

SOHAM SAHA

Commercial Excellence (GenAI) · Agoda · Ex-Amazon

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Senior Lead, Commercial Excellence (GenAI) · Agoda (Booking Holdings) · Bangkok, Thailand

PROFESSIONAL SUMMARY

Senior Lead, Commercial Excellence (GenAI) at Agoda, with 11+ years inside hyperscale e-commerce (8+ at Amazon, the world's largest third-party marketplace). Lead how commercial teams retrieve, understand and act on intelligence — including agentic workflows — so AI becomes how the work gets done, not another demo. Track record of taking ambiguous, no-playbook problems, building the operating system, shipping across regions, and codifying so each next market inherits the framework. 4 years onsite in Munich running Pan-EU operations with Tier-1 brand portfolios (J&J, Reckitt, P&G).

KEY ACHIEVEMENTS

- **0 → 200M USD business build, 12 months** Identified the opportunity, authored the business case (ROI model, investment framework, P&L forecast), and shipped Amazon's first offshore partner-operations unit — clean-sheet to 200M USD annual run-rate across 3 regions, 50+ partners onboarded, 1M USD annual savings.
- **70M USD commercial deep-dive, 65% QoQ growth** Led a 90-day Commercial Excellence engagement on Johnson & Johnson Germany (70M USD annual, 500+ SKUs): diagnosed unit economics, restored 190 products to healthy economics, drove 65% QoQ revenue growth (6M USD → 9.9M USD/quarter) vs. ~7% category baseline.
- **12M USD playbook scaled across 10 EU partners** Codified the J&J Germany commercial-excellence playbook (pricing, promotional cadence, joint business plans, commercial terms) and scaled across 10 EU brand partners and 5 markets for 12M USD annual uplift — repeatable multi-market framework, not a one-off win.
- **5,000+ operators, 6 regions, governance framework** Designed and rolled out a global operating model — SOPs, decision rights, certification-gated readiness, WBR / MBR / QBR steering routines — across 5,000+ operators in 6 regions. Outcomes: escalations -91%, KPIs +1,000 bps, onboarding cycle 8 → 4 weeks.
- **0% → 98% adoption (GenAI in production)** Led an AI productivity charter end-to-end (POC → production → monitor-and-iterate with Engineering and Data Science), embedding a GenAI toolkit into the daily work of 5,000+ operators across 5 regions in 6 months. ~50,000 hours/week of manual effort retired; ~8.6x first-year ROI. Authored the org's production-standard prompt-engineering and LLM-evaluation guidelines.

CORE COMPETENCIES

AI / GenAI Solution Delivery in Production (Identify → POC → Deploy → Monitor → Iterate) · Agentic Workflows & Grounded Retrieval (Claude tool-use · RAG · LLM Evaluation) · AI Adoption & Enablement at Organisational Scale · Commercial Excellence & Multi-Market Playbook Design (Pan-EU, 5 Markets, 10 Brand Partners) · Operating-Model & Governance Design (WBR / MBR / QBR) · 0 → 1 Business Build-Outs & Clean-Sheet P&L · Cross-Functional Delivery across Product, Engineering, Commercial, Data & Finance · Senior Stakeholder Engagement (Director / VP) · Team Leadership, Coaching & Capability Building

PROFESSIONAL EXPERIENCE

Senior Lead, Commercial Excellence (GenAI) | Agoda (Booking Holdings) | Bangkok, Thailand

August 2026 – Present · Commercial Excellence, Supply · GenAI adoption & agentic workflows

- Lead the **commercial intelligence stream for CommEx GenAI (Supply)** — driving how commercial teams **retrieve, understand and act on intelligence**, including **agentic workflows**, so AI becomes how the work gets done rather than another demo.

Senior Program Manager — Commercial Excellence | Amazon | Bengaluru, India

May 2021 – January 2026 (promoted July 2022) · Director-level Strategy Board partner · 6 regions (IN, EU, NA, APAC, MX, RO) · 3 direct reports

Strategic Program Leadership & Director-Level Decision Support

- Embedded program partner to a **Director-level Strategy Board** for Amazon's seller-services marketplace. Built **WBR / MBR / QBR steering routines** with named owners, decisions, and deadlines; framework surfaced ~20M USD/week of operational and commercial risk before P&L impact. Authored **business cases, ROI models, transformation roadmaps, and executive decision packs** for cross-functional initiatives spanning Product, Engineering, Commercial, Analytics, Finance, and Legal.

Cross-Functional Delivery, Multi-Region Operating Model & AI Adoption

- Designed and rolled out a **global operating model** — SOPs, execution standards, certification-gated readiness — across **5,000+ operators in 6 regions**. Institutionalised performance plans, milestone tracking, and audit cadences. Outcomes: escalations -91%, KPIs +1,000 bps, onboarding cycle 8 → 4 weeks.

- Led an **AI productivity charter end-to-end** — POC → production → monitor-and-iterate with Engineering and Data Science — embedding a GenAI toolkit (decision support, workflow automation) into the daily work of 5,000+ operators across 5 regions. Outcome: **0% → 98% adoption in 6 months, ~50,000 hrs/week retired, ~8.6x first-year ROI**. Authored the org's **production-standard** prompt-engineering and LLM-evaluation guidelines.

Team Leadership & Capability Building

- Led **3 direct reports** across strategy / operations / partnership workstreams; coached one senior IC to manager-level promotion in 12 months — fastest in the organisation. Coached cross-regional leads on structured problem framing, commercial lever analysis, and executive communication.
- Architected and launched **role-based competency frameworks for 8,000+ manager-and-above employees** — personalised learning paths and coaching ecosystems — and led performance-improvement programs. Outcome: **learner NPS of 85**, Account Manager knowledge-satisfaction up **1,500+ bps**, and an Account Manager Continuous Learning Program that lifted **vendor satisfaction 1,000+ bps** at 85% proficiency.

Brand Specialist — Operations & Commercial Strategy | Amazon | Munich, Germany

November 2019 – May 2021 · 120M USD annual P&L across DE, UK, FR, ES, IT · Tier-1 brand portfolio (J&J, Reckitt, P&G) · Team of 15

Commercial Strategy, Tier-1 Partner Growth & Multi-Market Playbook (J&J Germany, Reckitt, P&G)

- Led a **90-day Commercial Excellence engagement** on Johnson & Johnson Germany (70M USD annual, 500+ SKUs): diagnosed unit economics on 190 SKUs, restored economics in flight, drove **65% QoQ revenue growth (6M USD → 9.9M USD/quarter)** vs. ~7% category. Built joint business plans, pricing strategies, and promotional frameworks that became the EU template.
- Led complex commercial negotiations securing **16M USD+ in long-term agreements** (Reckitt 10M USD, J&J 6M USD). Codified the playbook into a **repeatable multi-market framework scaled across 10 EU partners and 5 markets for 12M USD annual uplift** — selection, pricing, promotional cadence, joint business planning.

0 → 1 Strategic Initiative: Offshore Partner-Operations Build-Out

- Authored the **business case** (ROI model, investment framework, P&L forecast) and launched Amazon's first offshore partner-operations unit. Coordinated Finance, HR, Legal, and Operations; hired 15 specialists, onboarded 25 partners; scaled to **3 regions, 50+ partners, 200M USD run-rate, 1M USD savings** in under 12 months. Great Contributions Award (DE CL2).

Werkstudent — Product Management & Analytics, Amazon Pantry EU | Amazon | Munich, Germany

October 2017 – October 2019

- Shipped a buyability-analysis algorithm into Amazon's internal global retail platform; partnered with engineering across requirements, validation, and rollout. Outcome: **+16% conversion, +19% SKU availability** across the EU; adopted as the standard across all EU Pantry teams. **Expanded Pantry ES selection +35%**, drove 20.8% YoY revenue growth.

EARLIER EXPERIENCE

- **Director of Product** — Projectaccess.co, Munich (Feb – Aug 2017): product and go-to-market for a tech-enabled non-profit; cross-functional delivery across product, design, and engineering.
- **Programmer Analyst & Technical Consultant** — Cognizant, Kolkata (Jun 2014 – Sep 2016): IBM Certified Solution Implementer (DataPower); process whitepaper delivered 1.2M USD client savings; managed end-to-end delivery coordinating onshore / offshore teams.

EDUCATION

B.Tech (First-Class Honours), Computer Science · West Bengal University of Technology, India · 2010 – 2014 | Informatics Coursework · Technical University of Munich, Germany · 2016 – 2019

CERTIFICATIONS & AWARDS

AI Fluency: Framework & Foundations — Anthropic (2025) · Cursor AI for Beginners — Great Learning (2026) · Amazon Great Contributions Award (DE CL2)

Selected builds (2026): Two self-built agentic prototypes — an Enterprise KAM Copilot and an Account-Excellence Agent (Claude tool-use + grounded RAG, cite-or-escalate) → cited prep packs and draft outreach · sohamsaha.com/#prototypes

TOOLS & LANGUAGES

SQL · Python · Tableau · QuickSight · Advanced Excel & Financial Modelling · GenAI / Prompt Engineering · LLM Evaluation · Grounded RAG · Agentic Workflows (Anthropic Claude tool-use) · Cursor | English (Fluent / C2) · Hindi (Fluent) · Bengali (Native) · German (A1)