

My interest in operations was piqued by my life as an identical twin. Even though our professional goals showcase our uniqueness, we were referred to as Wetzel, our last name. I was driven, like most twins, to create a personal identity. This led me to my Area Manager role for Amazon.com. In logistics, I am encouraged to analyze process improvement opportunities to solve problems such as drive maintenance.

Through my Columbia education, I seek to learn data modeling and simulation methods that can obscure surface-level observations and heighten my perception of deeper flaws. I am currently learning how work is queued based on order priority and transportation scheduling. I am interested in Dr. Whitt's work on nonstationary stochastic queueing models to get further into warehouse inner workings.

Dr. Whitt's model predicting patient workflows, in his paper *Forecasting Arrivals and Occupancy Levels in an Emergency Department*, uses three components - daily arrival totals, the hourly arrival process, and the duration of patient stay¹. I want to test Whitt's model to see if Amazon's historical way of planning is inflexible. I believe that standard operating procedures are not challenged enough, and we have much to learn from cross-industry studies.

My journey to Columbia's Operations Research program comes from my drive to seek personal and operational improvement opportunities. Being a twin has given me a more precise eye for the differences among visual sameness. I believe this perspective will help me make discoveries in operations data and planning at Columbia and beyond.

¹Whitt, W., & Zhang, X. (2019). Forecasting arrivals and occupancy levels in an emergency department. *Operations Research for Health Care*, 21, 1–18.
http://www.columbia.edu/~ww2040/Forecasting_2019.pdf