

AYHAN DEMIR

Process Excellence & Governance Transformation Leader · Operational Excellence – AI System Design · Lean Six Sigma Black Belt

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EXECUTIVE SUMMARY

Process Excellence leader and Lean Six Sigma Black Belt with 19 years driving end-to-end process transformation, including 8 years at Amazon EU/WW Customer Service, progressing to Single-Threaded Leader. Sole architect of production AI systems, governance programmes and operating models, delivered through a combination of formal team leadership and individual strategic advisory, with **\$147MM+** in confirmed, finance-validated impact.

- **Future-state process and operating-model design:** designed and facilitated Amazon's first end-to-end Value Stream Optimisation offsite (25+ cross-functional stakeholders), delivering the governance and operating-model framework now standard across Amazon Customer Service; surfaced a **\$2.1B** systemic ownership gap, confirmed in a VP-level strategy document.
- **Agentic AI and human-agent system design:** sole architect of AuditAI, a human-in-the-loop model-auditing framework, prompt architecture, scoring rubric, validation, and the escalation logic that routes edge cases to a human reviewer, validated at **93.5% accuracy** across 10,000 contacts.
- **Governance and business-case delivery at scale:** **\$132M** in access-governance exposure closed, finance-validated; **\$85M** in coordinated fraud exposure closed across 5 internal functions and 2 external partners; authored the investment business case behind a **\$297MM** 3-year programme, approved at Director level.
- **Defect elimination as a repeatable operating model:** owned a five-phase DMAIC programme across Amazon's largest CS contact population, each phase tracing the defect to its source, building the case from imperfect data, and driving the fix through partner teams to confirmed resolution; compounding impact from \$150K to **\$15MM** annualised.
- **Direct team leadership and culture-building:** led a **48-person** Incoming Quality department at Arçelik with formal reporting lines; founded and scaled the Amazon CS Mental Health Wellbeing Affinity Group from zero to **3,500 people**, serving as President and leading a 26-member board.
- **High-agency delivery under ambiguity:** sole design authority on every engagement above, from problem definition to production, with no team, no vendor, and no existing playbook to follow.

PROFESSIONAL EXPERIENCE

Customer Experience Single-Threaded Leader / Process Excellence Senior Advisor

Feb 2026 – Present

Amazon CS Berlin GmbH

Berlin, DE

Amazon EU / WW Customer Service; WW CS ACES

- **AuditAI:** Architected a human-in-the-loop LLM model-auditing framework: designed the prompt architecture, scoring rubric, validation methodology, and the escalation logic that routes edge cases to a human reviewer, solo, with no vendor and no data science team behind it. Replaced a seven-day manual audit cycle with a two-day automated one. Validated at **93.5%** CCX-prediction accuracy across a 10,000-contact validation set. Audit SLA cut **70%** (7 days to 2). Designed end to end through prompt engineering and structured process design rather than backend coding.
- **BUWG Kaizen:** Led structured optimisation across a 15.5M-contact quarterly population (40.6% of Worldwide Consumer CS): applied a defect driver taxonomy to identify where contact rate concentrated and where customer outcomes were worst. Facilitated structured co-creation workshops with cross-functional teams. SLA improved **80%**, five root-cause-targeted solutions deployed, permanent process ownership established. Co-led with Murtaza on the Agent Tenure study component.
- **Heavy Bulky CX EU5:** Full single-threaded ownership across EU5 markets: **28 projects** delivered in the current review period, spanning end-to-end customer experience improvement for heavy and bulky product categories.

Process Excellence Senior Advisor / Programme Manager

Oct 2022 – Jan 2026

Amazon CS Berlin GmbH

Berlin, DE

WW CS ACES

- **VSO / IXD-FC Value Stream Optimisation:** Designed and facilitated Amazon's first end-to-end Value Stream Optimisation offsite, building the governance framework, decision rights, portfolio structure and investment criteria from nothing for 25+ cross-functional stakeholders across Product, Operations and Finance. Mapped current-state operations, ran benchmarking and change-impact assessment, and delivered the operating-model framework now standard across Customer Service. Surfaced a **\$2.1B** systemic ownership gap in fulfilment-centre packing, confirmed in a VP-level strategy document. Up to **\$8B** broader estimate identified but always labelled separately from confirmed total.
- **Concession Permission Clean-Up (EU7):** Identified and closed a structural access-governance gap spanning 1,225 LDAP permission groups with no single owner and years of accumulated drift. Mapped the system end to end, built the governance mechanism to keep it clean going forward. **\$132M** GCV in exposure closed, finance-validated. **\$20.06M** in annualised net savings. Over-permissioned population cut from 40.03% to 23.97%. The single largest confirmed project in the portfolio.

- **Mail Label Fraud / iPhone Return Manipulation:** Led a multi-vector fraud investigation into high-value return-label manipulation: identified a fraud vector spreading through a commercially sold guide, mapped the return and label flow end to end, and coordinated 5 internal functions and 2 external partners (Apple, DHL) to deploy 4 targeted controls, including chain-of-custody label verification. Closed an **\$85M** exposure with no added friction for legitimate customers. All controls still running in production.
- **ACES Value Offers Framework:** Sole author across 8 iterations. Designed as the organisation's investment business case and adoption playbook: a structured framework for identifying, validating, sizing and prioritising improvement opportunities. Adopted at WW scale, informing priorities inside a **\$297MM** 3-year ACES savings programme, approved at Head-of-Department and Organisation-Director level. The framework became the standard reference for how the organisation decides what to invest in.
- **Mental Health Wellbeing Affinity Group:** Founded in 2021 with no mandate, budget or precedent. Served as President, led a 26-member board (co-led board recruitment with Brandi). Grew the network from **500 to 3,500 people**. Measured a stress-score improvement from **3.8 to 2.3** in year one. Elevated to Worldwide Programme Lead, authored the 3-year global expansion plan, and completed a structured handover in 2024. The programme continues running under Central CS today.

Senior Continuous Improvement Specialist / Continuous Improvement Specialist

2018 – 2022

Amazon CS Berlin GmbH

Berlin, DE

WW CS ACES; Earlier Amazon Experience

- **PLS Multi-Phase Defect Elimination Programme:** Architected and owned a five-phase DMAIC portfolio across Amazon's largest CS contact population. Each phase closed one avoidable-contact layer and exposed the root cause beneath it, including Amazon's first ML-powered self-service contact deflection. Compounding impact from \$150K to **\$15MM** annualised, finance-validated, with a **45%** SLA gain. The programme demonstrated that defect elimination done as a repeatable operating model, not a one-off initiative, compounds value over time.
- **ACES in a Box (2020):** Designed a packaged DMAIC toolkit that standardised structured improvement for self-serve use across EU5 operations teams. Enabled local teams to run structured improvement without expert facilitation. Adopted region-wide and recognised with an internal Toy Yoda Kaizen Award.
- **Turkish Marketplace CS Launch (2018):** Launched Customer Service for the Turkish Marketplace from zero: node mapping, defect elimination and bot-attack prevention. Later extended to the UAE. Established the foundational process architecture for a new marketplace entry.

Production Engineer to Senior Project Engineer

2009 – 2018

Arçelik A.Ş.

Istanbul

- **48-Person Incoming Quality Department Leadership:** Directly led a **48-person** Incoming Quality department with formal reporting lines and EU-wide service-rate accountability, overseeing incoming material inspection, supplier quality, and customer-facing quality metrics across the Arçelik manufacturing network.
- **Paintshop Design of Experiments:** Ran a structured DOE study on the paintshop production line that cut rework from **3.5% to 0.75%** in six months. The project on which the Lean Six Sigma Black Belt was earned. Applied Minitab-based SPC, capability analysis and regression at expert level throughout the nine-year tenure.
- **Romania Greenfield Plant:** Sole engineer responsible for building every quality system, laboratory and inspection process from zero for Arçelik's Romania greenfield plant. Full Industry 4.0 implementation, supplier integration and automated visualisation tools. Cross-plant support across China and Russia. RoHS, REACH and PAH compliance owned throughout. Romania ISO certificate programmes delivered.
- **Aftersales Customer Satisfaction:** Led aftersales customer satisfaction improvement programmes, working directly with end-customer feedback data to trace quality defects back to production-line root causes and drive corrective action through the manufacturing organisation.
- **Third-Party Audit Management:** Managed third-party audit relationships and certification programmes, ensuring compliance across the Arçelik quality system and maintaining audit readiness for external inspections.
- **Functional Rotations:** Rotated across paintshop, assembly line, incoming quality control, third-party audit and aftersales customer satisfaction over nine years, building end-to-end manufacturing quality expertise from raw material through to post-sale.

Mechanical Engineer

2007 – 2009

Total Teknik

Istanbul

- **Commercial HVAC/MEP Project Engineering:** Designed integrated heating, ventilation, air conditioning and mechanical/electrical/plumbing systems across **30+ commercial projects** in Turkey, including 3M's central office and NTV's broadcast studios. Coordinated with architects and site engineers from specification through commissioning.

CAREER TRAJECTORY · CONFIRMED IMPACT BY YEAR

2018: \$1K – Turkish Marketplace CS launch: node mapping, defect elimination

2019: \$10K – Multi-Kaizen delivery; fraud and bot-attack vector prevention
2020: \$150K – ACES in a Box DMAIC toolkit deployed EU5-wide, internal award
2021: \$2MM – PLS ML self-service deflection deployed; MHW Affinity Group founded
2022: \$15MM – PLS programme completed; \$85M return-fraud exposure closed
2023: \$130MM – First Amazon-wide governance offsite; \$132M GCV closed
2024: \$2.1B identified – ACES Value Offers & Delivery Mechanism adopted at WW scale
2025: SLA +80% / -70% – AuditAI shipped at 93.5% validated accuracy
2026: 28 projects – Single-threaded ownership, Heavy Bulky CX EU5
\$147MM+ confirmed, finance-validated impact across the period above. The \$2.1B/2024 line is a systemic opportunity identified and documented, not booked savings, and is reported separately from the confirmed total.

CORE SKILLS & COMPETENCIES

Programme & Governance: Single-Threaded Leadership · Future-state operating-model design · Governance-framework & decision-rights design · Cross-functional & Director/VP-level stakeholder management · Programme portfolio governance · Operating rhythm & business review design · Risk-tiered process controls
AI & Agent Design: Human-in-the-loop / human-over-the-loop model auditing · Agent experience design (autonomy, escalation, human-agent handoff) · LLM prompt architecture & evaluation design · Agentic AI · Generative AI · Practical AI-workflow translation
Defect Elimination & CX Operations: Defect driver taxonomy & root-cause tracing · Voice of the Customer signal translation · Contact-rate reduction & self-service design · Multi-phase DMAIC programme delivery
Lean / Process Excellence: Lean Six Sigma Black Belt · DMAIC · Value Stream Mapping · A3 problem solving · Kaizen event facilitation · Root cause analysis · Minitab · Design of Experiments (DOE)
Culture & Capability: Coaching & servant leadership · Capability-building programme design · Scalable playbook & standards authorship (ACES in a Box) · Culture transformation & change management
Data & Governance: Regression analysis · Statistical process control (SPC) · Access-governance & permissions design · Fraud investigation & control design · Business-case & investment framing · KPI governance & performance tracking
Manufacturing & Quality: Quality systems architecture · Capability analysis & measurement systems · Supplier quality management · Industry 4.0 implementation · ISO certification programme delivery

CERTIFICATIONS

Process Excellence: Lean Six Sigma Black Belt & Green Belt · AWS Certified Machine Learning – Specialty
Applied AI & Governance (Amazon): Agentic AI: Essential Concepts for Builders & From Concept to Code · Responsible Artificial Intelligence Practices · Prompt Engineering (Essentials & Foundations) · Developing Generative AI Solutions
Anthropic Academy: AI Fluency: Framework & Foundations · Introduction to Claude Cowork · Claude 101
In Progress: Ironhack Academy: AI Consulting & Integration Bootcamp (completing November 2026)

EDUCATION

B.Sc. Mechanical Engineering, Yıldız Technical University, Istanbul

AWARDS & LANGUAGES

Once CS Award ×2 · Toy Yoda Kaizen Award (ACES in a Box) · Hackacon Winner 2023 & 2025 · Annual Review 2026: Exceeds High Bar
English (C2) · German (B1+) · Turkish (native) · Persian (native)

Full project portfolio (70+ engagements) and detailed case studies available at demirayhan.com · A detailed Amazon reference letter and Director-level leadership contacts are available upon request.