November 4, 2019

U.S. Citizenship & Immigration Services

California Service Center

**ATTN: Premium Processing**

24000 Avila Road

2nd Floor, Room 2302

Laguna Niguel, CA 92677

**RE: REQUEST FOR EVIDENCE**

**Receipt #: WAC-19-288-850144**

**Form: I-129, Petition for Nonimmigrant Worker**

**Petitioner: Amazon.com Services, Inc.**

**Beneficiary: Mr. Sharath BYLADAKERE SOMASHEKARAIAH**

To Whom It May Concern:

My name is [Sameer Balgi] and I am a [Sr. Finance Manager,] at Amazon.com Services, Inc. (“Amazon”) located in Seattle, Washington. During my tenure at Amazon, I have served as Mr. Byladakere Somashekaraiah’s direct supervisor and, as such, I am qualified to attest to the specialized nature of Mr. Byladakere Somashekaraiah’s position.

1. **Mr. Byladakere Somashekaraiah has a bona fide offer of employment.**

Mr. Byladakere Somashekaraiah was transferred to Amazon in the U.S. to serve in the critical and specialized knowledge role of a Business Intelligence Engineer II, in November 2016. Mr. Byladakere Somashekaraiah was employed with Amazon-India in the critical role of Business Analyst from September 10, 2012 to November 9, 2016. During that time, Mr. Byladakere Somashekaraiah served as an invaluable member of the Compliance Operations team and led critical projects for the group. Amazon would like to offer Mr. Byladakere Somashekaraiah continued employment in the U.S., on a full-time basis, for a temporary period of two years. As a distinguished member of Amazon’s Display Advertising Finance BI team, Mr. Byladakere Somashekaraiah will be required to leverage the specialized knowledge in Amazon’s proprietary tools that he gained during employment at Amazon-India.

1. **Mr. Byladakere Somashekaraiah has gained special and advanced knowledge of Amazon proprietary tools and technologies.**

Mr. Byladakere Somashekaraiah has been employed with Amazon-US for over 2 years and 10 months in addition to his 3 years and 11 months employed abroad with Amazon-India. Given his extensive experience in Amazon, Mr. Byladakere Somashekaraiah has deep knowledge of industry leading technologies such as SQL,Tableau, Python, R and Amazon proprietary technologies such as Redshift, EMR, Hammerstone [Sharath – please add more Amazon technologies].

Currently, at Amazon in the U.S., Mr. Byladakere Somashekaraiah works on the Display Advertising Finance BI Team, which consists of [2] members including: [1 Data Engineer and 1 BI Engineer that support 1000+ stakeholders representing diverse functions such as Sales, Finance and Marketing. The Display Advertising BI Team in the Advertising Finance Org is primarily responsible for the reliable functioning of the underlying infrastructure that supports the creation of the *Total\_Ads\_Snapshot table* (supporting revenue in billions). The *Total\_Ads\_Snapshot* is the end product of a data pipeline architecture that combines five disparate revenue sources: i) Actuals or Billed revenue for Managed Display Campaigns ii) Actuals & Billed revenue for Self Service Display campaigns, iii) Managed Display revenue from future campaigns that have a signed contract, iv) Revenue from future campaigns that do not have a signed contract but are in the Sales pipeline process and v) Total Sponsored Ads Revenue. The data pipeline process includes i) Raw data ingestion for the above sources using a combination of Datanet, Hammerstone, S3 and Andes, ii) Data Validation Engine that algorithmically excludes invalid records; and iii) Data mapping engine that brings in advertiser attributes, billing information, product and sub-product definitions, campaign goal roll-ups and account channel classifications. The Total Ads Snapshot table fuel several key processes in Advertising and Amazon – specifically: i) the weekly and monthly reporting process for all Display Ads finance, ii) Input tables to power Product and Sales dashboards such as AE Cockpit, Account Management Hub, Renewal Rate Dashboard iii) Quarterly/Annual revenue for AE compensation and iv) Allocation of Display Ads data into Corporate Databases for ASIN level reporting.

The Business Intelligence Engineer in the Display Ads Org is primarily responsible for managing the data infrastructure, data extraction, automation, visualization and enabling complex analyses. The role supports the following teams: i) Central FP&A team, ii) Display Finance team (total 40 heads), iii) Geo Finance Teams. These teams in-turn support a Sales/Product team of 1000+ FTEs. Given the high level of impact, the role requires an individual with the following skill-sets:

1) Strong ownership skills – who is able to respond quickly and has the knowledge/expertise of the Data Pipeline.

2) An end-to-end problem solver: This role requires the individual to understand the underlying business problem, design the solution including data extraction and enable consumption by creating visual dashboards.

3) Strong collaborator – ability to partner with Business/Finance teams on solving their pain points.

4) Resourceful – be able to partner with different teams and be able to learn/borrow skills that he/she may not have.

5) Drive self-serve capability: Build visualization tools and train Fi nancial analysts in developing this skill

Over the past 18 months in Ads Finance, Sharath has made significant, and lasting contributions to the Ads Finance team. The breadth of projects he owned and delivered (HeadCT, Agency WBR, Sponsored Display, Expected Incremental, Refund) had high visibility and were critical to the operation of our business units and productivity of our finance teams. In all of his projects, Mr. Byladakere Somashekaraiah would be the technical architect providing guidance on technical feasibility and designing scalable solutions,].

[Explain in 1 sentence how the team relates to Amazon’s overall business].

[Explain in 1 sentence why the team is critical for Amazon’s success].

1. *Mr. Byladakere Somashekaraiah possesses knowledge of foreign operating conditions that is of significant value to Amazon’s U.S. operations.*

**.** Amazon’s internal tools are closely held trade secrets and some involve patented technology. Amazon’s dominance in the world market is based on the development of cutting-edge software development and software quality assurance testing that serve as the framework for its ecommerce business.**Mr. Byladakere Somashekaraiah’s** **level of technical acumen, breadth of knowledge and ability to work with multiple teams (business, finance and tech) to solve complex problems is hard to find/replicate in other teams. While we have individuals who are expert in a single stream, Sharath’s specialty lies in being skilled across multiple technologies and being able to work with non-technical partners to implement those solutions.**

As an example, Sharath worked on building a best in-class tool called the ‘HeadCT Project’. Prior to Sharath coming on-board, we had significant challenges in reporting Headcount on a consistent and accurate basis. We had a single FP&A analyst who would spend hours sifting through the meta-data and recording manual transfers and req changes. Despite best efforts, this was error-prone and caused frustration with business teams, as reporting would often be outdated. Accurate reporting on a ~7000 headcount org with multiple lines of business had become a significant pain-point for Finance and Leadership. Several teams in Amazon had tried to tackle similar problems with limited success. The goal was to create a workflow that will automate each link in the process: a) transfer of reqs between managers, b) provide finance teams with mechanism to correct req issues, c) provide a fully functional self-serve dashboard with full headcount reporting at a manager level and across all metrics (BIS, Open Reqs, Pending Starts and Unopened Reqs) and d) provide mechanisms that will enable tracking changes between two dates. This was a significant ask for a small team of 3 with just one BIE to support. Sharath was the chief architect from a technical standpoint, leading the design and execution of this initiative. Sharath started by first capturing all the user stories and then using Amazon tools (sharepoint, Redshift, Quicksight) to create a full end-to-end process that delivered a functional dashboard. He single-handedly managed all of the technical components in the process, including configuration/setting up the sharepoint site to handle any req transfers, creating the back-end work of ingesting all the HR datamart tables and building the data logic to merge BIS + transfers + OpenReqs into a single output table for easy visualization. He built mechanisms (bridges between snapshot dates, daily flash reports) that helped teams drill down the root cause for any data discrepancies and track changes. We launched the tool in June and have received rave reviews in terms of automation and headcount tracking. This has improved accessibility, reporting and resolving friction points between Finance and Business. The dashboards are constantly used by Ads Finance Leadership and now this software will be scaled across other teams in Amazon. This is a huge win for Amazon.

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Sharath currently reports through the Finance function making his interactions more weighted towards analysts and finance managers. Within his sphere of influence, he has been active in coaching, mentoring and sharing his knowledge with peers and business partners. He leads the Business Intelligence Training sessions where he shares his knowledge and depth of SQL, Visual dashboards, Engineering modules. He also provides 1:1 training sessions to junior analysts and BIE engineers to onboard to Amazon. He is an expert in Quicksight and led an org wide session on Quicksight training and is often sought out for assistance on adding specific views or brainstorming. He has also been on interview loops for BIE hiring.

Amazon relies on his superior knowledge of the above-mentioned proprietary technologies in his day-to-day duties as a Business Intelligence Engineer II on the Display Advertising Finance BI team.

[What is it about Mr. Byladakere Somashekaraiah’s knowledge gained at Amazon abroad that is so valuable to Amazon in the US?

if Mr. Byladakere Somashekaraiah learned a novel technique through work on specific project(s) abroad that will be implemented in the US, explain how those specific techniques will be used in the US. Are you recreating certain parameters of a project or making something very similar? How is Mr. Byladakere Somashekaraiah’s knowledge specifically contributing to it?

Please provide documentary proof that the similar technique/tools will be used in the US (internal memoranda, emails, articles, etc.) why is implementing the same technique/tools/project so important to Amazon in the US? Did Amazon abroad save expenses by implementing it? If so, please provide documentary proof.]

The U.S. role will require Mr. Byladakere Somashekaraiah to utilize expertise in the following proprietary tools and technologies:

* Redshift: Amazon Redshift is a fast, fully managed, petabyte-scale data warehouse that makes it simple and cost-effective to analyze all your data using your existing business intelligence tools. **Mr. Byladakere Somashekaraiah will continue to use Redshift to consolidate Display Ads Finance data and manage the unified database.** [Mr. Byladakere Somashekaraiah and one other employee have working knowledge of this tool out of the current team of approximately X people.]
* Extract Transform Load Manager (ETLM): The core "operating system" of the Data Warehouse. This complex system manages all of the injection and extraction of data in a consistent and predictable way. Users interact with ETLM through the DataNet web application by scheduling load or extract jobs and defining where to retrieve or pull the data. **Mr. Byladakere Somashekaraiah will continue to use ETLM to retrieve Amazon wide data transform and load into new data tables created in Redshift.** [Mr. Byladakere Somashekaraiah and 10 other employee have working knowledge of this tool out of the current team of approximately X people.]
* Hammerstone: It is a data integration platform designed to accelerate the internal adoption of Amazon Redshift, AWS’s data warehouse. Hammerstone provides an easy-to-use UI which allows customers to create workflows (called pipelines) and activities designed to COPY- Load data from S3 to Redshift clusters, EXTRACT- Query data on Redshift with SQL and output the results to S3. TRANSFORM- A more versatile type of extract activity which supports multiple SQL statements, identity key management, and auditing steps. Query data on Redshift with SQL and output the results to S3. **Mr. Byladakere Somashekaraiah will continue to use Hammerstone to retrieve Amazon wide data transform and load into new data tables created in Redshift when the data is present in S3.** [Mr. Byladakere Somashekaraiah and one other employee have working knowledge of this tool out of the current team of approximately X people.]
* Elastic Data eXchange (EDX): EDX is designed to be Amazon's one-stop shop for all en-masse data with an emphasis on large-scale data interchange. EDX is about connecting data from providers to their consumers and providing the service to manage the persistence of that data. There is a growing need for bulk data storage and efficient transport within our organization. Many of our customer teams are forced to build one-off solutions adding to operational challenges, in order to effectively manage ingress and egress of bulk data across systems. EDX service is aimed at solving similar problems for all teams which are in need of securely managing data movement and access. **Mr. Byladakere Somashekaraiah will continue to use EDX in combination with the Redshift. This tool is necessary to move data quickly and efficiently so that the Display Ads Finance team and stakeholders can view all necessary data in once source.** [Mr. Byladakere Somashekaraiah and one other employee have working knowledge of this tool out of the current team of approximately X people.]
* Simple Storage Service (S3): S3 is a reliable, fast and cheap way to store data on the Internet. S3 can be used to store just about anything: XML documents, binary data, images, videos, or whatever else our customers want to store. **Mr. Byladakere Somashekaraiah will continue to use S3 in combination with EDX, Redshift, and VIRT Dashboard. This tool is necessary to store data efficiently so that the Display Ads Finance team can keep historical data used to populate data tables.** [Mr. Byladakere Somashekaraiah and one other employee have working knowledge of this tool out of the current team of approximately X people.]
* Advertising Data warehouse (ADW): ADW is the system of record for aggregated data about advertising performance. It provides data as query able database tables, files in S3, and environments where internal users can execute ad hoc queries and schedule queries. **Mr. Byladakere Somashekaraiah will continue to integrate the data from ADW to Display ads Redshift cluster using Hammer stone and ETLM.** [Mr. Byladakere Somashekaraiah and 10 other employee have working knowledge of this tool out of the current team of approximately X people.]
* Amazon Athena: Amazon Athena is an interactive query service that makes it easy to analyze data in Amazon S3 using standard SQL. Athena is serverless, so there is no infrastructure to manage, and you pay only for the queries that you run. **Mr. Byladakere Somashekaraiah will continue to integrate the data from AmazonAthena to Display ads Redshift cluster using EDX.** [Only Mr. Byladakere Somashekaraiah have working knowledge of this tool out of the current team of approximately X people.]
* Amazon Metrics: At Amazon it is very common to have regularly produced metrics decks that are comprised of Excel files linked to the output of one or more Data Warehouse queries (Datanet Data Feed jobs). Traditionally this requires manual effort to refresh the data and initiate calculation of the workbook. Metrics jobs are a new type of Datanet job that allows the inclusion of data feed job results into Microsoft Excel document and perform worksheet calculation as the final step in the Datanet dependency chain. **Mr. Byladakere Somashekaraiah will continue to train the team on using Amazon Metrics to build Excel Decks to move the computation from Excel to Amazon Metrics.** [Mr. Byladakere Somashekaraiah and 10 other employee have working knowledge of this tool out of the current team of approximately X people.]
* Amazon QuickSight: Amazon QuickSight is a very fast, cloud-powered business intelligence (BI) service that makes it easy for all employees to build visualizations, perform ad-hoc analysis, and quickly get business insights from their data. Amazon QuickSight uses a new, Super-fast, Parallel, In-memory Calculation Engine (“SPICE”) to perform advanced calculations and render visualizations rapidly. Amazon QuickSight integrates automatically with AWS data services, enables organizations to scale to hundreds of thousands of users, and delivers fast and responsive query performance to them via SPICE’s query engine. At one-tenth the cost of traditional solutions, Amazon QuickSight enables the user to deliver rich BI functionality to everyone in an organization. **Mr. Byladakere Somashekaraiah will continue to integrate this tool with the database tables, to create Dashboard and visualization to provide Display Ads Finance stakeholders without the need to writing SQL.** [Only Mr. Byladakere Somashekaraiah have working knowledge of this tool out of the current team of approximately X people.]
* Remedy / Simple Issue Manager (SIM): Remedy and SIM are platforms that unify issue management and workflow applications at Amazon, including tickets, backlogs, and sprints. At Amazon, we leverage these platforms to build company-wide systems. These systems are owned by the Service, Website, and Issue Management Team. **These tools will continue to allow Mr. Byladakere Somashekaraiah to organize and prioritize projects appropriately by collecting requirements and assigning prioritizations.**

On the Display Advertising Finance BI team in the U.S., Mr. Byladakere Somashekaraiah is a key team member needed to improve Amazon’s [explain in one phrase how the PROJECT, or PRODUCT that the team is working on, relates to Amazon’s business]. Mr. Byladakere Somashekaraiah is using his knowledge of Amazon’s proprietary tools to [Explain in 1 phrase how Sharath applies understanding of tools]. [Explain in 2 sentences how Sharath will transform or advance the PROJECT, PRODUCT, or TOOL, therefore uniquely and positively impacting Amazon’s overall business].

Specifically, Mr. Byladakere Somashekaraiah has played a pivotal role working on the following projects for Amazon in the U.S.:

* **Amazon Display ads data pipeline innovation:** As part of the 2019-2020 initiative roadmap, Mr. Byladakere Somashekaraiahwill be working to re-invent the display revenue data infrastructure. This will involve i) Redesigning the upstream code to refresh on a 1 day lag vs. the current 3 day lag. ii) Integrating data from Vendors and Sellers into a single Umbrella enabling end users to pull all data from one place. iii) Creating custom flags within our data architecture to indicate product types, features and campaign events. All of the above requires a deep and intrinsic knowledge of the underlying DIM and FACT tables that are created within the Amazon ADW BI Redshift Database. Mr. Byladakere Somashekaraiah will be responsible for designing and building schemas and pipelines to bring the new data. Improving accessibility to one day will require us to completely redesign the upstream code to ensure we are in perfect sync with our billing systems requiring us to build a complete system that is reliable. **Mr. Byladakere Somashekaraiah will be using S3, EDX, Redshift, ETLM, ADW, Athena and Hammerstone to retrieve data (ADW & Athena), store data (S3, EDX, and Redshift) and transform the data between tools (ETLM & Hammerstone).**

IN 2-3 SENTENCES PLEASE FURTHER DESCRIBE SIGNIFICANCE, GOAL AND OUTCOME OF THE PROJECT, AND HOW SHARATH APPIES HIS SPECIFIC, ADVANCED AND/OR SPECIALIZED KNOWLEDGE TO CONTRIBUTE TO THE PROJECT’S SUCCESS

* **Display ads Dashboards suites:** TheDisplay Ads Finance team, plans to build a full suite of Dashboards to serve Sales, Finance and Senior Leadership. This will include having instant access to revenue (at the lowest grain), ability to deep-dive at the campaign level and able to connect advertiser and product information across a multitude of dimensions. In addition, the team will also be building deeper analytics and predictive models that will enable us to highlight advertisers that are at risk of attrition, forecast month-end and quarterly projections and use historical analysis to better establish Sales targets. **Mr. Byladakere Somashekaraiah will be diving deep into data models and by using Dashboards skills will building meaningful dashboards and training the team of analysts on how to build their own dashboard. Mr. Byladakere Somashekaraiah will be using Redshift to store, Quick sight build dashboards and Amazon Metrics to build automated decks.**

IN 2-3 SENTENCES PLEASE FURTHER DESCRIBE SIGNIFICANCE, GOAL AND OUTCOME OF THE PROJECT, AND HOW SHARATH APPIES HIS SPECIFIC, ADVANCED AND/OR SPECIALIZED KNOWLEDGE TO CONTRIBUTE TO THE PROJECT’S SUCCESS

* **HeadCT:** HeadCT is a headcount automation tool that eliminates manual efforts in headcount tracking and transaction management. The advertising org has 6000+ headcount worldwide. Headcount investment is key to the success of advertising growth. One Financial Analyst from the Advertising Finance team is dedicated to headcount day-to-day tracking (corresponding efforts account for ~50% bandwidth). Within the org, there are ~20 Finance/Business professionals who are heavily involved in headcount planning and transactions, especially during Amazon Operational Planning cycles (OP1/OP2). HeadCT will provide the following benefits 1) a scalable solution that will allow efficient headcount management for the fast-growing Advertising org: The current manual tracking won’t sustain for next year. 2) Significantly improved accuracy: Headcount reconciliation has been very time-consuming but critical when dealing with headcount investment decisions. 3) The possibility for all headcount stakeholders to eliminate time spent on offline headcount tracking and reconciliation. **Mr. Byladakere Somashekaraiah entirely designed the technical workflow and build it from scratch. He has used Redshift to store, Quick sight to dashboard ETLM to transform the data along with other technologies such as SharePoint to get inputs and VBA to build the end to end process.**

IN 2-3 SENTENCES PLEASE FURTHER DESCRIBE SIGNIFICANCE, GOAL AND OUTCOME OF THE PROJECT, AND HOW SHARATH APPIES HIS SPECIFIC, ADVANCED AND/OR SPECIALIZED KNOWLEDGE TO CONTRIBUTE TO THE PROJECT’S SUCCESS

ADD ADDITIONAL PROJECTS IF RELEVANT

Currently, [describe current state of PROJECT OR PRODUCT that the team is working on]. Mr. Byladakere Somashekaraiah will [explain in two sentences how Sharath will transform current state of the PROJECT or PRODUCT]. [Please further describe in two sentences why the PROJECT, or PRODUCT is important for Amazon’s business]. Mr. Byladakere Somashekaraiah will be responsible for [explain in 1 sentence what Sharath will be responsible for on the TEAM]. His efforts will result [state 1 – 2 ways SHARATH’s contributions will improve and/or impact Amazon’s overall business (ex: cost savings)].

While working as a Business Analyst at Amazon-India, Mr. Byladakere Somashekaraiah was identified as a uniquely qualified candidate to join our team in the U.S. because of his depth of technical expertise in Amazon-specific technologies and significant contributions to relevant projects impacting Amazon’s business. Specifically, Mr. Byladakere Somashekaraiah brings knowledge in [designing and building BI Dashboards and data warehouses using Amazon internal tools], that none of his colleagues in the U.S. possess. Mr. Byladakere Somashekaraiah’s knowledge is of significant value to Amazon’s U.S. operations and the success of the aforementioned projects.

1. *Mr. Byladakere Somashekaraiah possesses knowledge that is beneficial to Amazon’s competitiveness in the global marketplace.*

The following chart sets forth Mr. Byladakere Somashekaraiah’s duties in the specialized knowledge role of Business Intelligence Engineer II with Amazon, the amount of time spent on each duty, and the Amazon proprietary tools associated with each:

|  |  |  |  |
| --- | --- | --- | --- |
| **Specific Job Duties**  PLEASE DO NOT CHANGE JOB DUTIES; ONLY ELABORATE WHERE INDICATED | **% of Time Spent on duty** | **Amazon’s products, services, tools, research, equipment, techniques etc. requiring specialized knowledge** | **Minimum required time to obtain skill** |
| Translate complex or ambiguous business problem statements into analysis and reporting requirements. Proactively and independently work with stakeholders to construct use cases and associated standardized outputs.   * [Please elaborate in 3-5 bullet points, giving examples of what Sharath does daily, how it requires specialized or proprietary knowledge, and what is accomplished] | 20% | Simple Storage Service (S3), EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics, Quick sight | 12 to 18 months (for example) |
| Build Data pipelines to bring in and store the data in a scalable and sustainable manner.   * [Please elaborate in 3-5 bullet points, giving examples of what Sharath does daily, how it requires specialized or proprietary knowledge, and what is accomplished] | 15% | Simple Storage Service (S3), EDX, Redshift, ETLM, ADW, Athena , Hammer stone, |  |
| Build meaningful Dashboard and Visualization to help leadership find answers to a problem in an efficient manager.   * [Please elaborate in 3-5 bullet points, giving examples of what Sharath does daily, how it requires specialized or proprietary knowledge, and what is accomplished] | 15% | Quick sight,Simple Storage Service (S3), Redshift, ETLM, ADW, Amazon Metrics, |  |
| Size, scope, build and maintain metrics and queries for weekly, monthly, quarterly, and annual reports to team and stakeholders to manage business and make effective decisions.   * [Please elaborate in 3-5 bullet points, giving examples of what Sharath does daily, how it requires specialized or proprietary knowledge, and what is accomplished] | 10% | Simple Storage Service (S3), EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics, Quick sight |  |
| Scale data processes and reports; write queries that stakeholders can update themselves or can be automated. Develop a working knowledge of the data available or needed by the wider business for more complex or comparative analysis and the ability to work with a variety of different data sources.   * [Please elaborate in 3-5 bullet points, giving examples of what Sharath does daily, how it requires specialized or proprietary knowledge, and what is accomplished] | 15% | S3, EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics, Quick sight |  |
| Optimize source data to maximize reporting automation. Identify and adopt best practices in reporting and analysis: data integrity, test design, analysis, validation, and documentation.   * [Please elaborate in 3-5 bullet points, giving examples of what Sharath does daily, how it requires specialized or proprietary knowledge, and what is accomplished] | 15% | S3, EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics, Quick sight |  |
| Partner with internal teams to identify process and system improvement opportunities. Continuously test and improve predictive models with new data inputs.   * [Please elaborate in 3-5 bullet points, giving examples of what Sharath does daily, how it requires specialized or proprietary knowledge, and what is accomplished] | 10% | S3, EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics |  |

Please note that while it may take up to (Max time listed above) to become proficient in some of these skills, these skills are not the sole basis for Mr. Byladakere Somashekaraiah’s specialized knowledge.

[ARE THERE ANY EXAMPLES OF MR. BYLADAKERE SOMASHEKARAIAH’S SPECIALIZED KNOWLEDGE OF AMAZON TOOLS AND TECHNOLOGIES BEING USED ON THE TEAM THAT DEMONSTRATE HOW AMAZON GAINED A COMPETITIVE EDGE IN THE E-COMMERCE FIELD? FOR EXAMPLE, DID MR. BYLADAKERE SOMASHEKARAIAH’S WORK OPTIMIZE ANY PROCESSES THAT LED TO INCREASED EFFICIENCY AND A BETTER CUSTOMER EXPERIENCE? IF SO, PLEASE DESCRIBE SPECIFIC EXAMPLES AND PROVIDE PROOF IN THE FORM OF INTERNAL MEMORANDA, EMAILS, ARTICLES, ETC. ]

There are two big projects where Sharath’s skills of building highly automated solutions, driving deep technical integration and staying true to customer obsession was very evident.

1. Agency Reporting: Agency reporting (billion dollars in revenue) has been a significant pain-point for our finance teams as the set-up was clunky, manual and very error prone. Teams would often be called out for inaccurate reporting and was losing trust with stakeholders. Due to additional rigor, Revenue reporting on this business would often take 2 full business days and any correction would mean re-doing the whole thing or making manual changes in excel. Sharath, designed a plan to overhaul the entire process. He started with an end-goal of completely automating the reporting process such that it is refreshed at a click of a button. With this bold goal in mind, he created a project plan with all queries, data ingestion modules and worked on finding the trigger points to automate each of these. Where we had challenges, he created unique tools to enable Finance leaders to upload data with ease but was relentless in his pursuit of driving a fully automated solution. He created staging tables that ran over the weekend and integrated data from disparate sources into a single consolidated output (previously manually downloaded and merged). The final job was scheduled to run daily and a finance manager can now come in on a Monday, and the report was available at the click of a button. Previously, all of this data would sit in huge excel files (100MB+) and often crash when new data was added. With no manual mapping living in excel, the business review docs were light-weight and significantly simplified. What would previously take days, could now be accomplished in hours. Diana, Finance Manager in Ads summarized her appreciation in her feedback: *“As a result of his initiative and execution, agency revenue reporting is now easily accessible by a wider audience of Finance, BI and Business users. Today, reporting is available on a daily basis and thanks to the foundational work laid up by Sharath, continues to add on and surface new metrics to finance and business leaders.”*

Another example of his simplification was in our forecasting process. One of the key elements in our weekly processes is the forward looking forecast for the current and future quarters. Until last year, we were using a single data point model to forecast our quarter. The single data point was the pacing observed in same quarter last year. That data point, while it worked on a smaller business size, was not reflective of the recent trends on a larger business with constant change. Sharath partnered with the Finance team and created a table that stored a comprehensive set of data for each snapshot day in the past - what was the forecasted revenue and how did it compare vs. actuals. He built a time-series of coefficients that provided for each snapshot day in the past - i) The forecasted booked+pipeline revenue for each month in the future (on that snapshot date) compare to actuals and ii) New revenue generated compared to the Booked+Pipeline base. This table enabled geo analysts to incorporate a lot more data points in their forecast analysis resulting in a better predictive model.

**Mr. Byladakere Somashekaraiah’s exceptional mastery of Amazon’s proprietary technology is central to Amazon’s continued success in the highly competitive global marketplace**. Sharth’s ability to work on projects such as HeadCT, launching new Advertising Products and building automated tools make him an indispensable part of the team. These projects are critical to growing Amazon Advertising and without Sharath’s expertise, we would not be able to drive these projects forward.

. Amazon relies on these tools to function flawlessly to retain its reputation of meeting customer expectations while retaining its global competitive edge.

Mr. Byladakere Somashekaraiah will lead the efforts to design the next generation of our Data architecture. Specifically, as we migrate our database to the new tech stack, we will be bringing in billing metrics and campaign KPIs into a single user facing interface. This will require deep knowledge of the Advertising infrastructure domain and Amazon proprietary tools to be able to create a unified view. The impact of this initiative will be across the entire org (5000+ heads) and there is currently no one in the team to do this on a end-end basis.

1. *Mr. Byladakere Somashekaraiah possesses knowledge of Amazon’s tools and technologies that cannot be easily transferred or taught to another individual without significant economic cost or inconvenience.*

Mr. Byladakere Somashekaraiah’s position within Amazon’s Display Advertising Finance BI Team requires exceptional expertise in Amazon’s proprietary tools and technologies. **It would consume an extensive period of time (6 months to 1 years) to train another individual—whether from within or outside of the Amazon family of companies--to the level of specialized knowledge that Mr. Byladakere Somashekaraiah already possesses**. The delay caused by training individual that do not meet the requisite technical skill in Amazon’s unique methods would result in Amazon losing its competitive edge in the marketplace. The type of industry in which Amazon is situated is a fast-paced, competitive arena where companies must constantly adapt and change as technological developments occur. Amazon needs to onboard individuals who already possess the requisite knowledge for this role in order to advance the company’s initiative. Without this transfer, Amazon’s business will be at risk of faltering behind global competition. Mr. Byladakere Somashekaraiah is a uniquely qualified candidate for the position of Business Intelligence Engineer II within the Display Advertising Finance BI team due to his extensive experience with the Amazon proprietary tools during his tenure at Amazon-India, which will be directly transferable to his duties while at Amazon in the U.S. The tools in question are massively complex and contain thousands of features. Fluency in their application is not acquired over the course of a few training sessions, but over many months of daily use. At present, Mr. Byladakere Somashekaraiah is the only engineer on the team in possession of the requisite level of skill on the suite of necessary tools to begin building and delivering the team’s projects

**[**Explain why it would be impossible for you to hire someone to the team that has never worked for Amazon before. Use specific examples from projects Sharath HAS worked on to show how he formed the foundation of specialized knowledge that will be required to perform the proposed role in the U.S. ALTERNATIVELY, USE EXAMPLES OF SPECIFIC PROJECTS THAT WILL REQUIRE HIS SPECIALIZED KNOWLEDGE IN ORDER TO MOVE FORWARD SUCCESSFULLY.]

**[**Please discuss why Sharath’s knowledge cannot easily be transferred to another person. What is it about his/her expertise (whether it is with Amazon proprietary tools such as those mentioned above or the expertise gained while completing specific projects) that does not lend itself to knowledge transfer? ]

[Discuss how much time and money it would take to find someone else to fill Mr. Byladakere Somashekaraiah’s role with the same level of specialized knowledge and aptitude for Amazon proprietary tools and technology. Use specific examples of how much time you think it would take to train someone to successfully perform the job duties.

If it would take 2 years, then discuss specifically how far behind the Amazon team would be without his/her contributions for 2 years. Would it still be possible to meet your team's goals? Would the company suffer a financial loss? If so, how much?

1. **Mr. Byladakere Somashekaraiah’s L-1B petition should be approved.**

Mr. Byladakere Somashekaraiah was chosen for transfer to the U.S. because of his extensive specialized knowledge of Amazon proprietary tools. At Amazon in the U.S., **Mr. Byladakere Somashekaraiah will lead the Display Advertising Finance BI team with his expertise.** ***The experience and knowledge acquired by Mr. Byladakere Somashekaraiah at Amazon cannot be replicated, and as a result, he is considered a critical asset to the company. It would take an inordinate period to train a new hire to perform at Mr. Byladakere Somashekaraiah’s level.***

Throughout his employment with Amazon-India, Mr. Byladakere Somashekaraiah was immersed in Amazon-specific and specialized proprietary tools, methodologies and processes. He has unique and considerable knowledge of Amazon proprietary frameworks. As described above, Mr. Byladakere Somashekaraiah dedicated his duties abroad to developing and utilizing Amazon proprietary tools. Indeed, very few of our employees possess Mr. Byladakere Somashekaraiah’s depth and breadth of superior and specialized knowledge. This specialized knowledge and experience will be invaluable to Amazon in the U.S.

Thank you for your kind consideration.

Best Regards,

**[MANAGER NAME]**

**[MANAGER TITLE]**

**[MANAGER EMAIL]**