

城云科技（中国）有限公司

尊敬的 Raghav 先生：

您好！

非常感谢您对本公司进行 CMMI 高成熟度评估工作以及给与的宝贵建议。

在您专业及敬业的评估指导下，带领 ATM 组，开展了 CMMI5 级评估所需的各项工作，发现了我司在研发及管理上的弱项，并提供了非常有价值的改进建议。这些建议对我们意义重大，特别在代码的质量规范管理方面，您通过实例让我们对此有了深刻的认识。这些建议将有助于我司降低风险、提升研发质量和效率、增强公司持续改进的能力。

针对本次评估提出的建议，我司会召集 EPG 组、高层经理等关键人员进行专题讨论，制定实施方案，作为今年过程改进的重点。在代码管理方面，我司会参考主任评估师的建议，修订代码编写规范，严格执行代码走查，增加这方面的资金投入；改进现有的培训方式，在城云数字化系统上实现在线培训系统，形成体系化的培训过程，提高总体能力；在需求开发方面，要求各项目组增加需求访谈的方式、提高需求能力，来缩短工期，提升效率。最终，将这些管理方法转化为相关制度和规范，长效落实。

您带领 ATM 组所执行的评估过程和方法非常科学与高效，我公司的 ATM 组员将会将此方法传授给 EPG 组成员，并组成内部的 ATM 组，在公司内定期进行评估，以便及时发现改进项，提高公司整体能力，从而帮助公司实现战略目标。

再次感谢 Raghav 先生给予专业的指导与建议！

城云科技（中国）有限公司

发起人：李利军

2021 年 3 月 31 日

城云科技（中国）有限公司

Dear Mr. Raghav,

Greetings!

Thank you very much for conducting the CMMI high maturity appraisal for our company and for your valuable advice.

Under your professional and dedicated guidance, the appraisal team has carried out the various tasks required for the CMMI Level 5 appraisal, identified our weaknesses in research and development and management, and provided very valuable suggestions for improvement. These suggestions are very meaningful to us, especially in the area of quality management of code, which you have given us a deep understanding of through examples. These suggestions will help us to reduce risks, improve the quality and efficiency of our research and development, and enhance our ability to continuously improve.

In response to the improvement opportunities identified in this appraisal, our company will convene the EPG group, senior managers, and other key personnel for a thematic discussion and formulate an implementation plan as a focus for process improvement this year. In terms of code management, we will refer to the recommendations from you, revise code writing specifications, strictly enforce code walk-through, and increase financial investment in this area; improve the existing training methods, implement an online training system on the City Cloud digital system to form a systematic training process and improve overall capability; in terms of requirements development, we will require all project teams to increase the way they conduct requirements interviews

and improve requirements capability to shorten the duration and improve efficiency. Eventually, these management methods will be translated into relevant systems and norms for long-term implementation.

The appraisal process and methodology that you have led the appraisal team to implement is very scientific and efficient. Our appraisal team members will pass on this methodology to the EPG team members and form an internal evaluation team to conduct regular assessments within the company in order to identify improvements and improve the company's overall capabilities in order to help the company achieve its strategic objectives.

Thank you again for your professional guidance and advice!

City Cloud Technology (China) Co., Ltd.

Sponsor:



Lu Jianjiong

31 March 2021