

## DESCRIPTION

Amazon Web Services (AWS) is seeking a **Customer Optimization & Acceleration (CO&A) Program Operations Specialist** to own and drive the **Cloud Optimization Index (COI) program**. The COI is a comprehensive optimization health score that serves as a single source of truth for customer optimization status and health. The Specialist will work closely with cross-functional teams to ensure the successful implementation, maintenance, and continuous improvement of the COI program.

Key job responsibilities

### **Ownership and Governance of the COI Program:**

- Serve as the subject matter expert and primary point of contact for the COI program.
- Develop and maintain the program's strategy, objectives, and roadmap in alignment with the Well-Architected Framework and AWS' cost optimization priorities.
- Establish and manage the governance model for the COI, including defining roles, responsibilities, and decision-making processes.
- Ensure the continuous improvement and evolution of the COI to meet the changing needs of customers and AWS teams.

### **Cross-Functional Collaboration and Alignment:**

- Collaborate with various AWS teams (e.g., Solutions Architecture, Professional Services, Support, Sales) to understand their needs and requirements for the COI.
- Facilitate cross-functional workshops and discussions to gather input, align on priorities, and drive consensus on the COI's design and implementation.
- Serve as the central point of communication and coordination between the different teams involved in the COI program.

### **Program Implementation and Maintenance:**

- Oversee the successful deployment and rollout of the COI to AWS customers and internal teams.
- Develop and maintain the necessary documentation, training materials, and user guides to support the adoption and utilization of the COI.
- Monitor the performance and usage of the COI, identify areas for improvement, and implement enhancements as needed.
- Ensure the integrity and reliability of the COI data and insights by establishing robust data governance and quality assurance processes.

## **Reporting and Analytics:**

- Provide regular reporting and analysis on the COI program's performance, including key metrics, trends, and customer insights.
- Leverage the COI data to generate meaningful insights and recommendations for improving customer optimization and the overall impact of the AWS cloud.
- Communicate the program's progress and findings to stakeholders, leadership, and cross-functional teams.

## **A day in the life**

The CO&A Program Operations team is a group of optimization enthusiasts who love nothing more than finding ways to help our customers save big on their cloud costs. Whether it's fine-tuning resource allocations, identifying unused resources, or implementing the latest cost-saving strategies, we're always up for a challenge. Don't be surprised if you catch us debating the merits of spot instances or discussing the latest advancements in cloud automation. But don't worry, we also know how to have fun – whether it's a friendly ping-pong tournament or an epic game of office trivia. Join us and let's spin that AWS flywheel together!

## **BASIC QUALIFICATIONS**

- 10+ years of Microsoft Excel experience
- Bachelor's degree or equivalent
- Experience defining, refining and implementing sales processes, procedures and policies or equivalent
- Experience developing and implementing systems/tools utilized for CRM, forecasting, Salesforce automation, etc.

## **PREFERRED QUALIFICATIONS**

- Experience using Salesforce (or other CRM tool) or BI tools
- Experience presenting to senior leadership

Carina

Confirmation email on July 26th - stay tuned!

Loop w 5 people virtually + 1 hr interview

Prog Mgmt: Strategy, prog writing, operations, explore new product, improve experience, support different groups, new teams every quarter, never work with before. Done with the program and improve.

Interview process: follow-up email, prep tips,

Type of questions:

Behavioral types, challenges in different programs, leadership principles, STAR method in answering, using numbers data tangibles

Leadership principle: **customer obsession** (above and beyond, challenging) reflective of the situations, and lesson learn

The offer will come from the lead recruiter.

Compensation: base salary, sign on bonus 2-year payout, RSUs vest over 4 years, 3-4yr pay more.

**Tell me about yourself:**

I started my career as a customer support engineer at NICE Systems, where I honed my skills in resolving customer issues and building strong relationships, even in stressful situations. Seeking to broaden my expertise, I joined Gogo Business Aviation as a NW Operations Engineer. As the first hire, I eventually led a team, collaborating with cross-functional teams to cultivate operational excellence by establishing various processes that are still in use today.

Wanting to scale my impact to support Fortune 500 companies, I transitioned to VMWare as a Technical Support Manager. After two years in that role, I developed an interest in Program Management and took on various initiatives to drive customer satisfaction and enhance performance metrics. This became especially crucial during the pandemic when we had to deliver more with fewer resources.

My efforts led to a promotion to Senior Program Manager for Networking and Security Support, where I owned and managed the Product Readiness Program. I later expanded my focus to improve the customer experience within the Global Support organization, leveraging my background in customer support, operations, and program management to drive significant improvements.

**Why do you want to work here?**

I am excited about the opportunity to join AWS as a **Customer Optimization & Acceleration Program Operations Specialist** because I see it as the ideal next step in my career, enabling me to expand my program management skills on a much larger scale. AWS's position as the #1 cloud computing provider in the world **presents a unique platform** to make a significant impact.

Drawing from my extensive background in Customer Support, Operations, and Program Management, I am **eager** to help AWS customers optimize their use of our offerings and derive maximum value.

In today's challenging economic climate, I am **motivated** to assist customers in growing their businesses with fewer resources.

Ultimately, I want our customers to feel proud of their decision to partner with AWS. This role aligns perfectly with my passion for helping customers achieve their goals and my commitment to excellence in program operations.

Company	AWS
Team/Product/Business area	Cloud computing
Role	Program Specialist
How it Builds on my Current Expertise / Abilities	<ul style="list-style-type: none"> <li>• Customer-obsessed as my experience in support</li> <li>• Program management gets things done</li> <li>• Experience with Salesforce</li> </ul>
How it furthers my Career Strategy	<ul style="list-style-type: none"> <li>• Work in a high-growth company</li> <li>• Learn what 'great' looks like</li> </ul>
How it helps me Grow	<ul style="list-style-type: none"> <li>• Exposure to more business problems</li> <li>• Learn other business functions</li> </ul>
(pick one from above) My One Good Reason	<ul style="list-style-type: none"> <li>• Exposure to more business problems</li> </ul>

1. **Customer obsession:** everything started w customer obsession and worked backward. Working backward and press release method. All the things customers cared most about.

a. Gallo

b. Hilary Clinton

- i. Tell me about a time when you worked with a very difficult customer - *IBM flight test*
- ii. Tell me about a time when you negotiated a win-win - *Decision to use AVI instead of native NSX load balancer.*

2. **Ownership:** long term value over short term. What would I do this with my personal money? Renter vs Owner.
  - a. ADF tool
  - b. NCP training
  - c. TOI process
    - i. Tell me about a time when you have to step in a leadership role
    - ii. Tell me about a tough decision you made during a project
3. **Invent and simplify:**
  - a. DASH tool
4. **Are right, a lot:** navigating through ambiguity. Right people in a room, right people to give feedback. Listen to different perspectives and pick the best solution for the customers.
  - a. T&E program
    - i. Tell me about a time you solved a complex problem.
    - ii. How do you handle roadblocks and obstacles?
5. **Learn and be curious:** be ravenous and hungry to learn. We don't know everything. How can we get better. Have plan of how to change and execute. Try to get a little better every single day.
  - a. VRNI
    - i. Make a decision w/o customer data - *Product Readiness*
    - ii. Had a conflict w someone
    - iii. Fire someone
    - iv. Convince people of your decision - DASH
6. **Hire and develop the best:** leaders developed leaders. Is this person raising the bar? Developing people. What the person does well? What they need to get better? Needing to know the growth area. Where I need to grow to get to where they wanted to be.
  - a. The number one task for a manager to do was to identify what's next for the employee and help them get there.
    - i. Tell me when you build out a process - TOI
    - ii. Skills that you recently learned - Wix, Figma
7. **Insist on the highest standard:** customers have highest standard. Can't rest in what you've done. Higher expectations lead the better results.
  - a. NSX+ lab for the GS team
    - i. Make a decision for short term sacrifice - Remove in-product chat
    - ii. Make a decision base on data and are wrong - *Dedicated support on chat function*
8. **Think big:** Looking around corners and constantly look for the next breakthrough for the customers. What's the next technology? Cannot run the same playbook for the business for decades. Take risk. Take on bold initiatives.
  - a. Taking Ready to Launch class to level up the Product Readiness function
    - i. What was your Greatest success
    - ii. Tell me about a time when you are Creative
9. **Bias for action:** Many decisions are reversible and don't need too much time to make a decision. Speed matters. It's a leadership and culture matter. Two way door decision,

you can walk back through the door. Most decisions at Amazon are two-way doors. Can't launch a subpar decision. Can be fast and have the highest standard. The world's biggest standard. Why can't we move faster for the customers.

- a. **Get rid of in-product chat.**
  - i. How have you convince others to take action
  - ii. How do you Manage risks - *NSX+ lab*
10. **Frugality:** Accomplish more w less. Constraint breeds resourcefulness. Can reinvest on offering more to customers. Our very best business can do more with less.
  - a. **DC migration, switched to VM based ACME**
    - i. Turned down more resources to complete a project - *Landing page on PMDojo*
11. **Earn trust:** Being honest, authentic, listen respectfully, deliver what you said you would, speak up, be self-critical, use data that showed we're better or worst.
  - a. **T&E survey**
    - i. **Give me an example of how you manage conflicts**
    - ii. How do you earn a trust of team members
12. **Dive Deep:** ability to dive into details. No task is too small. Think big (strategic) vs deep dive (details). Working backward plan has all the details and narrative. Answers lie in details (anecdote). Follow the anecdotes and inspect the details.
  - a. **Captive Portal Problem**
    - i. Most complex problem you worked on
    - ii. How do you change decisions when seeing data - *DC migration scope change*
13. **Have backbone; Disagree and Commit:** Commit wholly once the decision is made. All have to get on board. Speak up when it was time to speak up and have backbone. Ignore social cohesion.
  - a. **The decision for EPG team to support NSX+**
    - i. Had a disagreement w your manager
    - ii. **Manage a difficult decision**
14. **Deliver results:** focus on key inputs for the business. Output deliver is revenue, free cash flow. But what drives the output is the inputs. Cannot actively manage the outputs. Inputs are actually what drives the business and those are the teams. Launch is the starting line. Constantly iterate.
  - a. **Product readiness program**
    - i. Challenging project
    - ii. **How to prioritize**
15. **Strive to be Earth's best employer:**
  - i. How do you Motivate a team after demoralized events
  - ii. Employee gave me negative feedback
16. **Success and scale bring broad responsibility:** do better everyday. Communities are better because of us.
  - i. You had a problem and how to discover a real cause
  - ii. Tell me when your project failed

### Project 1: Data Center migration

Company	Gogo
Role (title) & key responsibility on the project	Program Manager
Year	2016-2018
Strategic driver for the project (the Why)	Migrate all apps out of DC to AWS and new DC
The business goal (the What)	Current DC was shutting down, improve performance
How the project came to be and how I got involved	Tap on a shoulder from Execs
Who was involved	App owners and project teams
Success criteria (the What)	Apps are operable at a new DC or on AWS
Why it was complex & challenging	Involved multiple parties, a lot of apps owners are not at a company anymore
What I did to drive success	Worked with each app owners, successfully move GGTT out of DC
Where we got lucky	A lot of apps were migrated to AWS
Where we got unlucky	Political issues
Something that went wrong (tech)	Changed DC from Aurora to Chicago
Something that went wrong (implementation)	
Something that went wrong (people)	Carl and CJ quit
Conflict(s) along the way	CJ vs Schnepf
Results	Short Term (success criteria) todo Long Term todo Business / Strategic Impact todo
Key learnings	Protect my resources
How I've implemented the learnings since then	Yes w new hires

### Project 2: Gallo

Company	VMW
Role (title) & key responsibility on the project	Program Manager
Year	2021
Strategic driver for the project (the Why)	Failed to meet first touch SLA
The business goal (the What)	Never missed a SLA for Tier 1 customers
How the project came to be and how I got involved	See that SLA metrics were broken
Who was involved	TSM and TSE
Success criteria (the What)	90% SLA met for critical sev1
Why it was complex & challenging	Company is at stake. Involved some tradeoffs
What I did to drive success	Reorg the team to support this effort
Where we got lucky	Hit the nail at the head
Where we got unlucky	Less people working on normal tickets
Something that went wrong (tech)	Nothing
Something that went wrong (implementation)	Nothing
Something that went wrong (people)	Nothing
Conflict(s) along the way	Nothing
Results	Reorg the team, SAM and TAM relationship
Key learnings	Not afraid to try new things
How I've implemented the learnings since then	T&E project survey

### Project 3: TOI process

Company	VMW
Role (title) & key responsibility on the project	Program Manager
Year	2022
Strategic driver for the project (the Why)	Restructure training materials
The business goal (the What)	Provide better training for TSEs



How the project came to be and how I got involved	Volunteered to do it
Who was involved	EMs, TSEs
Success criteria (the What)	Less escalations from new features
Why it was complex & challenging	Emotional involved from EMs
What I did to drive success	Push for new training formats
Where we got lucky	EMs changed their minds
Where we got unlucky	EMs pushed back at the beginning
Something that went wrong (tech)	
Something that went wrong (implementation)	
Something that went wrong (people)	
Conflict(s) along the way	
Results	Better training materials, faster training
Key learnings	How to work with Engineering
How I've implemented the learnings since then	Take time to provide better explanation

#### Project 4: DASH

Company	Gogo
Role (title) & key responsibility on the project	NetOps Manager
Year	2017
Strategic driver for the project (the Why)	Create an app for self-diagnostic
The business goal (the What)	Reduced number of incoming tickets
How the project came to be and how I got involved	Repeat denied, Volunteered
Who was involved	Me, VP of Cus Ops, execs
Success criteria (the What)	Reduced number of incoming tickets by 50%
Why it was complex & challenging	Clear goals

What I did to drive success	I created a React app from scratch
Where we got lucky	Easy data from Reggie
Where we got unlucky	Constant pushbacks
Something that went wrong (tech)	
Something that went wrong (implementation)	
Something that went wrong (people)	
Conflict(s) along the way	
Results	Proof that it is possible to create an app. Self-diagnostic tool
Key learnings	I can build anything
How I've implemented the learnings since then	Learned Wix and Figma on a spot

### Project 5: Hilary Clinton

Company	Gogo
Role (title) & key responsibility on the project	NetOps Manager
Year	2016-2018
Strategic driver for the project (the Why)	Don't piss off VIP customer
The business goal (the What)	Maintain Gogo's reputation
How the project came to be and how I got involved	Tips from customer's flight dept
Who was involved	Customer, me, Staff PM, VP of Eng
Success criteria (the What)	Prevented her from flying that night
Why it was complex & challenging	People were against delay schedule failover
What I did to drive success	Pivot solution quickly
Where we got lucky	
Where we got unlucky	
Something that went wrong (tech)	

Something that went wrong (implementation)	
Something that went wrong (people)	Push back from VP of Eng
Conflict(s) along the way	No one agreed w me
Results	Avoid Gogo being on a news, better ask the customer next time
Key learnings	Customer obsessed
How I've implemented the learnings since then	IBM test flight

#### **Project 6: Convinced teams to do survey for GS1 Level Up program**

Company	VMW
Role (title) & key responsibility on the project	Program Manager
Year	2021
Strategic driver for the project (the Why)	Need to stack rank people so we can train them
The business goal (the What)	Assigned appropriate classes to people
How the project came to be and how I got involved	Tap on a shoulder from Execs
Who was involved	Training team, PM
Success criteria (the What)	100% participations from all domains
Why it was complex & challenging	People are afraid of a consequence
What I did to drive success	Good communications, great planning
Where we got lucky	Exec sponsor
Where we got unlucky	Timeline sucked
Something that went wrong (tech)	Push back at the beginning
Something that went wrong (implementation)	
Something that went wrong (people)	
Conflict(s) along the way	Joe and Linda
Results	100% participation from all domains, Created

	and assigned classes to appropriate TSEs
Key learnings	Take over control of PM position
How I've implemented the learnings since then	