



Dear Partners,

The Corona virus situation is requiring the attention of all of us and we would like to ensure you that we will keep you constantly informed about our commitment to the health of our personnel as well as to the availability of our IT professional services.

Crystal is in a **favored situation** and is strongly guaranteeing to all of its customers the service availability and in the same time the service quality. **This is not by chance but because from the beginning Crystal System thought about how to reduce the risk for its customers.**

As part of our Risk Management Policy we have always dedicated a special attention to the availability of our service and to the know-how related to the IT application that is entrusted to us. We are still focusing on KPIs related to data consistency, performance of the IT applications we deliver and the maintainability of such application but the service availability and the preservation and improvement of the know-how were and still are the most important criteria on Crystal's Risk Management Strategy.

As a result of our strategy we are now in the situation of maintaining our working capacity in a safe environment and actually we are ready to increase it in order to keep delivering all the service and project milestones as agreed.

Our commitment is based on our strategic, stable and mature delivery model which consists in:

- Crystal's Distributed Business Model;
- Crystal's Distributed Service Delivery Model that is using state of the art distance delivery processes and procedures supported by a distributed and flexible delivery organization.

Geographical distribution of Crystal's delivery units

Crystal System is using today **4 (four) offices** to deliver its services situated in **3 (three) different countries.**

Since we have opted for both a Distributed Business Model and a Distributed Service Delivery Model all our delivery locations are the projection of the same capabilities in terms of competences and skills. Moreover, they are autonomous from an operational management



perspective, being driven by the customer needs and not necessarily by a centralized management. Because of this, each location is supporting and backing-up to the other offices.

Each service and/or project team working for a customer is distributed among the four offices and it is using a two-level back-up model:

- The know-how of each consultant belonging to a team is backed-up by other consultants from the same location, belonging to the team;
- The same know-how is backed-up by other consultants from different locations.

For each customer our delivery locations are used in a balanced way and at any time we can use one office more than another.

Customer driven delivery organization

Crystal's delivery organization is customer-driven, which means that each team includes the role of Delivery Client Manager. The Delivery Client Manager is not depending on one office or another but is using all Crystal's offices to build the team, making sure the know-how is distributed and backed-up. This organization model is self-managed by the team itself and each Client Delivery Manager has a back-up (a second person in command, part of the team) so that all planning and coordination activities are at all time covered. We have put this model in place as the result of our need to deliver the activities remotely, and it is based on the segregation of duties.

Each coordinator is both a project/ service manager as well as an active consultant (functional or technical person inside the team) so that there is no overhead inside the team while the coordinators are backing-up each other. The coordinators are normally belonging to different offices and in any given moment one coordinator can fully replace the second coordinator, if needed.

Moreover, Crystal has developed in time the multi-tenant Client Delivery Manager concept, meaning that one Coordinator can replace another Coordinator from a different team. This is also possible thanks to Crystal's Dynamic Allocation Concept.

The Dynamic Allocation allows all consultants inside a team to change roles between technical and functional responsibilities as well as between Application Development and AMS activities. We have invented and implemented this model in order to ensure service continuity in any given situation.

Based on these capabilities Crystal can back-up in real-time one team member with another, if needed for the health and safety of each single person and of the team itself.

Moreover Crystal has developed and perfected two models of team structure for its customers which allowed in time to build flexibility and dynamicity.

The first team structure model is the *Cross Client Allocation* model that is using a pool of consultants to deliver the service. The pool is larger than the actual need of one customer but in the same time the pool is serving many customers being guided by the SLAs defined and by the priorities.

The Cross Client Allocation model was built in order to ensure fast response and resolution time in situations where the work load cannot be planned and it became a major asset of our delivery organization especially when facing unpredictable events. This means that your know-how is safe with us, either part of a current active team working for you, or standing-by for intervention, without costing you anything while “waiting”.

The second team structure model is called *Blue Room* and is based on a team dedicated at 100% exclusively to one customer. In this case the back-up mechanisms are those related to the geographical distribution of the team but this organization model can rely also on the standing-by competences belonging to other Cross Client Allocation teams.

Dynamic and Just-In-Time Pipeline of consultants. Talent Generation Methodology

Related to business continuity scenarios one major element, part of Crystal’s strategy, is the Dynamic and Just-In-Time pipeline of consultants, an outcome of our Talent Generation methodology.

We have always believed that expanding **qualified education** is the only feasible way to generate **long-term economic growth**, which is why a strong and coherent emphasis on education is central to the success of Crystal.

Crystal has emphasized the importance of **cognitive skills**, or **knowledge capital**, in **driving economic growth**.

Over time, the knowledge capital of Crystal improves, as better-educated youth enter the labor force. A more skilled workforce leads to increased economic growth. Almost all our consultants are the result of our strategic collaboration with the Universities (at least one major University in



each delivery center we have opened). So, we do not rely on the labor market to find our specialists but we actually attract them from the Universities, we train and select them to be part of our team. Since this is our delivery model, at any time Crystal has an active team of employees being trained and coached by the existing delivery teams, ready to start working for you. We designed and perfected this model in order to ensure our constant growth in our strategic collaboration with clients and it definitely represents a major asset also in front of unpredictable situations such as the current one.

Our current delivery capabilities are therefore not limited to the consultants you are working with daily but they extend to the capabilities of our entire business model which relies on the just-in-time pipeline of consultants.

Since the Talent Generation methodology is a key asset of Crystal's organization and since our delivery teams are functioning perfectly in this period, with no impact of COVID-19 in our organization, we focused a lot these days reviewing our current University programs that are providing us the needed talents. Since we have already 301 last-year students registered to our April classes and those students are now at home, we decided not to freeze our next courses but to use distance-learning methodologies.

WIKI: from tacit to explicit knowledge

In Crystal we have cultivated the concept of **sharing is power**, more than knowing is power. This is important since the knowledge we are building for you is more valuable if we share it within our teams so that we can grow when having the opportunity, or we can support you when critical and unpredictable situations occur.

Since all our philosophy is about attracting, training and hiring new talents and since these talents need to be ready to deliver IT projects and IT services for you, we are using WIKI and collaboration platforms to convert the tacit knowledge into explicit knowledge so that newcomers can access it. The knowledge we have on your IT systems is safe and shared (using protected and controlled environments) so that we do not have critical know how isolated into critical persons.

Methodologies

Our centers are based on tried and tested cloud computing methodologies and technologies. This provides robustness to our business and ensures that service delivery delays and downtimes are kept at minimum levels across a broad range of disruptive events. It also enables us to be flexible



and versatile in meeting our customers' needs in this ever more competitive and demanding market.

All this is supported by a dedicated, proactive and customer-oriented management team that has fostered a culture of growth and excellence within our company.

Using these collaborative methodologies and technologies we can:

- Perform your project work where the work is most optimally performed;
- Be Cost effective;
- Be ready to scale-up or face unpredictable situations.

In the same time our staff is focused heavily on quality and continuous process improvement. The solution centers operate at high levels of efficiency, predictability and reliability. This ensures minimum error rate and rework. We have formulated tested processes based on international methodologies like ISO 20000 and ITIL 3 and 4 that enable us to deliver high quality services to our customers in any circumstances.

For project management we embraced an agile philosophy based on the SCRUM methodology to ensure the timely and quality delivery for high client satisfaction. We have met the challenges that our customers put forth due to our processes of fast solution iteration, testing and integration, getting feedback and implementing fixes. This allows us to meet the ever-increasing constraints on development time imposed by the market.

We place a lot of emphasis on cybersecurity and personal data protection, we are ISO 27001 certified and follow the GDPR regulation so our customers' data is always stored, processed, transferred and deleted in a secure way to ensure confidentiality, availability and portability.

Last but not least our executive management is interchangeable and currently the executive managers are located in different countries so we are making sure at all time Crystal's organization is in a good position of planning, coordinating and delivering professional services in our customers' benefit.

Sincerely,

Crystal's management team