

Mr. Javin Bhinde Syncore Group, Mumbai

March 18, 2013

Dear Javin,

It gives me great pleasure to write this note to you. We engaged SynCore Group consultants to design and implement a CCPM based planning and execution tool for the national and metro projects in TATA Communications Ltd. The objective of the engagement was "to achieve faster project completions in view of the organization requirements of cost control and shorter lead times for project delivery".

- 1. The SynCore consultants met all the stakeholders to understand the current reality and expectations. We conducted several workshops to educate the different teams on the new ways of planning and monitoring.
- 2. The existing project plans were refined and standardized.
- 3. The project managers were trained on the new systems and tool, to allow (almost) daily updating of tasks, with a view to give inputs and support on time.
- 4. The new concepts of 'buffers' and 'buffer management' helped the teams to complete the projects on time, by focusing on the most delayed task (rather than on all critical tasks). The 'buffer penetration' details alerted the PM to take corrective/proactive action to bring back the buffer in green zone or avoid it from entering red zone.

The dedication and commitment demonstrated by the SynCore team is commendable. The two teams from TCL and SynCore worked well together. Going forward, we will spread the message of the new project management method across more cross-sections of the organization. Our goal is to integrate and merge this new and effective approach with the existing project management practices of the organization.

We look forward to our continued working partnership and wish your team the very best. I recommend SynCore to the senior management of any organization wanting to create everlasting solutions for achieving project excellence.

Mr. KG Ranganathan K. G. Ranganathan

Vice President, GSPI Tata Communications Ltd.,

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