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Selected client work

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01 Warehouse operations re-engineering 2019 – 2020

02 Utility customer self-service 2023 – now

03 Omnichannel customer-service chatbot 2023 – now

04 Face-recognition attendance 2022 – 2024

05 Certified-products marketplace 2022

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Client name and confidential details are withheld under NDA.
Scan the code on each project to read the full case.

Client
large online retailer

Role
Process improvement analyst

Period
2019 – 2020

Team
5 people

Method
Lean, process re-engineering

Read the full case
urlb.ee/
fn-warehouse

Replenishment and picking rules for a warehouse at promo peak

I spotted why a large online retailer's warehouse missed its KPIs during a promo peak, took the evidence to the VP of Operations, and designed the stock, replenishment and picking rules, then proved them in a promo-peak trial.

~75%
higher storage efficiency

Up to ~55%
less picker travel time

~15%
fewer pick-assignment delays

What I did

- Spotted the KPI gap on the floor and backed it with observation, interviews, KPI data and returns.
- Pitched it to the VP of Operations and moved to the head-office improvement team.
- Designed location master data, minimum-stock replenishment and FIFO rules, then trialled them in a real promo peak.

Results

- Storage efficiency up about 75%, by re-engineering the pickface and buffer layouts.
- Picker travel time cut by up to about 55%, through streamlined replenishment.
- Pick-assignment delays down about 15%, through better process alignment.
- Internal audits found 10+ SOP compliance gaps, each with a recommended fix.
- Proven in a one-week peak trial, then repeated at a second warehouse.

Problem
System stock didn't match the shelves, and pickfaces ran empty during promo peaks.

Stack
Excel simulation · Tableau · JIRA & Confluence · BPMN · SOP design

Client
national utility company

Role
Business analyst & internal project manager

Period
2023 – now

Team
10+ people

Method
Agile Scrum (hybrid), in phases with change requests

Read the full case
urlb.ee/fn-selfservice

Moving meter reporting and customer service to WhatsApp for a national utility

Brought meter reporting, reminders and routine service to WhatsApp for a national utility company, whose customers weren't using its app, and found a way through strict security rules to get it into production.

6
self-service journeys live on WhatsApp

0
app installs needed

What I did

- Aligned five teams, and phased releases so each one cleared compliance first.
- Unblocked go-live with a sandboxed API layer after months stuck on security rules.
- Designed the middleware and the customer management dashboard, and led the internal team.

Results

- Six journeys live on WhatsApp: meter reporting, monthly reminders, FAQ, registration status, data changes and live chat with an agent.
- WhatsApp usage keeps rising on the chatbot dashboard.
- A path to production that meets the client's security rules.
- GenAI answers from the company knowledge base are in development.

Problem
Customers didn't use the company app, so missed meter readings became estimated bills and complaints.

Stack
WhatsApp Business API · bot platform · middleware & dashboard · sandboxed APIs

Client
consumer-goods manufacturer

Role
Business analyst

Period
2023 – now

Team
8 people

Method
Agile Scrum (hybrid)

Read the full case
urlb.ee/
fn-chatbot

Redesigning a customer-service chatbot that closed chats too early

Re-analysed and redesigned a national consumer-goods manufacturer's customer-service chatbot across 5+ digital channels, and planned its move to live document retrieval, which would cut knowledge updates from weeks to hours.

5+
channels on one architecture

weeks → hours
planned knowledge-update time

15+
conversation flows redesigned

What I did

- Audited bot performance and conversation logs across 5+ channels.
- Mapped customer journeys to find where and why conversations dropped.
- Redesigned 15+ conversation flows to be empathetic and solution-oriented.

Results

- One architecture serving 5+ digital channels.
- A migration roadmap to answers from live documents, which would cut knowledge updates from weeks to hours.

Problem
A customer bot on 5+ channels closed chats too early and needed weeks to learn anything new.

Stack
Enterprise conversational platform · NLP · WhatsApp Business API

Client
school

Role
Business analyst & project lead

Period
2022 – 2024

Team
8 people

Method
Agile (hybrid implementation)

Read the full case
urlb.ee/
fn-attendance

Face-recognition attendance at a school, tuned for glasses and hijab

Led the rollout of a face-recognition attendance system at a school, including fixing recognition for people wearing glasses or a hijab, which replaced manual attendance and gives administrators accurate attendance in real time.

Glasses & hijab
recognition edge cases fixed

Real-time
attendance reports

0
attendance sheets filled by hand

What I did

- Led the full lifecycle: configuration, data migration, process integration, training and monitoring.
- Turned requirements into implementation plans and customisation specs.
- Found recognition problems for people wearing glasses or a hijab and ran iterative tests to tune sensitivity without losing stability.

Results

- Recognition works for people with glasses or a hijab.
- Staff no longer record attendance by hand: every check-in comes from a terminal.
- Administrators get attendance reports in real time.

Problem
Manual attendance was slow and error-prone for the school's administrators.

Stack
Attendance module · IP face-recognition terminals · SQL database

Client
certification marketplace

Role
Business analyst

Period
2022

Team
8 people

Method
Agile Scrum

Read the full case
urlb.ee/
fn-marketplace

Product data and certification rules for a certified-products marketplace

Defined the product requirements for a marketplace of certified products, redesigning product data and certification rules so consumers find certified goods and merchants list them with less effort.

1
standard category list for search and onboarding

Structured
certification data shoppers can filter by

What I did

- Ran requirements sessions on user journeys, workflows and product classification.
- Identified usability gaps in certification tracking, categories and information structure.
- Defined and prioritised requirements for certification visibility and merchant onboarding.

Results

- Merchants pick from one category list and fill in structured certificate fields.
- Shoppers can filter products by certification status.
- A data model ready for more categories and merchants.

Problem
Certification status was unreliable and categories inconsistent, so products were hard to find and to list.

Stack
Product roadmap · system design · data architecture