

Testimonial Letter

First of all, I would like to thank Mr. Raghav Nandyal and his ATM for their CMMI5 Appraisal of our company in the past 8 days. The appraisal findings will bring huge value for our organization. During the 8-day exchange and discussion, as the manager of Hangzhou Link Cloud Technology Co., Ltd. I constantly realized the importance of quantitative management and excellence attitude for our Organization. In this process, I mainly learn and recognize three aspects: 1) we need to balance the process management and process management. We will increase the investment for process management. 2) We need to realize the standardization and institutionalization for work environment standard which will reduce our communication cost and rework cost. 3) We need to bring process improvement to our daily work which will be part of our continuous improvement culture. Most of the company's improvements are top-down, and need to pay more attention to the demands of employees, and collect data in many ways.

Thank the ATM for their valuable suggestions for improvement, and the evaluation process has also made me realize that there is still much space for improvement in the adoption of standard process management. In the following company management work, as a company operator, I will improve the above three aspects as soon as possible. The improvement measures are as follows:

- 1) Strengthen SPC methods like Lean and 6 Sigma. For process control, EPG team needs to introduce more process measurement factors into the baseline and indicator system, and collect process data as well as result data for data analysis.
- 2) Work standardization deployment and optimization. Employees' working environment is strictly implemented in accordance with the standard. After the introduction of new tools and successful application, EPG team needs to update the relevant norms documents in time for training and management.
- 3) Building and deployment of continuous process improvement culture. Before formulating the annual improvement plan, EPG team can conduct targeted interviews or internal questionnaires for key position members of the company, understand the requirement of personnel in each position, and call a meeting to discuss the contents of annual improvement after synthesizing various opinions.



感谢信

首先，感谢 Raghav Nandyal 老师及其评估小组近 8 天给我公司做的 CMMI5 评估。报告内容给我们带来的价值将是巨大的。在这 8 天的交流讨论中，作为杭州麟云科技有限公司的管理者，我不断认识到采用量化管理的手段和追求卓越的态度对我们公司的重要性。此过程中我主要学习并认识到三方面问题：1) 我们需要平衡过程管理和目标管理，加强过程的管控；2) 我们需要实现工作环境的标准化和制度化，避免工作环境不一致造成的沟通成本和返工成本；3) 我们要将过程改进需要融入到我们每天的的工作中，使过程改进活动是我们持续优化和改善文化的一部分。目前公司大多数的改进都是自上而下，需要更多关注基层人员的诉求，多方面收集数据。

感谢评估小组提出的非常有价值的改进建议。评估过程也让我认识到目前公司在采用标准过程管理中还有很多改进的空间。在接下来的公司管理工作中，作为公司经营者，我尽快对以上三方面的问题进行改善，改进措施如下：

1) 精益和 6Sigma 过程控制的不断深化。对于过程管控，EPG 团队在基线和指标体系中需要引入更多过程的度量因素，在收集结果数据的同时也要收集过程数据，便于数据分析；

2) 标准工作环境的推广和优化。员工的工作环境严格按照规范要求执行，EPG 团队在引入新的工具并成功应用后，需要及时更新相关规范文档，便于培训和管理；

3) 持续过程改进文化建设。EPG 团队在制定年度改进计划前，可以面向公司关键岗位成员做针对性访谈或全员内部问卷调查，了解各岗位人员的诉求，综合多方意见后召集会议讨论年度改进内容。



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