

# 发起人高层会议总结报告

RAGHAV S. NANDYAL  
SITARA TECHNOLOGIES PVT. LTD.

Dear Raghav Nandyal:

## 一、总体发现

感谢您接受我们的邀请，与 5 名 ATM 和您的认证注册翻译一起领导我们公司的 HM 范围评估。由您提议的 3 个外部 ATM 为我们公司的改进机会提供了一个很好的外部视角。在这次评估中，我们进行了多次访谈和文件审查，充分利用了贵公司丰富的经验和专业技能，以全面了解我公司的 CMMI 成熟度实施状况。评估结束后，我们获得了一系列宝贵的建议和改进意见，以进一步提升我们的运营和管理能力。总共发现了 37 项改进建议，涵盖工程管理、项目管理、支持管理和过程管理四大类，其中工程管理有 9 条，项目管理有 10 条，支持有 9 条，过程管理有 9 条。通过公司高层经理、EPG 过程改进小组、项目经理、QA、CM、OT 等关键角色的研究和讨论，我们一致认为这些主要改进建议高度符合公司的实际情况，符合度达到了 95%。

## 二、经验教训

我们从工程管理、项目管理、支持、过程管理四个方面为切入点分别进行详细总结。

### 工程过程

在项目需求分析阶段，特别是数据对接需求中，应明确安全性要求，确保数据对

接过程安全可靠，同时这些非功能性要求应该明确记录到文档中。在产品交付前，要充分考虑到产品后期可能出现的异常或故障场景，并准备好相应的解决方案，保障产品稳定运行。

效能研发过程中，工程管理需要更强调项目进度、资源分配、沟通协调等方面。确保项目各阶段的有效监控和协同合作。测试人员应充分利用阿里云效的缺陷管理功能，提高测试效率和问题跟踪能力，确保测试过程的顺畅和高效。理解边界、有效和无效测试用例，确保测试全面覆盖各种情况，提高测试质量，减少遗漏和错误。制定明确的压力测试流程，包括环境准备、场景设计、数据模拟等，以保证系统在压力下的稳定性，提前发现和解决潜在问题。

在接口文档中应该明确接口类型、管理策略、访问控制和发布方式，以便统一管理和维护，降低沟通和管理成本。同时在接口检查表中设计数据库格式检查项，以保证接口与数据库的兼容性和一致性，提高系统稳定性。

在产品集成阶段要记录系统对接的评审和相关文档，可以保证产品集成顺利进行，并在后续维护中有可依据的参考文档。

## 项目管理

在项目计划中，确保项目里程碑结束时间与项目计划相符，避免资源使用和任务安排的冲突，同时考虑实际数据对模型的影响，使模型与实际情况匹配。在项目估算中要确保准确性和可靠性，标明数据来源，提前规划和分配足够的时间和资源来解决问题，这样可以保证解决问题所需的时间和资源。建立有效的问题解决机制和流程也很重要，问题的解决过程应该能够及时、准确地追踪和解决问题，避免问题被忽视或延误。

在风险和机会过程中，要清晰明确，包括评估和确定风险和机会的系数、优先级

和管理计划，制定清晰的风险和机会管理计划，包括评审时间、执行人和处理结果以便更好地管理风险、抓住机遇，增强竞争力和可持续发展能力。进一步我们要区分和管理风险与机会，提高项目的控制能力和决策效率，确保风险和机会管理成为项目管理的重要组成部分。

建立规范的命名规范和标准，以减少维护困难和拼写错误，提高代码的可读性和可维护性。在技术选型中需要及时记录好决策的背景和理由，以便有效沟通和解释决策，确保团队成员和利益相关者理解决策的依据。质量管理需要高度重视，建立有效的质量管理体系，包括质量评估、质量控制和质量改进，以确保项目交付的产品或服务符合质量标准和客户要求。

在项目管理上，我们应该加强沟通和协作。在项目团队内部以及与利益相关者之间建立良好的沟通渠道，信息及时传递和共享，以促进问题的解决和项目的顺利进行。建立有效的项目管理工具和技术支持。利用适当的项目管理工具和技术，提高项目管理的效率和效果，帮助团队更好地规划、执行和监控项目。其次强调团队培训和能力提升，持续投资团队成员的培训和能力提升，以提高团队的专业水平和项目管理能力，从而提高项目的成功率和质量。再则建立有效的绩效评估和激励机制。通过明确的绩效评估标准和激励措施，激励团队成员积极参与项目，并提高团队的工作动力和效率。最后要持续关注行业最佳实践和标准，保持对行业最新的项目管理实践和标准的关注，不断学习和应用，以提高项目管理的成熟度和绩效。

## 支持过程

在质量保证过程中，对不一致项问题没有完整记录到 QA 里程碑报告，会不利于对质量保证工作进行充分分析总结，需要加强重视，认真检查，完整记录到 QA 里程碑报告中，包括详细描述、影响范围和解决方案。在记录不一致项问题时，应全面考

考虑实践域和相关因素，包括人员、流程、工具和环境等。这有助于对质量保证工作进行充分的分析和总结，以及为改进措施提供准确的依据。

在配置管理中，需要全面记录配置库操作动作，在周报或其他相关报告中，应全面记录配置库的操作动作，包括更新、删除和新增等。在项目变更表中，除了记录变更的详细信息，还应记录变更对其他产品的影响。可以帮助我们跟踪和监控配置库的变化，确保配置库的稳定性和可靠性。同时配置管理员和 QA 可以联合进行审计，包括过程和产品的审计。通过协同工作，可以减少重复的审计工作，提高审计的效率，并降低审计的成本。

在培训方面，可以考虑设立基于角色和过程改进成效的激励制度，在 EPG 章程中，除了执行奖励，还应考虑设置基于角色和过程改进成效的激励制度。这有助于激励和推动长期的过程改进活动，增强组织的学习和持续改进能力。而且对于管理层成员的培训需求，应进行全面的调查和分析，确保每个层级的培训需求都得到满足。

在原因分析报告中，对于发现缺陷能力偏低的根本原因，应进行深入的分析。除了利用鱼骨图等方法，还可以考虑其他因素和影响，以找到更准确的根本原因。对于系统测试效率标准偏差较大的情况，应进行深入分析了解导致偏差的原因。

## 过程管理

在建立基线和模型上，要充分考虑度量因子的选择以及对度量项的合理定义。人员能力指数可能不够客观和精确，存在一定的主观性和偏差，对于评估生产率的因素，确保其准确性和客观性非常重要，所以在建模过程中，我们会尽量采用更全面和客观的指标。为了更准确地评估和预测生产力，可以综合应用测试生产率和编码生产率等不同模型建立基线和模型，并在其他派生模型中应用，以获得更全面的分析和预测结果。在定义生产率时，应根据行业标准选择合适的单位，这样可以更好地比较和

评估生产力水平。当前系统测试生产力较高，应进行深入的思考和分析，以确定高生产力的原因，同时，需要关注可能存在的质量风险，并采取相应的质量控制和改进措施。

在进行组织资产库操作时，应确保记录和采集操作数据，包括组织资产库的使用、修订、删除情况，以便通过数据分析发现关键过程问题，及时发现存在的问题，并有针对性地进行改进。同时应该建立有效的管理机制，确保资产库的可靠性和可用性。

在高成度的过程实施中，建立模型并不是最终目，还应明确模型所涉及的因素属性。除了立有效的模型，了解过程能力和相关因素的影响也非常重要。在推广过程改进时，应进行项目类型的分析，明确些项目适合采用改进过程，并关注实际的意义成效。不同项目可能有不同的需求和特点，因需要根据实际情况进行分析，该改进过程是否适合对应类型的项目。当然我们的改进过程应该从项目中持续得到反馈，从而进行调整，确保改进过程够适应不同项目类型的需求。

### 三、现实意义

通过本次 CMMI5 的认证评估和改进，我们组织在管理方面取得了显著的成熟度和过程能力的提升。不仅在质量、成本、风险控制和客户满意度方面带来了显著的改善，也对公司内部的绩效管理起到了促进作用。

首先，我们的过程质量和效率得到了显著提高。通过 CMMI5 评估的实施，我们的组织过程成熟度得到提升，从而使得产品和服务的交付更加高效和可靠。这有助于提高我们的竞争力，为客户提供更优质的产品和服务。

其次，评估结果为我们提供了改进方向。评估过程中，我们能够识别出过程改进的方向和优先级，有针对性地进行制定改进计划，从而有效地优化我们的过程，提高工作

效率和质量。

再次，CMMI5 的认证评估能够增强客户对我们的信心。我们可以向客户展示我们在软件和系统工程方面达到了最高水平的成熟度，这有助于增强客户对我们的信任和满意度。这也为我们赢得更多的客户和项目提供了有力的支持。

此外，评估过程中全员参与，促进了改进的文化和学习氛围。我们的团队意识到持续改进的重要性，并且在实践中不断学习和提升。这为我们的组织文化和团队动力注入了新的活力。

最后，通过 CMMI5 的认证评估，我们能够降低项目和业务风险，减少资源浪费，提高效率，从而降低成本。这使得我们能够更好地控制项目的进度和质量，实现更高的业务价值。

总的来说，CMMI5 的认证评估和改进为我们的组织带来了诸多好处，包括提高过程质量和效率、提供改进方向、增强客户信心、促进组织文化和学习、持续改进的动力以及降低风险和成本。这些成果将为我们的组织在未来的发展中奠定坚实的基础。

## 四、改进措施

本次 CMMI5 的评估过程中，我们对组织的过程和项目进行了全面评估。评审结果显示，在工程、项目管理、支持、过程管理方面仍存在一些弱点和改进空间。为了持续提升组织的绩效和客户满意度，我们将积极进行过程改进，特别注重工程过程的改进，提升产品质量，以满足客户的高质量需求。

在这次评估过程中，EPG 小组将所有发现的弱项、问题和建议汇总到《过程改进建议与跟踪表》中，并组织相关方进行复盘会，深入讨论。我们将采集多个维度的数据，包括改进难易程度、重要性、影响范围和弱项类型等，通过综合评估的形式选择合适的改进措施，并制定详细的改进实施计划。重要的改进项将记录到《组织性能改革计

划》表中，并由 EPG 小组进行跟踪、监测和分析。我们将首先在小范围试点，待改进方案经验证有效后，再推广到更多的项目中。具体针对不同的弱项，我们有以下计划：

#### 一、工程过程的改进：

- 需求标准化和规范化需要进一步完善，需求输入的模板需要规范统一化，需求准入流程需要标准化并且规范化，方便需求追溯，提升需求原始质量。
- 加强评审和数据质量监察，并考虑引入自动化收集工具，以从源头避免数据失真的情况发生。部分指标将纳入员工考核中，进一步推动数据质量的提升。

#### 二、过程管理的改进：

- 以往设置度量指标主要考虑研发侧相关指标、交付指标和运营维护指标，没有考虑他们之间的相互影响关系。
- 加强对过程影响因子的识别和选择，在接下来的质量改进过程中要更多关注编码生产率和系统测试生产率等因子的影响。

#### 三、项目管理的改进：

- 我们在项目的估算过程中，使用的编码效率、各阶段工作量占比，缺乏明确的使用依据，这样不利于项目工作量、各里程碑工期的估算；加强这部分数据的标准化和规范化，有助于提升项目估算的准确率。

#### 四、支持过程的改进：

- CM 和 PQA 审计同时进行，使用通用的检查表格式，以便对产品和过程资产进行验证和确认，有助于最大限度地减少审计开销，从而降低审计成本。
- 为了减少审计开销和降低审计成本，将 CM 和 PQA 审计整合为一个综合性审计流程，和采用自动化审计工具，这样能减少审计人员的混乱和误解，提高审计的效率和准确性。

程，和采用自动化审计工具，这样能减少审计人员的混乱和误解，提高审计的效率和准确性。

#### 五、其他改进：

- 针对其他发现的问题，我们将进行深入讨论分析，并由 EPG 小组进行监督和执行，确保改进措施得到有效实施。

我们相信，通过持续的过程改进，我们将不断提升产品质量和管理能力。我们感谢本次评估老师的辛勤付出和专业指导，这为我们进一步完善组织过程和提升绩效提供了宝贵的参考和指引。我们将继续努力，积极应用 CMMI5 模型，不断的对过程进行改进，为客户提供更优质的产品和服务。

我在此授权并同意您本人和 SITARA Technologies 在 SITARA 的出版渠道上分享我们的评估成果，在 SITARA Technologies 认为合适的情况下宣传我们的评估成果。

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## EXECUTIVE SESSION BRIEFING - SPONSOR FEEDBACK

**RAGHAV S. NANDYAL**  
**SITARA TECHNOLOGIES PVT. LTD.**

Dear Raghav Nandyal:

### Overall findings

We appreciate your acceptance of our invitation to lead our company's HM scope appraisal, alongside five ATMs and your certified registered interpreter. The three external ATMs proposed by you have provided valuable external perspectives for improvement opportunities within our company.

In this appraisal, we conducted multiple interviews and document reviews, fully leveraging your company's extensive experience and professional expertise to gain a comprehensive understanding of our company's CMMI maturity implementation status. Following the appraisal, we have acquired a series of valuable recommendations and improvement suggestions to further enhance our operational and managerial capabilities. In total, 37 improvement suggestions were identified, covering four major categories: Engineering Management (9), Project Management (10), Support Management (9), and Process Management (9). Through research and discussions involving key roles within the company, including senior managers, the EPG Process Improvement Team, project managers, QA, CM, OT, and others, we unanimously agree that these primary improvement suggestions align closely with the company's actual situation, with a compliance rate of 95%.

## Lessons Learned

We summarize each of the four areas of engineering management, project management, support, and process management in detail as an entry point.

### Engineering management

During the project's requirements analysis phase, especially concerning data integration requirements, security requirements should be explicitly defined to ensure the security and reliability of the data integration process. Simultaneously, these non-functional requirements should be clearly documented.

Before product delivery, thorough consideration should be given to potential anomalies or failure scenarios that may occur in the later stages of the product's lifecycle. Adequate solutions should be prepared to ensure the stable operation of the product.

Within the efficiency development process, engineering management should place stronger emphasis on aspects like project progress, resource allocation, and communication coordination. This ensures effective monitoring and collaborative cooperation at all stages of the project.

Testing personnel should make full use of Alibaba Cloud's defect management functionality to enhance testing efficiency and issue tracking capabilities, ensuring a smooth and efficient testing process. Understanding boundary cases, valid and invalid test cases, and ensuring comprehensive test coverage of various scenarios are crucial for improving testing quality while reducing omissions and errors.

Developing a well-defined stress testing process, including environment preparation, scenario design, and data simulation, is essential to guarantee system stability under pressure and to proactively identify and resolve potential issues.

In interface documentation, it is important to explicitly specify interface types, management strategies, access controls, and release methods for unified management and maintenance, ultimately reducing communication and management costs. Additionally, design database format check items in the interface inspection forms to ensure interface compatibility and consistency with the database, thus enhancing system stability.

During the product integration phase, it is advisable to document reviews and related documents concerning system integration. This ensures a smooth product integration process and provides reference documentation for subsequent maintenance.

### Project Management

In project management, it is crucial to ensure that project milestone completion times align with the project plan, thus avoiding conflicts in resource utilization and task scheduling. Additionally, the influence of actual data on models should be taken into account to ensure that the models align with real-world conditions. In project estimation, accuracy and reliability must be guaranteed, including specifying data sources and planning and allocating sufficient time and resources in advance to address

issues. This ensures that the time and resources required to resolve problems are available. Establishing an effective problem-solving mechanism and process is also essential, where the problem resolution process should be capable of tracking and resolving issues promptly and accurately, preventing problems from being neglected or delayed.

In the risk and opportunity processes, clarity is paramount. This includes assessing and determining coefficients, priorities, and management plans for risks and opportunities. Clear risk and opportunity management plans should be developed, including review schedules, responsible individuals, and expected outcomes, to better manage risks, seize opportunities, enhance competitiveness, and foster sustainability. Furthermore, it is important to differentiate and manage risks and opportunities, thereby increasing project control and decision-making efficiency and ensuring that risk and opportunity management becomes an integral part of project management.

Establishing standardized naming conventions and standards is essential to reduce maintenance difficulties and spelling errors, while improving code readability and maintainability. During technology selection, it is necessary to promptly document the background and rationale for decisions to facilitate effective communication and explanation of decisions, ensuring that team members and stakeholders understand the basis of decisions. Quality management should be given high priority, involving the establishment of an effective quality management system, including quality appraisal, quality control, and quality improvement, to ensure that products or services delivered by the project meet quality standards and customer requirements.

In project management, strengthening communication and collaboration is essential. Building effective communication channels within the project team and with stakeholders facilitates timely information transmission and sharing, promoting issue resolution and smooth project progress. The utilization of appropriate project management tools and technical support helps enhance the efficiency and effectiveness of project management, assisting the team in better planning, executing, and monitoring projects. Emphasis should also be placed on team training and capacity building, with continuous investment in the training and skill development of team members to elevate the team's expertise and project management capabilities, thereby increasing project success rates and quality. Lastly, establishing an effective performance evaluation and incentive mechanism is vital. Through clear performance evaluation criteria and incentive measures, team members are motivated to actively participate in projects, boosting team motivation and efficiency. Finally, continuous attention to industry best practices and standards is necessary, maintaining awareness of the latest project management practices and standards in the industry and continuously learning and applying them to enhance project management maturity and performance.

## Process management

In process management, when establishing baselines and models, careful consideration should be given to the selection of measurement factors and the rational definition of measurement items. The personnel capability index may not be entirely objective and precise, as it can introduce subjectivity and bias. When assessing factors influencing productivity, ensuring accuracy and objectivity is of paramount importance. Therefore, in the modeling process, we strive to employ more comprehensive and objective metrics. To more accurately assess and forecast productivity, it is advisable to create baselines and models using different models, such as test productivity and coding productivity, and apply them in other derivative models to obtain a more comprehensive analysis and predictive results. When defining productivity, it's essential to choose appropriate units based on industry standards, enabling better comparisons and evaluations of productivity levels. The current system testing productivity is relatively high, requiring in-depth analysis to identify the reasons for this high productivity. Additionally, it's crucial to pay attention to potential quality risks and implement corresponding quality control and improvement measures.

When conducting operations in the organizational asset repository, it's essential to ensure the recording and collection of operational data, including the use, revisions, and deletions of the organizational asset repository. This allows for the discovery of critical process issues through data analysis, timely identification of existing problems, and targeted improvements. Simultaneously, effective management mechanisms should be established to ensure the reliability and availability of the asset repository.

In the implementation of high maturity processes, establishing models is not the ultimate goal; it's also crucial to specify the attributes of factors involved in the models. Apart from developing effective models, understanding the influence of process capability and related factors is essential. When promoting process improvement, an analysis of project types should be conducted to clarify which projects are suitable for process improvement and focus on their actual significance and effectiveness. Different projects may have varying requirements and characteristics, so an analysis based on the specific circumstances is necessary to determine whether the process improvement is suitable for the corresponding project type. Of course, our process improvement should continuously receive feedback from projects to make adjustments, ensuring that the process improvement is adaptable to the needs of different project types.

## Support

In the quality assurance process, it is essential that issues of inconsistency are thoroughly documented in the QA milestone report. Failure to do so hinders a comprehensive analysis and summary of the quality assurance efforts. Therefore, increased attention, meticulous examination, and complete documentation in the QA milestone report are required. This documentation should include detailed descriptions, the scope of impact, and proposed solutions. When recording inconsistencies, it is necessary to consider all relevant factors within the domain of practice, including personnel, processes, tools, and environments. This aids in conducting a thorough analysis and summary of quality assurance efforts and provides accurate grounds for improvement measures.

In configuration management, comprehensive recording of configuration repository actions is necessary. Weekly reports or other relevant reports should encompass all actions related to the configuration repository, including updates, deletions, and additions. In the project change log, in addition to detailing the changes, the impacts of changes on other products should also be recorded. This practice assists in tracking and monitoring changes to the configuration repository, ensuring its stability and reliability. Furthermore, configuration managers and QA personnel can conduct joint audits encompassing both processes and products. Collaborative efforts reduce redundant auditing work, enhance audit efficiency, and lower audit costs.

Regarding training, the consideration of incentive systems based on roles and the effectiveness of process improvements is advisable. In the EPG charter, incentives based on roles and the effectiveness of process improvements should be contemplated in addition to performance-based rewards. This approach encourages and propels long-term process improvement activities, strengthening the organization's capacity for learning and continuous improvement. Additionally, the training needs of management-level members should undergo a comprehensive survey and analysis to ensure that the training requirements at every level are adequately met.

In root cause analysis reports, a thorough examination of the underlying causes for the identified issue of low defect detection capability is essential. In addition to methods like fishbone diagrams, other factors and influences should also be considered to pinpoint more accurate root causes. In cases of significant deviations from efficiency standards in system testing, in-depth analysis is warranted to understand the reasons behind the deviations.

## Relevance

Through the CMMI5 appraisal and improvement initiative, significant enhancements in management maturity and process capabilities have been achieved within our organization. This has not only led to remarkable improvements in quality, cost-effectiveness, risk control, and customer satisfaction but has also played a pivotal role in enhancing internal performance management.

First and foremost, our process quality and efficiency have seen significant improvements. The implementation of the CMMI5 appraisal has elevated the maturity of our organizational processes, resulting in more efficient and reliable product and service deliveries. This enhancement bolsters our competitiveness and enables us to offer higher-quality products and services to our customers.

Secondly, the appraisal results have provided us with a roadmap for improvement. During the appraisal process, we identified areas and priorities for process improvement, allowing us to formulate improvement plans that are tailored to optimize our processes effectively, thereby enhancing work efficiency and quality.

Furthermore, CMMI5 appraisal strengthens customer confidence in us. We can demonstrate to our customers that we have achieved the highest level of maturity in software and systems engineering, thereby enhancing their trust and satisfaction. This also provides robust support for us in winning more customers and projects.

In addition, the active involvement of all team members during the appraisal process promotes a culture of improvement and a conducive learning environment. Our team has realized the significance of continuous improvement and continuously strives to learn and elevate their skills in practice. This has injected fresh vitality into our organizational culture and team dynamics.

Lastly, through the CMMI5 appraisal, we are able to reduce project and business risks, minimize resource wastage, and enhance efficiency, thus lowering costs. This allows us to better control project timelines and quality, achieving higher business value.

In summary, the CMMI5 appraisal and improvement have brought numerous benefits to our organization, including improved process quality and efficiency, the provision of improvement directions, heightened customer confidence, the promotion of organizational culture and learning, sustained motivation for improvement, and reduced risks and costs. These achievements will lay a solid foundation for our organization's future development.

## Improvement measures

During the CMMI5 appraisal process, our organization underwent a comprehensive evaluation of its processes and projects. The appraisal results revealed some weaknesses and areas for improvement in engineering, project management, support, and process management. In order to continuously enhance our organizational performance and customer satisfaction, we will actively engage in process improvements, with a particular focus on improving engineering processes to enhance product quality and meet high-quality customer requirements.

In this appraisal process, the EPG team has compiled all identified weaknesses, issues, and suggestions into the "Process Improvement Recommendations and Tracking Sheet" and organized retrospective meetings with relevant stakeholders for in-depth discussions. We will collect multidimensional data, including improvement difficulty, importance, scope of impact, and types of weaknesses, to select appropriate improvement measures through comprehensive appraisals and develop detailed improvement implementation plans. Important improvement items will be recorded in the "Organizational Performance Improvement Plan" and tracked, monitored, and analyzed by the EPG team. We will first pilot these improvements on a small scale and, once their effectiveness is validated, expand them to more projects. Specific plans for addressing different weaknesses include:

#### Improvement in Engineering Processes:

Further enhancement of requirement standardization and normalization, including standardized templates for requirement inputs and a standardized and regulated requirement admission process to facilitate requirement traceability and improve requirement original quality.

Strengthening reviews and data quality surveillance, and considering the introduction of automated collection tools to prevent data distortion at the source. Some metrics will be included in employee appraisals to further drive data quality improvement.

#### Improvement in Process Management:

Historical metric indicator setup mainly considered relevant indicators on the development side, delivery indicators, and operation and maintenance indicators, without considering their interrelationships.

Strengthening the identification and selection of process influencing factors, with a greater focus on the impact of factors such as coding productivity and system test productivity in the upcoming quality improvement process.

#### Improvement in Project Management:

In our project estimation process, the use of coding efficiency and the proportion of work at each stage lacked clear bases, making it unfavorable for project workload and milestone duration estimation. Strengthening the standardization and regulation of these data will contribute to improved project estimation accuracy.

#### Improvement in Support Processes:

Combining CM and PQA audits simultaneously using a common checklist format for product and process asset verification to maximize audit cost reduction and, consequently, audit cost reduction.

For the sake of reducing audit costs and complexity, integrating CM and PQA audits into a comprehensive auditing process and adopting automated auditing tools will reduce auditor confusion and misunderstanding, improving audit efficiency and accuracy.

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Other Improvements:

Regarding other identified issues, we will conduct in-depth discussions and analyses and have the EPG team oversee and execute improvement measures to ensure effective implementation.

We believe that through continuous process improvement, we will continually enhance product quality and management capabilities. We appreciate the diligent efforts and professional guidance provided by the assessors in this appraisal, which have offered valuable references and guidance for further refining our organizational processes and improving performance. We will continue to strive for excellence, actively apply the CMMI5 model, and continuously improve our processes to provide customers with higher-quality products and services. I hereby authorize and give consent to you and SITARA Technologies to share our appraisal accomplishments on SITARA's publishing channels, giving publicity to our appraisal accomplishment as SITARA Technologies deems it fit.

Hangzhou FUGLE Technology Co., Ltd.

Sponsor: 张永良 Zhang Yong Zhang



September 26th, 2023