



SITARA TECHNOLOGIES PVT. LTD.
"SRI HARI KRUPA", #54
6TH MAIN ROAD
MALLESWARAM
BANGALORE KA 560 003 INDIA
EMAIL: RAGHAV_NANDYAL@SITARATECH.COM
VOICE: +(91)-984-523-3222,
FAX: +(91-80) 2334-3222

ABOUT SITARA TECHNOLOGIES

SITARA Technologies Pvt. Ltd. established in India is a professional services Company with core competencies in strategic management consulting & process assessments using the Capability Maturity Model (CMM) for Software, People CMM, the CMMI (CMM Integration Project) and web-based product development. SITARA Technologies, Inc established in the United States of America, is a dedicated research and development center conducting pioneering research in areas of strategic management of software initiatives, competency management and in areas encompassing software engineering.

SITARA's core competency in strategic management consulting and assessment services include process calibration using 6-sigma techniques and best practices from use of Malcolm Baldrige National Quality Award criteria. SITARA innovations and proprietary work products have been designed into operational processes world-over. Examples of SITARA innovations include:

- ❖ **SITARA Universal Excellence Framework** – Process to derive a process using which process alignment and elimination of process redundancies is facilitated
- ❖ **SITARA 10W5D Domain-Competency Sandwich Model** – SITARA Innovation that fulfills the process areas of Competency Analysis, Competency Based Practices, Competency Development, Competency Based Assets and Competency Integration on the People CMM
- ❖ **SITARA ODER Paradigm** - SITARA innovation that enables "strategic management" of software initiatives. (*European Software Engineering Process Group Conference 2002*)
- ❖ **SITARA Process JewelBox™** - Collection of Global Best Practices addressing the domain of software development, software testing and software maintenance
- ❖ **SITARA Process Startup Kit** is derived from the Process JewelBox™ and is based on SITARA's Synergy Approach and the Package Selection and Integration Process.

Our on going research in software management are in the areas of software strategies & competency management, metrics, automation and cycle time reduction, mitigating software risks and building self-sustaining software process improvement programs in development environments working on emerging technologies.

After a proposal evaluation SITARA Technologies was chosen to represent the Software Engineering Institute of Carnegie-Mellon University in its technology transfer mission as a transition partner on the Capability Maturity Model Integrated (CMMI) framework. SITARA's professional affiliates are SEI authorized individuals who offer both, the Introduction to CMMI-SE/SW/IPPD/SS course and the associated SCAMPI^(sm) assessment on behalf of the SEI.

The unique advantages we offer in our process solutions are -

- ▶ to engineer and facilitate software process improvement programs
- ▶ using the most current software management paradigm
- ▶ in the shortest possible cycle time
- ▶ with unquestionable credibility and integrity

REFERENCE FRAMEWORKS

Software CMM, People CMM and CMMI-SE/SW/IPPD/SS/IPPD

The Software CMM is a software engineering and management framework that addresses the core issues in implementing software process improvement programs. The aura of management and engineering excellence surrounding the deployment of CMM in an organization has enticed companies involved in Information Technology to adopt this framework - willingly and readily. The People CMM addresses people issues and human factors in software development by providing a framework to grow organizational competencies. And,

CMMI-SE/SW/IPPD/SS is a combination of two frameworks within an Integrated Product and Process Development environment that offers a single process solution for both software and systems engineering. The purpose of Capability Maturity Model (CMM®) IntegrationSM is to provide guidance for improving the organization's processes and its ability to manage the development, acquisition, and maintenance of products and services. CMM Integration places proven practices into a structure that helps organizations to assess its organizational maturity and process area capability, establish priorities for improvement, and guide the implementation of these improvements.

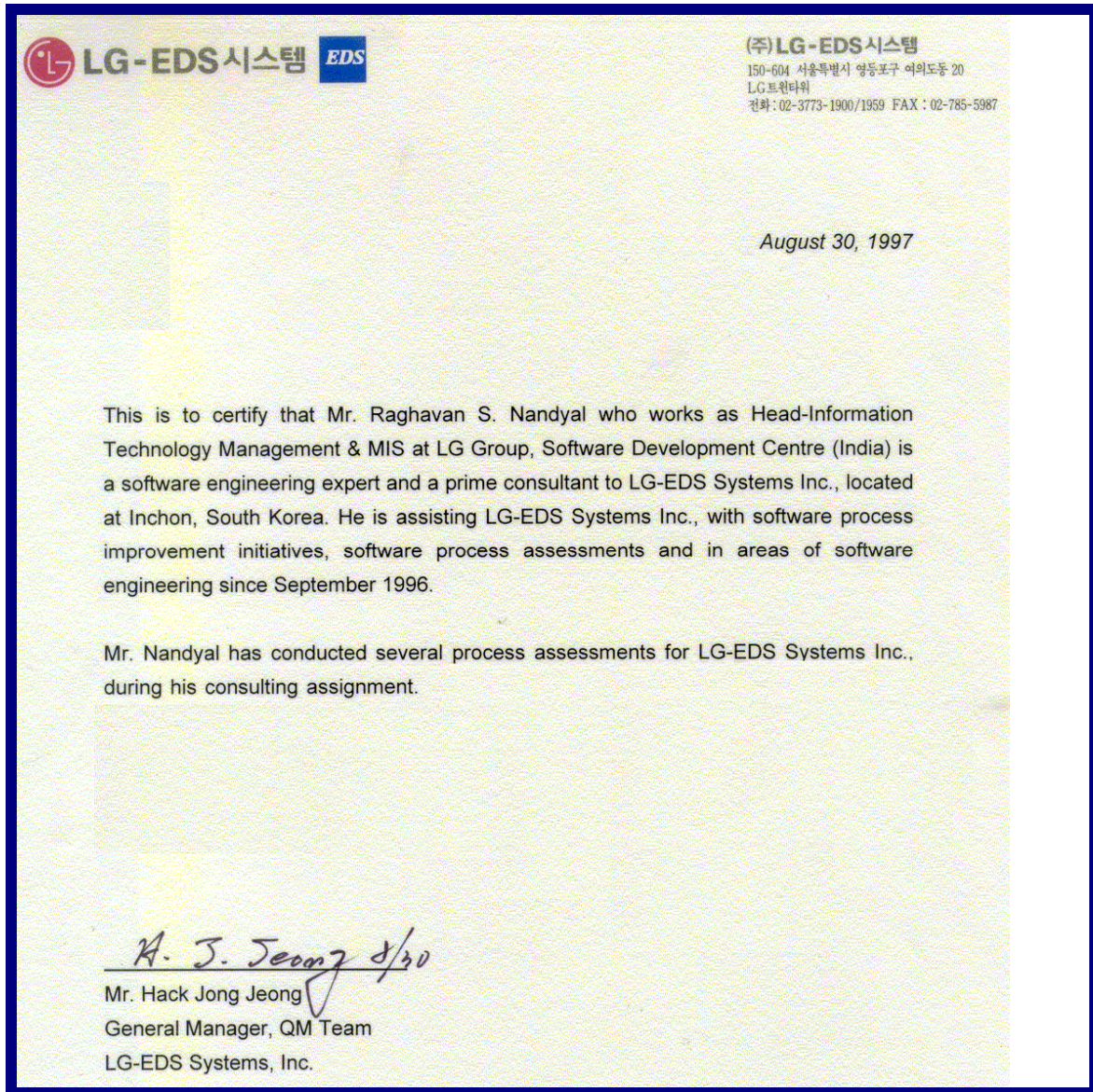
Staged Representation of CMMI-SE/SW/IPPD/SS Version 1.1

CMMI-SE/SW/IPPD/SS has five levels of maturity.

- ❖ Level 1 (**INITIAL Maturity Level**) process maturity is the default level at which an organization would perform, if there were no governing processes. Processes at level 1 can be characterized as being *ad hoc* and chaotic.
- ❖ At Level 2 (**MANAGED Maturity Level**), a sense of process repeatability is established with well-defined project management standards with an ingrained process discipline.
- ❖ Level 3 (**DEFINED Maturity Level**) is the next stage in process maturing which results after instituting engineering management with a defined process.
- ❖ When the process is under statistical process control using quantitative management, a Managed Level or Level 4 (**QUANTITATIVELY MANAGED Maturity Level**) is established. A significant amount of professional interpretation is called for to apply SPC to software.
 - ▶ After significant research, SITARA's surmise at the outset is that Level 4 is all about maintaining a good control on Cost of Poor Quality (COPQ) and therefore, minimizing impact of variation arising out of special causes.
- ❖ The highest level of software capability maturity, Level 5 (**OPTIMIZING Maturity Level**), is awarded to a process when the established process at level 4 is under continuous process improvement with good change management. SITARA's surmise at the outset is that Level 5 is all about maintaining a good control on Cost of Quality (COQ) and therefore, minimizing impact of variation arising out of common causes.
 - ▶ SITARA specializes in high maturity appraisals using the staged representation of the CMMI and process capability assessment using the continuous representation of the CMMI.

REFERENCES

1	<p style="text-align: center;">LG-EDS Systems, Inc. (South Korea)</p> <p style="text-align: center;">Size of the organization - 2000 people [Consulting & Assessments]</p>
----------	--



2

MOTOROLA India Electronics Pvt. Ltd. (India)

Size of the organization - 1000 people [Consulting & SCMAPI Appraisal]



MOTOROLA
Global Software Group

May 22, 2003

Raghav Nandyal,
Chairman and CEO
SITARA Technologies Pvt. Ltd.
#54, Sri Hari Krupa, 6th Main Road,
Malleswaram,
Bangalore, 560 003
INDIA.

Dear Raghav

Please accept our heart-felt appreciation for your contribution towards implementing CMMI based process improvement in MIEL.

Your involvement as a transition partner in the four distinct phases of our CMMI journey, viz., Class B Assessment, CMMI Training, Process Engineering and SCAMPI Class A Appraisal, was crucial in our ultimate success. We benefited from your external perspective, hands-on software engineering background and P-CMM expertise.

All our managers and technical leaders were highly satisfied with your "overview of CMMI" training program spanning two days. The program was very interactive and helped the organization in getting a thorough conceptual understanding of CMMI.

In the area of Process Engineering, your involvement helped us to retain focus on our business needs and context while adequately addressing all the 25 process areas. We also appreciate your timely feedback to our queries.

The appraisal team was impressed with your leadership during the SCAMPI Class A appraisal, and valued the fact that you were always thorough, comprehensive, and accurate with your fact checking. We gained from your wide experience in conducting appraisals and the ability to cross-correlate facts to keep the interviews lively and open. The SITARA assets helped us to plan and conduct the appraisal efficiently and effectively.

We sincerely thank you for your good work and wish you continued success in future endeavors.

Best Regards,

Sammy Sana
Managing Director,
Motorola India Electronics Pvt. Ltd.

3

MOTOROLA Global Software Group (Malaysia)

Size of the organization – 150+ people [Consulting & SCAMPI Appraisal]



MOTOROLA

Level 16 Menara Luxor,
6B Persiaran Tropicana,
47410 Petaling Jaya,
Selangor Darul Ehsan, Malaysia.

November 17, 2003

Dear Raghav,

We are pleased to express our satisfaction and appreciation to SITARA Technologies Pvt. Ltd for providing us their services in our endeavor towards CMMI based process improvement at Global Software Group, Malaysia.

As a transition partner in CMMI, SITARA was involved in providing professional services in training, consultancy and appraisal. The entire sequence of activities – Class B appraisal, training, implementation follow-up and SCAMPI A appraisal – were meticulously planned and executed with due diligence and thoroughness which has resulted in our success.

The feedback from our practitioners on Introduction to CMMI training has been excellent. The concepts were articulated well and the practices were explained in a convincing manner. The sessions were very interactive with numerous examples from other disciplines.

Our queries have been responded very well in a timely fashion. Your valuable interpretations and guidance regarding the various practices of CMMI has helped us in the implementation of the practices across the organization.

The team here has thoroughly enjoyed your insights into practices, thought provoking ideas and external perspective on many topics during several discussion sessions.

We sincerely thank you for your efforts and contributions.

Our best wishes for a continued success in your future.

Regards,

A handwritten signature in black ink, appearing to be 'S. Surya'.

S. Surya
Managing Director
Motorola Multimedia Sdn. Bhd.

4	Network Solutions Ltd (India) Size of the organization – 900+ people [Consulting & SCAMPI Appraisal]
----------	---

NETWORK SOLUTIONS PVT. LTD.
730, 3rd Block, Koramangala, Bangalore 560 034
tel : 91-80-25508365, 25535228 fax : 91-80-25520949 www.netsol.co.in



24th April, 2004

Mr. Raghav Nandyal,
Sitara Technologies Pvt. Ltd.
No. 54, 6th Main Road,
Malleswaram,
Bangalore 560 003.

Dear Raghav,

It has been a pleasure working with you on the process improvement initiative that we started about three years back. I am quite happy to provide this feedback on behalf of the Process Engineering Group at Netsol.

The quality of authorised "Introduction to CMMI" and the overview training for the management team and other senior managers of the organisation was world class. All of us here really appreciate the depth of your understanding of the subject and wide range of experience that you shared with us.

We had various appraisals (Class C, Class B and Class A) so far and the consulting and training support provided by you was outstanding. Your experience and quality of consulting support has helped us hasten up the process improvement implementation.

I wish you success in all your future endeavours.

Thanks and regards,

For Network Solutions Pvt. Ltd.

A handwritten signature in blue ink, appearing to read "Jayant Deshpande", is written over a faint, circular official stamp.

Jayant Deshpande
Director, Engineering Services

5

SATYAM COMPUTER SERVICES LTD. (India – Major business units)
Size of the organization – 9,000+ people [Consulting & SCAMPI Appraisal]



23rd December 2005

CR Nagaraj
Senior Vice President,
Corporate Quality
Satyam Computer Services Ltd.
Hyderabad, INDIA

Raghav S Nandyal
Chief Executive Officer
SITARA Technologies Pvt Ltd
#54, "Sri Hari Krupa",
6th Main Road, Malleswaram,
Bangalore-560 003, INDIA.

Dear Raghav

I would like to share my feedback on the just concluded CMMI Appraisal for VBU-Banking & Financial Services unit of Satyam.

I am happy about the manner in which the entire appraisal has been carried out right from the initial Two-Day CMMI Orientation Program to the Final Class-A Appraisal. I could observe meticulous planning, effective communication, right guidance and excellent professionalism from your side which has ensured smooth conduct of the appraisal at various stages.

I understand from the Assessment Team as well as the FAR Group Members that they all enjoyed the appraisal proceedings and it was valuable learning for them, participating in this appraisal.

I would like to thank you for the excellent services provided by SITARA for the various CMMI engagements for Satyam till date. I look forward to an enduring relationship between SITARA and Satyam.

Sincerely,

A handwritten signature in blue ink, appearing to read "CR Nagaraj", is written over a horizontal line.

CR Nagaraj
Senior Vice President-Corporate Quality

Satyam Computer Services Ltd.



Chamiers Towers, 23 & 24, Chamiers Road, Teynampet, Chennai - 600 018, India
Tel : +91-44- 2431 4500 Fax : +91-44- 2431 4540 Web site : <http://www.satyam.com>
Regd. Office : Mayfair Centre, S.P.Road, Secunderabad - 500 003 India
Development Centers at Bangalore, Bhubaneswar, Chennai, Hyderabad, Pune & Secunderabad



6

SATYAM COMPUTER SERVICES LTD. (India – Major business units)
Size of the organization – 9,000+ people [Consulting & SCAMPI Appraisal]



9th April 2004

To,

Raghav S Nandyal,
Sitara Technologies Pvt. Ltd.
Bangalore

Sponsor feedback

On behalf of Satyam Computer Services Ltd, I would like to thank Raghav S Nandyal, CEO of SITARA Technologies Private Ltd, for his value-added CMMI assessment services.

We had conducted our first SCAMPI assessment with Raghav using the CMMI Staged Representation for two business units in Chennai in December 2003, and have continued to work with him for our current SCAMPI assessment for SRU-GEGDC using the CMMI Continuous Representation in Hyderabad. It has been a good and enriching experience for us.

The phased approach to the assessment used by Raghav has helped us to align our practices to the CMMI and achieve our targets. The Class C Assessment in August 2003 was a process adequacy check that helped us to identify and close process gaps. The Class B Assessment in February 2004 checked exhaustively for implementation strengths and weaknesses with reference to the CMMI using Process Implementation Indicator Documents (PIIDs). The final Class A Assessment was led very competently by Raghav. With his vast experience, he made all the interviewees very comfortable and elicited all the necessary information, and with his deep knowledge of the CMMI, he was able to guide the assessment team in the intricate assessment process and interpretation of the CMMI Continuous Representation.

The findings given at the end of the assessment are very relevant and focused, and this will help us to develop action plans to improve our processes further.

It has been a privilege to work with Raghav and we hope to continue our association with him for future assessments.

Nagaraj C.R
Sr. Vice President
Corporate Quality

Satyam Computer Services Ltd.



Satyam Technology Center, Bahadurpally, Hyderabad - 500 043 India
Tel: 91-40-3097505 Fax: 91-40-3097515 Web site : <http://www.satyam.com>
Regd. Office : Mayfair Centre, S P Road, Secunderabad - 500 003 India
Development Centers at Bangalore, Bhubaneswar, Chennai, Hyderabad, Pune & Secunderabad



7

ACS Inc. (Global Rollout for GHRS HRIS Team)

Size of the organization – 800+ people [Consulting & SCAMPI Appraisal]



27 May 2005

Dear Mr. Raghav,

We are pleased to express our appreciation and satisfaction for your contribution towards implementing CMMI process improvement initiative program at ACS GHRS HRIS Bangalore site.

Throughout the program, your involvement and leadership in providing CMMI training, software engineering consultation and SCAMPI appraisals was very professional and consistent. The project team has gained many learning experience from your valuable advice and inputs which has resulted in our success.

In addition, feedback from the team particularly for the Class A Appraisal is that the SITARA assets have enabled the appraisal to be conducted effectively and efficiently. Our team members are impressed with your leadership as you were always thorough, comprehensive and accurate in fact findings.

We sincerely thank you for your good work and look forward to work with you again in the near future for GHRS HRIS other locations process improvement initiative program.

Best Regards,

(Koh Shuo Ten)

Director, Asiapac HRIS
Affiliated Computer Services (ACS)
Global Human Resources Solution

ACS Business Solutions Limited-Malaysia Branch
Company No. 994146-P
16th Floor, Menara Luxor, 6B Persiaran Tropicana, 47410 Petaling Jaya
Tel: 603-7884 7174 Fax: 603-78847175

ABOUT THE CHIEF EXECUTIVE OFFICER

Raghav S. Nandyal has numerous years of consulting, software engineering and management experience. He is among the very few SEI authorized lead assessors on the SCAMPI Method, Software CMM and the People CMM. He has the rare distinction of being an SEI authorized instructor for both the Introduction to CMMI and Introduction to People CMM courses. He has been a practitioner, prime consultant, coach and an assessor on Software and People CMM based process improvement initiatives in leading multinationals such as Motorola, NYNEX Corp., LG-EDS Systems and Intelligroup Inc. among several others worldwide since 1996. He has trained a number of people in India, Japan, Malaysia, South Korea, Thailand, United Kingdom and the United States of America on CMMI, Software CMM and People CMM. He is a regular speaker at international conferences such as the SEPG and is on international review panel for IEEE Software. He is currently the Founder and CEO of SITARA Technologies Private Limited – a professional services Company incorporated in the USA and India, with focus on strategic management consulting. His latest book on 'CMMI: A Framework for Building World Class Software Organizations' was published by Tata McGraw-Hill in 2004. His earlier book on 'People CMM: Interpreting People CMM for Software Organizations' from Tata McGraw-Hill was published in November 2003. SITARA Technologies has been identified as a transition partner with the Software Engineering Institute on the more recent CMMI model and the associated SCAMPI assessment method.

CONTACT INFORMATION

Raghav S. Nandyal
Chairman & CEO
SITARA TECHNOLOGIES PVT. LTD.
"SRI HARI KRUPA", #54
6TH MAIN ROAD
MALLESWARAM
BANGALORE KA 560 003 INDIA
EMAIL: RAGHAV_NANDYAL@SITARATECH.COM
MOBILE: +91-984-523-3222, +91-984-563-3222
FAX: +(91-80) 2334-3222



Management Philosophy

Building relationships based on trust and esteem for human dignity.

Our Values

Learn, leverage and realize value entitlement in the shortest possible time while building relationships.

Our Mission

Excellence Combining Expertise – in everything we do!