

Puja Ruparel

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Product Leader

Product Strategy & Discovery • Execution & Delivery • Financial & Business Impact

Strategic and results-driven professional with 15+ years of experience in driving business and product transformation in healthcare, pharmacy, retail, and non-profit sectors.

Building healthcare products that scale impact, not complexity. I lead teams that turn insight into action, optimize performance, and deliver results that matter to customers and the business. Adept at leading large, cross-functional teams spanning product, engineering, operations, and customer delivery. Known for driving clarity in complex environments, accelerating decision-making, and inspiring accountability. Combine data-driven rigor with a transparent, coaching-oriented leadership style that develops high-potential talent.

Professional Experience

Alto Pharmacy | Seattle, WA

2023 - Present

Senior Director, Product Management & BizOps

Assumed multiple strategic roles to advance the organization's path to EBITDA breakeven, including Operational turnaround, Business Development and P&L ownership. Currently serving as the Head of Product, with full platform and patient app ownership for two pharmacies sized at a combined \$2.5B.

- Strengthened business development and go-to-market functions, ensuring strategic continuity, contract growth, and market differentiation in a niche Fertility/Specialty pharmacy segment. Conducted Product Discovery and competitive benchmarking to define a defensible market moat and define long term differentiation strategy to achieve 11% growth in an industry with 4.5% CAGR.
- Owned full P&L for a \$250M vertical, representing 40% of company revenue; aligned product, operations, and business strategy to drive sustainable profitability and advance the path to EBITDA breakeven.
- Launched flagship platform initiatives, including a Unified Workflow Platform, modernizing legacy systems and scaling pharmacist efficiency and throughput.
- Benchmarked operational metrics and justified multi-quarter investments by analyzing digital pharmacy and hub competitors; secured executive alignment on long-term automation and product modernization initiatives modernizing legacy workflows, leveraged AI and 3P integrations to automate pharmacist workflows enabling data-driven decisions and higher-value patient care, and implemented agentic AI for Prior Authorization and Benefits Investigations calls.
- Led CX changes, redesigning delivery models and transitioning to 3P logistics providers (e.g., DoorDash), resulting in improved patient satisfaction, lower complaint rates, and higher NPS.
- Delivered operational turnaround in a high-growth healthcare business, achieving a 40% reduction in variable costs and 30% reduction in fixed costs through automation, organizational redesign, and vendor optimization.

Amazon Pharmacy | Seattle, WA

2022 – 2023

Technical Advisor (Chief of Staff) to VP

Orchestrated and optimized roadmap trade-offs to enhance operational scalability, customer experience, and compliance outcomes. Identified needs and delivered technical solutions on priority basis.

- Devised and delivered the three-year strategic plan and 2023 operational plan (OP1) to Amazon's CEO, synchronizing revenue growth initiatives across D2C, B2B, and B2B2C channels.
- Revamped and scaled product and engineering operations, boosting roadmap delivery by 45% YoY.
- Cultivated skills of 11 individuals, with aim of propelling career progression, and transitioning four direct reports from program to product roles.

Amazon Pharmacy | Phoenix, AZ

2019 – 2021

Acting Director, Supply Chain and BizOps

Forged strategic vendor partnerships, securing favorable terms and service-level compliance that enhanced operational resilience and unlocked cost savings across multi-million-dollar contracts. Transformed performance management by embedding KPI-driven dashboards and financial governance models that elevated decision-making speed, sharpened accountability, and improved enterprise-wide efficiency. Directed large-scale budget planning and resource allocation for a \$500M portfolio, balancing cost optimization with growth investments that positioned the organization for sustainable expansion. Institutionalized enterprise risk management frameworks, proactively mitigating regulatory, operational, and supply chain vulnerabilities while safeguarding business continuity in high-stakes environments.

- Spearheaded and scaled pharmacy dispensing operations across 13 markets, deploying scalable fulfillment, delivery, and inventory planning models that realized \$238M in capital expense avoidance.
- Designed and executed topology plan for an agile pharmacy launch model that resulted in executing 1-day prescription delivery for 60% of Prime customers.
- Slashed inventory write-offs from 3.2% to 1.5% of COGS YoY, generating significant cost savings and minimizing out-of-stock incidents.

Amazon.com | Seattle, WA

2017 - 2019

Senior Manager, Program Management

Oversaw multiple complex programs from initiation through delivery, ensuring alignment with organizational objectives, timelines, and budgets. Directed cross-functional project teams, coordinating resources, stakeholders, and priorities to achieve program goals. Developed and executed program strategies, including planning, risk management, and performance monitoring. Monitored program performance metrics and KPIs, reporting progress to senior leadership and identifying areas for improvement.

- Orchestrated a global program across North America, EU, and India to automate key vendor and inbound operations, realizing \$485M in savings and accelerating operational throughput.
- Spearheaded inventory accuracy and SOX compliance across 34 North American robotics fulfillment centers (60% of inventory), collaborating with the North America VP and seven Regional Directors to drive operational excellence.
- Optimized processes without positional authority, benchmarking operations, developing staffing scorecards, and deploying dynamic automation allocation through product and tech innovations, enhancing network efficiency by 12%.

Amazon.com | Bay Area, CA

2014 - 2017

Senior Operations Manager

Directed day-to-day operations to ensure efficiency, compliance, and alignment with business objectives. Oversaw staffing, workflows, and resource allocation across departments, ensuring smooth execution of operational processes. Implemented performance standards, monitored KPIs, and analyzed operational data to improve productivity and cost-effectiveness. Managed vendor and stakeholder relationships, resolved operational bottlenecks, and ensured timely delivery of services. Led process improvement initiatives, risk mitigation efforts, and quality control to enhance overall organizational performance.

- Rapidly promoted from Operations Manager to Senior Operations Manager in 17 months (record timeline), following a rigorous 5-round interview process, demonstrating exceptional performance, polished presentation, and balanced leadership across people and data-driven operations.
- Directed and stabilized a high-pressure fulfillment center during peak volume, managing the first people-management role of my career while improving both operational quality and efficiency in a site stressed by unexpected holiday volume.
- Transformed inbound operations, historically manual and error-prone, alongside automated outbound systems, to enhance inventory accuracy, reduce damage, and safeguard customer-first metrics.
- Reduced inbound processing errors by streamlining manual workflows and introducing new process controls, cutting vendor complaints and improving inventory accuracy across the FBA (Fulfillment by Amazon) network.

ADDITIONAL EXPERIENCE

R&D Engineer, Rancho Los Amigos Spinal Rehabilitation Center

EDUCATION

Masters in Business Administration, INSEAD, Singapore/France

M.S. Biomedical Engineering, University of Southern California, Los Angeles, CA