



浙江万胜

发起人高层会议总结报告

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Dear Raghav Nandyal:

一、总体发现

通过 5 级范围定义的基准 CMMI 评估，我公司采用 CMMI V3.0（开发域）标准，对软件开发和项目管理流程进行了全面细致的审核。通过访谈和文件审查，在所有团队成员的精心指导下，对内部问题有了更深入的了解。HMLA Raghav Nandyal 领导的团队凭借出色的专业知识，精准地发现了各方面的潜在问题，并利用客观证据提出了有针对性的改进建议。除了软件工程流程之外，我们的业务流程也经过了彻底审查，以实现赞助目标，使用名为 SPRUM 的专有战略管理工具，使用 Measurements®（Raghavan S. Nandyal 的注册商标）进行系统流程审查，以获得更深入的见解“如何以可靠的测量指标为重点，提高高成熟度流程的有效性并使其实用化”。团队成员凭借深厚的专业知识和独特的视角，准确识别了详细设计、决策分析、人才培养机制、编码标准、设计测试用例以实现代码复杂性评估、项目管理原则和质量等关键领域的潜在问题。管理，提出针对性强的改进建议。公司内部的关键角色，如高级管理层、EPG 流程改进团队、项目经理、质量保证 (QA)、配置管理 (CM)、数据分析 (MA) 和运营管理 (OT)，使用以下方法进行了彻底的回顾性分析和讨论：评估小组的建议。一致认为，这些改进建议不仅紧密结合公司实际运营状况，而且具有很强的实用性和可操作性，为所有使用该流程的利益相关者明确了改进的路径。此次考核不仅让我们认识到公司存在的问题和不足，更重要的是为公司整体提升提供了方向和途径。这些宝贵建议采纳后，我们的企业管理体制将发生深刻变革，产品开发流程更加优化，项目管理效率显著提高，人才开发效率和企业资源精细化管理水平也将得到提升。这些提升不仅将有力促进公司的全面健康发展，也将为公司的长远发展奠定坚实的基础。

二、经验教训

我们从工程过程、项目管理、支持过程、过程管理四个方面为切入点分别进行详细总结。

工程过程

关于工程过程，各位团队成员为我们提供了极为详尽且切实可行的实施方案，旨在帮助公司

建立高效、可靠的工程过程，从而提升产品质量。这些方案涵盖了产品设计、产品测试、编码实践等方面。

在产品设计方面，规范化设计方法非常关键，这包括建立明确的设计流程和标准，确保每个设计阶段的质量和完整性。同时，强调了需求管理的重要性，建议建立完善的需求管理流程，包括需求收集、分析、跟踪和变更控制，以确保产品需求的准确性和一致性。

在产品测试方面，详细的测试用例是至关重要的，制定的测试用例除了要明确测试范围、测试目标、测试方法、测试用时外，用例中需求编号的编写规则需做到一致，同时用例的评审结果以及评审时间也需要详细描述，这可以让测试过程更加完善，让 PA 更加清晰，确保项目的质量。

在编码实践方面，统一的编码标准被认为是至关重要的，需要制定统一的编码标准和规范，对于复杂或难以理解的代码逻辑，通过添加注释可以极大帮助其他开发者理解代码意图和功能，这些注释应当具备明确性、精炼性，并始终遵循统一的注释规范，以确保代码的可读性和可维护性；对于变量的命名，应具有直观性和描述性，这样可以显著增强代码的可读性。

在执行 CMMI5 HM 实践高成熟度评估的过程中，我们获得了丰富的洞见和宝贵的实践经验，这些经验对于我们进一步提升工程过程、优化产品质量具有重要意义。针对产品设计环节，我们认识到标准化和系统化设计方法的重要性，通过明确规范化的流程，我们能够有效减少设计缺陷，并显著提升产品质量。针对此，我们将加强对设计流程的规范化培训，确保团队成员能够全面理解并正确执行设计标准，以确保产品需求的准确性和一致性。同时，我们在测试阶段也有一些不足，比如测试用例中需表明评审时间以及结果。因此，我们决定加强测试文档的完整性，确保每个阶段的产品都能进行全面、高效的验证和确认，以满足客户的需求和期待。在编码实践上，我们深刻认识到代码编写规范化的必要性，因此，我们将加强对编码标准的培训和执行力度，确保每位开发人员均能遵循统一的编程规范，提升代码质量和可维护性。同时，我们也将持续优化工程过程，不断提高产品质量，以在竞争激烈的市场中立于不败之地。这些经验将指导我们未来的工作，帮助我们建立更加高效、可靠的工程过程。

项目管理

CMMI5 HM 实践项目管理体系以其成熟的流程和系统化的方法，确保项目在复杂的环境下能够有效地规划、执行和监控。通过引入过程改进和质量管理的先进理念，CMMI5 HM 实践项目管理体系成为推动组织能力和项目成功率提升的关键因素。

在项目启动阶段，CMMI5 HM 实践要求项目经理明确地定义项目的范围、目标和交付物，同时制定全面的项目计划。这包括对预算、时间表和资源的精确分配，以及质量目标的设定。利益相关者的识别和参与在这一阶段至关重要，通过有效的沟通和管理，确保所有方的期望和需求得到满足。

在项目执行阶段，CMMI5 HM 实践强调团队能力的建设和多元化技能的融合，以确保项目任务的有效完成。任务分配透明，监督及时，确保每个团队成员都清楚自己的职责和期望。风险管理被纳入日常管理中，我们需要定期举行评审会议，回顾项目的进展情况，识别潜在的风险和问题，并共同制定解决方案，通过持续的识别、评估和应对风险，减少不确定性对项目的影响。同时，质量保证活动贯穿项目始终，确保每个阶段的输出都符合预定标准。

在项目监控和控制阶段，采用多种方法跟踪项目性能，以实时监控项目的进度和成本。变更管理流程确保所有的修改都经过严格的审查，而问题解决机制则帮助团队快速应对挑战，避免项目偏离轨道。此外，沟通管理计划确保信息的有效流动，保持所有利益相关者之间的同步。

总体而言，CMMI5 HM 实践项目管理的实践不仅提升了项目本身的成功率，还通过持续的过程改进和质量提升，为公司带来长期的战略规划和竞争优势，是对组织管理和项目执行力的一种全面提升，有助于公司实现业务目标和利润增长。

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不一致问题跟踪表中，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，完整记录到不一致问题跟踪表中，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，存在多个目的相同且时间相近的文件会不利于提高文件的可维护性也不方便工作产品的管理，需要加强文件的整合，在进行修改、审查或者追踪变更时，团队成员需要关注的点减少，降低了维护的复杂度。单一文件内包含了完成特定功能所需要的全部内容，便于理解上下文，减少跨文件引用可能带来的错误，审计的有效性不够的问题，需要建立严格的流程管理，确保按规定进行工作，增加审计频率，及时发现和解决问题。

在组织级培训中，为了避免在提升关键子过程“编码生产率”的培训需求未进行制定更新时给

组织目标实现带来风险，经过分析，我们需要定期监控编码生产率相关的培训需求，并根据技术发展、市场变化及员工反馈进行评审和更新，与内外部利益相关方进行有效沟通，确保培训需求的更新。能够反映各方的期望和市场需求，确保负责编码的员工具备相应的能力，通过定期培训和职业发展机会，提升他们对新技术和最佳实践的掌握。通过这些措施，公司可以减少因培训需求未及时更新而带来的风险，确保编码生产率的持续提升，从而支持公司目标的实现。

通过这些改进点，公司可以更有效地实施 CMMI5 HM 实践培训，提升整体的项目管理和产品开发能力，并最终实现公司的持续改进和优化。

过程管理

度量报告在评估流程执行效果上发挥重要作用，根据建议，我们对每次收集的度量数据都组织会议评审，重点评审数据的完整性、数据准确性、数据精度和有效性，记录数据评审中发现的问题，形成数据质量检查记录并责令相关责任人完成整改，并将整改后收集的数据集更新到度量库，由 QA 进行过程检查。

及时对工作环境标准进行更新，确保涵盖到所有关键的软件和工具，包括高成熟度所需的软件如统计工具，通过定期审查和更新工作环境标准的流程来实现。在更新环境标准的过程中，进行有效的沟通和培训，确保员工了解新的标准要求以及如何正确使用和配置新的软件和工具。建立跟踪和监控机制，确保更新的环境标准得到有效执行和遵守。

制定解决问题实施方案，考虑成本、周期、风险、质量收益、成本收益等评定因素，根据这些因素计算实施该行动的性价比，通过性价比判定实施行动的解决优先级，性价比越高，优先级越高。通过实施行动建议，可以优化流程、减少浪费，从而提高工作效率，降低了不必要的成本支出，提升产品或服务的质量，增强客户满意度。通过改进内部管理和流程优化，提升公司在市场上的竞争力。

在过程管理方面，我们认识到过程性能指标体系构建的重要性，通过对组织和项目的关键目标进行分析和预测，将目标数据量化，才能帮助组织和项目管理者做出正确的决策和规划。我们将继续深化对 CMMI 过程域的理解和实施，确保过程改进活动能够持续改进，并定期进行过程审计以监控和调整过程。同时，通过加强 EPG 过程改进小组与其他关键角色如团队成员、高层经理、项目经理、QA、CM 和 OT 等角色的协同合作，使得组织过程改进更具备科学性、系统性和高效性，从而推动企业的成熟度不断持续提升。

三、现实意义

第一点，提升管理水平：CMMI5 HM 实践代表了软件工程和系统开发领域的最高成熟度级别，通过该认证，公司展示了在过程改进和质量管理方面达到了最佳实践标准，从而提升了整体的管理水平。

第二点，降低风险：通过 CMMI5 HM 实践认证，公司能够高效地控制项目风险、减少过程变异性，确保产品和服务质量的一致性和可靠性，这有助于降低项目实施过程中的风险。

第三点，提高效率：达到 CMMI5 HM 实践的企业能够更加精确地预测项目成本和进度，降低无效工作和重复劳动，通过量化管理实现资源的合理配置与优化利用，从而提高了工作效率和资源利用率。

第四点，增强市场竞争力：CMMI5 HM 实践认证被视为企业在市场上的竞争优势之一，有助于企业在竞标过程中获得明显的竞争优势，争取更多优质项目，拓宽业务领域和市场份额。

第五点，促进创新与快速响应：高成熟度级别的过程管理体系强调适应性和灵活性，有助于企业具备更强的创新能力，能够快速响应市场变化和客户需求，实现产品的快速研发和市场投放。

第六点，培养人才与企业文化：通过 CMMI5 HM 实践认证，企业员工能够在结构化、有序且鼓励持续改进的环境中工作，有助于培养高素质的人才队伍，形成追求卓越的企业文化，为企业长远发展奠定坚实基础。

综上所述，CMMI5 HM 实践认证对公司意义重大，不仅能够提升管理水平、降低风险、提高效率，还能增强市场竞争力、促进创新与快速响应市场需求，同时也有助于培养人才与塑造企业文化，为公司的可持续发展和商业成功提供有力支持。

四、改进措施

第一点，量化反馈机制：建立更加完善的量化反馈机制，例如使用客户满意度调查、员工满意度调查等工具来收集反馈，并用数据分析来指导决策和改进。

第二点，技术更新和创新：为了保持竞争力，不断探索和采纳新的技术和工具。这可能涉及投资于最新的项目管理软件、开发工具或测试设备。

第三点，跨部门协作：加强与其他部门的协作，如市场、销售和客户服务部门，以确保项目管理活动与整个组织的战略目标一致。



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第四点，定期审查和调整流程：定期审查现有的流程和实践，根据项目经验和反馈进行调整。这包括对模板、检查表和流程图的更新。

第五点，强化领导力和责任感：确保项目经理和团队成员都有明确的责任感和领导能力，以便在面对挑战时能够迅速做出决策和采取行动。

第六点，客户参与和透明度：增加客户参与度，确保他们了解项目进展和任何重大决策。这有助于建立信任并确保最终产品满足他们的需求。

第七点，提高审计效率：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。

第八点，持续改进培养：鼓励并培养团队成员的持续改进意识，让他们积极参与到过程优化中来。这包括定期的培训、工作坊和创新会议，使改进成为日常工作的一部分。

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浙江万胜智能科技股份有限公司
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2024年4月29日





EXECUTIVE SESSION BRIEFING - SPONSOR FEEDBACK

Overall findings

Through the benchmark CMMI appraisal defined with a Level 5 scope, our company undertook a comprehensive and meticulous review of software development and project management processes, adopting the CMMI V3.0 (Development Domain) standard. Using interviews and document reviews, a deeper understanding of internal issues was obtained under the careful guidance of all team members. The team led by HMLA, Raghav Nandyal, with their outstanding professional expertise, precisely uncovered potential issues in various aspects and provided targeted improvement suggestions using objective evidence. Besides software engineering processes, our business processes too were thoroughly reviewed to fulfill sponsorship objectives using a proprietary strategic management tool called SPRUM-Systemic Process Review Using Measurements® (a registered trademark of Raghavan S. Nandyal), to gain deeper insights into "how to improve effectiveness of high maturity processes and make them practical using reliable measurement indicators as the key focus". With their profound professional expertise and unique perspectives, the team members accurately identified potential issues in several critical areas such as detailed design, decision analysis, talent training mechanisms, coding standards, designing test cases to enable code complexity assessments, project management principles, and quality management, whereby offering highly targeted improvement suggestions. Key roles within the company such as senior management, EPG process improvement team, project managers, quality assurance (QA), configuration management (CM), data analysis (MA), and operations management (OT) conducted thorough retrospective analysis and discussions using the appraisal team suggestions. Consensus was reached that these suggestions for improvement are not only closely aligned to the company's actual operational status but also highly practical and actionable, defining clear pathways for improvement for all stakeholders using the process. This appraisal not only made us aware of the company's issues and shortcomings but, more importantly, provided direction and pathways to achieve holistic improvements. After adopting these valuable suggestions, our corporate management system will undergo profound reform, product development processes will become more optimized, project management efficiency will significantly improve, talent development efficiency and the level of refined management of enterprise resources will be also enhanced. These improvements will not only strongly promote the comprehensive and healthy development of the company but will also lay a solid foundation for its long-term development.

Lessons Learned



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We will provide a detailed summary from four aspects: engineering process, project management, support process, and process management.

Engineering management

Regarding engineering processes, extremely detailed and practical implementation plans were provided to us by the team members, aimed at helping the company establish efficient and reliable engineering processes to enhance product quality. These plans cover aspects such as product design, product testing, and coding practices.

In terms of product design, standardized design methods are deemed crucial. This includes establishing clear design processes and standards to ensure the quality and integrity of each design stage. Simultaneously, the importance of requirement management is emphasized, suggesting the establishment of a comprehensive requirement management process, including requirement collection, analysis, tracking, and change control, to ensure the accuracy and consistency of product requirements.

In product testing, detailed test cases are crucial. The formulated test cases not only need to clearly define the test scope, objectives, methods, and duration but also need to ensure consistency in the writing rules of requirement numbers within the cases. Additionally, the results and time of case reviews need to be described in detail, facilitating a more refined testing process, clearer PA, and ensuring project quality.

In coding practices, uniform coding standards are considered paramount. It is necessary to establish unified coding standards and specifications. For complex or difficult-to-understand code logic, adding comments can greatly assist other developers in understanding the code's intent and functionality. These comments should be clear, concise, and always follow unified commenting standards to ensure code readability and maintainability. Regarding variable naming, it should be intuitive and descriptive, significantly enhancing code readability.



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During the execution of the CMMI5 HM practice high maturity assessment, we gained rich insights and valuable practical experience, which are crucial for further enhancing engineering processes and optimizing product quality. Regarding product design, we recognize the importance of standardized and systematic design methods. By clearly defining standardized processes, we can effectively reduce design defects and significantly improve product quality. Therefore, we will strengthen standardized training for the design process to ensure that team members fully understand and correctly execute design standards, thereby ensuring the accuracy and consistency of product requirements.

Meanwhile, we also have some shortcomings in the testing phase, such as the lack of indication of review time and results in test cases. Therefore, we have decided to enhance the integrity of testing documents to ensure comprehensive and efficient verification and validation of products at each stage to meet customer needs and expectations.

In terms of coding practices, we deeply understand the necessity of standardized code writing. Therefore, we will strengthen training and enforcement of coding standards to ensure that every developer follows unified programming standards, enhancing code quality and maintainability. Additionally, we will continue to optimize engineering processes to continuously improve product quality, enabling us to stand unbeatable in a fiercely competitive market. These experiences will guide our future work and help us establish more efficient and reliable engineering processes.

Project management

The CMMI5 HM practice project management system, with its mature processes and systematic approaches, ensures effective planning, execution, and monitoring of projects in complex environments. By introducing advanced concepts of process improvement and quality management, the CMMI5 HM practice project management system becomes a key factor in driving organizational capabilities and increasing project success rates.

During the project initiation phase, the CMMI5 HM practice requires project managers to clearly define the scope, objectives, and deliverables of the project, while developing comprehensive project plans. This includes precise allocation of budget, schedule, and resources, as well as setting quality objectives. Stakeholder identification and involvement are crucial at this stage, ensuring that the expectations and needs of all parties are met through effective communication and management.



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During the project execution phase, the CMMI5 HM practice emphasizes team capability building and the integration of diverse skills to ensure the effective completion of project tasks. Task assignments are transparent, supervision is timely, and every team member is clear about their responsibilities and expectations. Risk management is integrated into daily management, requiring regular review meetings to review project progress, identify potential risks and issues, and jointly develop solutions. Through continuous identification, assessment, and response to risks, uncertainty's impact on the project is minimized. Meanwhile, quality assurance activities run through the project to ensure that the outputs of each phase meet the predetermined standards.

During the project monitoring and control phase, various methods are used to track project performance, enabling real-time monitoring of project progress and costs. The change management process ensures that all modifications undergo strict review, while the problem-solving mechanism helps the team respond quickly to challenges and avoid project deviations. Additionally, the communication management plan ensures the effective flow of information, maintaining synchronization among all stakeholders.

Overall, the practices of CMMI5 HM project management not only enhance the success rate of the projects themselves but also bring long-term strategic planning and competitive advantages to the company through continuous process improvement and quality enhancement. It represents a comprehensive enhancement of organizational management and project execution capabilities, contributing to the company's achievement of business goals and profit growth.

Support

In the quality assurance process, incomplete recording of inconsistent items in the inconsistency issue tracking table will hinder the comprehensive analysis and summary of quality assurance work. It is necessary to strengthen attention, conduct careful inspections, and fully record inconsistent items in the inconsistency issue tracking table, including detailed descriptions, impact scopes, and solutions. When recording inconsistent items, comprehensive considerations should be given to practice domains and relevant factors, including personnel, processes, tools, and environments. This contributes to the comprehensive analysis and summary of quality assurance work, as well as providing accurate basis for improvement measures.



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In configuration management, having multiple files with similar purposes and close timelines will not only hinder the improvement of file maintainability but also inconvenience the management of work products. It is necessary to enhance file integration, reducing the points team members need to focus on during modifications, reviews, or change tracking, thereby reducing maintenance complexity. A single file containing all the necessary content for completing a specific function facilitates understanding of context, reduces errors that may arise from cross-file references, and addresses the issue of insufficient effectiveness in audits. Strict process management needs to be established to ensure work is conducted as required, increase audit frequency, and promptly identify and resolve issues.

In organizational-level training, to avoid risks to achieving organizational goals due to the lack of updates to training requirements for improving key subprocess "coding productivity," regular monitoring of training requirements related to coding productivity is needed. These requirements should be reviewed and updated based on technical developments, market changes, and employee feedback. Effective communication with internal and external stakeholders is necessary to ensure the updating of training requirements, reflecting the expectations of all parties and market needs, ensuring that employees responsible for coding possess the necessary capabilities. Through regular training and career development opportunities, their mastery of new technologies and best practices can be enhanced. These measures help mitigate risks caused by delayed updates to training requirements, ensuring the continuous improvement of coding productivity and supporting the achievement of company goals. Through these improvement points, the company can more effectively implement CMMI5 HM practice training, enhance overall project management and product development capabilities, and ultimately achieve continuous improvement and optimization of the company.

Process Management

Measurement reporting plays an important role in assessing the effectiveness of process execution. According to suggestions, meetings are organized to review the measurement data collected each time, focusing on the completeness, accuracy, precision, and validity of the data. Issues identified during the data review are recorded, forming data quality inspection records, and relevant responsible parties are instructed to complete corrective actions. The updated data set after corrective actions is then updated in the measurement repository, and process checks are conducted by QA.



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Timely updates to workplace standards are made to ensure coverage of all key software and tools, including software required for high maturity levels such as statistical tools. This is achieved through regular review and updating processes for workplace standards. Effective communication and training are conducted during the process of updating environmental standards to ensure that employees understand the new standard requirements and how to correctly use and configure new software and tools. Tracking and monitoring mechanisms are established to ensure the effective implementation and compliance of updated environmental standards.

Solutions are formulated to address issues, considering factors such as cost, timeframe, risk, quality benefits, and cost benefits. The cost-effectiveness of implementing the action is calculated based on these factors, and the priority of implementing the action is determined by cost-effectiveness. The higher the cost-effectiveness, the higher the priority. By implementing action proposals, processes can be optimized, waste reduced, work efficiency improved, unnecessary costs reduced, product or service quality enhanced, and customer satisfaction increased. Through internal management improvement and process optimization, the company's competitiveness in the market is enhanced.

In terms of process management, we recognize the importance of constructing a system of process performance indicators. Analyzing and forecasting the key objectives of organizations and projects, quantifying target data, can help organization and project managers make correct decisions and plans. We will continue to deepen our understanding and implementation of CMMI process domains, ensuring that process improvement activities can be continuously improved, and regular process audits are conducted to monitor and adjust processes. Additionally, by strengthening the collaboration between the EPG process improvement team and other key roles such as team members, senior managers, project managers, QA, CM, and OT, the organization's process improvement becomes more scientific, systematic, and efficient, thereby continuously enhancing the maturity of the enterprise.

Relevance

Firstly, managerial proficiency is enhanced: CMMI5 HM practice represents the highest maturity level in the field of software engineering and system development. Through this certification, the company demonstrates that it has achieved best practice standards in process improvement and quality management, thereby elevating the overall level of management.



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Secondly, risks are reduced: Through CMMI5 HM practice certification, the company can efficiently control project risks, reduce process variations, and ensure the consistency and reliability of product and service quality, thus helping to lower risks during project implementation.

Thirdly, efficiency is improved: Enterprises that achieve CMMI5 HM practice can more accurately predict project costs and schedules, reduce ineffective work and redundant labor, and achieve rational allocation and optimized utilization of resources through quantitative management, thereby enhancing work efficiency and resource utilization.

Fourthly, market competitiveness is strengthened: CMMI5 HM practice certification is regarded as one of the competitive advantages for enterprises in the market, helping them gain significant competitive advantages in bidding processes, win more high-quality projects, and expand business areas and market share.

Fifthly, innovation and rapid response are promoted: Process management systems at high maturity levels emphasize adaptability and flexibility, helping enterprises to have stronger innovation capabilities and quickly respond to market changes and customer demands, achieving rapid product development and market deployment.

Sixthly, talent cultivation and corporate culture development: Through CMMI5 HM practice certification, employees can work in a structured, orderly, and continuously improving environment, helping to cultivate a high-quality talent pool and form a corporate culture that pursues excellence, laying a solid foundation for the long-term development of the enterprise.

In conclusion, CMMI5 HM practice certification is of significant importance to the company. It not only enhances managerial proficiency, reduces risks, and improves efficiency but also strengthens market competitiveness, promotes innovation, rapid response to market demands, and contributes to talent cultivation and shaping of corporate culture, providing strong support for the company's sustainable development and business success.

Improvement measures

Firstly, a quantified feedback mechanism should be established: A more comprehensive quantified feedback mechanism should be established, such as using tools like customer satisfaction surveys and employee satisfaction surveys to collect feedback, and using data analysis to guide decision-making and

improvement.

Secondly, technology updates and innovation: To maintain competitiveness, new technologies and tools should be continuously explored and adopted. This may involve investing in the latest project management software, development tools, or testing equipment.

Thirdly, cross-departmental collaboration: Collaboration with other departments, such as marketing, sales, and customer service departments, should be strengthened to ensure that project management activities align with the strategic goals of the entire organization.

Fourthly, regular review and adjustment of processes: Existing processes and practices should be regularly reviewed and adjusted based on project experience and feedback. This includes updating templates, checklists, and process diagrams.

Fifthly, strengthening leadership and accountability: Ensuring that project managers and team members have clear accountability and leadership skills so that they can make quick decisions and take action when faced with challenges.

Sixthly, customer involvement and transparency: Increasing customer involvement to ensure they understand project progress and any significant decisions. This helps build trust and ensures that the final product meets their needs.

Seventhly, improving audit efficiency: To reduce audit expenses and costs, integrating CM and PQA audits into a comprehensive audit process, and using automated audit tools to reduce auditor confusion and misunderstanding, improving audit efficiency and accuracy.

Eighthly, continuous improvement cultivation: Encouraging and cultivating team members' awareness of continuous improvement, actively involving them in process optimization. This includes regular training, workshops, and innovation meetings to make improvement a part of daily work.



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Zhejiang Wellsun Intelligent Technology Co.,Ltd.

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April 29, 2024

