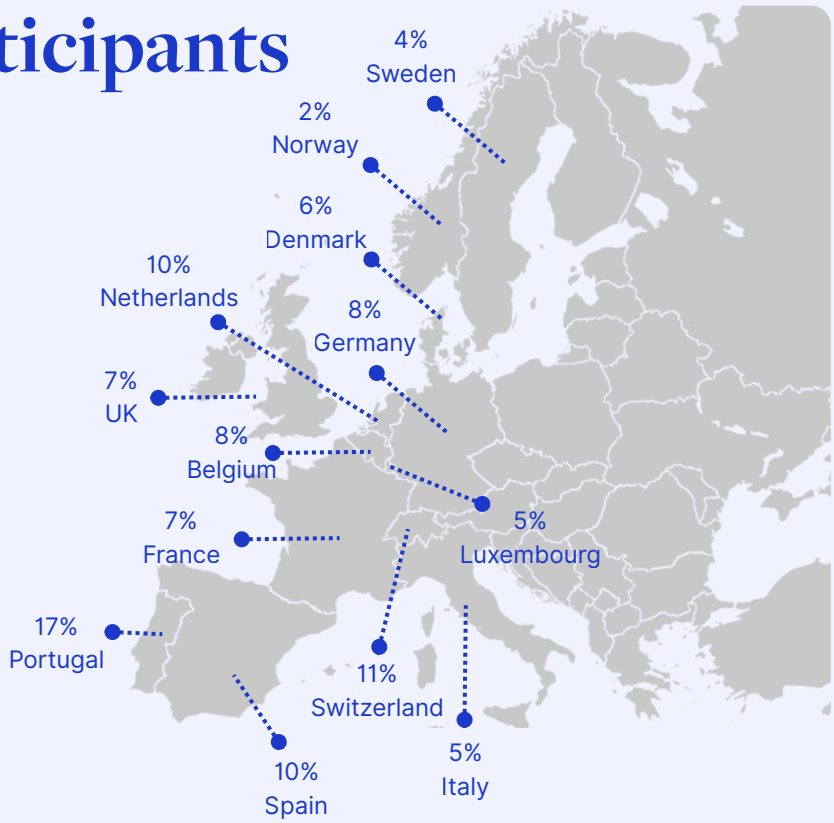
We'll go in detail on what's a great WBR and dive into output and input metrics covering all business units, the customer experience, financial results, and critical operational metrics from all functions. This will include detailed explanations of how the report should be built (and how not to do it).

16:30 - 18:00 | Initiatives and Innovation - PR/FAQ and Narratives

Most companies we've observed have many more ideas than they can implement. Yet they also lack a formal, efficient process for identifying the best ideas, improving them from their original state, and deciding which ones to greenlight. We'll deconstruct the "PR/FAQ" method for developing, iterating, debating, and aligning on a prioritized list of new initiatives that will deliver the greatest impact. Also, how this process fits within the Operating Plan, planning cycle and decision rhythm.

18:00 - 18:30 | Closing Session

Past Participants



Alessandro Cattelan, COO, Translated

"Colin offered an eye-opening look into the leadership principles and operational strategies behind Amazon's success. I wholeheartedly recommend this program to anyone ready to up their game and embrace Amazon's innovative culture. Kudos to Arc for the flawless organization"

Ramon Kok, CEO, Manutan Group

"Engage at this personal level with everyone is extremely valuable. Learning from someone like Colin was a very unique thing. It's clear to me how Amazon does it and I'm quite confident that I can cascade it into our organization."

Rui Cordeiro, CEO, Critical Techworks

"An intense, rewarding two-day experience built on real-world sharing. Its value comes from understanding the examples and adapting their underlying ideas to your own situation."

Chris Timmerman, CEO, Waeg - an IBM Company

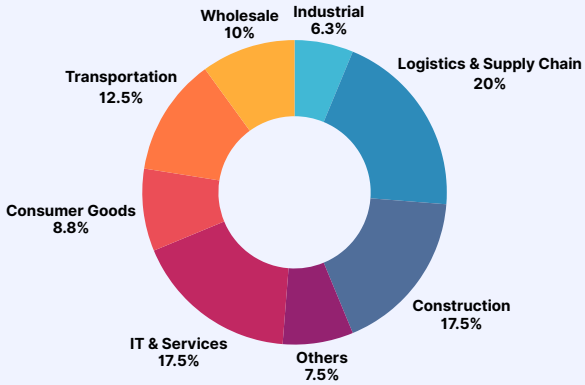
"My fourth program with Arc. Consistently high-quality experiences with senior-level peers."

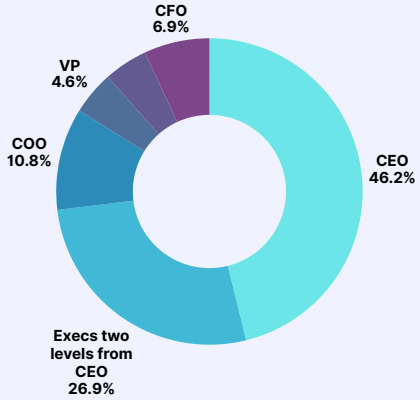
Luis Candeias, CEO, Siemens Mobility

"Learning from Colin Bryar was an enriching experience, it was like opening the door to Amazon's executive board room and hearing first-hand how leadership built on clarity, based on data and KPIs and with an obsession with the customer makes a real impact on day-to-day management."

José Medeiros, CEO, MCG

"The network was perfect, a lot of high level people that we can share ideas. Was amazing to hear from Colin, and the way he teach simple things that we can relate and implement in our companies. It was a really really great program."





IBM
VISA
SIEMENS
CONVOTIS IBERIA
PHILIPS
LVMH
alterDomus*
INDITEX
kencko
sky NEWS
MEDWAY
marine instruments
BMW
translated.
YAZAKI
SHIONOGI
Critical TechWorks
KPMG
OXFORD INSTRUMENTS
Vinted
Manutan
newtone
Vhi HEALTHCARE
NESPRESSO

What’s Included

Workbook & Playbook

Receive two exclusive books filled with amazon's frameworks and systems, designed to guide your journey.

Meet & Greet

Kick off the program by connecting with Colin and Bill, and fellow participants on 4th May at the picturesque city of Tomar.

Backyard Grill Experience

Savor premium-cut meat, with music setting the perfect backdrop for engaging conversations on 5th May.

Accommodation & Food

The Hotel dos Templários, from 1967, is a prestigious four-star sanctuary in Tomar that seamlessly blends the noble heritage of the Knights Templar with timeless elegance, offering refined hospitality and breathtaking views of the UNESCO-listed Convent of Christ.

Participation Fee

4800€ + VAT

0% VAT for non-portuguese companies

Date

4, 5 & 6 May 2026
Fully lectured by Colin Bryar and Bill Carr

Venue

Quinta da Caçabrava
Tomar, Portugal

Audience

CEO's, COO's and other executive roles.
Limited to 30 executives.

Accommodation

Hotel dos Templários 4* Tomar

Contacts

António Ferreira
Founder, Arc Executive Education
--
+351 914 793 351
antonio@arc-edu.org

Program Venue

Quinta da Caçabrava

Quinta da *Caçabrava* is a charming lodge and estate in the peaceful countryside surrounding Tomar, Portugal.

Originally conceived as a traditional hunting lodge in 1926, the property retains its authentic character while being fully immersed in nature, surrounded by open fields, hills, woodlands, and a quiet atmosphere.

For the third time, Colin Bryar will be conducting this program at Quinta da *Caçabrava*, a location deliberately chosen to create space for deep thinking and discussion. Being intentionally located outside the city, free from urban noise and distractions.

Sessions will be complemented by time outdoors, including open-air meals such as a relaxed barbecue on a sunny day.

About Arc Executive Education

Founded in 2018, Arc is an executive education company based in the historic city of Tomar, Portugal. After several transformations and more than 100 programs delivered, having trained over 1,000 alumni, Arc now dedicates itself exclusively to bringing together experts from some of the world's most respected companies to share their knowledge and lived experience.

Built around real case studies, open discussion, and peer exchange. Arc programs emphasize practical insight and applied thinking. Over the years, Arc has earned the trust of executives across Europe through consistently high-quality programs.

Arc Founders

António Ferreira
Co-Founder at Arc Executive Education

João Cascão
Co-Founder at Arc Executive Education

Program Advisor

João Machado
Chief Digital Transformation at McDonald's

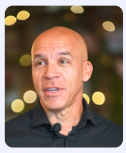
Arc Instructors Across Other Programs

Prof. Dave Ulrich
The Father of Modern HR

Prasad Setty
Former Vice President of People Operations at Google

Prof. Aswath Damodaran
The Dean of Valuation

Ken Schmidt & Martin Flaherty
Former CMO at Harley-Davidson & Former Brand Advisor at Coca-Cola



Greg Hoffman
Former Chief Marketing Officer at Nike

Liz Muller
Former Senior Vice President and Chief Innovation at Starbucks

Instructors mentioned here are from other executive programs, not part of Managing Like Amazon Program.

Arc Executive Education is a brand operated by Farmin – Training & Consulting Unipessoal Lda
(PT515795895), based in Edificio Caçabrava s/n, 2305-101 Asseiceira, Tomar, Portugal.
This program is independently developed and is not affiliated with or endorsed by Amazon.com, Inc.