June 7, 2022

**Via Federal Express**

U.S. Citizenship and Immigration Services

Attn: I-140

2501 S. State Hwy. 121 Business

Suite 400

Lewisville, TX 75067

**Re: I-140 First Preference Immigrant Visa Petition for Multinational Executives and Managers of Genpact LLC on behalf of Mr. Mahmood KHAN**

Dear Sir or Madam:

This letter is submitted in support of our I-140 immigrant visa petition for multinational executives and managers on behalf of Mr. Mahmood Khan. Based on Mr. Khan’s proven senior-level managerial expertise and in-depth knowledge of our company’s diversified businesses, operations, products, and services, we wish to have him serve in a full-time, regular position as an Assistant Vice President with Genpact LLC.

Please be advised that Mr. Khan joined Genpact in the United States in February 2020 pursuant to an approved L-1 nonimmigrant visa. Mr. Khan has been employed with the Genpact family of companies since October 2016. Immediately prior to his transfer to the United States, Mr. Khan was employed with our affiliate abroad Genpact India Pvt. Ltd. (Genpact India), in a managerial position as an Assistant Vice President. He held this position for the duration of his employment with our affiliate abroad.

We detail below the nature of our operations, Mr. Khan’s position with our company abroad in a managerial capacity, and his on-going managerial employment in the United States.

**THE PETITIONER**

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. Led by our purpose – the relentless pursuit of a world that works better for people – we drive digital-led innovation and digitally enabled intelligent operations for our clients. Guided by our experience reinventing and running thousands of processes for hundreds of clients, many of them Global Fortune 500 companies, we drive real-world transformation at scale. We think with design, dream in digital, and solve problems with data and analytics. Combining our expertise in end-to-end operations and our AI-based platform, Genpact Cora, we focus on the details – all 100,000+ of us. From New York to New Delhi, and in more than 30 countries in between, we connect every dot, reimagine every process, and reinvent the ways companies work. We know that reimagining each step from start to finish creates better business outcomes. Whatever it is, our commitment to our customers is to be there with them – accelerating digital transformation to create bold, lasting results.

**THE POSTION IN THE UNITED STATES**

At this time, Genpact wishes to employ Mr. Khan in a managerial position as an Assistant Vice President on a full-time and permanent basis. In this role, Mr. Khan is responsible for the overall direction, strategic leadership, and management of Genpact’s business process improvement offerings within our digital-led Consulting and Transformation service line (one of Genpact’s core service lines) for our key clients in the Consumer Product Goods industry vertical.

To be more specific, Mr. Khan manages projects and project teams responsible for digital-led transformation initiatives to enhance the operations that our clients rely on and to improve overall productivity.

1. **Mr. Khan will manage the organization, or a department, subdivision, function, or component of the organization**

Within Genpact’s overall business, the products and services associated with the Consulting and Transformation Services service line generate significant revenue for Genpact and this is a critical component of our business process improvement offerings. Our consulting teams apply Lean DigitalSM practices to help clients design the right strategy and target operating model for their functions. We help clients develop transformation roadmaps that deliver all components of a target operating model vision and implement process-driven improvements. Our business and enterprise risk consulting teams support our clients through transformation delivery, including enhanced internal controls and regulatory compliance. We partner with our clients to reimagine their controllership functions and improve their risk and control environments across operational and regulatory processes while preserving value and mitigating risk exposure.

Our transformation services leverage digital, analytics, and consulting solutions to help clients create competitive advantages and realize cost savings or increase revenue by improving or re-engineering business processes that are underperforming or by designing new processes to meet growth objectives. Clients engage our transformation teams to provide an end-to-end view of their organization and help determine business-process needs at the strategic and execution levels. Strategically, we help clients achieve a comprehensive assessment of how well their enterprise-level processes – such as source to pay, order to cash, record to report, inquiry to order, new product introduction and salesforce effectiveness – perform against industry benchmarks and best practices. At the execution level, we institutionalize the recommendations by deploying resources to train the client team and drive sustainable best practices.

Our consulting and transformation services build on our deep understanding of the complete enterprise operating model and draw on our expertise in process, state-of-the-art technology, organizational structures, compliance and risk-mitigation strategies. We combine a design-thinking approach with our industry and domain expertise to create client offerings that apply cutting-edge digital technologies and analytics with the goal of driving fundamental shifts in clients’ business performance.

As a result of Genpact’s proven track record and expertise in the Consulting and Transformation practice area, our global clients tasked our company with the development and implementation of programs to optimize performance, maximize returns, and reduce inefficiencies. To this end, Mr. Khan manages client engagements and is responsible for short-term and long-term strategies to achieve client business goals and objectives based on our company’s Consulting and Transformation service line. To this end, he is accountable for establishing project management processes and methodologies to ensure that the initiatives under his supervision are delivered on time and within budget. He is also accountable for ensuring that his team meets high quality standards as well as customer expectations.

As a senior service line leader, Mr. Khan coordinates with his client counterparts to secure the necessary approvals for business and information technology projects and, based on this, he organizes and coordinates the resources necessary to complete projects successfully. He also leads efforts to create business proposals and, after proposals are approved, he manages new and existing projects on an end-to-end basis. He leads governance reviews with client leaders to provide updates concerning project progress and risk and to make joint decisions about the digital implementation lifecycle. Mr. Khan coordinates project stakeholders to ensure that the necessary reviews are completed and addresses issues to ensure that the turnaround on deliverables is efficient and effective. He leads onsite teams of business and technical experts as they complete process reviews and assessments to determine the scope of projects and he provides guidance as they prepare process design documents.

Mr. Khan sets and manages client expectations and he is in charge of escalating issues and overseeing changes to the project plan. He tracks progress towards goals and, as necessary, makes revisions to project objectives based on client feedback. He makes decisions about plans and leads teams that address the most complex projects. He is also responsible for planning resources and assigning tasks; he makes estimates concerning the resources required to complete projects, sets schedules, and manages risks. Mr. Khan also manages budgets and resolves cost issues. He ensures that project and product releases can be supported and sustained in production. He manages ongoing digital and analytics projects, identifies new opportunities, provides leadership support for processes and for the lifecycle of digital assets, and oversees command and control operations for onboarding and IT setup.

1. **Mr. Khan will supervise and control the work of other supervisory, professional, or managerial employees**

As part of his managerial role, Mr. Khan oversees the activities of four (4) university-degreed Genpact professionals. His team will grow over a period of time and he will hire additional resources to meet requirements, as necessary. He has specific supervisory responsibilities over his subordinate team. Mr. Khan is responsible for planning workloads while ensuring appropriate training and professional development for his team members. In this regard, Mr. Khan monitors his team’s work and delegates assignments to match skillsets in order to ensure the seamless execution of overall assignments.

To illustrate Mr. Khan’s degree of discretionary authority in managing a team, we provide here a general description of the typical duties that are carried out by his subordinate team:

* Digital Asset Creation (Automation)
* Prepare Digital Offerings Proposals
* Define the Annual Pipeline
* Prepare Digital Solution Designs
* Manage stakeholder Governance

Mr. Khan’s subordinate team is responsible for executing day-to-day tasks based on his managerial guidance. To this end, he will be relieved of performing the requisite day-to-day activities associated with his business component. Instead, he will oversee and manage a team of university-degreed professionals whose primary role is to perform the day-to-day activities associated with the initiatives in his purview.

Mr. Khan exercises discretionary decision-making authority to manage the development of comprehensive project strategies and he communicates the strategies he defines to his subordinate team. He monitors his team’s work at all stages of to ensure the successful execution of project plans and to drive timely deliverables, ensuring successful service delivery. As such, he manages a critical business component within Genpact, exercising discretion over the day-to-day operations of this component, and he operates at a senior level with respect to the component he manages.

The job duties performed by Mr. Khan’s subordinate professional team members require at a minimum a Bachelor’s degree. These positions also require a fundamental understanding of complex business process and technology concepts, as well as the ability to analyze and improve client business processes and systems. As Mr. Khan will be responsible for managing the aforementioned processes at the highest level, these professionals will relieve him from performing technical tasks and complex implementation duties so that he will be able to focus on the high-level managerial task of ensuring the successful provision of key services.

1. **Mr. Khan will have the authority to hire and fire or recommend those as well as other personnel actions (such as promotion and leave authorization)**

Mr. Khan has managerial authority over specific personnel actions within his subordinate team. He is responsible for evaluating the performance of his team members and for recommending the promotion, retention, and dismissal of his team members. He is also responsible for determining resource allocations to maximize efficiency and to ensure that the completion of projects within his purview is both timely and efficient. He sets training and knowledge transfer goals for his team members and he guides their professional development as well.

Mr. Khan is responsible for periodically reviewing the performance of his team members both directly and indirectly. This enables him to provide critical input and to be closely involved in the process of providing feedback to the formal performance management process, which supports the granting of rewards and recognition. He also has the authority to recommend corrective actions for non-performing subordinates, which could lead to decisions to terminate employment.

1. **Mr. Khan will exercise discretion over the day-to-day operations of the activity or function for which the employee has authority**

Mr. Khan is responsible for delegating tasks to his subordinate team and he oversees the team’s provision of business process improvement products and services. With respect to the managerial duties described above, Mr. Khan spends 100% of his time on the following duties:

|  |  |  |
| --- | --- | --- |
| **Job Duties** | **Additional Details Regarding Job Duties** | **% of time spent on job duty (approximate)** |
| Client Relationship Management | Manage the project scope and secure agreements with clients on timelines and deliverables | 30% |
| Project Governance | Oversee meetings and reporting; define and enforce the escalation matrix | 30% |
| Project Delivery | Direct the efficient, effective, and timely delivery of automation as agreed in the Statement of Work (SOW) | 20% |
| Strategic Decision Making | Manage assessments of current performance and set the strategy for future actions based on facts and data | 10% |
| Budget Forecasting | Oversee the alignment of resources, number of licenses required, and the automation forecast (monthly, weekly) | 10% |
|  |  | **100%** |

We rely upon Mr. Khan’s experience and managerial acumen to evaluate overall client goals and objectives. In sum, as Assistant Vice President Mr. Khan exercises full managerial authority over key business process improvement initiatives and process improvement solutions with Genpact’s most valued clients, ensuring the satisfaction of client objectives and the growth of the company globally.

**THE POSITION ABROAD**

Mr. Khan is uniquely qualified for this position by virtue of his exceptional skills in managing business process improvement initiatives and prior managerial experience within our international organization. Mr. Khan has been employed with the Genpact family of companies since October 2016. Immediately prior to his transfer to the United States, Mr. Khan was employed with our affiliate abroad, Genpact India, in a managerial position as an Assistant Vice President. He held this position for the duration of his employment with our organization abroad.

To be more specific, Mr. Khan was responsible for managing digital-led Consulting and Transformation programs for our global clients to support their operations in the Finance and Accounting (F&A) function.

1. **Mr. Khan managed the organization, or a department, subdivision, function, or component of the organization**

Genpact helps clients transform their processes and operations through a “virtuous circle” that harnesses a combination of smart processes, analytics, and technology. We first study the client to discern its critical business outcomes, then we examine the performance metrics critical to their attainment and establish the process practices required to improve those results. Our experience running large-scale, complex operations allows us to focus on key indicators that are material to the desired results. Smart processes, research, analytics, and technology all translate into greater business intelligence, making the client more competitive as a result.

Genpact’s Consulting and Transformation products and services are consistently ranked as market leaders. Our approach focuses on business outcomes and related business processes. Equipped with industry and functional expertise and guided by our proprietary Lean DigitalSM approach, we aim to create Intelligent OperationsSM that execute efficiently and effectively, and continuously learn to adapt. Our focused approach is designed to maximize the impact that business processes have on business outcomes while limiting capital expenditures, risk, complexity, and time-to-benefit. Our solutions include business intelligence and big data, enterprise resource planning, quality assurance, and technology integration. We also have significant expertise in Hyperion, SAS and Cognos, and platform support for ERP systems such as Oracle, SAP and Microsoft.

As a leader with our organization abroad, Mr. Khan had managerial responsibility for and accountability over the formulation of business strategies and he recommended improvement initiatives to achieve clients’ business goals and objectives to enhance the company’s business process improvement products and services. Specifically, he oversaw projects and teams that provided digital Consulting and Transformation services to our global clients in his assigned industry portfolio. To this end, he was responsible for overseeing the provision solutions and technical designs on an end-to-end basis including all Robotic Process Automation (RPA) functions. In support of this, he led efforts to develop and deliver project roadmaps and blueprints and he oversaw the deployment of solutions including support and maintenance services. Mr. Khan also established collaborative initiatives with the business and vendor teams to redefine processes and to identify opportunities for automation.

As a senior service line leader, Mr. Khan lead teams assigned to RPA IT processes, including Genpact and vendor resources. He organized plans that required the collaboration of the IT, and corporate functions and with different business teams to ensure projects were completed according to plan. He also provided leadership, guidance, and technical advice to team members, as necessary. Mr. Khan was in charge of governance for all RPA Build-and-Run engagements with IT, business stakeholders, and vendor leaders. He was accountable for delivering projects on time and within the budget. Further, he provided technical assistance to his team so that they could solve complex project problems. He was in charge of building and mentoring teams of technologists and he helped team members grow in their professional roles. He had the authority to oversee the design, approval, and maintenance of RPA IT standards. Mr. Khan led programs to build reusable scripts and other assets that could be deployed across different types of RPA projects and with other kinds of RPA tools. Finally, he organized and led product training sessions, as necessary.

1. **Mr. Khan supervised and controlled the work of other supervisory, professional, or managerial employees**

As part of his managerial role, Mr. Khan oversaw the day-to-day activities of fourteen (14) university-degreed Genpact professionals. Mr. Khan was responsible for determining resource allocations, for setting training and knowledge transfer goals for his subordinate team members, and for guiding their professional development as well. As such, he provided critical recommendations concerning the hiring, retention, dismissal, and promotion of team members based on his assessment of their performance. Mr. Khan was responsible for planning workloads while ensuring appropriate training and professional development was provided to his team members. In this regard, Mr. Khan monitored his team’s work and delegated assignments, as he deemed necessary and appropriate to ensure the execution of overall initiatives within his purview while simultaneously maintaining authority over specific operational and personnel issues.

To illustrate Mr. Khan’s degree of discretionary authority in directing his subordinate team, we provide here a general description of the typical duties that were carried out by his subordinate team members:

* Create process automations
* Conduct system and process testing
* Perform quality checks
* Design and develop data migration automation
* Conduct client calls

To this end, Mr. Khan was relieved of performing the requisite day-to-day activities of his business component. Instead, he oversaw a team of university-degreed professionals whose primary role was to perform the day-to-day activities that he assigned. Mr. Khan exercised discretionary decision-making authority as he managed the development of comprehensive project strategies and communicated these strategies to his subordinate team. He monitored work at all stages to ensure the successful execution of his project plans and to drive timely deliverables. As such, he managed a critical business component within our organization, exercised discretion over the day-to-day operations of this component, and operated at a senior level with respect to the component he managed.

The job duties performed by Mr. Khan’s subordinate professional team members required at minimum a Bachelor’s degree in a relevant field of study. These positions also required a fundamental understanding of complex business processes and technology concepts, as well as the ability to analyze and improve client business process systems. As Mr. Khan was responsible for managing the aforementioned initiatives, these professionals relieved him from performing the complex day-to-day tasks so that he was able to focus on the high-level managerial task of ensuring the successful provision of our business process improvement products and services.

1. **Mr. Khan had the authority to hire and fire or recommend those as well as other personnel actions (such as promotion and leave authorization)**

Mr. Khan maintained managerial authority over specific personnel actions within his subordinate team. He was responsible for evaluating the performance of his team members and for recommending their promotion and retention. He was also responsible for determining resource allocations to maximize efficiency and for ensuring that the completion of projects within his purview was both timely and efficient. He set training and knowledge transfer goals for his subordinates and guided their professional development as well.

Mr. Khan was responsible for periodically reviewing the performance of his subordinates both directly and indirectly. This enabled him to provide critical input and to be closely involved in the process of providing feedback to the formal performance management process that supports the granting of rewards and recognition. He also had authority to recommend corrective actions in the case of non-performance, which could have led to decisions to terminate employment. He was responsible for delegating tasks to his subordinate team as well as the extended team based on project needs and he provided recommendations and authorization for work schedules, including leave authorization.

1. **Mr. Khan exercised discretion over the day-to-day operations of the activity or function for which the employee has authority**

Mr. Khan was responsible for delegating tasks to his subordinate team and he oversaw the team’s performance of daily tasks, process improvements, and the delivery of other services to the clients. More specifically, he focused on and was responsible for directing the design and implementation of business strategies, managing the implementation of business process improvement initiatives across cross-functional teams, and he was responsible for providing recommendations to improve the overall performance of the products and services managed. With respect to the managerial duties described above, Mr. Khan spent 100% of his time on the following duties:

|  |  |  |
| --- | --- | --- |
| **Job Duties** | **Additional Details Regarding Job Duties** | **% of time spent on job duty (approximate)** |
| Client Relationship Management | Manage project scope, agreement on timelines and deliverables | 30% |
| Project Governance | Oversee meetings, reporting, define and enforce escalation matrix | 35% |
| RPA Delivery | Direct the smooth and timely delivery of automations as agreed in the SOW | 35% |
|  |  | **100%** |

The foregoing evidence establishes that Mr. Khan is an accomplished manager within Genpact’s global operations who possesses extensive managerial experience and advanced knowledge of our international business operations, as well as a deep understanding of the corporate protocols that are critical to our continued successful business development in the United States and globally.

**CONCLUSION**

Based on the foregoing, we submit that Mr. Khan is an accomplished manager who possesses exemplary managerial experience with respect to business process improvement initiatives and process improvement solutions, and all related business components within his oversight. Therefore, we wish to offer Mr. Khan permanent, full-time employment in the managerial position of Assistant Vice President.

Mr. Khan will be compensated with an annual salary of $111,880.00 for the above-described services. We believe that his professional managerial experience with our company is of such high caliber that it cannot be duplicated. Moreover, Mr. Khan served in a managerial capacity with our affiliate abroad, for more than one year preceding his transfer to the United States in L-1A status.

We foresee a continuing need for Mr. Khan’s professional expertise and consider his managerial services to be an invaluable asset. In this regard, we respectfully request that our Petition for First Preference Immigrant Classification for Multinational Executives and Managers filed on behalf of Mr. Mahmood Khan be approved.

Very truly yours,

Abhishek Byrapogula / Napentha Tate

Manager / Management Trainee