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INTRA Report

1. Abstract

Amazon, a multinational technology company established in 1994, operates across various industries such as e-commerce, cloud computing, digital streaming, and artificial intelligence. With a business model focused on providing convenient and reliable services to customers worldwide, Amazon has established itself as a leader in the tech industry.

During my project management internship at Amazon, I had the responsibility of planning, executing, and delivering projects related to an existing program. Specifically, I worked on an internal reporting tool for organizations and VP leadership. This involved managing business requests, collaborating with stakeholders, and improving the change process to ensure high delivery standards and customer satisfaction.

Throughout the internship, I gained essential skills such as teamwork, organization, presentation, and technical expertise in SQL Query basics. The nature of my work also enhanced my problem-solving abilities and adaptability, contributing to my overall professional growth.

Overall, the project management internship at Amazon provided valuable learning opportunities, practical experiences, and a deeper understanding of project management principles within the tech industry. It equipped me with the necessary skills and insights to thrive in the dynamic and fast-paced field of project management.

Reflecting on my experience as a whole, I found the internship at Amazon to be highly valuable. The company's commitment to innovation, supportive work environment, and emphasis on continuous learning made it an ideal place to develop my skills and knowledge. I would highly recommend this internship to future INTRA students, as it offers an excellent platform for professional growth and hands-on learning in a leading tech company.

2. SECTION A

3.1 Introduction

As a project management intern, I am responsible for the planning, execution, and delivery of projects related to an existing program. My work at Amazon is focused on an internal tool.

My purpose is to apply project-management best practices to make the team and process area I am in more efficient. I resolve blocking problems and facilitate delivery. I can assign individual responsibilities, develop appropriate milestones, and launch schedules to ensure timely and successful delivery of a project.

I take the time to learn the business needs and workflows involved in my projects (e.g., requirements, data sources, metrics, mechanisms, risks, key dependencies, any automation/tools, etc.).

Overall, the primary objective of a project manager is to ensure the successful completion of a project while meeting the needs of stakeholders and adhering to project constraints such as time, budget, and resources.

3.2 Company structure

Amazon is a multinational technology company, created in 1994, that operates in several industries including e-commerce, cloud computing, digital streaming, artificial intelligence, and more.

Amazon's primary industry is e-commerce, where it offers a vast selection of products and services for sale to customers worldwide through its online platform. The company offers a range of products, including books, electronics, clothing, home goods, and groceries.

Amazon is also a leader in cloud computing, offering a suite of services through Amazon Web Services (AWS). AWS provides cloud-based services to businesses of all sizes, including computing power, storage, and database solutions.

Amazon Prime Video is a streaming service that offers a range of original content, movies, and TV shows. The service is available in several countries and can be accessed through various devices, including smart TVs, mobile devices, and gaming consoles.

Amazon's Al-powered virtual assistant, Alexa, is integrated into several devices, including the Amazon Echo, to help users with tasks such as playing music, making phone calls, and setting reminders.

Amazon has also developed a robust advertising business that offers a range of services to advertisers, including display ads, sponsored products, and video ads. Finally, Amazon has built a vast logistics and transportation network to ensure timely delivery of products to customers worldwide. The company has established a fleet of

delivery vehicles and operates a network of distribution centers, fulfillment centers, and sorting facilities to ensure efficient delivery of goods.

In summary, Amazon operates in several industries, including e-commerce, cloud computing, digital streaming, artificial intelligence, advertising, and logistics and transportation. Its business model is centered on providing convenient and reliable services to customers worldwide.

Amazon is a publicly traded company, which means it is owned by many shareholders who hold shares of Amazon stock. As of 2021, Amazon's largest shareholder is founder and CEO Jeff Bezos, who owns around 11% of the company's shares. However, in February 2021, Bezos announced that he would step down as CEO, and his role was taken over by Andy Jassy.

Other significant shareholders in Amazon include institutional investors such as mutual funds, pension funds, and hedge funds. These investors hold large stakes in the company and have significant influence over its operations and direction.

Overall, Amazon is owned by a diverse group of investors who hold shares in the company, ranging from individual retail investors to large institutional investors.

Amazon has a massive customer base that includes millions of people worldwide. Its customer base includes people from all walks of life, from individual consumers to businesses of all sizes. The company has a reputation for providing high-quality products and services, as well as excellent customer service, which has contributed to its popularity and customer loyalty.

Amazon employs 1M5 persons around the world and has a total of 462 billion of assets in dollars. Amazon's profitability has been strong in recent years, driven by its dominant position in several industries. However, the company faces intense competition in each of these industries. While Amazon is the largest online retailer globally, it faces competition from other major players such as Walmart, Alibaba, and eBay. These companies are investing in their e-commerce capabilities and are working to capture a larger share of the online retail market. Amazon's cloud computing business, Amazon Web Services (AWS), is the market leader. However, competitors such as Microsoft Azure, Google Cloud, and IBM Cloud have been investing heavily in their cloud computing capabilities. Amazon Prime Video competes with other major streaming services such as Netflix and Disney+. These companies are working to capture a larger share of the streaming market.

Overall, Amazon's profitability could be impacted by increased competition in each of these industries. However, the company's strong brand, vast customer base, and significant investments in technology and innovation help it maintain its position as a dominant player in these industries.

3.3 Duties performed

Amazon Transportation Services is the organization responsible for management of linehauls. My department, Network Operations manages and execute network plans,

and my team's mission is to drive innovation and embrace automation which allows us to accelerate an optimal network plan. The team focus on leading strategic programs to step change the network visibility, increase flexibility, and improve accuracy. My internship's projects are focused on an internal reporting tool for organizations and VP leadership. My tasks consist of managing business requests and working with key stakeholders to deliver requests as well as improving the overall change process to ensure high delivery standards and customers satisfaction.

For instance, my first task here at Amazon was to create a Library of all ATS teams KPI. This would have offered a consolidated centralized view of all the concerned metrics and other advantages. I analyzed the overall requirements, discussed with relevant stakeholders to explore the best way to identify existing mechanisms that can meet the requirements of the KPI library and then submitted my recommendation in a one pager (APPENDIX 1). I presented this doc to Johannes- Head of Network Excellence team and Richa- Sr Program Managery and my direct manager. I also supported the readiness of a new Dashboard. I chased Persons of Contact (POC), collected business requests, raised tickets for the tech team on business behalf and followed up with relevant POCS.

I helped with a Weekly Business Review transition to our reporting tool, which implies the same work as for the new Dashboard.

3.4 Knowledge gained

At Amazon, there is a fundamental method by which things take place. In a complete process, you *build* a tool, drive *adoption* of the tool, and *inspect* the results to make course corrections. The first step is to identify an organization-level business recurring problem. Then, you design mechanisms that can bring you toward the results you seek. The mechanism is a success if the tool successfully transforms its inputs into the desired outputs (APPENDIX 2) and the complete process maintains, improves, and reinforce itself over time. An example of mechanism that I met during my time with Amazon is the Weekly Business Reviews (WBR). WBR are meetings used to review key business metrics for a particular team, department, or organization. The input is operational data, and the output is business decisions which improve the operations.

In a tech company like Amazon, the sections of Business analysts, Developers, and Project managers are highly interdependent, and their collaboration is critical to the success of the company's projects and operations.

Business analysts are responsible for analyzing business requirements, identifying opportunities for improvement, and providing recommendations for new or improved products and services. Their work informs the work of developers and project managers, who then work together to build and deliver the product or service. Developers are responsible for creating the software, applications, and systems that power Amazon's products and services. They work closely with business analysts to understand the business requirements and translate them into technical requirements, as well as with project managers to ensure that the project is delivered on time and within budget.

Project managers are responsible for overseeing the entire project lifecycle, from planning and execution to monitoring and control. They exchange with business analysts and developers to ensure that the project meets the business requirements.

Overall, the interdependence of these sections within a tech company like Amazon is critical to ensure the successful development and delivery of new products and services. Effective collaboration and communication between business analysts, developers, and project managers are essential to achieving the company's goals and meeting the needs of its customers.

After defining the objectives and needs of a project, the regular work consists of exchanges with various stakeholders, monitoring the progress of the production, and solving problems. Afterwards, a report on the situation and the team's recommendations, following a methodology specific to Amazon, is given to the managers.

This internship allowed me to gain team working skills, organizational skills, presentation skills, and new technical skills such as SQL Query basics. The nature of my work also helped me improve my problem-solving skills and my adaptability.

Overall, project management requires a combination of technical, organizational, and interpersonal skills, and successful project managers must possess a diverse set of skills and be able to adapt to changing circumstances.

3.5 Theory -v- practice

Based on the subjects I studied in Business School, here's how my project management intern position may relate to the theory I studied and the relevance it has to my degree:

- Financial Markets and financial analysis: While project management may not directly relate to financial markets, understanding financial concepts can be beneficial when it comes to managing project budgets, cost control, and financial analysis of project outcomes.
- ➤ Development Economics: This subject may provide a broader understanding of economic factors that can impact project planning and decision-making, especially for projects in developing countries or regions.
- Debating Skills: Debating skills can be valuable in project management when it comes to advocating for project objectives, negotiating with stakeholders, and effectively communicating project requirements.
- ➤ Introduction to Human Resources: Human resources knowledge is highly relevant to project management, as it involves managing project teams, resolving conflicts, and understanding the impact of human factors on project success.
- Operations Management: Operations management concepts can be applied in project management, particularly in terms of optimizing processes, resource allocation, and managing project workflows efficiently.
- Managing Change and Transformation: This subject aligns closely with project management since projects often involve implementing changes and managing the transformation of processes, systems, or organizational structures.

While my degree covers several relevant areas for project management, there may be some gaps that could have better prepared me for the work involved. Some areas that could enhance my project management skills include:

- Project Management Methodologies: Courses or knowledge on specific project management methodologies like Agile, Scrum, or Waterfall can provide practical frameworks and techniques for managing projects effectively.
- ➤ Risk Management: Additional knowledge in risk management would help in identifying, assessing, and mitigating risks throughout the project lifecycle.
- Stakeholder Management: A deeper understanding of stakeholder analysis and engagement strategies would be beneficial for managing diverse stakeholder interests and expectations.
- ➤ Project Planning and Scheduling: Further education in project planning tools and techniques, as well as creating realistic project schedules, would enhance my ability to effectively plan and monitor project activities.

3. SECTION B

4.1 Reflective Journal (500 - 800 words)

1/ Finding yourself with nothing to do

During my project management internship at Amazon, I encountered a situation where I found myself with nothing to do for an extended period. The task assigned to me was to create a library of metrics, involving analyzing requirements and collaborating with stakeholders. However, the departure of a key contact with technical expertise caused a significant delay and left me idle for days. I learned the importance of exploring all possibilities in such situations and seeking guidance from my manager. I used the downtime to reflect and enhance my knowledge of project management principles and practices. I engaged in self-study, exploring methodologies, refining my knowledge of industry tools, and expanding my understanding of metrics best practices. Although the situation was challenging, it taught me resilience and adaptability. By proactively seeking alternative approaches and communicating openly with my manager, I not only overcame the setback but also strengthened my working relationships. This experience emphasized the significance of managing dependencies and effectively mitigating risks in project management. Ultimately, the downtime transformed into a valuable learning opportunity for personal and professional growth.

2/ Being expected to undertake a completely new area of Knowledge or a complex task

During my Amazon internship, I embraced the challenge of delving into a new area of knowledge: creating a metrics library with strong SQL skills. As a business-oriented individual, my SQL proficiency was limited. To bridge the gap, I proactively pursued Amazon's specialized courses, honing my understanding of SQL concepts, query optimization, and data manipulation. I supplemented this with hands-on projects, refining my ability to write complex SQL queries. The investment of time and effort paid off, enabling me to contribute effectively to the metrics library project. This experience reinforced the importance of continuous learning and adaptability in a dynamic tech environment.

3/ Realizing that I made a mistake

A work colleague raised an issue about some of my work. I had to create tickets in the name of metrics users, and badly transmitted the information regarding the tickets issue. I had to change my ways of creating those tickets, and work again on the ticket raised without the proper methodology. Looking back at this event, I could have prevented this issue by observing more other tickets and their components. During my time at the internship, I encountered a situation where I had to confront the reality of making a mistake. It occurred when a work colleague raised concerns about the quality of my work, specifically regarding the creation of tickets for metrics users. I realized that I had inaccurately conveyed information and failed to follow the proper methodology in creating these tickets.

Upon reflection, I acknowledged the significance of this mistake and the need for immediate action to rectify the situation. First and foremost, I took responsibility for my error and promptly communicated with my colleague to express my understanding of the issue and my commitment to resolving it. To address the problem, I reassessed my approach to creating tickets and recognized the importance of observing and learning from existing tickets and their components. I realized that by thoroughly examining successful ticket creation processes and understanding the requirements of metrics users, I could ensure a more accurate and efficient approach going forward.

I took the opportunity to learn from my mistake on a personal level. I recognized that the incident was a valuable lesson in the importance of attention to detail, thoroughness, and the need to continually refine my skills. I made a concerted effort to enhance my knowledge and expertise in ticket management, seeking out resources to sharpen my understanding of effective ticket creation processes and improve my overall performance.

4.2 Self- Evaluation of Performance (200 words max.)

My project management internship at a big tech company surpassed my expectations in various aspects. I aimed to gain practical knowledge and hands-on experience in project management methodologies, tools, and best practices prevalent in the tech industry. This included expanding my understanding of agile methodologies, project planning, scheduling, risk management, and stakeholder engagement.

Throughout the internship, I closely collaborated with experienced project managers who acted as mentors. This allowed me to actively contribute to real projects, covering tasks like planning, coordination, and monitoring. Working alongside seasoned professionals provided me with a comprehensive understanding of project management in a real-world context, bridging the gap between theory and practice. The internship emphasized the relevance of my business education in a tech company setting. The theoretical concepts I learned in college became tangible as I tackled practical challenges and witnessed their impact on project outcomes. This integration of theory and practice solidified my understanding and enhanced my ability to navigate complex project scenarios.

In terms of self-evaluation, I would rate my performance during the internship as a 7 out of 10. While I successfully delivered the expected work and achieved set objectives, there is always room for improvement. Looking back, I could have been more efficient and proactive in certain tasks, maximizing my contributions to the projects. Overall, the project management internship provided valuable learning opportunities, practical experiences, and a deeper understanding of project

management principles in the tech industry. It equipped me with the necessary skills and insights to thrive in the dynamic and fast-paced field of project management.

4.3 Self-development Plan (200 words max.)

During my final year at DCU, I will develop a plan for my future development based on my INTRA experience. To begin with, I aim to maintain my knowledge of innovation up to date. This involves actively participating in industry forums, attending conferences, and subscribing to innovation publications.

In addition, I plan to further enhance my SQL skills, which I began developing during my internship. I will enroll in advanced SQL courses and engage in personal projects to apply my skills in practical scenarios, thereby expanding my proficiency.

Regarding my career options, I aspire to secure a Program Management position at Amazon. I will reach out to my current manager to express my interest and explore potential opportunities within the organization.

To manage my time effectively, I will create a structured schedule that allows dedicated time for academic responsibilities, including coursework and project deadlines. Furthermore, I will allocate time for personal development activities and prioritize self-care and maintaining a healthy social life.

If a position at Amazon is not available, I will focus on preparing for the GMAT exam. A strong performance on the exam will enable me to pursue a master's degree in innovation management, further expanding my knowledge and career prospects. By following this plan, I am confident that I will continue to grow both personally and professionally, equipped with the skills and experiences necessary to excel in the ever-evolving tech industry.

4. Conclusions

The work experience during my internship at Amazon has been of exceptional quality and highly relevant to both my education and future employment prospects. There are several reasons why I would strongly consider working for this company upon graduation.

Firstly, the internship provided me with ample learning opportunities to gain practical knowledge and apply the theoretical concepts I learned in college. I was able to work alongside experienced project managers, engage in real projects, and contribute to project planning and coordination. This direct application of my education highlighted the relevance of my business studies and bridged the gap between theory and practice.

Furthermore, the exposure to Amazon's fast-paced and innovative work environment allowed me to develop important skills such as adaptability, communication, and collaboration. The company's emphasis on continuous learning and growth aligns with my own professional goals, making it an attractive option for future employment. Additionally, the supportive and inclusive culture at Amazon fostered a positive work experience. I received guidance and mentorship from experienced professionals, enabling me to navigate challenges and expand my skill set. The company's commitment to employee development and its vast resources for learning further enhance its appeal as a potential employer.

Based on my experience, I would highly recommend this internship to future INTRA students. The opportunity to work with a leading tech company like Amazon provides invaluable exposure, hands-on experience, and networking opportunities. The company's reputation, commitment to innovation, and supportive work environment make it an ideal learning ground for aspiring professionals.

In summary, the quality of my work experience at Amazon has been exceptional, aligning well with my education and future employment aspirations. The company's innovative culture, learning opportunities, and supportive environment make it a highly desirable option for employment after graduation. I would wholeheartedly recommend this experience to future INTRA students as a stepping stone towards their professional growth and success.

5. Appendices

Appendix 1 – One pager

Narrative regarding the Europe Amazon Transportation Services Key Performance Indicators Library project. It includes my analysis of the situation, my feasibility analysis of the requested solution, my recommendations to management and the next steps to apply my recommendations.

PerfectMile EU ATS KPI Library - Narrative

1. Summary

The purpose of this document is to share an update on progress of PerfectMile EU ATS KPI library solution and seek feedback on new PerfectMile features as an alternative to the solution.

Currently there is no consolidated view of overall EU ATS metrics and their update status leading to data inconsistencies on PerfectMile. This also leads to lack of visibility around actions that need to be taken if metrics are not updated. Also, there is no standard mechanism to evaluate metrics requirements from business teams if requirements are new or existing (as part of other existing BRs on PerfectMile). This evaluation is critical to estimate ETA for new metrics build and accordingly advise business teams. Hence, there is need to have an automated mechanism to 1) get a list of metrics in use on PerfectMile for faster onboarding of new BRs 2) derive belonging of metric to an existing Business Review/related business team and 3) identify data issues on PerfectMile by displaying status (date and timestamp) of metric's last update providing visibility for business/tech to fix issues.

2. EU ATS KPI automated solution and challenges

The ATS EU KPI Library metrics automated catalog (mock up xls in APPENDIX 1) would allow to get the list of metrics in use, their category, their belonging to a Business Review and status. The proposed 'Refresh' button would update the xls to reflect the most recent view of ATS metrics on PerfectMile.

However, the build of this solution is not feasible as there is no way of extracting ATS specific metrics from PerfectMile database as per discussions with PerfectMile product team. The metrics are generated for multiple businesses and the UI uses filters from the dashboard to get data related to a given business. Also, automating the update of the excel file would therefore require more advanced web scrapping skills or resources effort.

The statuses for metric ingestions are currently stored across regionalized AWS accounts owned by PerfectMile team. The solution has been developed to be used for services internal to PerfectMile.

Any external team support requires services to define SLAs, ensure availability and will leads more ticketing on pipeline. Any such initiative would require dive-deep first and cannot be picked up as an adhoc request.

3. Recommendations

An alternative solution to KPI Library would be to 1)make use of PerfectMile feature - Perfectmetrics (FAQ1) to see if the metric is already existing on PerfectMile as part of which existing BRs on PerfectMile and 2) get the latest status of existing metrics in a particular BR via new feature - Metric Audit (FAQ2). This new feature is aimed at helping Builders and Business Review owners to check the status of metric availability for all metrics within a business review and display deep dives by directing to PerfectMetrics.

To identify if metric is existing as part of existing BR on PerfectMile, user needs to use <u>PerfectMetrics</u> feature. The column "usage" indicates the number of dashboards containing the metric. By going to the metric page and then to the "display info" tab, user can see which Business Review the metric is affiliated with. On the other hand, to see metrics status, user will need to use new "Metric Status View for Business Reviews" functionality on PerfectMile.

The use of PerfectMetrics in conjunction with 'Metrics Audit' feature on PerfectMile (currently available for DBR only) can solve above issues which ATS KPI library was aimed to address. The benefits of my recommendation would be to get a better visibility of the status of the metrics, eliminate the need to manually update the metrics list, and to know which dashboard the metric is linked to.

However, the limitation of this approach is that the user needs to consult two tools in order to meet all the needs listed. Also, the Metric Audit feature is only available for DBR metrics and need to be enabled for other BRs (weekly, monthly).

4. Next Steps

The next steps are as follows-

- 1)Analyze business users' requirements of this 'Metric Audit' feature for wider BRs weekly, monthly and accordingly raise SIM with PerfectMile team for implementation.
- 2) Verification of PerfectMetrics insights on BRs metrics and ensure the tool can be widely used for wider adoption.
- 3)If need be, evaluate original solution idea to automate excel file and engage relevant teams with required skills.

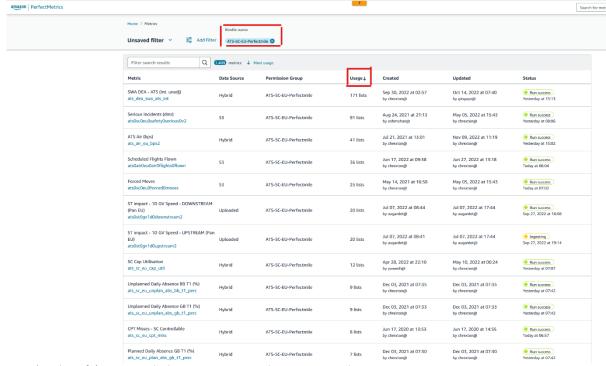
5. FAQs

FAQ 1: What is PerfectMetrics dashboard and what is it used for?

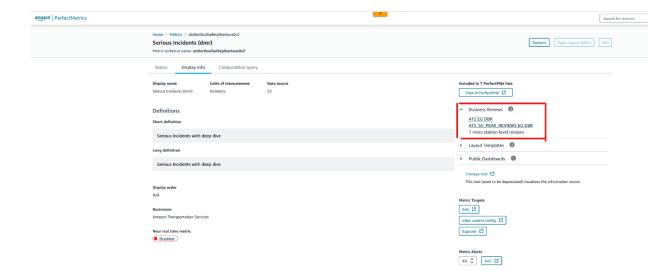
The metric catalog in <u>PerfectMetrics</u> allows you to navigate through the list of all metrics in PerfectMile. Here you will be able to filter your metric list by permission group, data source, status and more. Additionally, from here you will be able to access the metric details page which contains all actions related to your metrics.

Metric details page includes all information about a metric, like definition, ownership, query, refresh status history, among others. Additionally, it provides direct links to actions related to that metrics, like edit metric, add targets, set up alerts. Usage column displays the number of lists in which the metric is used.

Q (?) New metric



Go in 'Display info' to see in which Business Reviews the metric is used.



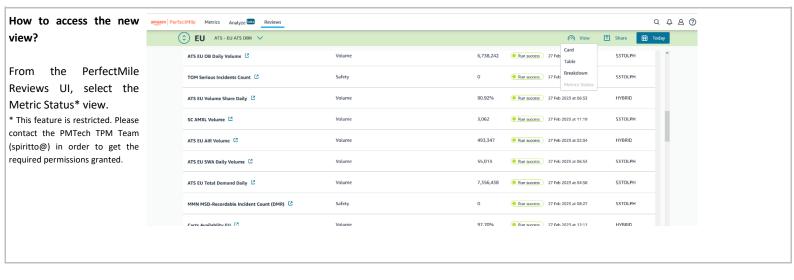
Q ? New metric

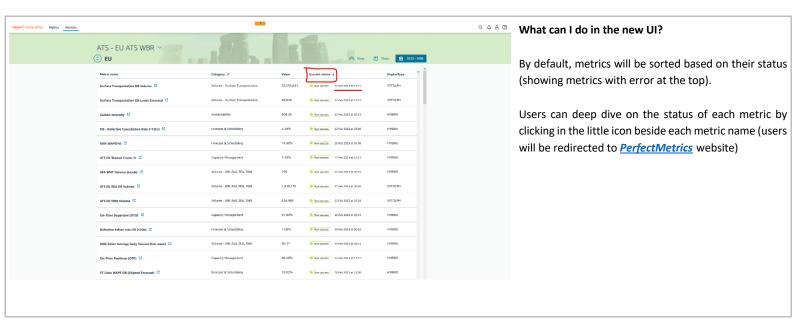
FAQ 2: What is new 'Metrics audit' feature on PerfectMile?

In an effort to continue adding new capabilities to the PerfectMile UI for Business Reviews, the PerfectMile Tech team has announced the UAT release of a new feature (Metrics audit) aimed at helping Builders and Business Review owners to check the metric availability for all metrics within a business review. This feature is only available for DBRs at the moment. The new user interface has the following advantages:

- ✓ Easily assess from the PerfectMile UI the status of all metrics within a specific Business Review
- ✓ Easily jump to the metrics details page, in case further deep dive required

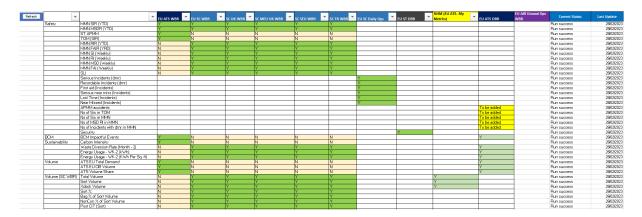
The new feature is accessible from the PerfectMile Reviews UI, by selecting the Metric Status view and will display the status of the metric, as well as the last update time.





Appendix 1 - EU ATS KPI Library Excel file with status update

The EU ATS KPI Library Excel file automated mock up displays the list of metrics in use, their category, their belonging to a Business Review, their status and last refresh date.



Appendix 2 - Wheel Mechanism

Wheel Mechanisms diagram

The mechanism is a success if the tool successfully transforms its inputs into the desired outputs and the complete process maintains, improves, and reinforce itself over time.

