CREATIVE TECHNOLOGY
IT Services and Solutions from the heart

Infrastructure for Execution of Data Conversion / Mining (IT/BPO) Projects

Company Name	**Creative Technology**
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Report ID	**P1002**
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Date Authorized	**April 5, 2005**
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1 Company Objectives

1. **To foray into the field of Data and/or voice-based BPO and tap into the vast market of the developed countries of the world with the available resources of the company.**

2. **To move up the value-addition ladder by executing progressively larger number of processes with the aim of providing end-to-end solution.**

3. **To follow the 'promise less and deliver more' philosophy to build brand equity through a reputation of reliability.**

4. **To lift the standard of living of team members commensurate with skill level employed.**

5. **To create socio- economic development for the society thus trying to achieve its social responsibilities as a front-runner company of Nepal.**

6. **To develop best practices and project execution standards to become a world-class company.**

2 Mission

1. **To fulfill its objectives.**

2. **To create its own brand image in IT enabled services and BPO.**

3. **To create a new field of business in a Nepal which is in dearth of progressive economic developments.**

4. **To involve the respective government bodies of Nepal to promote ITes services in the country.**

5. **To leverage its already excellent relationship with banks to involve the required finance in this sector.**

3 The Company & its Promoters

- **Creative Technology (www.creative.com.np) is a member firm of 'Sarda Group of Companies' (www.sardaonline.com), a reputed industrial and trading house of Nepal having its Head Office in Biratnagar, Nepal and Main Office in Kathmandu, the capital in Nepal.**

- **'Sarda Group of Companies' is an enterprise fully owned by the N K Sarda family of Nepal.**

- **The group has been engaged in diverse business activities in Nepal and India since the 1970s.**

- **During the current fiscal year 2004-2005, the group turnover is expected to exceed 700 million in Nepalese currency (equivalent to US Dollars ten million only**).

'Sarda Group' Company	*Areas of business*
Pioneer Wires Private Limited, Nepal	**Steel wires, G I Wires, ACSR etc**
Pioneer Electrocables Private Limited	**House Wires, Industrial Cables**
Pashupati Tube Mills Private Limited	**Steel Tubes, Profiles etc**
Jyoti Polymers Udyog	**Plastic and rubber products**
Shankar Rice and Flour Mills	**Food grains**
Pioneer Trading Company Private Ltd	**Assorted commodities**
Network Technologies Private Ltd	**Internet Service Provider**
Creative Technology	**ITES, BPO**

- **Creative Technology was formed in 2002 as a result of the group's decision to foray into the IT-enabled services arena.**

- **The total capital employed by Creative Technology is Nepalese Rs. 88,55,000 equivalent to USD 1,23,850 (rounded off). The fixed capital investment (mainly computers and equipment) is valued after depreciation at Nepalese Rs. 62,28,500 equivalent to USD 87,110 (rounded off).**

- **Transcription was the chosen field of business at the inception of Creative Technology. Diversification into Data mining/ Data conversion came in Jan 2005. The firm has become the pioneer BPO industry in Nepal engaged in**

transcription of medical and non-medical audio and Mining/Conversion of commercial Data originating in the US, UK and Australia.

- **It also holds the distinction of representing Nepal at the 'Outsource 2003' business fair held at Jacob Javits Center in New York in September 2003.**

- **Creative Technology views E-publishing, Data mining/conversion area of BPO as holding great potential for implementation in the scale of thousands of seats.**

- **The company has already built infrastructure to execute 100 seater Data Mining/Conversion project in its Biratnagar center and has set itself up to open up a new 150 seater capacity in 2005.**

4 Current BPO Activities

The major BPO Activities currently are the 50-seater Medical Transcription unit and the 100-seater Data Mining unit at Biratnagar, Nepal:

Medical Transcription:

- **Our medical transcription services were launched in May 2002 and since then we have identified our niche in this business and developed a long-term plan for the proliferation of our medical transcription services. Our team of highly trained and dedicated employees is always ready and able to deliver the desired output.**

- **Our production center is located in the industrial city of Biratnagar, Nepal. We have also perfected our own medical transcriptionist training curriculum and have developed course material which is going to be forwarded to a reputed University of Nepal to be offered by them as a Diploma Program in Medical Transcription.**

- **We establish strategic alliances with state-of-the-art, web-enabled medical transcription companies/Application Service Providers (ASPs) who electronically deliver us dictations from individual clients (physicians) from USA, UK and Australia.**

- **Features of our Medical Transcription services are:**

1. **Transcription for almost all specialties.**
2. **Customized turnaround time as per client's requirement.**
3. **Competitive pricing.**
4. **Free Trial.**
5. **Transcriptions for Hospitals, Clinics, and Individual physicians and Physician Practice Organizations.**
6. **The transcriptions of History and Physicals, Consultations, Chart notes, Acute Care Reports, and Operative Reports on a 12 hour turn around time.**
7. **Hospitals with transcription of Discharge summaries on a 12-hour turnaround time.**

- **The Medical Transcription personnel at our company have been fully trained by qualified professionals from USA, and are producing consistent accuracy level of 95% and above. They have gone through a stringent selection and training program to quickly adapt to any accent and reporting needs. We do have provision for CEP (Continuing Education Program) to make our MTs updated of the dynamic medical world in order to sharpen their transcription skills.**

Data Mining:

- **Our Data Mining/Extraction services were launched from Jan 2005. We have identified a niche in data intensive operations for ourselves owing to our superior methodologies of controlling data flow, data integrity and work accuracy. It is often a big problem to process large amounts of data in a time-bound project. We are proud to have developed execution strategies to deliver mined information in prescribed formats in a time-bound manner.**

- **We have a 400-seater infrastructure for Data Mining located in Biratnagar, Nepal. Currently we are executing a Data Extraction project for a Heating and Air Conditioning company in North Carolina in the US. Data extracted from scanned images are to be filled in prescribed forms developed in Visual Basic.**

- **Our Data Mining operators are selected with rigor and given comprehensive training before they start execution of commercial data at our production center. They are given various reference tools like lists of**

common names, cities etc as well as software help to key in only the correct data. Our team has the attitude, skill, information and the software to key in correct data in as many fields as possible.

- **Quality Control procedures at our Data Mining center consist of several levels including basic level complete enumeration checks as well as advanced statistical and lot sampling methods. Sophisticated data flow methodologies help us deliver the quality of work that our clients desire.**

- **Our vastly experienced team of supervisors promptly deals with all problems, confusions and clarification issues. While they co-ordinate with members of the production team, supervisors also hold meetings with project managers and directors to convey information crucial in understanding the technical specifications as well as getting client feedback.**

5 SWOT Analysis

5.1 Strengths

1. Human Resource: Quality Benefit

Creative Technology is one of the very few BPO companies in Nepal. This puts us in a very good position to get the best manpower available in the country, thus giving it the quality benefit.

2. Cheap & skilled Labor

Labor costs make up about half the cost of revenues for most BPO companies. The cost of qualified personnel being lower in India than the western countries even lower in Nepal is a big advantage to Creative Technology.

3. Management Experience, Financial Strength and Brand Equity

The board of Creative Technology is vastly experienced in business activities. Sarda Group has been around in Nepal since the 1970s and the name carries its own goodwill. We are able to attract the best human resources in Nepal and with our brand equity, we are able to handle large projects as well as weather contingencies, which may arise during project implementation.

4. Government Support

Creative Technology is a member of the 'Computer Association of Nepal' (www.can.org). The group has a good rapport with the bureaucracy and the government and is able to influence policy makers to favor the BPO industry.

5.2 Weaknesses

1. Value Propositions

Today Creative Technology's value propositions are fairly tactical in nature versus transformational. Most deals are still cost-driven versus "total value" based. Domain knowledge and business process knowledge maturity may be a concern for many offshore suppliers.

2. Brand

Creative Technology enjoys massive brand equity in Nepal, which is yet to be established globally.

3. Shrinking margins

Small and desperate players are driving down the prices to grab the business causing irrational pricing behavior and are also failing to deliver. Due to a very strong competition from China and other Asian countries the profit margin has to be squeezed.

4. High attrition in ITES

The attrition rate is as high as 60 % in the ITES industry, which highly inflates the cost.

5.3 Opportunities

1. New Destination

Countries such as US, Canada, Germany, France, Japan, Korea are big potential markets. Several companies from these countries are coming to both India and Nepal to offshore huge business volumes and Creative Technology is automatic choice for them in Nepal due to its brand equity there. This is the reason the Govt. of Nepal invites the company to all important research and development activities regarding IT and ITes services in Nepal. The company believes it will part of ITes progress in Nepal along with the government.

2. Prominence of E- Governance

In spite of the political turmoil in the country the focus of the government have not shifted from the IT development in the country including the introduction of E – Governance. The ITes services being introduced by Creative technology in Nepal will furthermore strengthen the possibilities of Nepal as new ITes destination for the rest of the world.

5.4 Threats

1. Public opposition to offshoring in higher-wage countries

Legislation against offshoring by governments in client markets, to save jobs for local population, may result in reduced offshoring to our part of the world. Labor union pressures on companies (in the developed countries, especially Europe) may compel companies against outsourcing. Nepal being a small country and depending heavily on foreign funds have to comply with government regulations if they are imposed by the western countries. This might hamper the overall vision of Creative Technology.

2. Political Instability

Due to the present political scenario in the country the government might have to change its IT policies, which will affect all the companies in Nepal, and they will also be forced to implement new objectives and missions.

6 Sensitivity Analysis

- **Nepal is a country, which is affected, badly in the near past due to political turmoil. The Government has already taken steps and measures to bring back normal conditions in the country. The company has been assured by the government of all kinds of support in its drive to expand ITes services in Nepal.**

- **Creative Technology being a part of Sarda Group, which is an economic force to reckon with in Nepal, is also aware of its social responsibilities. So the company will go ahead with its development activities in IT and ITes industry in Nepal for the benefit of the People of Nepal.**

7 Future Vision and Strategies

- **Achieve international quality certification such as the ISO 9000 and Six Sigma7 to provide higher value-added processes.**

- **Continued growth in existing services/ customized software areas.**
- **Accelerated entry into higher value added activities.**

- **Emergence and development of a thriving, competitive, R&D-based product software and IT hardware segment of hi-tech.**

8 Infrastructure

The Biratnagar unit of Creative Technology occupies the 5000 sq. ft. ground floor of the 'Sarda Group' Head Office building on Dharan Road, Biratnagar. The infrastructure consists of:

8.1 Computers

Workstations: for Operators working 8 hrs shifts

Number of Machines	Hard Drive	RAM	Processor
100	40 GB	128 MB	P4 1.7 MHz
50	40 GB	128 MB	Celeron 2.0 MHz

Secondary servers: for Team Leaders and Final QA team working 10-12 hrs

Number of Machines	Hard Drive	RAM	Processor
10	80 GB	256 MB	P4 2.0 MHz

Data Storage Servers

Number of machines	Hard Drive	RAM	Processor
2	160 GB	512 MB	P 4 2.0 MHz

OS : Linux (Red Hat 8.0)

8.2 Networking and Electricals

CAT 5 Network Cabling
Compex 24 port 10/100 Switches and HCL Cable Manager, Power Manager, Rack Mounted box etc
Cisco 3600 series router
NTC Leased line Internet Connection 256 kbps
15 kVA UPS system
20 kVA Generator backup

8.3 Softwares

Operating Systems	**Red Hat Linux**
	Windows 2000
	Windows XP
Application Software	**Windows Office 2000**
	Abby Fine Reader (Pro) 7.0
	Acrobat R/W 6.0
	Acrobat R/W 5.0
	Edit-plus

9 Manpower

Creative Technology has an excellent team for the execution of ITES projects. The Top Level Management Team of Creative Technology consists of:

9.1 Top Level Management:

9.11 Managing Director

Madhusudan Sarda, Managing Director is a Bachelor in Electrical Engineering and Computer Science and also holds a 'minor' degree in Mechanical Engineering, both from Massachusetts Institute of Technology (MIT), Massachusetts, USA. In his business career of five years, Madhusudan has set up a online garment store in the USA, a zinc-oxide manufacturing unit in Biratnagar, a plastic blown-films and agricultural pipes manufacturing unit in Biratnagar, a rubber compounds business in Nepal and India, an Internet Service Provider in Kathmandu (in technical collaboration with Satyam Infoways Ltd, Chennai setup with an investment of USD 0.25 million in equivalent Nepalese Rupees), an IT enabled services unit in Biratnagar, Nepal and planned an ITES unit in Lake Town, Kolkata.

9.12 Project Director

Punit Sarda, Project Director for Data Conversion project is a Computer Engineer graduated from BMS College of Engineering, Bangalore. In his short business career of two years, he has already been instrumental in the development of Steel wires and allied products business of Sarda Group. He is already managing execution of trial data of the Data Conversion project.

9.13 Human Resource Director

Urvashi Sarda, Human Resource Director for Data Conversion Project is a Bachelor of Computer Sciences from Fergusson College, Pune. She is responsible for human resource management in Creative Technology. She has shown her prowess by managing the human resources in the transcription business of Creative Technology, which has a very high attrition rate.

For the execution of the 100 seater Data Conversion/mining project, we have planned the following workforce:

1. **1 Project Manager each for Biratnagar center and Kolkata center.**
2. **1 Human Resource Manager each for Biratnagar center and Kolkata center.**
3. **1 Final QA team of 5 each for Biratnagar and Kolkata center.**
4. **1 Shift In-charge each for Biratnagar center and Kolkata center.**
5. **5 Team leaders each for Biratnagar and Kolkata center.**
6. **5 Operator level QAs each for Biratnagar and Kolkata center.**
7. **50 operators each for Biratnagar and Kolkata center.**

Members of the workforce are selected based on their ability to carry out the following roles envisioned by us:

9.2 Functions of Project Manager:

The role of the Project Manager is to ensure two things, one is that the progress of work is timely and the other is to ensure that the quality of the output is above the criterion set by the client. To achieve his aim, the Project Manager will do the following:

1. **Finalize Production Schedule and to ensure that the schedule is followed.**
2. **Review daily project progress and participate with team meeting & client conference for technical & functional issues.**
3. **Sample Quality checks in adherence to Quality Assurance Processes in place.**

Qualification required: MBA with science background with 7+ years experience in ITES Project Management.

9.3 Functions of Human Resource Manager:

The Human Resource Manager is a most important cog in the wheel that makes the entire operation run. His/her functions are:

1. **Monitor progress of operators, QAs, team leaders and Shift In-charges.**
2. **Ensure that the work environment is conducive and lively, all necessary amenities are available and in good condition.**
3. **Boost Morale of the workforce, provide incentives for performance**
4. **Fill vacancies and maintain bench strength to ensure that the project velocity is maintained at all times.**

Qualification Required: Masters degree holder, experience of 5+ years in management of ITES workforce of above 50 members.

9.4 Functions of Final QA Team:

Final QA Teams are there to ensure that quality is met. This is in our view, the most important function because without proper quality, the work in worthless for the client as well as us. To ensure this, the following functions have to be carried out:

1. **Use Statistical Quality Control and other approaches to ensure output quality and prepare Internal QC report.**
2. **Push back work to team leaders with Internal QC reports for re-work.**
3. **To participate in team meeting & client conference for technical & functional issues.**
4. **Research Process Improvement initiatives.**
5. **Research Quality Control Process Improvement initiatives.**

Qualification Required: Computer Engineering degree, Expertise in MS Word, HTML and XML, 5+ years experience in BPO industry Quality Control Procedures.

9.5 Functions of Shift In-charge:

Shift In-charge is directly responsible for output during his/her shift. All the logistic and performance issues occurring on the floor has to be solved by the shift in-charge in such a way that production targets and quality norms are not compromised. Toward this goal the following functions are required:

1. **To participate in team meeting & client conference for technical & functional issues.**
2. **To overcome technical bottlenecks with the co-ordination with the client.**
3. **Re-factor process with the Team Leaders to ensure high accuracy.**
4. **To review the process flow and re-conciliation with Project manager.**
5. **To participate in Quality Checks and certify releases.**

Qualification Required: Graduate /Master of Business Administration with 5+ years experience in IT team management of over 50 members.

9.6 Functions of Team Leaders:

1. **To participate in shift meeting.**
2. **To assist allotted operators in technical & functional issues.**
3. **To overcome technical bottlenecks with the co-ordination with the Shift In-charge.**
4. **To review operators' performance and re-conciliation with Shift In-charge.**

Qualification Required: Graduate with IT training with 2+ years of experience in BPO industries.

9.7 Functions of Operators:

1. **Document editing as per the instruction given.**
2. **Timely completion of allotted job.**
3. **Ensure high accuracy.**
4. **Continuous self-development in respect of technical and functional issues.**

Qualification Required: Intermediate degree holders in Science fields with good educational background and related IT training.

A trial team for a new project would be as follows:

9.8 Trial Team:

Position	*Name*	*Qualification*	*Years Exp.*
Project Manager	**Rakesh Joshi**	**B Sc., MBA**	**7+**
HR Manager	**Arun Singh**	**MA**	**15+**
Chief QA	**Bikash Shreshtha**	**M Com, IT Diploma**	**5+**
Shift In Charge	**Sanjib Shreshtha**	**B Com, IT Diploma**	**3+**

Team Leaders

1 Raghavendra Rai	**B.Com**	**2+**
2 Ganga Rai	**B. Com, IT training**	**2+**
3 Saran Gautam	**B. Sc, Web course**	**3+**
4 Dixit Kakri	**B. Sc, Web course**	**3+**
5 Dheejan Kafle	**M. Com, IT diploma**	**3+**

Operators (Limited List)

1 Emray Ghimire	**I. Sc**	**1+**

2 Dheeraj Pandey	B. Sc, NIIT course	1+
3 Nita Khanal	B. Com	2+
4 Shahid Raza	B. Com	1+
5 Rabi Khadka	I. Sc, NIIT course	Fresher
6 Gopal Bang	I. Sc	Fresher
7 Manoj Limbu	B. Com (H), NIIT	Fresher
8 Rajkumar Dulal	B. Sc, NIIT	Fresher
9 Payal Rana	I. Sc, NIIT	1+
10 Jyotsana Acharya	B. Sc, NIIT	Fresher

9.9 H R Policies

1. **Proper definition of all positions and proper delegation of responsibilities and authorities so that work processes run smoothly.**

2. **Provision of essential amenities in the workplace for a conducive and comfortable work environment. Such amenities include air-conditioning, cool drinking water, tea/coffee vending machines etc.**

3. **Provide canteen facilities on the premises for the use of employees to preserve time as well as provide healthy as well as tasty food.**

4. **Career counseling for employees to show them the path of individual progress and team development.**

5. **Incentive schemes to encourage performance and expansion of personal capabilities as well as growth in self-confidence and self-belief.**

6. **On-the-job training for enhancement of skills and with an orientation towards promotion of able candidates to higher positions.**

7. **Ingrain discipline in shift workers through automated attendance systems and motivation to follow work ethics by promoting them as essential life skills.**

8. **Provide attractive compensation packages commensurate with employee skill level, work position and work value. Tie-ups with local libraries, clubs, cinemas, health clubs to provide benefits to employees.**

9. **Provide profitability bonuses to key position holders as well as provident funds and other statutory requirements as per the law of the land.**

10 Quality Assurance

The following schemes will be implemented for Quality Assurance in the Data Conversion project execution:

10.1 Operator Level Procedure

Quality assurance at the operator level is maximized using the following methodology:

A. Selection Criterion

The screening of candidates for recruiting operators is done as follows:

i. **selection based on educational qualification and work experience.**

ii. **screening through a mock test based on the trial data similar to the project data.**

iii. **interview to assess work ethics and ambitions.**

B. Operator Pair Quality Check Units

To ensure Output Quality, we form operator units out of a pair of individual operators. The Operators work in tandem through 3-quality check passes. The way this works is somewhat like this. Assuming there are 2 Operators A and B in an Operator Unit, A gets a document first and does the initial conversion. The converted document(s) now go to B, who does a quality check on the document based on the client provided Error Charts and fixes the problems she finds. This completes 1 pass. This process now is repeated with A playing the role of Quality checker for a second pass and again another pass is repeated with B playing Quality Checker before passing the document down the Process Workflow.

The 'number of defects' statistics is collected and recorded against each pair and also against each individual. Integrated scores are generated from these and are assigned to each operator. Operators are penalized for defects they

could not detect and are rewarded for the defects they could find. The amount of penalty or reward depends on the pass that the defect was finally detected. Defects that escape both the operators and are found at a later QC stage attract penalty for both the involved operators. All these numbers are combined to arrive at composite scores for each Operator each weekend and counseling and training schedules are drawn up to help the Operators add value to their skills levels. Outstanding performers are also rewarded through incentive programs once every month.

10.2 Quality Control Procedures

The output from Operators is controlled for quality using a three-stage process:

A. Complete Enumeration Quality Check:

For every four operators, one experienced operator is designated as QC experts who screen 100% of the output from the Operator Units. Here too we ensure a high quality by requiring 'blinded QC' by at least 2 separate QC personnel for each document page output by the Operator Units.

B. Rational Sub-groups Based Sample Checks and Control Charting:

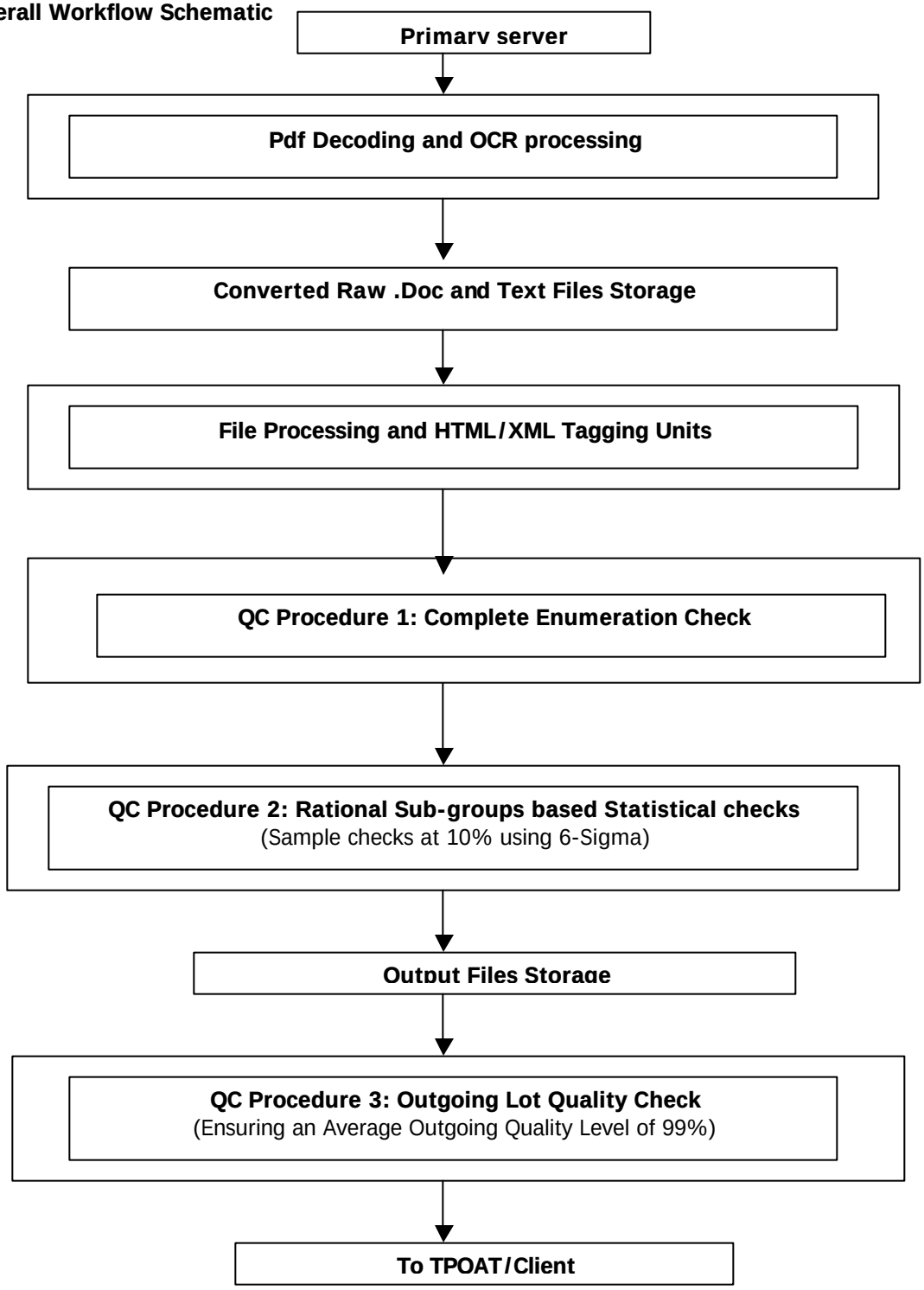
Team leaders and members of the Final QA team are entrusted with this stage where they draw random samples through D. B. Lahiri's scheme of Probability Proportional to Size (PPS) sampling and do an extremely stringent quality check of the chosen document pages. The metric used is the 'number of defects' per page and a traditional Number of Defects Control Chart are drawn out of the data. The sampling is done twice in each shift – once mid-shift and then again at the end of the shift – and the resulting Control Chart is used to flag off process degradation events and corrective measures taken. In case of a process stoppage due to a flagging at this stage, the full data from the immediate predecessor half-shift is subjected to a further complete enumeration Quality Check.

C. Lot Quality Assurance

Before shipping out the output from a conversion cycle (22 days worth of job work) to the client, the Final QA team performs a further Lot Quality Assurance exercise on the output data. For this we first divide the total out put into several lots, each containing approximately 1000 pages worth of data. On each of these lots we apply a 2 stage sequential sampling scheme and do complete Quality Check according to the client provided Error Charts. We choose the sampling parameters with an assumption of a Lot Tolerance Proportion Defective (LTPD) of 0.5% and
so as to assure an Average Outgoing Quality Level (AOQL) of at least 99%.

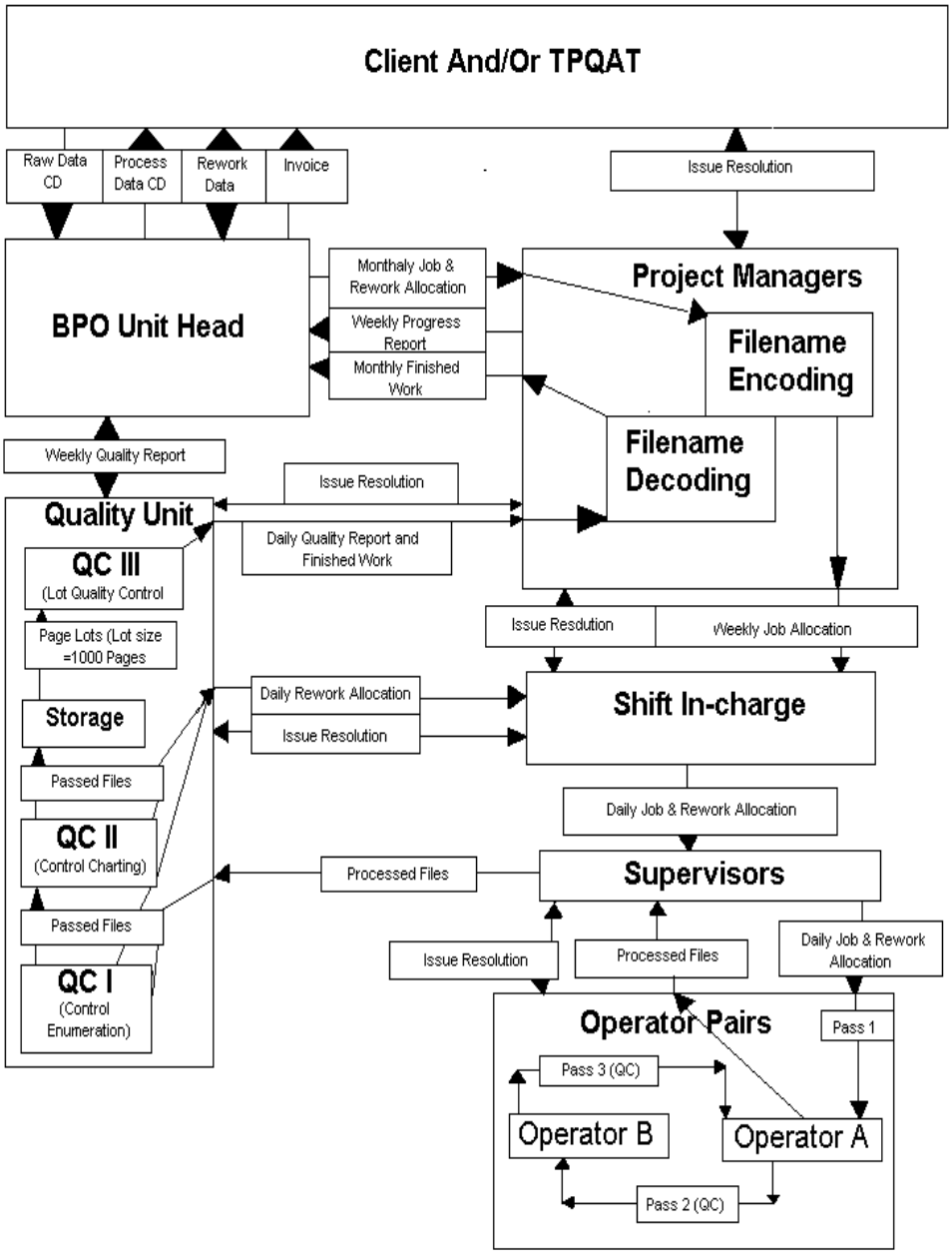
11 An Example Project Workflow

Fig1: Overall Workflow Schematic



12 An Example Process/Control Flow

Fig 2: Organizational Control/Report flow Diagram



Notes:

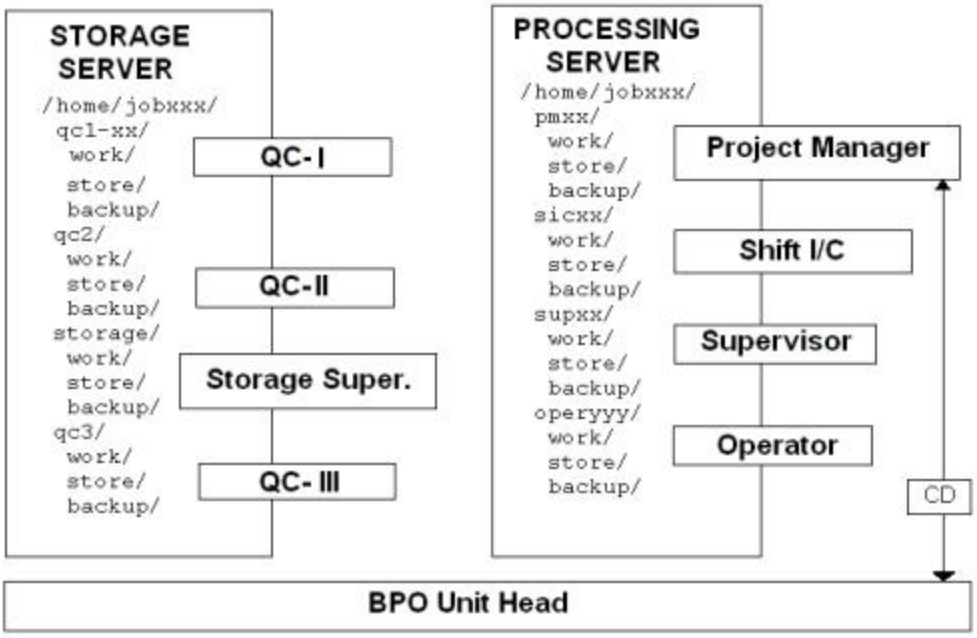
Note 1:
Each Process/Control flow is initiated by an Upload by the Sender to his/her Work directory (See Deployment Diagram for details) and a corresponding Control Memo (See Exhibit No. 1) to the Receiver.

Note 2:
Project Manager encodes incoming job-files by assigning unique ID Numbers to each file and notes down their original location path within the Job CD. The files are henceforth referred to using these ID numbers instead of their original location paths. When finished work is about to be sent back to BPO Unit Head (Project Director), Project Manager decodes the filenames back into their respective original path locations. This is done so as to simplify file identification within the processing system.

Note 3:
The Issue Resolution memos are usually conducted through verbal communication, telephonic conversation and emails. But, are diligently recorded into a web based FAQ system hosted by the Final QA team.

Note 4:
The Final QA team also generates Performance Evaluation Reports for all personnel involved in processing work starting right at the Team Leader level moving down to the Operator Pairs level. These reports are used for Mentoring and Counseling requirements identification and Internal Reward Programs.

Fig 3: Server Level Deployment Diagram



Notes:

Note 1:
The basic Control/Data transfer protocol is that the Sender first uploads the files/directories to his/her `work` directory, fills out a Control Memo (see Exhibit 1 below) and sends to the Receiver. The Receiver typically only has read permission within the work directory of the Sender and hence can download the files/directories without problems.

Note 2:
The control memos generated at all the Units are re-conciliated twice every week by the Project Manager and a report prepared and sent to the Project Director.

Exhibit 1: Control Memo.

Job. No :

Control Memo

Originating Unit : _____
Date : Time :

Receiving Unit : _____
Date : Time :

Signature : _____

Signature : _____

File List :

File ID	Status	Comment

Status Notes :

13 Security Norms

Physical norms:

1. **Entrance into the premises of the company is strictly limited only to employees carrying valid ID cards as well as subject to validation from an Automatic Attendance System installed at the entrance. Visitors are admitted only by prior permission from Top Level Management.**

2. **Employees and their baggage are strictly frisked during entrance and exit for any hard copy or soft copy of work material or any other documents being carried out of the center. Any permitted document or equipment crossing the gates of the center must accompany a gate-pass authorized by the Top Level Management.**

3. **Operator machines are fitted without floppy drives and the CD drive is read-only ensuring that no material can be copied into or out of the machines through external media.**

4. **The Operator LAN is not open to the Internet. No data can be transferred out of the center through the Internet.**

Logical norms:

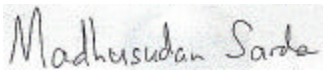
1. **All files are encrypted and the decryption codes only known to the Project Manager and other top-level management team members. So raw data is inaccessible to anybody outside the company even if they are able to lay their hands on it.**

2. **Each employee has access rights only to the section of data of their immediate use. Also once the data has been processed it is deleted from the process folders. All files can be traced to the individuals who have handled it and the stages in which they handled it. So any misuse of data cannot go without getting traced to the culprit.**

3. **A Confidentiality Statement is signed by all Creative Technology employees, who understand the importance of confidentiality and that communication of patient information and/or operational concerns of any account is prohibited. Any action taken that violates the signed statement will result in immediate termination of employee.**

14 Declaration

I hereby declare that the information that has been imparted from the pages of this document is true to the best of my knowledge and belief.



Madhusudan Sarda, Managing Director

Bachelor of Electrical Engineering and Computer Science
Massachusetts Institute of Technology, MA, USA.

15 List of Attachments*

Sl	*Description*	*Pages*
1	Letter issued by Standard Chartered Bank Nepal Limited establishing the credentials of 'Sarda Group' and establishing Creative Technology as a group member	1
2	USD bank account of Creative Technology	1
3	Firm Registration of Creative Technology	2
4	Permanent Account Number of Creative Technology	1
5	Layout / Photographs of Biratnagar center	1
6	MIT degree certificate of Madhusudan Sarda	1
7	Balance Sheet of Creative Technology for the last fiscal year. Please note that the year is in the 'Bikram Samvat' (BS) Nepalese Calendar and 2060-2061 corresponds to 2003-2004 AD.	10

***Sent separately from this report on request.**