

Amazon Control Tower (ADS)

Role: Business Analyst – Capacity Planning & Workforce Strategy

Organization: Amazon, Alexa Data Services (ADS)

Timeline: November 2022 – June 2023

Project Overview

As a Business Analyst in the Capacity Planning and Workforce Management team at Alexa Data Services (ADS), I was responsible for driving delivery performance across 14+ programs including Fire TV, Smart Home, and Echo Dot and others. My work spanned operational planning, real-time analytics, and process transformation. I led the conceptualization and **launch of the Control Tower**, a centralized dashboard that integrated 13 legacy tools into one real-time visibility platform—reducing monitoring efforts by 60% and enabling sustainable SO completion rates.

The initiative significantly improved service order (SO) delivery, helped meet the newly defined 99% SO completion goal ahead of schedule, and revolutionized how quality-dependent workflows were managed. This project also required extensive cross-site coordination, working with teams in AMM (Amman, Jordan), GDN (Poland), OTP (Romania), SJO (Costa Rica), CBG (Cambridge, U.S.), and Cambridge (Boston), and collaborating daily with Program Managers across U.S. hubs including Boston and Seattle. Navigating multiple time zones and aligning delivery and capacity targets across these global stakeholders was essential to operational success.

Mission

To enhance SO delivery, quality compliance, and workforce utilization by implementing integrated systems that support smarter allocation, real-time decision-making, and scalable process efficiency.

Vision

To build a single-source intelligence hub that empowers operational teams to manage delivery workflows dynamically, identify SO bottlenecks, and improve decision accuracy through consolidated data views.

Strategic Objectives

- Improve SO completion from 67% to 92% across 14+ programs in less than 3 months
- Centralize fragmented dashboards into one comprehensive Control Tower platform
- Deliver 99% SO completion through visibility into exclusion, skills, and adjudication constraints
- Enable proactive decision-making through real-time analytics, skill insights, and resource status

- Create a structured cluster model for better delivery ownership and team specialization

Cross-Functional Leadership in Action

- Managed weekly volume forecasts, capacity projections, and mitigation strategies (OT, leave control)
- Created daily delivery and efficiency reports to identify gaps and escalate to Ops & Site Leaders
- Structured delivery accountability via internal daily targets and dedicated “customer clusters”
- Initiated and led cross-functional design and development of the Control Tower Dashboard
- Mapped all 13 dashboards into one interface
- Added associate-level skill visibility, live status, and exclusion logic
- Highlighted SO backlog stages (Annotation, Gold, Adjudication)
- Designed real-time recommendation engine for associate assignment based on availability and skillset
- Collaborated with a 5-member development team and product managers for tool design, testing, and release
- Defined new operating model and led change management for analysts and operations teams
- Conducted KT (Knowledge Transfer) sessions and drove tool adoption across global analyst teams
- Aligned daily across time zones with delivery teams and program stakeholders in Amman (AMM), CBG, GDN, OTP, SJO, and Cambridge, and with U.S. Program Managers in Boston and Seattle

Outcomes & Business Impact

- Improved cluster-wide SO delivery from 67% to 92% in 3 months
- Boosted efficiency from 58% to 69% through leakage identification and mitigation
- Achieved 99% SO completion target 4 months ahead of deadline (June vs. October 2023)
- Reduced real-time monitoring workload for L4/L5 Analysts by 60%
- Recognized across Amazon for Control Tower innovation—pilot for other similar verticals

Leadership Capabilities Demonstrated

- Cross-Functional Project Leadership & Agile Collaboration
- Real-Time Intelligence System Architecture
- Cluster Modeling & Delivery Performance Management
- Data Interpretation for Decision Automation
- Operational Change Management & Training Enablement

Technology Stack & Tools

SQL, Excel (Macros), Associate Tools, Quality Dashboards, SO Monitoring Systems

Internal Amazon Development Platforms for dashboarding

Collaboration with Dev and Product teams for tool integration

Legacy & Reflection

The Control Tower is more than a tool—it became a strategic backbone for real-time operational agility. By integrating multi-source data and removing visibility barriers, we transformed how delivery and quality bottlenecks were managed. This project validated the decision to bring me into ADS, fulfilling a promise made by leadership and proving the impact of empowering analysts with both autonomy and accountability.