

4. Global IT Messaging

Please read the following section for an overview of our messaging strategy for Project Animus.

How to share this information

Before any communication begins, it is important to review and agree to the actions in this communication plan. Key stakeholders such as Finance, Legal, and HR are being consulted as part of the planning. It is important for Global IT to work together with VCS Strategy and their Operations team to ensure our communication is aligned to avoid employees learning about this through the rumor mill.

Please take time to familiarize yourself with the content and discuss with your leadership and HR prior to communicating this information with impacted managers and ICs. If there are any questions that are not covered by the FAQs or you want to suggest amendments to the content, contact Jay Hauser (ghauser@). HR POCs in each region will be able to discuss with you in detail the specific impact of this change on your team.

Communication to IT Support employees should be done in 1:1 sessions or in your team meetings, within the timeline below. It is important that your people have adequate opportunities to ask questions and share concerns.

Overview of communication activities:

1. VCS Strategy Team briefs Ops leaders, HRMs, VOTS/VLT PMs, and Global IT stakeholders, and review the communication materials with them. All impacted stakeholders should be familiar and comfortable with the plan before it is executed.
2. Brief non-direct affected stakeholder groups [e.g. support teams, business teams, ops leaders, etc.]
3. VCS Strategy PMs brief VOTS and VLT TMs in 1:1 sessions.
4. VOTS and VLT Associate briefings in team meetings or small hands.
5. Follow up sessions with VOTS and VLT associates not able to attend briefings [HR will create instructions on how to inform our associates who are out of office, on maternity leave, sabbatical, long sickness, long annual leave etc.]
6. CSA office hour sessions with HR set up.

Communication timeline

Phase 1	XX March	Comms Plan circulated to VCS Strategy, HR, Global IT, and Operations leaders for input.
Phase 2	XX April	Final comms plan translated and circulated.
Phase 3	X – X April	Non-impacted stakeholder groups to be briefed.
Phase 4	X-X April	VOTS/VLT PMs to brief TMs in 1:1 sessions.
Phase 5	X-X April	VOTS/VLT to brief CSAs in team meetings or small hands.
Phase 6	X – X April	Associate follow up sessions and office hours with HR.
Phase 7	X May	Transition effective/followup.

Pre-phase 1 messaging/talking points

Optional teaser to let people in Global IT only know something is coming.

Format: Email, Chime, 1:1s, team meetings.

- Email (from [REDACTED]): Graphic of <something (baby carriage maybe?)> with the message, The Global IT family is growing. More info coming soon.
- Chime room (from Influencers): Change is coming. You'll learn more on <date>. It's pretty exciting. I would tell you more, but that's all I know.
- 1:1s ([REDACTED] directs and IT Support managers): As you may have heard, or perhaps you've seen the email, our team is growing. I cannot tell you more than that at this point, but no one's job, including yours will be affected. Ultimately, the change will help us serve our customers more effectively and increase the number of people we have available to do so.
- Team meetings ([REDACTED] directs and IT Support managers): As you may have heard, or perhaps you've seen the email, our team is growing. I cannot tell you more than that at this point, but no one's job, including yours will be affected. We should know more in X days. At that point, there will be a formal announcement. Again, I want to stress that this change will be good for us and good for Amazon as a whole.

Phase 1 messaging/talking points

This phase of communication will announce that VOTS and VLT are joining Global IT on **May 6**.

Format: Town halls, Announcement email, follow up emails, 1:1s, Brown bag

Talking points for [REDACTED]. (Top down) – High level

[REDACTED], here is a high level description. Feel free to use it to develop your own message. Please don't email it to anyone. The affected employees will not be told for another two weeks. X = riff on the topic.

- The Virtual Operations Technical Support (VOTS) and Virtual Logistics Team (VLT) team managers and associates are going to be part of GIT. The start date for this transition will be May 6 (talk about the phased approach).
- This is happening because X
- This is great news for VOTS employees because X
- This is great news for GIT employees because X

- This will not impact GIT employee's responsibilities or job status
- This will not impact VOTS employee's responsibilities or job status

- Going forward, we have goals to align job titles, job levels, and remote processes, but for the next few months, we expect things to be status quo for all teams.

Talking points for [REDACTED] (Top down) – Low level

[REDACTED], please read this to your directs in your next meeting. Please don't email it to anyone. The affected employees will not be told for another two weeks. We want to control the message.

I would like to share with you some organizational changes that will impact the Global IT Support team. On May 6, 2019, the Virtual Operations Technical Support (VOTS) and Virtual Logistics Team (VLT) team managers and associates will transition from the VCS Strategy team - currently part of Customer Service - and report into Global IT Support. Specifically

they will roll up under [REDACTED] and their existing reporting structure will not change. This move will bring 150 virtual support and logistics employees and managers to our fold. It's very exciting. I'm sure you will have a lot of questions. Luckily the tiger team running this project has developed a FAQ that I will share.

I want to assure you that this move will not impact your current employees financially. People always wonder about things like that when we make these sorts of announcements, so I wanted to put it up front. No one is losing their job.

We're making this change because VCS and the need for CSOS tech support has grown rapidly. In 2011, Amazon had a few hundred Virtual Customer Service Agents. Now, we have more than 11,000 in 13 countries. By 2020, we expect to have more than 65,000 worldwide.

These virtual customer service agents will all need support. So, moving these tech support folks into Global IT allows Amazon to provide scalable, unified, language-based support for existing and future virtual teams.

This will be a phased transition. First, we will add in VOTS and VTS agents from the Americas, South Africa, India, and Japan. Then we will add in employees in EMEA. We will add these employees later because the support structure and labor laws are different in the European Union and Morocco. Sorting that will take longer than May 6th.

There is a lot of variance in job titles for our new employees. For example, the VOTS Tier 1 role is a level 2 role primarily outside of the US. In the US these agents were hired as L3 into the role and have continued to be L3 for legacy reasons. With this transition, there is an opportunity to standardize and correct variances as they move over to our org. HR has a plan and there are details in the FAQ.

Speaking of variance, most of the employees joining our org work from home. This is different than our current model, where most employees work in a corporate office. In the Americas, they will eventually have to follow our remote support telecommuting procedure. A link to it is in the FAQ as well. If your employees ask about working remotely, [REDACTED] has recommended that current Global IT support specialists who are assigned to handle chat traffic should be able to work from home, following the guidelines of course. Those who are on phone support should report to the office. This decision is based on the extra needs and response speed expected of a phone contact.

There may be friction around this topic and we are going to work through it. We are working on guidance around the issue as we speak.

I'm looking forward to this exciting new chapter. There will be some friction, of course. There always is, but we expect a smooth transition and appreciate your guidance over the next few weeks to ensure it is so. Details about the transition and the actual steps required are forthcoming in the next few days and weeks.

I will share some FAQs with you so that you can read more about this change. If you have any questions now, please let me know. Otherwise, please feel free to reach out anytime to me, your manager, or your HRBP.

Talking points for [REDACTED]. (Top down)

[REDACTED], please read this to your directs in your next meeting. Please don't email it to anyone. The affected employees will not be told for another two weeks. We want to control the message.

I would like to share with you some organizational changes that impact the VOTS and VLT teams.

On May 6th, 2019, VOTS and VLT team managers and associates will transition from the VCS Strategy team - currently part of Customer Service - and report into Global IT.

I want to reassure you that no one will lose any pay or reduce in level as a result of these changes.

We're making this change because VCS and the need for CSOS tech support has grown rapidly and moving tech support for Global IT will allow for scalable, unified, language-based support for existing and future virtual teams.

Moving under Global IT will also provide our agents an expanded opportunity to advance within the organization, learn from tech experts from around the world, and share our expertise with them.

In short, this change will benefit our agents, CS, and Global IT, allowing us to meet the projected expansion of VCS to 65K people around the world by 2020.

Under Global IT, VOTS and VLT will continue to provide CSOS tech support, equipment, and process improvement needs supporting CS Operations (VCS and physical sites) and CSOS users. Essentially, their day to day job will not change.

However, there is a lot of variance in job titles for people doing the same role. VOTS Tier 1 role is a level 2 role primarily outside of US. In US these agents were hired as L3 into the role and have continued to be L3 for legacy reasons. With this transition, there is an opportunity to standardize and correct variances. We will do so.

VOTS Tier 1 Support role workers will transition to an entry level role in the Tech Services job family, Level 2 IT Support Technician. The USA Tier 1 Support agents who are currently L3 will thus be down-leveled to L2 with this move. However, the job duties of the Tier 1 support is aligned with the entry level Tech Services role and will allow agents to perform at the expected responsibility level for this role. Please assure those affected that this will not impact their pay and will improve their career development.

VOTS Tier 2 Support role workers will transition to an L3 IT Support Engineer I (Technical Support Tech I job family) role. VOTS Tier 2 support agents are primarily Level 3 in all places making this a lateral move into a new job family.

The Logistics and Tech support roles are all Level 2 in USA, and in other countries are split between L2, L3, and L4. They fall within different job titles of CS Associate, Administrative Support II, III, and IV. The USA Group Manager for this team Ben Torre has recommended up-leveelling all individuals (except one person handling only warehousing duties) in logistics support to Level 3 IT Support Engineer I based on their current job duties. This is an effort to correct their job level and title as they are currently performing job duties that align with the Level 3 role.

All the current L4 Team Managers will laterally move to Technical Services Manager 1 job title.

The decision on two Level 4 Web Development Engineers and L5 Program Managers' job titles is yet to be made but they will continue to be at the same level.

The structure of VOTS and VLT under Global IT will continue to comprise of the current VOTS/VLT team managers and associates who support internal customers, and the program managers who provide strategic insight and field support. This will be true for the reporting structure. Everything will remain the same, except that everyone will roll up under Dilip Kumar, Sr. Mgr, IT Services – India.

Dilip has been with Amazon for 8+ years and Global IT for 6+ years. He currently owns the IT end customer experience across 47 services for about 30000 Amazonians working out of seven countries within Asia Pacific. He knows a ton and is very well respected within Global IT.

Overall, this new structure for VOTS and VLT will enable consistent standards, tools, training, coaching, metrics and support of global events such as Peak and Prime Day. I do hope you choose to move with us to Global IT!

That said, you and your direct reports do have the option to not join Global IT. If you chose not to, we'll work with you to make the transition to a regular CSA under VCS Operations with no change to your pay or level. Your schedule could change based on customer needs in the marketplace you'd support (which is TBD based on business need). You're asked to let me know by April 25 if you decide you don't want to join Global IT and would prefer to move into a regular CSA role, staying in VCS Operations. At that time, we'll work with VCS Operations to determine your team movement and next steps. Please ask your reports to let you know whether they want to move by April 24.

I'm looking forward to this exciting new chapter. There will be some friction, of course. There always is, but we expect a smooth transition and appreciate your guidance over the next few weeks to ensure it is so. Details about the transition and the actual steps required are forthcoming in the next few days and weeks.

If you have any questions now, please let me know. Otherwise, please feel free to reach out anytime to me, your manager, or your HR POC.

Town hall/1:1s/Brown bag talking points for Global IT managers. Bottom up)

NOTE: Do not email these talking points. If you have any questions on the talking points, please discuss with your HR manager. Please read this to your people as written.

I would like to share with you some organizational changes that will impact the Global IT Support team. On May 6, 2019, the Virtual Operations Technical Support (VOTS) and Virtual Logistics Team (VLT) team managers and associates will transition from the VCS Strategy team - currently part of Customer Service - and report into Global IT Support.

Specifically, they will roll up under [REDACTED], Sr. Mgr, IT Services – India, and their existing reporting structure will not change. This move will bring 150 support employees and managers to our fold. It's very exciting. I'm sure you will have a lot of questions. Luckily the tiger team running this project has developed a FAQ that I will share.

I want to assure you that this move will not impact your pay or your current level. People always wonder about things like that when we make these sorts of announcements, so I wanted to put it up front. No one is losing their job.

We're making this change because VCS and the need for CSOS tech support has grown rapidly. In 2011, Amazon had a few hundred Virtual Customer Service Agents. Now, we have more than 11,000 in 13 countries. By 2020, we expect to have more than 65,000 worldwide.

These virtual customer service agents will all need support. So, moving these tech support folks into Global IT allows Amazon to provide scalable, unified, language-based support for existing and future virtual teams.

Under Global IT, VOTS and VLT will continue to provide CSOS tech support, equipment, and process improvement needs supporting CS Operations (VCS and physical sites) and CSOS users. Essentially, their day-to-day job won't change, and neither will yours. We're just adding more people to our organization.

So, who are these people and what do they do? The majority work for VOTS. Like you, they provide tech support to Amazonians. The remainder work for VLT. VLT is a little different, their wiki says the facilitate VCS (Virtual Customer Service) network-wide device deployment and retrieval operations of AME (Amazon-managed Equipment).

In plain English, they make sure that virtual customer service agents always have working computers. If they cannot troubleshoot a problem, they ship the CSA a new Chromebook running Amazon's Customer Service Operating System within 48 hours.

If you have any questions, please let me know. Otherwise, please feel free to reach out anytime to me, <your managers name>, or our HRBP.

Announcement email from [REDACTED] (Top down)

Subject: VOTS and VTS merging with Global IT on **May 6, 2019**

What is happening?

Virtual Operations Technical Support (VOTS) and Virtual Logistics Team (VLT) employees will soon join the Global IT Support family. These employees and their managers provide technical support and equipment needs to virtual and brick and mortar Customer Service teams globally.

We are excited to welcome them. They will transition from the worldwide Customer Service organization under VCS Strategy to us. The teams will keep their internal reporting structure and will roll up under [REDACTED], Sr. Mgr, IT Services – India.

Why is this happening?

This change provides VOTS and VLT associates and their team managers with the resources and structure they need to help our ever-increasing number of CS agents. By 2020, that number is expected to grow to over 60,000. Moving the team under Global IT ensures that they will be able to scale and still provide exceptional tech support. After the transition, Global IT will provide all tech support and equipment to all CSOS users including CS Operations.

When is this happening?

The transition will begin on May 6, 2019, and conclude soon thereafter. More details on the actual steps for the transition will follow. You will receive weekly progress updates. For now, you should know that VOTS and VLT employees

from the United States, South Africa, Japan, India, and Costa Rica will join first. Then employees from the European Union and Morocco will join. Finally, DART employees. This two-tiered approach ensures that the change is smooth for everyone.

Why is this change good for customers?

Customer service reps needing tech support or new hire equipment/set up via VOTS and VLT expect the person responding to their enquiry to be an expert and to solve their problem quickly. This change in reporting line has the key objective of supporting customers more effectively by integrating the VOTS and VLT TMs, CSAs, and Program managers into one global team that is optimized to monitor and respond to customers and trending issues and needs across all customer teams.

What about me?

No one will lose their job as we integrate these teams into our organization. Your managers will get into the specifics with you at your next team meeting.

I'm excited to welcome VOTS and VTS to the Global IT family.

[REDACTED], Director, Global IT

Follow up email (Bottom up)

Subject: VOTS and VTS merging with Global IT on **May 6, 2019**

As you now know, Virtual Operations Technical Support (VOTS) and Virtual Logistics Team (VLT) employees will join the Global IT Support family on May 6, 2019. These employees and their managers provide technical0 support and equipment needs to virtual and brick and mortar Customer Service teams globally.

We are excited to welcome them. They will transition from the worldwide Customer Service organization under VCS Strategy to us. The teams will keep their internal reporting structure and will roll up under [REDACTED], Sr. Mgr, IT Services – India.

Many you have asked about this transition, here are some of the most asked questions. <pick the five most relevant FAQ questions and answers>

<leader name>

Influencer blurbs

- TBD

Phase 2 messaging/talking points

Phase 2 comms will describe the transition from VCS to Global IT from the Global IT perspective.

Talking points for Laury Miller. (Top down)

On May 6th, as I mentioned last week, the Virtual Operations Technical Support (VOTS) and Virtual Logistics Team (VLT) team managers and associates will transition from the VCS Strategy team - currently part of Customer Service - and