December 26, 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. I have served as Mr. Byladakere Somashekaraiah’s direct supervisor during his tenure at Amazon Advertising 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.**

At Amazon in the U.S., Mr. Byladakere Somashekaraiah works on the Display Advertising Finance BI Team, a sub team of Display Advertising Finance team. His team consists of 37 members including: 1 Vice President, 1 Director, 5 Sr. Finance Managers, 1 BI Engineer, 1 Data Engineer, 1 Sr. Product manager, 1 Product Manager, 7 Finance Managers, 12 Senior Financial Analysts and 7 Financial Analysts that support 1000+ stakeholders representing diverse functions such as Sales, Product Finance and Marketing in the Ads organization. Mr. Byladakere Somashekaraiah also owns certain portions of the business where he single handedly serve the business product team. 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. Mr. Byladakere Somashekaraiah is therefore one of the most tenured employees and the only team member with special and advanced knowledge of required BI skills and Amazon proprietary tools and technology.

The Display Advertising Finance BI team is critical to Amazon’s Data Governance, including Data Architecture, Accuracy, and Availability for the entire Display Advertising Finance team. The Display Ads Finance team rolls up to the DAC finance team, who is response to manage and publish companywide financial reports for Devices, Advertising and Crop development. The display ad finance team enables the Display Ads portion of the business reports on financial data. The BI team Mr. Byladakere Somashekaraiah is part of is primarily responsible for the reliable functioning of the underlying infrastructure that supports the creation of the total\_ads\_snapshot data mart (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 a 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 team is also responsible for supporting Finance Managers/Analysts to reduce manual efforts by automating reports and creating dashboards for repeated use. **Given the sheer size of Amazon and the scale at which it operates, not having these pipeline build and publish the consolidate data into timely, companywide financial reports would lead to poor Public Relations and Invertor Relationships, which would hamper the overall cash flow of the company.**

Mr. Byladakere Somashekaraiah is one of the most valued engineers on the Display Advertising Finance BI team and his contributions to numerous projects have been invaluable. None of the other team members have Mr. Byladakere Somashekaraiah’s level of expertise. Although some Amazon employees have used Amazon-specific tools, **no one has Mr. Byladakere Somashekaraiah’s same breadth and depth of specialized knowledge of architecting and building data warehouse solutions in easy to use formats for stakeholders. Without his special and advanced understanding of BI tools and data engineering concepts, Amazon would be unable to make meaningful progress on time-sensitive projects that would impact Amazon’s core business.**

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

Mr. Byladakere Somashekaraiah possesses both special and advanced knowledge of Amazon’s internal tools, **none of which are used by other employers in the United States or abroad.** 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 in the implementation of proprietary technology is either unavailable or extremely uncommon even within Amazon.**

Mr. Byladakere Somashekaraiah’s advanced understanding of **architecting and building data warehouse solutions along with BI solutions in easy to use formats for stakeholders separates him from his colleagues because it is uncommon to see an Amazon employee with such breadth and depth of Amazon’s proprietary tools and technologies.** While some of his colleagues may be familiar with a select few of the Amazon technologies described below, he is one of a minority of employees with mastery over the following proprietary tools. He has gained exceptional skill in using *all* of these proprietary tools based on his experience abroad. Numerous other employees fail to grasp the complex interaction of the already complicated implementation of these individual proprietary technologies. This is akin to a comparison between elementary school-level arithmetic and college level differential calculus. In light of his remarkable achievements, Mr. Byladakere Somashekaraiah has been selected for the highly-competitive U.S. role to spearhead critical projects for Amazon’s business.

Mr. Byladakere Somashekaraiah has been **recognized for his rare ability to consistently produce outstanding results due to his advanced understanding of the interplay between highly sophisticated proprietary tools that cannot be obtained without extensive on-the-job experience**. 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. The Display Advertising Finance BI is devoted to Amazon’s Data governance, including Data architecture, accuracy, and availability for the entire Display Advertising Finance team to review and report to companywide financial reports. The Advertising Finance BI data mart and data infrastructure is essential to the global success of Amazon as a whole. The Display Advertising Finance team comprises of 37 team members, but only Mr. Byladakere Somashekaraiah has the requisite breadth and depth of experience in Data Lake and data warehouse building and BI Engineering knowledge of Amazon proprietary tools needed execute multiple projects to match business pace. Mr. Byladakere Somashekaraiah has gained in-depth knowledge and hands-on experience that very few team members have. His work on numerous systems and tools has made him the domain expert on Display Advertising Finance BI and his advice and guidance is regularly sought by engineers and managers across Amazon’s Advertising organization. Mr. Byladakere Somashekaraiah has been served as a mentor for 9 of employees. His mentorship is critical for the process of ramping up the new engineers so that they are ready to handle operational issues.

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 mart 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 37 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 employees have working knowledge of this tool out of the current team of approximately 37 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 37 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 37 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 37 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 37 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 has working knowledge of this tool out of the current team of approximately 37 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 37 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 has working knowledge of this tool out of the current team of approximately 37 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 financial data infrastructure by building data warehouses and other data-related solutions for use by Leadership and Analysts. The Display Advertising Finance BI team is critical to Amazon’s Data Governance, including data architecture, accuracy, and availability for the entire Display Advertising Finance team. The Display ads finance BI team rolls up to the DAC finance team, which is responsible for managing and publishing companywide financial reports. The Display ads finance team mainly enables the Display Ads portion of the business and financial data. The BI team Mr. Byladakere Somashekaraiah is part of 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). **Given the sheer size of Amazon and the scales at which it operates, failure to build these data pipelines and publish the consolidated data accurately into companywide financial reports would result in poor public relations and Invertor Relationships, which would hamper the overall cash flow of the company.**

Mr. Byladakere Somashekaraiah uses his knowledge of Amazon’s proprietary tools to build data warehouses that store and display Ad revenue, sales, impressions, clicks and various Ads performance metrics along with several other Human Resources datasets for organization-level headcount and systematic management using the aforementioned Amazon proprietary tools, such as ETLM, EDX, Hammerstone, S3, and Amazon Metrics. Mr. Byladakere Somashekaraiah has been developing a variety of platforms and frameworks to increase profitability and efficiency. **No one has the same breadth and depth of specialized knowledge of architecting and building data warehouse solutions. Without his special and advanced understanding of BI and data engineering concepts and tools, Amazon would be unable to make meaningful progress on time-sensitive projects that would impact Amazon’s core 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 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, Hoot and Hammerstone to retrieve data (ADW & Athena), store data (S3, EDX, and Redshift) and transform the data between tools (ETLM & Hammerstone).**

* **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 build 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 to build dashboards and Amazon Metrics to build automated decks.**
* **Head CT:** Head CT 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). Head CT 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. Once the tool is successful, it will be expanding to other organizations in Amazon. **Mr. Byladakere Somashekaraiah entirely designed the technical workflow and build it from scratch. He has used Redshift to store, the 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.**

Currently, the team is designing the next generation of our Data architecture and expanding HeadCT to other organizations. The data architecture and infrastructure is version 1.0 with some basic data points where manual intervention is required and HeadCT is implemented only in the Ads organization. Mr. Byladakere Somashekaraiah will use his design skill based on Amazon data standards to redesign the current data architecture and create version 2.0. His work will make the data architecture completely hands free and, based on experiences of implementing the data architecture in the Ads org, a larger HeadCT product will be created which will scalable to support multiple orgs. Having these data marts and tools will help Amazon to financially plan the business and make key decisions in the right time to improve revenue. Mr. Byladakere Somashekaraiah will be responsible for understanding requirements, designing, leading and building infrastructure. His efforts will impact more than 5000+ employees across the organization and is estimated to save 3 Full time Employees, in addition to enabling allows Leadership to take quick decisions.

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** | **% 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.   * Collaborate with Business teams to distill specific data requirements from high-level business goals * Analyze Data for accuracy and provide perspective to leaders on how to view the metrics. | 20% | Simple Storage Service (S3), EDX, Redshift, ETLM, ADW, Athena , Hammer stone | 12 to 18 months |
| Build Data pipelines to bring in and store the data in a scalable and sustainable manner.   * Extract data from Data Warehouse and build data pipelines through using Amazon’s tools and service * Create design to store the data effectively using appropriate data models * Support team members to understand the data tables to self-service quickly and efficiently. | 15% | Simple Storage Service (S3), EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Hoot,  Bindles, Klaxon Alarm System, Fleet Management | 12 to 18 months |
| Build meaningful Dashboard and Visualization to help leadership find answers to a problem in an efficient manager.   * Build easy to understand Dashboards using Quick sight, Redshift, ETLM * Refresh and publish Dashboards and reports to customers on a daily basis using Quick sight and Amazon metrics. | 15% | Quick sight ,Simple Storage Service (S3), Redshift, ETLM, ADW, Amazon Metrics, Hoot,  Bindles,Klaxon Alarm System, Fleet Management | 12 Months |
| 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.   * Create data pipelines and workflows to run on regular intervals. * Enable other analysts to load local data into the centralized data tables, so the data can be utilized by worldwide audiences to self-serve in the data reports. * Ensure all the data is update to date and high quality on a daily basis. | 10% | Simple Storage Service (S3), EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics, Quick sight  , Bindles, Klaxon Alarm System, Fleet Management | 6 months |
| 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.   * Creates SQL scripts, which can be reused by other analysts to create weekly, monthly, quarterly, and annual reports * Document the data architecture and data tables with detailed information. | 15% | S3, EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics, Quick sight, Bindles, Klaxon Alarm System, Fleet Management | 12 months |
| Optimize source data to maximize reporting automation. Identify and adopt best practices in reporting and analysis: data integrity, test design, analysis, validation, and documentation.   * Design best in class data tables, which are easy to use for end users. * Write optimized SQL to have minimal load on the Database. * Create audit mechanisms to ensure the data quality. | 15% | S3, EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics, Quick sight,  Bindles, Klaxon Alarm System, Fleet Management | 12 months |
| Partner with internal teams to identify process and system improvement opportunities. Continuously test and improve predictive models with new data inputs.   * Dive deep into process and system and suggest and implement a technical solution to automate the work. * Use statistical model where necessary to drive a collusion. | 10% | S3, EDX, Redshift, ETLM, ADW, Athena , Hammer stone, Amazon Metrics | 12 months |
| **Total** | **100%** |  |  |

Please note that while it may take up to 18 months to become proficient in some of these skills, these skills are not the sole basis for Mr. Byladakere Somashekaraiah’s specialized knowledge.

There are two other big projects where Mr. Byladakere Somashekaraiah’s skills of building highly automated solutions, driving deep technical integration and staying true to customer obsession has been very evident:

1. Agency Reporting: Agency reporting (billion dollars in revenue) has been a significant pain-point for our finance teams because the set-up was clunky, manual and error prone. Teams would often be called out for inaccurate reporting and were 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 report or making manual changes in excel. Mr. Byladakere Somashekaraiah 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 and 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 run 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.

2. 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 the same quarter last year. That data point, while it worked on a smaller business size, was not reflective of the recent trends in a larger business with constant change. Mr. Byladakere Somashekaraiah’s 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 with actuals data. He built a time-series of coefficients that provided for each snapshot day in the past - I) The forecast booked and pipelined revenue for each month in the future (on that snapshot date) as compared to actual and ii) New revenue generated compared to the Booked and Pipeline base. This table enabled Geo analysts to incorporate 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.** Data warehousing, Dashboard, Reporting and Analytics projects designed, coded and tested by Mr. Byladakere Somashekaraiah such as HeadCT, Amazon Display ads data pipeline innovation, and Display ads Dashboards suites are critical to resource optimization, metrics tracking and companywide financial reporting at Amazon. If Amazon is unable to continue pursuing Display Ads Infrastructure, Display Ads Data Mart, and Display Ads Data Access, the delay may lead to the loss of millions of dollars a day and customer frustration. The Display ads Sales Finance, Display ads Product Finance, Display ads Yield Finance, Digital Adverting and Crop Dev Finance, Sales and Sales analytics teams, and Marketing in the Ads organization teams all rely on the continuation and success of these projects. In order to continue these vital efforts, 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 and expand HeadCT to other organizations. Currently, data architecture and infrastructure is version 1.0 with basic data points still with manual intervention. Additionally, HeadCT is implemented only in Ads organization. Mr. Byladakere Somashekaraiah will design and build as we migrate our database to the new tech stack, he will develop billing metrics and campaigns KPIs into a single user facing interface and he will also establish HeadCT for multiple organizations and make a companywide tool. The impact of this initiative will be across the entire organization (5000+ heads) and there is currently no one in the team to do this on an end-end basis. Others within the industry or even others within the Amazon family of companies simply do not have the specialized skill set required for the sponsored role, and it would require an inordinate amount of time and resources to train another individual, resulting in critical delays to our project deadlines.

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 (a minimum of 1.5 years) to hire and 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

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,

**Sameer Balgi**

**Senior Finance Manager**

**sameerb@amazon.com**