

Onsite–Offshore

Hybrid Model

INFLUXIVE TECHNOLOGIES

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1 Overview

The onsite offshore development model or the dual shore development model or the HYBRID MODEL as is popularly called is the most popular of all models prevalent in outsourcing arena.

The main highlights of this model are as below:

- Most proven and successful model for IT services.
- Teams working both onsite and offshore.
- Mitigates risk of remote development by offering Business Analysis and Project Management onsite.
- Major development at offshore unit in India.
- Cost reduction by 60 % as compared to pure offshore.
- Enhanced productivity levels.
- More efficient use of overhead

In the Hybrid shore Development model the development centre of INFLUXIVE is located both at onsite (clients end) and offshore (India). Onsite team is led by the Technical Project Manager from INFLUXIVE. Onsite team may consist of a Business Analyst, Technical Architect and engineers depending of exigency of work.

The Offshore Development Center of INFLUXIVE would be located in Gurgaon, India, and would be led by a Project Leader who in turn would be reporting to the Project Manager. The Offshore team would consist of 15 – 25 resources, depending upon the project needs of the client

The typical work breakdown in hybrid model between onsite and offshore is shown in Figure 1-1 below.

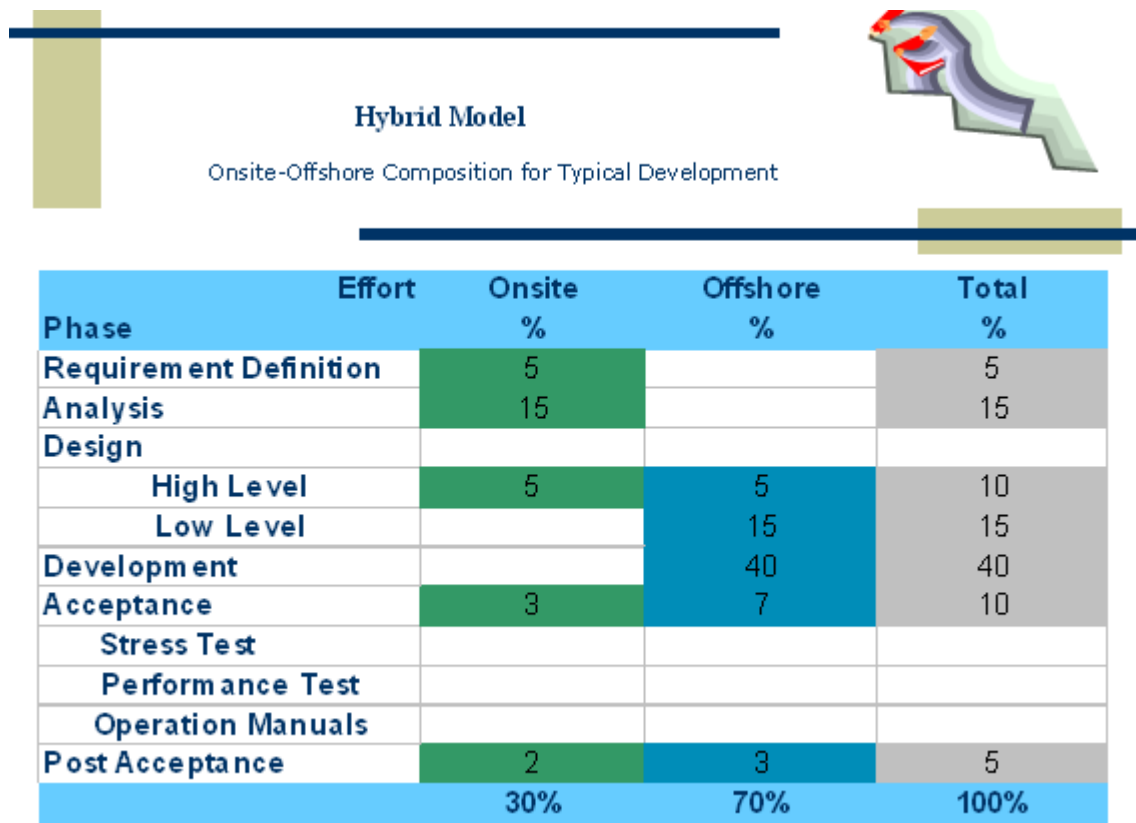


Figure 1-1: Onsite–Offsite Composition for Typical Development

Based on this work break down between the onsite and offshore units, this translates into cost as per the following diagram.

Some Key benefits of the offshore model:

1. The significant cost saving in an onsite-offshore model is clearly fundamental to its growing acceptance and use. The cost advantage is generally in the range of 30%-50% compared to onshore delivery. The cost factor is underpinned by the salary differences of the professionals which can be 70% or higher.
2. The large differences between western countries and India stem from the main factors and the long term sustainability of the offshore model. Offshore cost advantage is linked to the sustainability of each of these factors.
3. A reasonable estimation is that India is the 85% share holder in the offshore projects.

Hybrid Shore Model



Assumptions

- Cost is directly proportional to the effort.
- Cost of entire project is EURO 100.
- Cost ratio EUROPE to India is 5 :1

Phase	Onsite	HYBIRD MODEL		Total EUROS
		Europe	India	
Requirement Definition	5	5		5
Analysis	15	15		15
Design	25		4	4
Development	40		8	8
Acceptance	10	3	1.4	4.4
Post Acceptance	10	2	0.6	2.6
	EURO 100	EURO 25	EURO 14	EURO 39

RESULT :Cost of executing in EUROPE is Euro 100
 Using the Hybrid Shore Model it cost comes down to Euro 39.

Figure 1-2: Cost Analysis

Clients have the following advantages by opting for hybrid shore model apart from cost reductions elaborated in the Table 1.

Table 1: ENGAGEMENT MODEL BENEFITS

FEATURES	BENEFITS
INFLUXIVE Presence in at Client Site	<ul style="list-style-type: none"> ▪ Continuous Interaction on day to day basis. ▪ No chance of any communication failure. ▪ Will work with client in the same time zone, there by saving precious time.

FEATURES	BENEFITS
Dedicated team at Onsite	<ul style="list-style-type: none"> ▪ Full control of development. Clients Project Manager or Leader can directly assign the work. ▪ Complete requirements capture, therefore reducing the chances of change request thus saving time and money.
Total cost of Engagement	Lower as compared to any other model of engagement.
Change Management	Very efficient due to excellent communication channels.
Time To Market	The development goes on at a fast pace in this model with minimum or no change requests. Delivery assured on time.
Ramp up Capability	Very high. Onsite team who closely interacts with client can further internally train the offshore team fast.

The Remaining sections of the document detail about how the Project team is organized, what are their roles and responsibilities, how the project is managed, how would the knowledge transfer happens, what challenges INFLUXIVE sees in executing this model, and what are its mitigation plans.

2 Project Organization

This section defines the project organization structure.

2.1 Organization

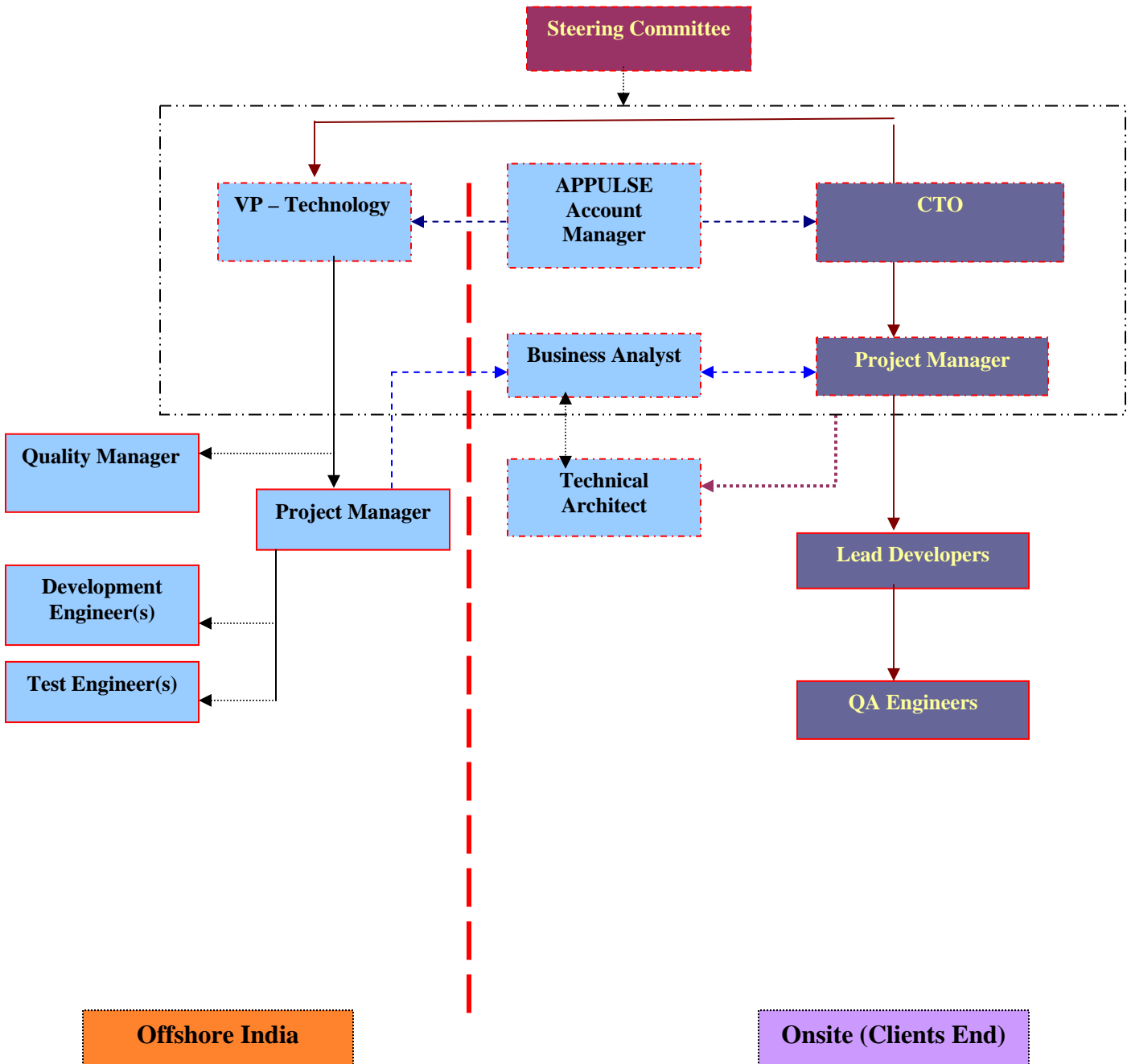


Figure 2-1: Hybrid Model

2.2 Roles & Responsibilities

2.2.1 Project Roles

a) Steering Committee

The steering Committee is normally composed of:

- Client: Chief Technology Officer and Project Manager.
- Appusle: VP – Technology, Account Manager, Project Manager.

b) INFLUXIVE Team

S. No.	Role	Responsibilities
1	VP - Technology	<ul style="list-style-type: none"> ▪ Responsible to meet Client satisfaction and objectives. ▪ Resolving issues relating to relationship including Infrastructure, Resourcing, etc ▪ Maintaining close coordination with CTO / Client Project Manager.
2	INFLUXIVE Account Manager	<ul style="list-style-type: none"> ▪ Contract Management. ▪ Resolving relationship issues. ▪ Key liaison person between INFLUXIVE and Client. ▪ Coordination of HR and administrative issues for near shore staff.
3.	INFLUXIVE Project Manager	<ul style="list-style-type: none"> ▪ Primarily responsible for timely execution of INFLUXIVE responsibilities with the desired level of quality. ▪ Keeping track of work assignments and their execution nearshore. ▪ Managing the productivity and efficiency of the team members. ▪ Project planning, tracking and monitoring.

S. No.	Role	Responsibilities
		<ul style="list-style-type: none"> ■ Meets SLAs and Service Management. ■ Coordination between project teams (onsite and offshore) and Client. ■ Overall responsibility of all project deliverables from near shore and off shore. ■ Change and problem report generation. ■ Identifying training needs of INFLUXIVE staff.
4	INFLUXIVE Business Analyst	<ul style="list-style-type: none"> ■ Primarily responsible for helping project manager in planning, tracking and monitoring the projects. ■ Responsible for managing the productivity and efficiency of the resources at offshore. ■ Keeping track of work assignments offshore. ■ Analysis and Effort Estimation. ■ Coordination between project teams (Offshore-onsite) and Correlate. ■ Efficient Change management. ■ Identifying training needs of offshore staff. ■ Time, Schedule & Metrics tracking of offshore activities
5	INFLUXIVE Technical Architect	<ul style="list-style-type: none"> ■ Understanding the system architecture and design. ■ Understanding System architecture (HLD and LLD). ■ Design Documentation. ■ Design clarification to the Offshore and onsite teams. ■ Understanding requirements. ■ Client Interaction. ■ Timely reviews of Design and code.

S. No.	Role	Responsibilities
6.	Development Engineer(s)	<ul style="list-style-type: none">■ Understanding Requirements & design of components and whole system.■ Obtain clarifications from project manager and lead developer.■ Responsible for the quality of deliverables.■ Design and construction as assigned by the Project Leader & lead developer.■ Peer reviews, Unit testing and Bug fixing.
7.	Test Engineer(s)	<ul style="list-style-type: none">■ Carry out the actual verification of the test targets as per the Test activities' Scope prescribed for the release.■ Fill in the Test Reports and tabulate test results in accordance with the specified templates.■ Collect the data for the effort spent on various test activities for the project.■ Carry out all specific tasks as mentioned in the iteration test plans.

c) Client Team

S. No.	Responsibility	Activity
1	Client Project Manager	<ul style="list-style-type: none"> ■ Coordination and Monitoring. ■ Assign work to designated INFLUXIVE support person. ■ Planning & coordination of transition phases. ■ Clarifications and feedback on applications under transition. ■ Acceptance testing coordination. ■ Sign Off.
2	CTO Client	<ul style="list-style-type: none"> ■ Participate in Senior Management Review ■ Escalation Point for unresolved Issues
3	Project Manager - Client	<ul style="list-style-type: none"> ■ Single Point contact for all administrative and project monitoring matters for INFLUXIVE. ■ Escalation Point for INFLUXIVE staff ■ Participate in Senior Management Review ■ Provide the INFLUXIVE staff with workspace, telephones, systems access, personal computers, facilities and access needed to perform the work at Client work location.

S. No.	Responsibility	Activity
4	Lead Developer	<ul style="list-style-type: none"> ■ Knowledge Transfer to INFLUXIVE Engineers. ■ Providing clarifications to INFLUXIVE on requirements and work to be done. ■ Have technical meetings with INFLUXIVE Engineers, and clarify any issues or discussions. ■ Assign work to INFLUXIVE Engineers as per the Work Breakdown Structure.

2.2.2 Project Responsibilities

a) INFLUXIVE

- To ensure all deliverables are of the desired quality levels, adhering to the time schedules specified.
- To ensure availability of operational infrastructure, communication link, relevant tools at INFLUXIVE's offshore and near shore for smooth execution of the project.
- To report the project status regularly and keep Client informed without delay, of any issues that could affect the well being of the project.
- All Client supplied software products will be verified by INFLUXIVE and entry will be made in the appropriate INFLUXIVE documents. If any discrepancy is found, the same will be formally communicated to Client at the earliest. The issue will be tracked to closure by the joint effort of INFLUXIVE and Client.

b) Client

- Provide access to various applications, test sub-system/tool/utilities/files for carrying out associated tasks on Client system.
- Ensure that appropriate personnel are available for discussion with INFLUXIVE project team during various transition stages of the project.

- Respond and provide resolution within 3 working days, to all issues and queries raised by INFLUXIVE. If the issue cannot be resolved within this stipulated time, indicate a time frame for the resolution.
- Sign off all deliverables from INFLUXIVE. The modalities for signoff will vary depending upon the type of deliverables, and will be finalized during the Due Diligence and Planning Phase.
- Provide the necessary software/applications to setup image copy at offshore and near shore for development/testing purpose.

3 Project Management

Project Management approach at INFLUXIVE is summarized in the figure below showing the key components: Service Level Agreements, Process Management, Quality Management, Project Monitoring and Skills Management. Each of these are best of our best practices and years of experience across countless projects across the globe. All INFLUXIVE teams have access to our Knowledge Management Systems and Quality Management Systems where these are stored in the form of Templates, processes for compliance, procedures to be followed and learning from past experience.

Service Level Agreements	Process Management	Quality Management	Project Monitoring	Skills Mgmt
<ul style="list-style-type: none"> ▪ SOW ▪ Deliverables ▪ Milestones ▪ SLA's ▪ Responsibilities - APPULSE & Client 	<ul style="list-style-type: none"> ▪ Documented Processes ▪ Estimation ▪ Knowledge Mgmt ▪ Tools Usage ▪ Configuration Mgmt ▪ Sign-off Procedures 	<p><u>Reviews</u></p> <ul style="list-style-type: none"> ▪ Documented Procedures. ▪ Checklist. ▪ 100% Verification. ▪ Pre-delivery Inspection. ▪ Monitoring Effectiveness of deliveries <p><u>Audits</u></p> <ul style="list-style-type: none"> ▪ Process Adherence ▪ Analysis of Metrics 	<p><u>Communication</u></p> <ul style="list-style-type: none"> ▪ Telecons ▪ Meetings ▪ Reports ▪ Regular Status Reports. ▪ Escalation of issues based on severity ▪ Resolution process. 	<ul style="list-style-type: none"> ▪ Identify Skill Needs ▪ Technical ▪ Soft ▪ Cultural ▪ Arrange ▪ Training

3.1 Project Communication Procedures

Following reviews / meetings on a regular basis form the basis of success in all the deliveries made to the customer:

➤ Weekly Meetings

- A weekly review meeting is scheduled between the customer and the INFLUXIVE Project Management team. This review meeting is coordinated by the INFLUXIVE Project Manager with the focus on:
 - ▶ Review of project progress
 - ▶ Dissemination of technical or other project related information.
 - ▶ Work done / Work not done by INFLUXIVE Engineers
 - ▶ Resolve problems faced by the team members.
- The review meeting may be face-to-face through videoconferencing or telephonic, depending on the phase of the project.
- The INFLUXIVE Project Manager will set the agenda for all review meetings.
- The INFLUXIVE Project Manager will record and maintain minutes of the meetings.
- Email, fax, telephone and / or videoconferencing will be used as the communication media.
- Problems and issues requiring escalation to customer will be channeled through the INFLUXIVE Project Manager.

➤ Fortnightly Senior Management Review

A fortnightly senior management review meeting will be scheduled to be attended by the Steering Committee. This review meeting is coordinated by the INFLUXIVE VP-Technology with the focus on:

- Review Project and Account Progress
- Resolve any unresolved project issues from the Weekly Meetings
- Effort Spent in the fortnight

- Team and Staff Issues
- Financial Summary (Total Invoicing done YTD, Planned)
- Summary of the current week's achievements and next weeks plan.
- Project metrics as defined in the PMP.
- Project goals and slippages, if any.
- Summary of defects from review and testing.
- New issues, concerns and additional risks if any.

➤ **Periodic Project Status Reports**

INFLUXIVE provides a weekly status report on the progress of the project schedule.

The status report will contain the

- Details of the work done as per the schedule by INFLUXIVE Engineers.
- Details of the work not done as per the schedule by INFLUXIVE Engineers.
- Effort spent in the fortnight by INFLUXIVE Engineers.
- Issues which require resolution.
- Items to be discussed with Client Management.

➤ **Project Sign-off Procedures**

The acceptance sign off against each deliverable is done per the Acceptance criteria. It has to be duly signed by Customer and INFLUXIVE representative by the stipulated date.

INFLUXIVE will work with the customer early in the project to agree on Acceptance Criteria for each significant project deliverable. The Acceptance Criteria helps ensure that INFLUXIVE has a clear understanding of the customer requirements and priorities. The Acceptance Criteria confirms that the deliverable is complete and can be used as a building block for continued project work.

➤ **Project Issue Management**

INFLUXIVE believes that effective management of project issues is a critical component of effective project control and management. They should be

documented, monitored and resolved in a consistent and timely manner. And as a last resort, when an issue remains unresolved it must be escalated to management. During the Project Start-up phase, INFLUXIVE will work with customer to establish the escalation procedures applicable for this project.

Any issue that may arise during any phase of a project however, is typically recognized while employing various techniques for controlling projects, such as progress monitoring or change management. Typical reasons that are generally encountered are:

- Resource constraints
- Technical problems
- Functional questions
- Environmental problems
- Organizational problems

Our approach to issue management is that any issue must be dealt with at the lowest possible level. All unresolved issues are raised during project reviews and reported in the project status report, along with the following:

- Actions needed to resolve / by whom
- Impacts / deadlines to be respected
- Time frames / completion dates
- Evolution of outstanding issues

3.2 Change Management

The objectives of implementing Change Control are as follows:

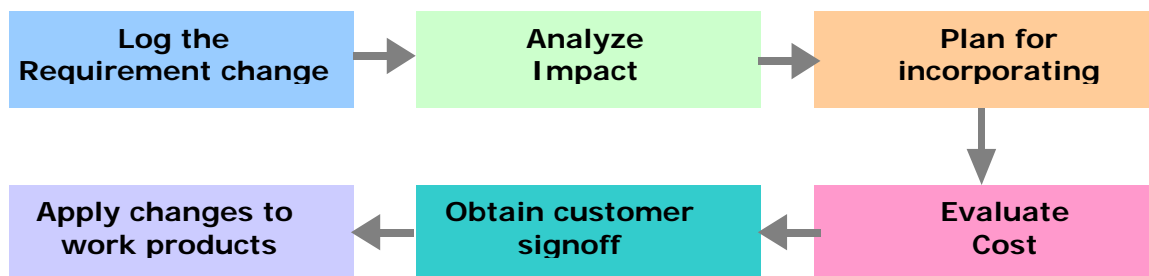
- To effect the business/user requirement and technical changes that needs to be incorporated.
- To enable realistic control of time, cost and efforts spent on the project.
- To monitor and control changes to baseline software or documentation.

Any change requested may impact the overall functionality of the product, the effort estimates and timelines of the project. A uniform mechanism of reporting, controlling and implementation of change requests shall be followed across all stages of the project. The broad tasks covered are:

- Recording the details of change.
- Assessment of change - Items impacted, Effort Required, Elapse time required.
- Schedule of Implementation.
- Authorization of Change.
- Execution of the Change.
- Review of the Change.
- Acceptance of the Change.

A change request will be initiated for any change from the agreement terms under which the services are being executed. Any of the parties (INFLUXIVE or Client) can raise a Change Request and pass it on to the other party for processing. The initiator will provide the necessary inputs in the agreed format for the other party.

INFLUXIVE will arrange to assess the impact of the change request, and discuss the same with the initiator. Based on these discussions, Change Request will be accepted, rejected, deferred or escalated. This process will normally not exceed 5 working days. INFLUXIVE will maintain a log of all change requests.



3.3 Risk Management

All projects involve risk, and INFLUXIVE includes risk analysis and risk management as a normal part of every development project. Using a Risk Analysis Worksheet, the project team will list the expected risks and prioritize these items in terms of potential project impact. This analysis will be the basis for maintaining a top-ten risk list throughout the project. The Project Manager will ensure that this risk list is updated periodically and that risk status and risk issues are regularly reported in Status Reports and at Project Review Meetings. The management of risk and the preparation of alternatives or contingency plans are a normal part of the project planning process. Significant project risks will be addressed by specific risk management initiatives to minimize or mitigate the risk impact on the project. Some of the risk factors specific to the proposed system are listed below.

Risk Management				
S. No.	Risk Factor	Impact	Risk Mitigation	Risk Monitoring
1	Knowledge Transfer to INFLUXIVE. Accurate understanding of the requirements is required.	High	<ul style="list-style-type: none"> Client lead developer's availability to be ensured throughout the project duration. 	<ul style="list-style-type: none"> Issue Management in Status reports
2	Clear scope definition. There may be missing areas not clearly defined. Changes may have adverse	High	<ul style="list-style-type: none"> Identify as many gaps as possible during Requirements Analysis and Planning. Work jointly and closely with Client team. 	<ul style="list-style-type: none"> Issue management. Change Control. Weekly review by steering committee.

Risk Management				
S. No.	Risk Factor	Impact	Risk Mitigation	Risk Monitoring
	impact on schedules and stability of the product.		<ul style="list-style-type: none"> Follow rigorous change control procedures. 	
3	Quality of the product.	High	<ul style="list-style-type: none"> Client to prepare comprehensive acceptance test plans. Client to identify comprehensive set of scenarios for system testing. INFLUXIVE to perform rigorous Unit, Integration, System testing & Regression Testing. 	<ul style="list-style-type: none"> Issue Management in Status reports. Fortnightly review by steering committee. <ul style="list-style-type: none"> Rigorous Quality reviews.
4	Productivity of developers, Accuracy of estimates, dependency on deliverables from Client.	High	<ul style="list-style-type: none"> Contingency Resource planning. Training of Resources. Promote and monitor reuse. Review plans regularly, and make adjustments to meet timelines. 	<ul style="list-style-type: none"> Issue Management in Status reports. Fortnightly review by steering committee.

Risk Management				
S. No.	Risk Factor	Impact	Risk Mitigation	Risk Monitoring
5	Delay in review and approval of INFLUXIVE's deliverables by Client. This can have a cascaded effect on delivery schedule.	Medium	<ul style="list-style-type: none"> Client to assign high priority to review of deliverables from INFLUXIVE. Onsite team members from INFLUXIVE to facilitate timely review of deliverables. 	<ul style="list-style-type: none"> Issue Management in Status reports. Fortnightly review by steering committee.

3.4 Project Metrics

S. No.	Metrics	Unit of Measure	Metrics Calculation
1	Schedule Variance	In %	$(\text{Actual End Date} - \text{Planned End Date}) / \text{Planned End Date} - \text{Planned Start Date}$
2	Effort Variance	In %	$(\text{Actual Effort} - \text{Planned Effort}) / \text{Planned Effort}$
3	Requirement Stability Index	Stability Index	Total Number of Requirement Changes / Total Number of Requirements
4	Productivity	Hrs/ UCP	Actual effort/Latest Size

S. No.	Metrics	Unit of Measure	Metrics Calculation
5	Defect Density	Density	Total Weighted Defects (TWD) / Size
6	Defect Containment Efficiency	In %	TWD Observed before Release / (TWD Reported before release + TWD Reported After Release)
7	Rework Ratio	Ratio	Effort spent on rework / Total Effort
8	Size Variation	In %	(Latest size-Initial size) / Initial size
9	Test Effectiveness	Hr Per Defect	Test Effort Spent / Total Weighted Defects Found

3.5 Problem Resolution Procedure

INFLUXIVE believes that effective management of problems and issues is a critical component of project control and management. Problems and issues may arise during any phase of a project. Typical issues that are encountered in projects are:

- Resource constraints.
- Technical problems.
- Clarity of requirements.
- Functional questions.
- Environmental problems.
- Organizational problems.
- Cost and schedule overrun due to change in scope.

The issues are tracked and dealt with at the lowest possible levels, and escalated to the next higher level as per need and criticality. All unresolved issues are raised during project reviews and reported in the project status report along with the following:

- Actions needed to resolve, by whom.
- Impacts or deadlines to be met.
- Time frames or completion dates.
- Evaluation of outstanding issues.

The INFLUXIVE project manager takes ownership of issue management process and uses the process cycle of Identification-Documentation-Escalation-Resolution-Closure for effective management of the issues. The basic steps are summarized below:

Issues Management Techniques	
Basic Step	Remarks
Identification	<ul style="list-style-type: none"> ▪ Analyze the problem faced and find the root cause or issue
Documentation	<ul style="list-style-type: none"> ▪ Classify issue as: <ul style="list-style-type: none"> ✓ Low impact – can be solved without client’s assistance. ✓ Medium Impact – requires client’s assistance but is not critical to project progress. ✓ High impact – requires client’s assistance and will prevent progress ▪ Assign responsibility as applicable. ▪ Document issue in issue list, and status report.
Escalate/ Resolve	<ul style="list-style-type: none"> ▪ Report high impact issues to all concerned within 24 hours, as well as through status report.

Issues Management Techniques	
Basic Step	Remarks
	<ul style="list-style-type: none"> ▪ Report medium or low impact issues directly as appropriate and also through Status Report <ul style="list-style-type: none"> ✓ Mention actions for resolution along with timeframes ✓ Reach agreement by discussion and document agreement and action points ✓ Keep management informed and escalate as appropriate
Monitoring & Closure	<ul style="list-style-type: none"> ▪ Monitor progress of resolution, recheck impact if progress is slow and escalate to next higher level ▪ Implement and close resolved issues ▪ Initiate change management process if required

3.6 Security of Client Supplied Material

INFLUXIVE has a policy framework that:

- Defines the Information Security Policy and its processes.
- Implements this policy by safeguarding information availability, confidentiality and integrity.
- Is applicable for all information resources (systems, network and data) inclusive of any client or customer information resources within the custody of INFLUXIVE.
- Is applicable to all employees.
- Includes the following aspects:
 - ▶ Risk analysis
 - ▶ Comprehensive Security measures
 - ▶ Periodic monitoring and incident response
 - ▶ Compliance to policy

In addition to this, all employees of INFLUXIVE sign a non-disclosure agreement (NDA) thereby ensuring that Client data is always protected. INFLUXIVE agrees to notify Client of any incidence of unauthorized access, modification, disclosure, loss or inability to account to Client, immediately. INFLUXIVE employs processes that prevent such incidences from happening, as mentioned below. On broader terms the security measures have been divided into two categories:

- Physical security
 - ▶ Entry regulation.
 - ▶ Material movement.
 - ▶ Fire protection and other disaster mitigation measures.
 - ▶ Restricted access.

- Logical security (deals with access to the contents of systems and network elements inclusive of the software and data) addresses:
 - ▶ Access control.
 - ▶ Access to external locations.
 - ▶ Password mechanism.
 - ▶ Granularization of access control.
 - ▶ Isolation of highly sensitive data.
 - ▶ Intrusion detection and audit trails.
 - ▶ Data loss management.
 - ▶ Virus control.
 - ▶ Personnel screening and awareness building.
 - ▶ Printed / written matter security.
 - ▶ Maintenance of systems.
 - ▶ Encryption.
 - ▶ Automated network management.

All INFLUXIVE employees have been instructed to strictly abide by these rules and guidelines. All the employees of INFLUXIVE have signed a Non-Disclosure

Agreement (NDA), which pertains to the above said information. In addition to this if Client requests, INFLUXIVE is willing to issue a Client specific NDA, to be signed by the employee allocated to the Client project.

Some of the points to be highlighted are:

- There would 2 offices (Offshore and nearshore) where the employees of INFLUXIVE would be working from.
- The team would be working on VPN.
- Version management server would be at the client's side.

4 Knowledge Acquisition & Transfer

4.1 Knowledge Acquisition

INFLUXIVE has a built in framework for acquisition of knowledge from client side acquisition.

In the first phase involves vision alignment with the customer's business. Outsourcing contracts are jointly created to focus on delivery, performance metrics, delivery acceptance/rejection criteria etc. It includes having a clear communication for the expectations to be realized and the project targets to be achieved.

In the next phase, INFLUXIVE's onsite team members are assigned to work closely with specific customer development group and individuals. As part of this phase, the designated customer development staff conducts a day-to-day real life support activities and at every opportunity not only provide details on the support activity performed or completed but also any relevant background information or insight about the project and technical needs. A periodic evaluation is performed by customer on a checklist to determine the readiness of the INFLUXIVE individual to transition to the next phase.

In this last phase the focus is to understand existing systems and applications. This is important to set the strategy that may change over the life of the contract and with the customer's business. The Participation phase is mainly to gear up the offshore group and ensure the execution methodology and finalize the measuring and controlling parameters.

In this phase, the INFLUXIVE individual is allowed to plan and execute planned and unexpected development activities independently, with access to the Customer development staff for critical issues and problems. The performance of the INFLUXIVE team, as a whole and the individuals will be evaluated based on the exit

criteria. The INFLUXIVE team also performs self-evaluation to determine their readiness to undertake support and maintenance tasks remotely.

4.2 Knowledge Management –WIKI

The knowledge gained by INFLUXIVE team members from Client engineers is reused again and again to train new entrants into the project. INFLUXIVE uses Knowledge Management as a very effective tool of learning. Knowledge Management is a new branch of management for achieving breakthrough business performance through the synergy of people, processes, and technology. Its focus is on the management of change, uncertainty, and complexity. INFLUXIVE uses Wiki as group communication mechanisms in that allows INFLUXIVE of contributions of different employees to be exchanged between the community and share the knowledge they have gained while working on projects. Wiki is a piece of server software that allows users to freely create and edit Web page content using any Web browser. Wiki supports hyperlinks and has simple text syntax for creating new pages and cross links between internal pages on the fly. Wiki is unusual among group communication mechanisms in that it allows the organization of contributions to be edited in addition to the content itself. In this new paradigm for increasingly uncertain and complex business environments, dynamically evolving performance outcomes are the key drivers of how 'smart minds' and 'smart technologies' together leverage strategic opportunities and challenges.

4.3 Knowledge Transfer

Training and transfer of knowledge is a key asset to any services based organization. The benchmark of a Services Company is in its ability to track upcoming future needs and developing strategies to address that need. INFLUXIVE thoroughly understands the need for internal technical training for Client.

In order to eliminate the ongoing training overhead that is shouldered by Client Staff, INFLUXIVE can impart technical training on regular basis to improve the skills and competencies of Client' resources. INFLUXIVE's training approach includes:

- Understanding the current technological needs of Client.
- Identifying the sources of information.
- Analyzing the benefits of usage of required technology.
- Acquiring sufficient knowledge on the technology.
- Simulating project environments.
- Conducting tests to evaluate the results.
- Enhancing training materials based on the feedback, technology advancement etc.

Typically for training programs, INFLUXIVE uses both Internal and external faculties. INFLUXIVE has established its own training department that performs internally and trains the INFLUXIVE resources on need basis. INFLUXIVE will use the services of its internal training department to impart technical education to Client staff.

5 Challenges and INFLUXIVE Mitigation Approach

Some of the typical challenges encountered for similar projects along with INFLUXIVE mitigation approach are provided below:

S. No.	Challenge	INFLUXIVE Mitigation Approach
1	Attrition of INFLUXIVE resources	<ul style="list-style-type: none"> INFLUXIVE maintains comprehensive documentation of knowledge gained, all work requests, maintenance processes and procedures to ensure that impact of attrition are minimal. Team members rotate to ensure that there is cross training.
2	System and Functional Documentation not available or outdated	<ul style="list-style-type: none"> INFLUXIVE team members create/update high level system documentation and gain system knowledge. Program specifications, data model are created/updated for any system transitioned to INFLUXIVE as part of our methodology.
3	Effective utilization of resources	<ul style="list-style-type: none"> Allocation of best resources and regular training where needed. Provide backup resource to handle unexpected resource needs and attrition.
4	Common understanding of rules of engagement, governance structure upfront	<ul style="list-style-type: none"> INFLUXIVE will spend the needed time with Client team on a detailed walkthrough of our center, methodologies, proposal, etc to arrive at a common understanding of various aspects of the engagement.

S. No.	Challenge	INFLUXIVE Mitigation Approach
	Cultural and process integration	<ul style="list-style-type: none"> ▪ INFLUXIVE has a structured process that enables the development of customized processes that integrates INFLUXIVE with Client. ▪ These processes minimize the impact of transitioning work offshore and near shore. ▪ Promote informal meeting between INFLUXIVE and Client teams. ▪ Periodic visits of Client team to offshore. ▪ There are in house training of INFLUXIVE staff where there are given cross cultural training and are made aware of global business scenario.
	Communications and Reporting	<ul style="list-style-type: none"> ▪ INFLUXIVE methodology provides a framework for reporting on productivity, resource utilization, quality metrics, and timesheets including forward planning. ▪ Weekly conference calls at project team level and monthly videoconference at the Steering committee level. (Optional)

6 Appendix A: INFLUXIVE Project Templates

6.1 Glossary

S. No.	Term	Explanation
1	PL	Project Lead
2	PM	Project Manager
3	BA	Business Analyst
4	QA	Quality Assurance
5	PMSR	Project management status report
6	NDA	Non Disclosure Agreement
7	TWD	Total weighted defects
8	OOAD	Object oriented Analysis and Design
9	UML	Unified Modeling Language

6.2 Minutes of the Meeting

Minutes of Meeting			
		Date of Meeting: Time of Meeting: Place:	
Meeting called by:		Minute taker:	
Facilitator:		Timekeeper :	
Attendees:			
Absentee(s):			
Important Notes			
Agenda Item	Observations		By Whom

S. No.	Action items	Person Responsible	Deadline
1.			
2.			
3.			
4.			

6.3 Account Status Report

Project Name		Project Manager	
Effort Spent This Fortnight (INFLUXIVE Engineers)		Report Date	
Unplanned Effort		Reporting Period (Fortnightly)	

6.4 Project Work Summary (INFLUXIVE Engineers)

<u>Work done as per the approved schedule:</u>	<u>Remarks</u>
<u>Work Not done as per the approved schedule:</u>	

6.5 Issues Raised for Resolution

Issues	Status	Remarks

6.6 Items to be discussed with Client Management

Action Items	Status	Remarks

6.7 EDU (End of Day Update) Report

End of the day reports are sent to the reporting manager and clients on a daily basis. End of the Day Report Includes:

- Activities performed today.
- Issues faced today.
- Thoughts which came across today.
- Blockers for today.
- Recommendations for today.

6.8 Timesheet Report

A template for time sheet is used to capture the time spent on various activities throughout the day. The same highlights the work done and efficiency of the individual.

Project :

Period :

	Resource 1	Resource 2	Resource 3
Wednesday, 01 March 2006			
Thursday, 02 March 2006			
Friday, 03 March 2006			
Saturday, 04 March 2006			

Sunday, 05 March 2006			
Monday, 06 March 2006			
Tuesday, 07 March 2006			
Wednesday, 08 March 2006			
Thursday, 09 March 2006			
Friday, 10 March 2006			

6.9 Customer Feedback Form

A template for Customer Feedback Form is used to capture the feedback from the customers on various activities.

S No.	Question	Feedback (On a scale of 1 to 10)
Survey on Delivery		
1	We meet schedules as committed to you.	
2	We listen to all the issues and are prompt in follow-up actions to resolve issues.	
Survey on Quality		
3	Qualities of project deliverables meet your standards.	
4	We are competent to meet your requirements.	
5	Enough technical expertise is available here to meet the expectations	
Survey on Cost		
6	Cost savings is derived from using our services.	
Survey on Service & Support		
7	We report status of the project on a continuous basis.	
8	We are accessible by email, fax, phone at all times.	
9	We manage changing requirements efficiently and perform re-planning where necessary as acceptable to you.	