

amitvaria Promo Packet 7 -> 7.5

<p><u>Projects</u></p> <ul style="list-style-type: none"><u>Amalgam</u><u>Search Ads 360</u><u>Google Ads Bulk, MCC, and User Management</u><u>Cramalgam</u><u>Manager</u> <p><u>Promo Justification</u></p> <p><u>Appendix</u></p>	<p>author: amitvaria</p>
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Projects

Amalgam

Project Description/Impact

Amalgam - The next version of SA360, a multi-year effort rebuilding SA360 using shared engineering and UX-infrastructure with Google Ads (GAds). Effort is a 2020 Buy-Side Platform (BP) top-level priority and OKR with 100+ engineers across 20 teams.

To date, we've launched 100+ features (full list) across many distinct areas: Engine Integrations, Reporting Workflows, Bulk Management, Conversions reporting, Data migrations, and Budget Mgmt. We're currently launched to 500 customers with public-launch early 2021 (more details).

Product Lead role

As Product Lead, I'm responsible for our strategy (vision, roadmap) with contributions from PMs on my team and 15+ PMs across the BP org. I've personally led quarterly prioritization, roadmap planning, and architecting foundational features which required novel approaches to building on common infrastructure.

I've been involved in reviewing 130+ PRDs to date and actively provide feedback and guidance to teams as they are designing. Key product design contributions to date:

- **Core Experience**

- Personally designed MCC visibility principles to ensure a consistent experience for cross-account features
- Organized early UX research efforts and prioritized 5 critical regressions identified through the effort (deck).

EXHIBIT
PSX00436

- Conversions - reporting and optimizing on conversions is the largest value proposition for our product
 - Solved how to meet SA360's more restricted contractual requirements regarding conversions by partnering closely with the Conversions team ([link](#)). This concept has become the foundation of which all bidopt features are designed on.
 - Counterfactual Attribution Reporting to let customers compare different attribution models in the UI ([link](#))
- **Designed our migration strategy** that PMs on the project use to inform the requirements for their feature migrations.
- Drove the team to deliver net new features, e.g. Overviews ([link](#)), to drive excitement and present our next-gen product as more than just a face lift on the legacy product.

To keep the team focused on delivering Amalgam, I've invested time in several efforts:

- Secured 10 additional headcount in 2018, including a dedicated PgM to focus on improving processes
- Established Amalgam Steerings for teams to bring Rationalizations, PRDs, and UX designs for review with stakeholders ([go/amalgam-steering-schedule](#)). In Q3 2020, we streamlined our review processes to handle an influx of UX design reviews.
- Influenced Eng teams to look for as many opportunities to make work fungible, removing resourcing constraints due to team boundaries.
- Making day-to-day trade-offs and decisions with eng leads to keep critical features funded.

Maintaining Search Ads 360

Search Ads 360, our enterprise Search Ads buying product, is the primary interface used by customers representing \$REDACTED in Google Ads annual revenue. It's clearly #1 in the product space (REDACTED % share of wallet).

Since my last promotion I became the official Product Lead for SA360 and took on responsibility for our business, roadmap, and execution. While we've largely shift eng resources to Amalgam, I have still accomplished many key things:

- **Grow spend managed through the product from \$REDACTED yr to \$REDACTED yr (+REDACTED %) and increase share of LCS from REDACTED % to REDACTED %**
 - Tactical investments in the product (2 new MSFT integrations, funding compliance and breaking changes)
 - Participate in customer calls and escalations to retain key customers
 - Built 2 new Microsoft integrations (Dynamics Search Ads, Remarketing lists for Search Ads)
- **Drive Auction Time Bidding (a.k.a. Myx) adoption from REDACTED**
 Most of the credit goes to Jason on my team and the bidopt eng team, but my contributions included:
 - Visited EMEA in Jan 2020 to address recent attrition through meetings with internal stakeholders and customers to recover our adoption ([chart](#))
 - Driving an escalation with the display ads serving team that resolved two critical bugs that were blocking the support for Shopping campaigns in Auction Time Bidding

Other contributions:

- Running a weekly ship meeting where we discussed and decided how to address newly discovered critical work

- [HIGHLY CONFIDENTIAL] Ran point for product during an escalation with MSFT, including negotiation strategy and leading a rapid planning exercise across 10 teams in BP. And secured 15 additional headcount once we have a signed agreement.
- Jointly planned and executed a 2-day x-functional (PM/Eng/Sales/gTech) annual global gathering in December 2019

Google Ads Bulk and MCC

As product lead for Google Ads Bulk and MCC, I manage 2 product managers on my team who work with 25+ engineers.

Bulk

Project Description/Impact

Bulk represents the collection of features to let users make changes to lots of entities through scaled workflows (e.g. bulk edits, automated rules, file uploads). Across the collection of features supported, [REDACTED] % of Google Ads customers (spend wtd.) use bulk features on a monthly basis.

Contributions

- Hired a PM rotator and successfully converted to full time PM (jolyn@)
- Oversaw launch of 5 features (+2 in whitelist) as part of a project to reduce gTech resourcing needs with more scaled functionality (expected 10 headcount)
- Oversaw the design of bulk visibility principles to align Bulk features with MCC visibility principles
- Prepared a multi-year bulk vision with Jolyn with investments in highly requested and innovative features (note: a long requested desire of the bulk eng team)

MCC

Project Description/Impact

In January 2020, my role expanded in Google Ads to also include MCC. The MCC team owns the product

REDACTED

The team already had a healthy roadmap when I took ownership, but some my contributions included:

- Added 1 new PM on to my team (nicolepang@ transferred as part of the expanded role)
- Prepared a multi-year MCC Vision with Nicole
- Pushed the team to prioritize integration with Google Analytics Gold, which is the top request from the AIM organization and critical to their launch strategy (steering deck).

Cramalgam

Project Description

REDACTED

Contributions

As the Amalgam Product Lead, many working groups seek my guidance in two areas:

- **Product design**
 - I have 10+ years designing for SA360 and recently 3+ years of experience building into our shared infrastructure. My expertise in both these areas make me uniquely qualified in Cramalgam discussions

- Pushing working groups to think big and not constrain requirements based on perceived limitations of the shared infrastructure.

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- **Identifying early decisions and alignment**

- I helped established Cramalgam Steerings with suggestions on how to improve from learnings after running 100+ Amalgam Steerings.
- Ramping up Cramalgam leads on core Amalgam concepts (e.g. manager accounts, visibility principles, product separation, etc.)

Manager

I am a manager of 5 Product Managers that oversee Search Ads 360, Amalgam, and parts of Google Ads.

- **Fostered mentoring and career development** through weekly 1:1s, advocating growth opportunities, and visibility with leadership
 - Converted 1 PM rotator to a full time PM role (jolyn@)
 - Coached 2 PMs through defining multi-year visions (i.e. Bulk, MCC) and presentations with leadership (aschavez, ssanan, bashark, vivek)
 - 3 PMs on my team have been in Ads for <12 months, so additional activities
 - Dedicated additional time to ramp up PMs on the Ads products
 - Setting goals for onboarding including regular checkpoints
- **Maximized impact with limited resources** on Amalgam projects, including
 - Motivated team to take ownership of features that have historically become PM-less.
 - Established weekly PRD collaboration sessions to do rapid fire Q&As to unblock PRDs and maintain high velocity

Promo Justification

Since my last promotion in Q1 2018, I've grown and have had sustained impact and influence across the BP organization (e.g. Amalgam, Search Ads 360, and Google Ads).

Amalgam

My main project has been as lead for Project Amalgam, a highly complex project that officially kicked off in 2016. Amalgam is the next generation of Search Ads 360, which is a 10 year old product that is the #1 enterprise search ads buying platform managing ^{REDACTED} ARR. The project is a 2020 Buy-Side Platform (BP) top-level priority and OKR with 100+ engineers across 20 teams that is currently launched to ^{REDACTED} % of our business (confidential reasons for limited access).

Early on in Amalgam I acted in an IC capacity and laid out our vision and worked closely with engineering leadership to get the project off the ground. I established many of the core product designs that have now become de facto standards (e.g. MCC Visibility, Product Visibility, 2 Conv. Columns). All of these topics were highly controversial amongst leadership and required intensive reviews and discussions to gather alignment. I also secured an additional 10 engineering headcount for the project (link) to keep tight timelines.

Over 2018, my role has grown into a leadership role where I own our roadmap and execution across 20 PMs (10 closely involved, 10 supporting a small number of projects). I've been involved (coaching,

providing feedback, and approving) with ~100 PRDs with this team that span a vast set of feature areas (e.g. Core UI/Reporting, Workflow Automation Product to Product integrations, Conversions, Optimization, and Budget Management). To facilitate these reviews, I established Steerings and Executive Reviews where teams could bring topics for review by myself, eng leads, and our execs. I play an active role in these meetings to drive consensus amongst our leadership and decisions to maintain high velocity.

We've had to adjust our Amalgam 2020 launch strategy in response to a changing regulatory landscape ([confidential link](#)), but our feature launches have continued across many of the areas ([go/amalgam-milestones](#)). My work on this project is highly regarded and was a factor in **REDACTED** **REDACTED** PM and Eng leads on DV360 actively seek my feedback and assistance as they kick-off their project and I am helping setup that project up for success.

Search Ads 360

In mid 2018, I also became the Product Lead for [Search Ads 360](#) and have maintained and grown that business: grew managed spend from **REDACTED** and grew adoption of auction time bidding, our most critical features, from **REDACTED**. As the product lead, I've largely shifted our resources to Amalgam, but still fund tactical investments including feature deprecations and 2 new MSFT features and other tactical projects to avoid breaking changes for our customers. I also secured 15 additional headcount to address a highly sensitive and confidential escalation from MSFT to further enhance our feature support.

Google Ads

I have also expanded my ownership to include parts of the Google Ads product: Bulk (added in Q1 2018, I hired a PM rotator) and MCC (added Q1 2020, PM transferred to my team).

Bulk features (e.g. bulk changes to bids, automated rules, uploading of bulk changes) let users work at scale and are adopted by **REDACTED** % of Google Ads customers. My team has focused on Project Elephant, an **REDACTED** that will result in headcount savings of 30 in their org. I regularly reviewed PRDs and provided meaningful insights. I worked closely with the Bulk PM to build a multi-year [vision](#).

MCC features let customers manage multiple accounts from a single interface and is adopted by **REDACTED** % of Google Ads customers (versus logging into their accounts directly). I onboarded quickly, due to several historical projects we've done in partnership, and supported on-going efforts. My main contribution was to drive [our new MCC vision](#) which lays out specific improvements to make in areas we own, but also will influence how other teams in BP will build features for our user segment.

Team Manager

Finally, I manage a team of 5 PMs that I actively coach and develop through 1:1s and career development discussions. 3 of the 5 PMs on my team joined my team in the last 12 months, so I've invested heavily in ramping them up on the product area and making them highly effective for Amalgam and Search Ads 360. Additionally, I've mentored an additional PM on a sister team through a tough work life balance situation and coaching them through difficult collaborations.

Appendix

- Sustained Track Record -
 - SEE fo 2+ cycles
 - Expansion of ownership
- Scope > Product/Org/Tech -
 - Leading largest engineering investment in BP
 - Expanded ownership to include MCC, Sign ups, User management
- Citizenship:
 - Mentoring multiple PMs
 - Promoting social activities across BP/EBP
 - Managing a team of 4 people
- Skills > Product Insight, Vision, Design -
 - Architecting many fundamentals for Amalgam - MCC visibility, Conversions compartmentalization, designing for two products
 - Guided and influenced the vision for Bulk and MCC including establishing metrics
- Skills > Execution
 - Worked closely with team and eng to ruthlessly prioritize work to keep Amalgam on track
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- Skills > Communication
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- Skills > Leadership
 - Collaborated with x-functional leaders to continue to grow SA360
 - Contributions to the EBP strategy and vision
- Impact > Personal -
 - Actively providing feedback on PRDs across my team and many others
 - Built out Amalgam roadmap
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- Impact > Project -
 - Amalgam is an ambitious effort to unify complex technology stacks without impacting Google Ads and Search Ads 360 business
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- Other (optional) -
- Notes to Manager (optional) -
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Role description

Product lead for Amalgam, Search Ads 360, Google Ads sub-products (Bulk, MCC, User Management, Onboarding).

Perf Bullets

Key accomplishments

- Amalgam
 - Continued progress towards MIP1
 - Available to [REDACTED] customers ([REDACTED] % of SA3 spend) with [REDACTED] % weekly usage (reporting)

- with leadership (aschavez, ssanan, bashark, vivek)
- 3 PMs on my team have been in Ads for <12 months, so additional activities
 - Dedicated additional time to ramp up PMs on the Ads products
 - Setting goals for onboarding including regular checkpoints
 - Mentoring 1 PM (indur@), including coaching to find a better work/life balance
 - **Maximized impact with limited resources** on Amalgam projects, including
 - Motivated team to take ownership of features that have historically become PM-less.
 - Established weekly PRD collaboration sessions to do rapid fire Q&As to unblock PRDs and maintain high velocity