

## **DYNAXON IT SERVICES (P) LTD.**

## **ISO 9001:2008 Certified Company**



## **Introduction - I**

Customer Service, Customer Experience Management and Customer Expectation Management are fundamental to every business. However, many global organizations struggle to achieve the efficiencies that would enable them to outmatch industry leaders and competitors since they are unable to perform personalized marketing strategies, targeted offers, and products based on customer behavior and attributes.

At Dynaxon, we understand that customer service is not simply a byproduct of having customers. It is the cornerstone of retention, loyalty, and long-term revenue growth. Our customer service outsourcing solutions not only delivers higher efficiency and lower cost by applying our long heritage of business solution, but we also make your entire contact center operation more effective. This is in terms of effective and efficient Quality and Operational Management, higher productivity, upselling and cross selling, the use of analytics and social media to drive smarter customer interactions, and increased customer satisfaction and above all using technology as a primary platform to all business transactions.

## 🛾 🕨 🕨 Dynamic Network

## **Introduction - II**

Dynaxon provides transformational service solutions that drive efficiency, profitability and scale in complex. Our industry expertise, specialized technology, advanced analytics and passionate commitment to our clients businesses enable us to rapidly implement solutions for continual process improvement, cost control and superior customer interactions.

We dive deep into our clients operations to provide actionable insights and visibility across process gaps, resulting in long-term customer relationships, increased operating margins and new opportunities for revenue growth. While our size and service offerings have grown and diversified along with our client base, we have always been guided by the core component contained in Our Mission to provide measurable, predictable and sustainable results for our clients. We are dedicated to enhancing customer productivity by providing superior services and coordinating support efforts with other production groups with a spirit of ownership

## Dynamic Network

## History

Dynaxon was founded in the early 2011 with a humble back ground and has rapidly grown into a diversified company with a staff strength of over 250 employees spread across multiple locations with 2 delivery centers in India and 1 delivery center in Philippines. As our brand name suggests literally Dynaxon – Dynamic Action, today we are well recognized brand in call center industry carved and attained through ethical business practices and customer service orientation and maintains positions of leadership among the outsourcing companies in its segment thus creating a niche whereby dynamic actions and ideas is the way to go about our business.

Dynaxon is an ISO 9001:2008 certified company accredited by United Ackreditering Services Ltd., (UASL).

The growth of Dynaxon has been engineered by the spirit of the individuals who across levels have kept ahead of the rest and are pioneers in the industry and have regularly stood up to the challenges that our businesses throw at them. We have a team of highly motivated and competent professionals that propel us to deliver the best possible business solutions and services to our clients.

## What we do

Dynaxon is an emerging BPO building a "Dynamic Network" with clients and its customers. We focus on applying creative but proven methods and tools in our processes to enable our clients to achieve an edge over their competitors. Initiated by Dynamic business leaders and supported by a team of master and like-minded professionals, With Dynaxon IT Services you will be able to:

- Better plan and execute your new products and services.
- Drive orders to cash more rapidly and accurately with no compromise on the quality of transaction or service.
- Build a stronger customer base.
- Link all your disparate systems, vendors and locations together to drive a fast, efficient and accurate service operation. You will gain a critical insight into your various customer contact experiences cut both operating costs and capital expenditures, and enable a process of continuous learning and improvement that will drive better and better outcomes both in terms of customer satisfaction and financial results.

At Dynaxon we live our Mission, Vision and Core Values every day, at every department and every level of the company. These principles are used as an active guide for our decisions from the top down and our results for our clients are the evidence of their successful integration into our operations.

## **Focus and Core Competencies**

- Customer Outreach: Appointment setting and Customer Relationship Management lifecycle - from customer targeting and segmentation to customer acquisition leading on to continued engagement resulting in superior retention. Dynamic Network
- Order Management: Field Dispatch & Coordination (including call center) Workforce optimization
- Lead Generation: Focus on B2B as well as B2C, tele prospecting, lead nurturing and survey based lead generations.
- E Commerce: Customer order Helpdesk, Enquiries, Financial transactions, Upselling Shipping and Logistics coordination
- Back office Support: Data entry, Indexing, Invoice Entry, Appointment rescheduling, Email Management
- Technology Services: Software Solutions, Web Solutions, Application Development, Maintenance and Support, Off shore Development, Payment Gateway and API Integration.

## **Mission and Vision**

#### Mission:

Our mission is to drive measurable, predictable and proven methodologies in client services and customer experience management.

#### Vision:

Our vision is to become 'THE' standard by which market leaders measure their practices and methodologies.

We create new ideas that enable us to provide industry-leading solutions through people, process and our dynamic network. We:

- Deliver dynamic, innovative and competitive services.
- Demonstrate creative and dynamic thinking.
- Create and implement dynamic changes.

Dynamic Network

Dynamic Network

## **Core Values**

#### Integrity:

We demonstrate the highest level of ethics in everything we do through open, honest communication with our clients, partners, and each other. We

- Conduct ourselves with the highest standards of ethics, personally and corporately.
- Deal honestly in all of our relationships.
- Treat our clients, partners, and each other with respect.

#### Service Excellence:

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We provide the highest levels of service by understanding our clients requirements, being focused and disciplined, and working with a sense of urgency. We

- Focus on our customers' growth.
- Develop and implement dynamic solutions.

#### Simplify, document, forecast, and report in order to improve upon all of our processes.

## **Core Values**

#### Results Oriented:

We deliver orders and services aligned with our customers' goals by being systematic, process oriented and quality driven. We

- Add value in everything we do with our clients, partners, and each other.
- Define and measure ourselves against client-focused requirements.
- Turn data into intelligence through meaningful analysis.

# **Dynamic Network**

## Why Dynaxon

#### SCALE AND GLOBAL DELIVERY FOOTPRINT

At Dynaxon, we customize the scale of the engagement according to client needs. Our delivery excellence, based on a robust global delivery capability, offers strategic sourcing options – offshore and near shore. Our optimal mix of delivery locations between India and Philippines with similar cultural familiarity, enhanced linguistic and integrated domain knowledge, and k contact center skills help enhance process efficiency, communication and customer experience.

#### CENTER OF EXCELLENCE

Dynaxon's Center of Excellence model, combined with a large suite of proprietary and thirdparty technology solutions, with an additional focus on analytics and automation, helps improve customer lifetime value.

#### PARTNERSHIP ORIENTATION

We embrace the client's culture and offer complete transparency in the relationship along with a robust governance model. We operate across the world providing 'One Service Standard'. K This ensures that our client always has access to our best practices, knowledge base and assets across different geographies.

## **Management Team**

Since the inception of Dynaxon from a humble and small background, the company has experienced exponential growth due to team of professionals involved across all levels. This is also majorly been possible due to the success being engineered by a group of success driven, technology oriented, customer centric and motivated professionals. These architects of Dynaxon's success comprises of highly skilled and experienced veterans who are pioneers of the outsourcing industry with over 50 plus person years of senior management experience.



#### Mahendra Singh (Board Member & Managing Director)

Mahendra Singh founded AMDG Ltd. in November 2009. A graduate in humanities, Mr. Singh has an experience of 14 years in the ITes and BPO industry. His extensive work experience includes holding various positions in HSBC Ltd., Fusion BPO and a Web Development company that includes business planning, finance, vendor management and operations.



#### Dipendra Pradhan (Board Member & Chief Executive Officer)

Starting from client management to micro level business functions, Mr. Pradhan, with an experience of 15 years in the industry, is a one stop solution to almost any and every BPO needs. A science graduate, over his tenure Mr. Pradhan has not only has shown his extensive experience in every domain, has also earned recognition with brands like HSBC and Fusion BPO for his diversified analytical and strategic approach.

## **Management Team**



#### Sanjeev Sukumaran (Board Member & Principal Advisor)

A Mechanical engineer with Post Graduation in Marine Engineering, Management and Applied Psychology and PhD in HRM/Management, Sajeev is an internationally experienced leader and Management Consultant with close to two decades of experience in strategic management consultancy, business advisory, sales and business development, client relationship management and team management. He has developed his rich experience by delivering significant value to internal and external clients across Financial Services, computer software, higher education, commodities and shipping sectors. He has also worked at highest levels in Fortune 500 companies including his last assignment in Thomson Reuters, UK.

His key strengths include areas in Business Strategy and has been key to various start ups including Dynaxon in software technology, e-commerce, education, Big Data to scale to newer heights and secure Series A and B fundings. He is a proven expert in implementation of shared services, Lean Consulting, Post Merger Integration, optimizing Operating Model, Risk & Change Management, Transformation Program Management, setting up large business, consulting and integration services. He has strong communication skills and is exceptionally good at building effective working relationships with CXO levels and with colleagues across international cultures globally.

He is also Guest Lecturer/Visiting Faculty at various leading Management colleges. Member of Academic Council of leading Engineering & Management colleges. Coach and motivational speaker in many leading organisations and trusted advisor to for start ups and new business. Mentor to 10,000 startup and new business, and member of technical council at Chambers of Commerce and consultant to governing body of Hockey Karnataka.

## **Management Team**



#### Rohit Upadhya (Assistant Vice President, Operations)

Rohit is a senior executive fusing technology and industry background with Customer Service expertise to drive time-to-market cost savings, operational improvements and sustainable growth. He has earned his degree in commerce from the University of Calcutta. Rohit has experienced continuous growth and progressive experience in Sales, Marketing, Customer Service and Operations over his tenure of 10 years in the industry that includes brands such as HSBC Ltd., Wipro Ltd. and many more.



#### Apu Nandy (Assistant Vice President – Support Functions)

Apu has served in the company since its inception. A Masters Degree holder in Humanities from Jadavpur University, for the last 12 years his background has consistently demonstrated project management skills including customer relationship management and keen understanding of software applications and CRM databases with brands like HSBC Ltd., Wipro Ltd., Fusion BPO etc. Currently his main responsibilities include direct involvement in account management and management of complete Support Functions with Dynaxon.

## What We Do

#### **Our Focus: Customer Delight**

### What We Do

- <u>Customer Outreach</u>: Appointment setting
- <u>Order Management</u>: Field Dispatch & Coordination (including call center); Workforce optimization
- <u>Lead Generation</u>: Focus on B2B as well as B2C, Tele prospecting, Lead nurturing
- <u>Ecommerce</u>: Customer order Helpdesk, Enquiries, Financial transactions, Upselling Shipping and Logistics coordination
- <u>Back office Support</u> : Data entry, Indexing, Invoice Entry, Appointment rescheduling, Email Management

Provide visibility, information, planning and outsourced operations support(BPO) to supply chain organizations using technology enabled solutions. We also provide diverse technology solutions thereby providing a complete package.

#### What We Are Not

- Software company, or
- A general consulting company, or
- We do not own or operate physical network assets like technicians, trucks or warehouses

## **Selected Client List**

## dlgPDV

Founded back in 1998, DLG changed direct marketing with Consumer Lifestyles – the UK's first telephone lifestyle survey. PDV drives data acquisition with high quality and responsive leads. Fuelled by the quality and commitment, DLG and PDV continue to strive for excellence in multi-channel direct marketing.



## Dynamic Network

Smart Utilities are a part of a Sales and Marketing Group that has been in operation for over 5 years. Smart Utilities, based in West Melbourne is a utility/insurance/telephony comparison and switching service, offering this service at absolutely no cost to the customers.

# rebelle

Rebelle is a hair fashion company. Rebelle clip-in hair extensions, hair jewelry, and accessories help you design creative, beautiful, trendsetting hairstyles that are in tune with your individuality, lifestyle and fashion. At TrueRebelle.com you can explore your style persona through our one minute style quiz and be presented with many ways to get that head turning look.

# DoPap

### 🕨 🕨 Dynamic Network

The NoPap Sleep Company offers products to help address an important daily life issue. It is our platform to provide education and awareness of Positional Sleep Therapy and Positional Sleep Support. NoPap encourages all consumers to research positional sleep therapy independently and then offer solutions.

## **Business Overview**

#### **Global Operations**

- Philippines (Manilla)
- India (Calcutta)
- Current capacity for 250 people, building capacity for 200 more
- State of the art IT / Infrastructure

#### **Focused On Service and Logistics**

### Operations

- Processes
- Technology/Optimization work
- Thought Leadership

#### **Strong Client Base**

- Industries: Medical, 3<sup>rd</sup> Party Service Providers, Telecom
- Size : SMEs
- Geographies : US, India, UK, Australia

#### Expertise

- Industry practitioners
- Operations management professionals
- Data/analytics and technology experts
- Academic Doctorates/Masters Degrees with supply chain expertise
- Domain expertise across multiple processes/industries

# Dynamic Network

**Service Management** 



## Service Offerings - BPO

Support Segment	Service Offerings
	Customer Satisfaction Survey and Feedback
	Lead Generation & Appointment Setting
Outbound Voice Support	3rd Party Veritication Calls
	Data Validation and Verification
	Customer Service & Held Desk Support
	Tier 1, Tier 2 and Tier 3 Technical Support
	Seasonal Call Spikes and Overload Volumes
	After Office Services
	Virtual Assitant/Receptionist
Inbound Voice Support	Complaint, Querry and Customer Retention
	Telesales
	Inbound Sales, Cross Sell and Up sell
Sales and Acquisition Support	Promotional Offers and Sales
	Email Append
	Data Entry and Form Processing
	Live Chat Service
	Order Taking and Returns
	Processing
Non Voice Support	Billing and Email Support

\*\* Please refer to corporate website <u>www.dynaxon.in</u> for complete overview on service offerings

## Service Offerings – IT Services and Technology

Support Segment	Service Offerings	
	Application Development, Maintainence & Support MIS and CRM Solutions and Support Software Maintainence and Support	
	Payment Gateway Integration	
Software Solutions	API Integration	
	Website Development	
	Web Multimedia	
	Intranet Development	
	Web Promotion	
	Web Hosting	
Web Solutions	E- Commerce	
	Logos, Brochures and Product Catalouge	
	Advertisements	
Graphic and Multimedia Solutions	Corporate Profile Presentations	
	Software Manual Testing	
Quality Assurance and Testing	Software Automated Testing	
	Service Identifying	
	Keyword Research	
	Competitive Analysis and solutions	
	Onsite Optimization	
	Link Building	
SEO Services	Social Media Marketing	

\*\* Please refer to corporate website <u>www.dynaxon.in</u> for complete overview on service offerings

## **Technology Solutions – Why Dynaxon**

#### **Competitive Edge**

#### **Graphic Skill Sets**

- <u>Payment Gateway Integration</u>: Paypal, Eway Payment, Poli Payment Etc
- <u>API Integration</u>: WebRTC Video API, Flexmls, IDX and Opentok Video API, Google API

Animated graphics, Adobe Photoshop and Macromedia Dreamweaver/Flash, Interactive graphics, Image editing and Photo Finishing.

#### **Technology and Platforms**

#### **Operating Systems**

- <u>Database</u>: Mysql, Postgre, SQL, Oracle
- <u>Technology and Languages</u>: PHP, Java script, HTML, DHTML, Flash, Photoshop, Dreamweaver, MS Exchange, SOAP, CURL
- Windows XP or higher.
- Unix
- Red hat Linux Dynamic Network

## Case Study –

Pre-Christmas order for product when most of the wire-houses are non-functional. Challenge was to deliver the product by Christmas morning to the customer without additional delivery charges. Dynaxon, with unconditional support from their business partners, started it's Emergency Overnight Shipment Services. Sales increased by 11.91% resulting in all the more happy and smiling customers.

#### **Business Growth 'Drags'**

- Back office Management of 90,000 loads per month
- Coordination with 16,000+ carriers
- Rising cost/delivered shipment
- High DSO Receivables outstanding
- Overdue carrier payments
- On time pick ups and deliveries on the decline (service failure)

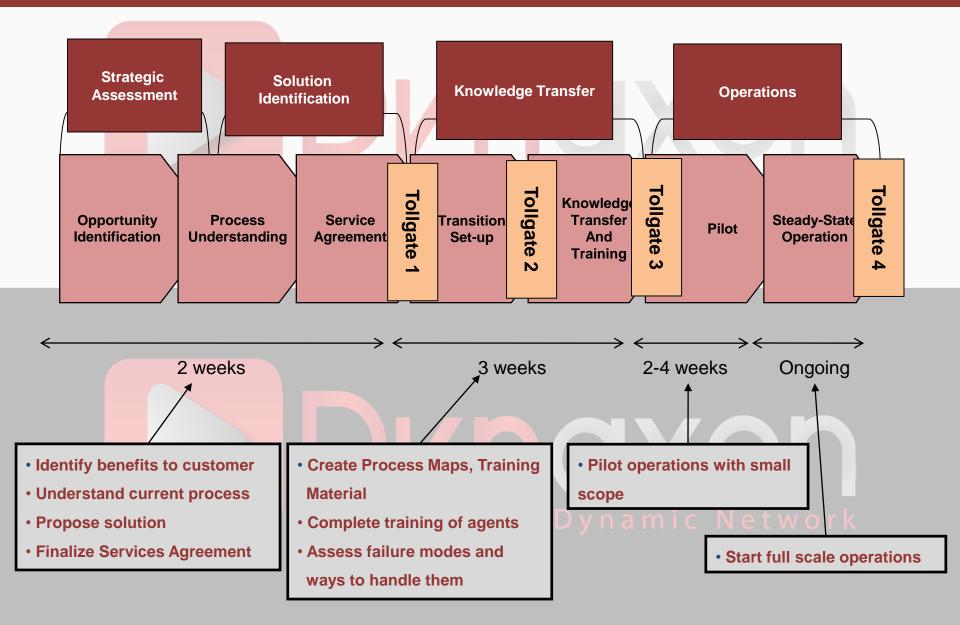
### **Dynaxon Solution**

#### Cost Savings

- 20% savings cost/delivered shipment
- 15 days saved POD time
- 35% savings personnel costs
- 40% savings reduced aging invoices
   Increased Efficiencies
- Increased client's customer base through referrals
- Improved productivity
- Setup After Hours team to handle emergency situations

Strengthened by its Dynaxon Support Operations, Client Revenues have Increased 150% in 3 years

## **Transition Methodology**

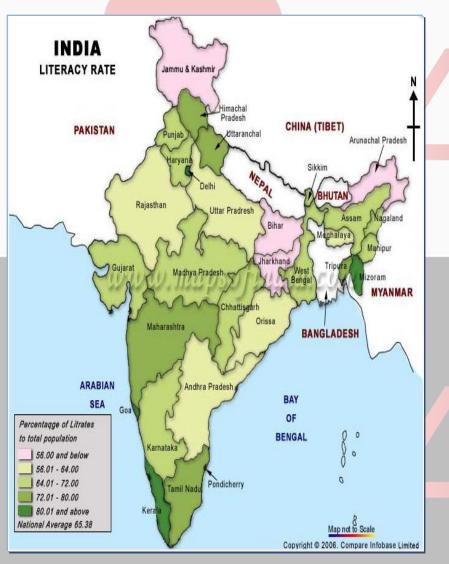




**Talent Management** 



## Abundant Talent - India



- Current population of 1.13Bn (Sept 2007E); 28% urban residents; ~65% literacy rate
- How Young is India?
  - Approx 65% < 35 years(738MM people)</li>
  - Approx 50% <25 years (568MM people)</li>
- Vast network of academic institutions
  - 17,000 colleges
  - 20 central universities
  - 217 state universities
  - 106 Deemed to universities
  - 13 Institutes of National importance
  - Proposed additions: 30 central universities, 8 new IITs, 7 IIMs and 5 new Indian Institutes of Science
- 3.5+ million graduate university every year
   including 400,000+ engineers
   t w o r k

## **Abundant Talent - Philippines**



- Current population of 100 Million; ~95.6% literacy rate with 95.1% for males and 96.1% for females
- Functional Literacy Rate?
  - 86.45% overall
  - 86.45% for males c Network
  - 88.7% for females
- Education and academic bacground
  - Spending accounts from national budget is 16.11%
  - 2180 Higher Education Institutions
  - 607 Public Higher Education Institutions
  - 1573 Private Higher Education Institutions
  - 199 foreign schools with study programs
  - 6 Year elementary and 4 Year high school education is mandatory.
- Philippines being ruled by Spanish and Americans ensures a culture which is a combination of East and West and the same reflects in the spoken communication skills.

## Leveraging the Rich Talent Pool - Eastern India

- West Bengal HDI for state ranking 8th in India and 6th amongst all states in terms of literacy rate
- State has 67 Engineering, 481 Degree, 16 Medical Colleges
- Strong Analytics & IT domain expertise from the country's finest centers of learning – Indian Institute of Technology, Indian Institute of Management, Indian Statistical Institute
- West Bengal's strategic geographical location
  - Drawing ~400 million people from neighboring states of Bihar, Chhattisgarh, Jharkhand, Orissa, Mizoram, Nagaland
  - Plus ~2000+ colleges (private & government affiliated) in surrounding states; some of the highest literacy rates
- Enjoys close proximity with countries like Bhutan & Nepal

#### Institutions of Learning

#### **BENGAL**

- IIM, Calcutta /IIT, Kharagpur
- Calcutta University / Jadavpur University
- Indian Statistical Institute, Kolkata
- Presidency & St. Xavier's (Ranked best in the Country)
- Indian Institute of Science
- Dhirubhai Ambani Institute of Communication & Information Technology
- St. Paul's School, Darjeeling (Ranked best in Country)
- Ramakrishna Mission Vidyamandir Belur Math, Howrah

#### <u>ORISSA</u>

- University College of Engineering, Burla Orissa
- Institute of Technical Education & Research, SOA University, Bhubaneshwar
- Xavier Institute of Management, Bhubaneswar

#### Institutions of Learning

#### <u>ASSAM</u>

- Assam Engineering College
- National Institute Of Technology
- Tezpur (Central) University
- Vivekananda College of Education

#### MANIPUR

 Government College Of Technology

#### <u>PUNE</u>

- Symbiosis Society's College of Arts & Commerce, Pune
- Symbiosis Institute of Telecom Management (SITM), Pune
- Symbiosis Institute of Operation Management (SIOM), Nasik
- Symbioses Centre for Information Technology (SCIT), Pune

## Human Resources – Key Priorities

#### 1. Be the Employer of Choice – Everywhere we operate

- Doubling % of referrals a great place to join
- Achieve the lowest attrition rate for BPOs & KPOs (<5% vs industry average of 30%)</p>

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Employee Satisfaction – be known as the place to grow

#### 2. Deliver consistently on customer expectations

- Deliver on time, competent talent
- Build domain expertise and integrated career paths that map to customer needs

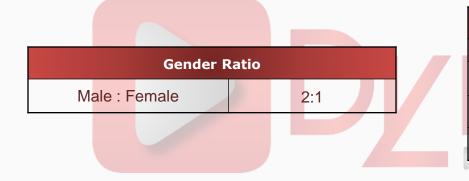
#### 3. Ensure Compliance & Controllership

- Drive controllership in HR practices use SAS 70 as guiding principles
- Ensure compliance to all statutory requirements

## **Talent Acquisition**



## Talent Pool and Hiring Approach



Management Breakdown		
Designation	Percentage	
Junior Level Management	59.68%	
Mid Level Management	25.81%	
Senior Management	14.52%	

Age Profile		
SI. No	Age Group	Percentage
1	Below 25	31.57%
2	25-45	64.71%
3	Above 45	3.73%

Educational Qualification		
Category	Percentage	
Graduate	95.88%	
Post Graduate & PHD	4.12%	

Tenure	
Tenure	Percentage
Below 1year	19.61%
1-3 years	44.73%
4 years plus	35.69%

Average Channel Distribution for Manpower Sourcing	
Recruitment Channel	Percentage
Advertisement mi	C N a 1.11% r k
Consultant	8.52%
Referral	15.56%
Rejoinee	23.33%
Walk in	51.48%

## **Hiring Process**



#### Alumni Management

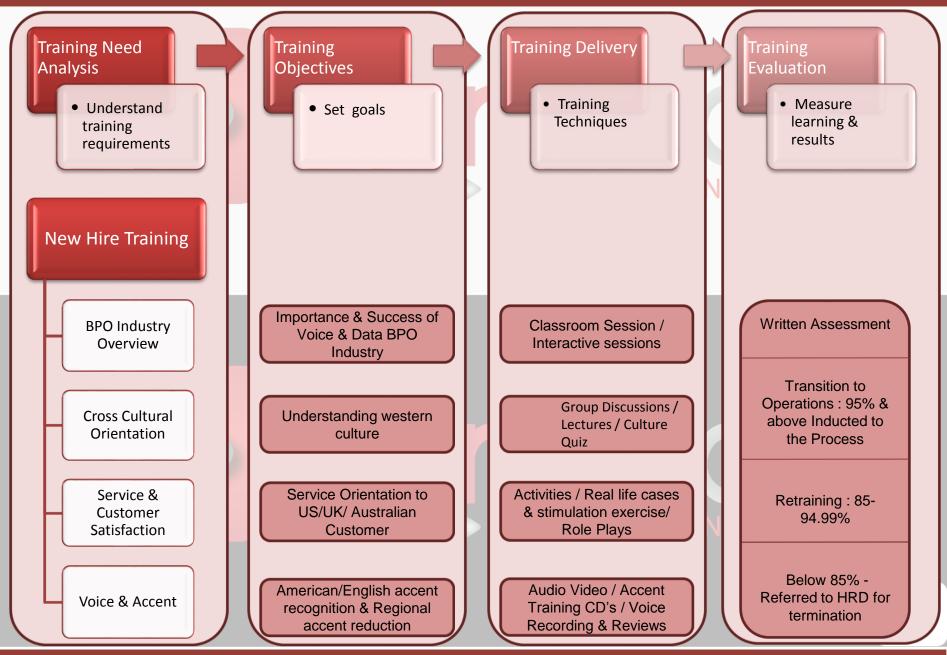
- Database of old employees with reasons for leaving & skills set maintained actively
- Periodic communication with alumni to assess change in personal/professional status
- E-mail communication / News letter circulated to alumni to keep them updated with business growth and happenings in Dynaxon;
- Alumni invited to the annual Dynaxon get-together

09 - Aug 10)	
Channel	Conversion
Walk In's	9.00%
Referral	15.33%
Consultants	10.55%
Rejoinees	136.96%
Advertisement	100.00%

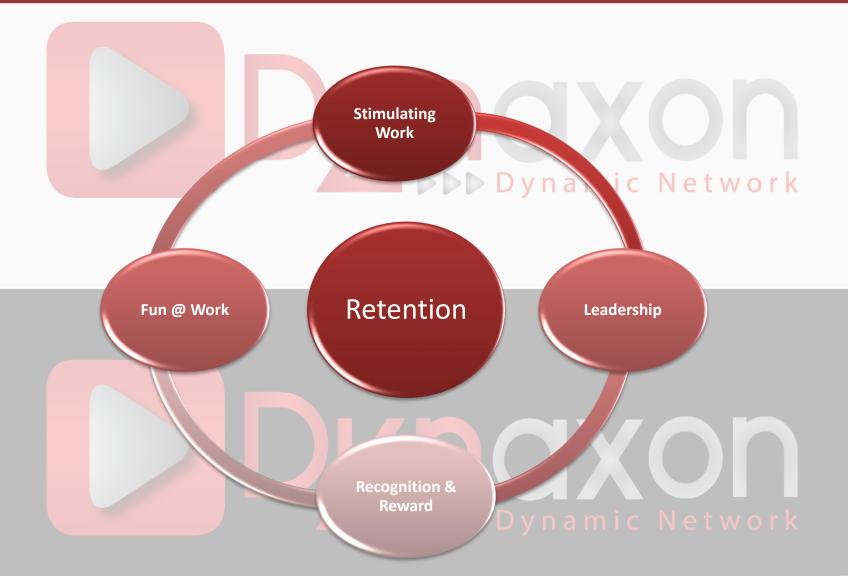
## **Career Path**



## Training Process



## Retention



## Retention

## **Stimulating Work**

Continuous Education Programs – Enabling domain expertise and depth creation

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- Job Rotation
- Flexibility : Flexi Shifts
- Building communities of Practice / SME Forum

## Leadership & Culture

- Open Door : All the way to the top
- Fun "Hip" place to be
- Buddy program

## **Rewards & Recognition**

- •Strong Incentive Policy : Monthly disbursement
- Client Specific monthly / quarterly rewards
- Annual Rewards recognising the top 10%.

## Fun @ Work

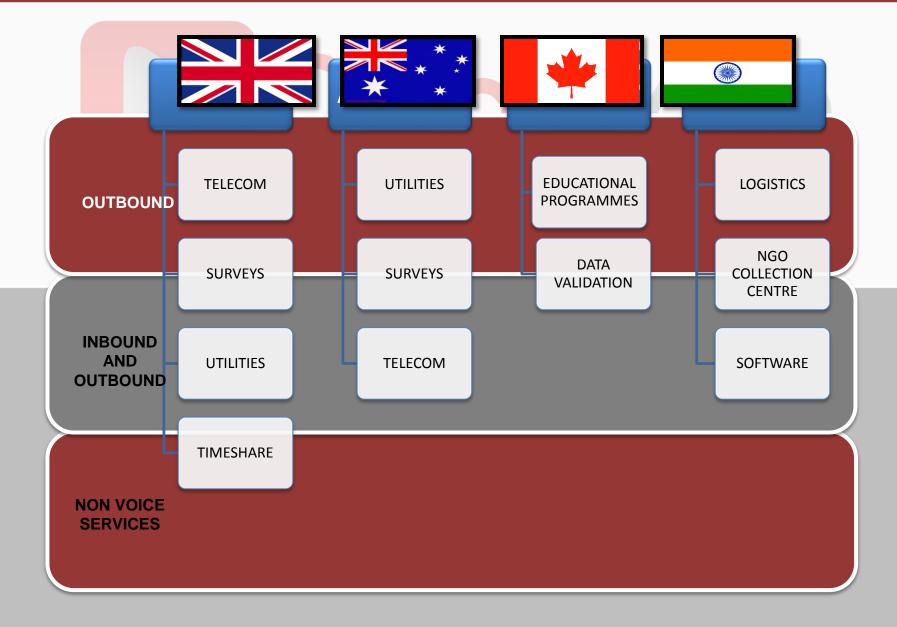


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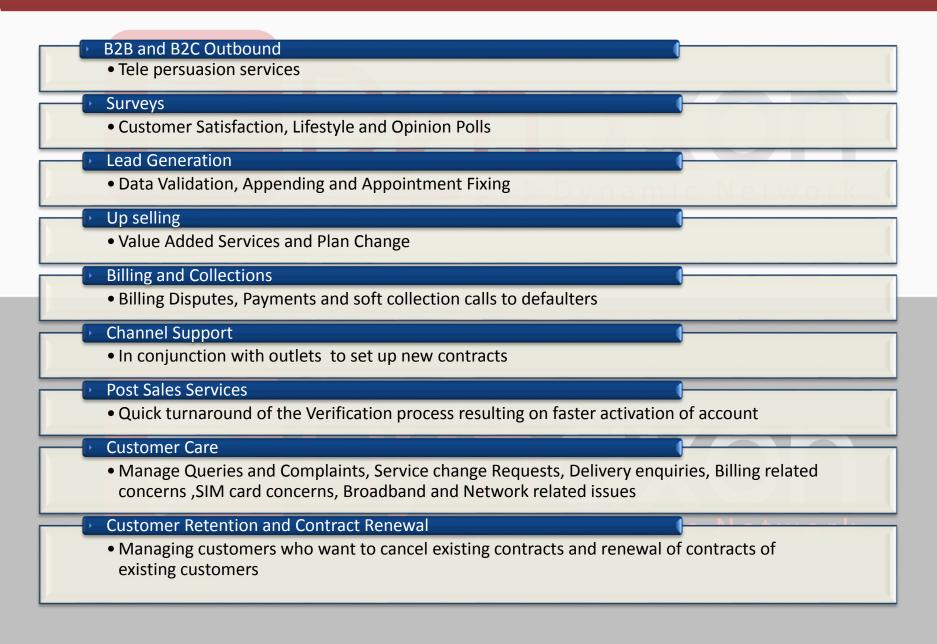




## **Experience** apart from the US



# **Services Provided – SUMMARY**

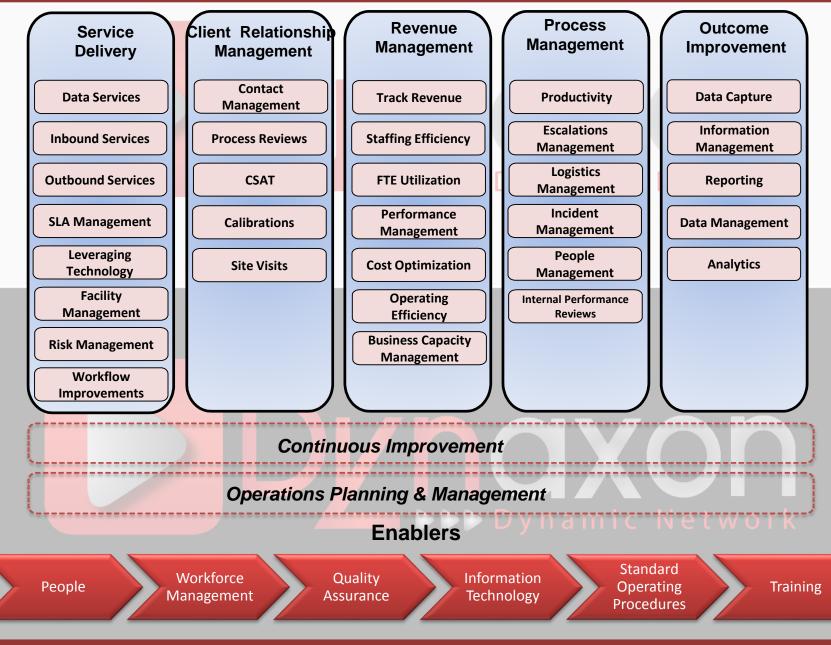




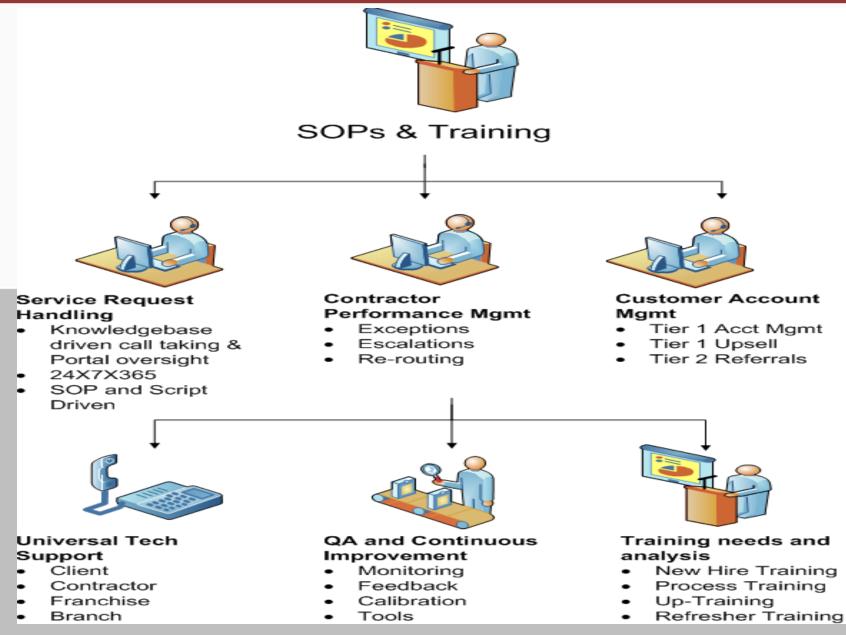
#### **Operations Management Overview**



# **Operations Management Framework**



# **Global Operation Center**

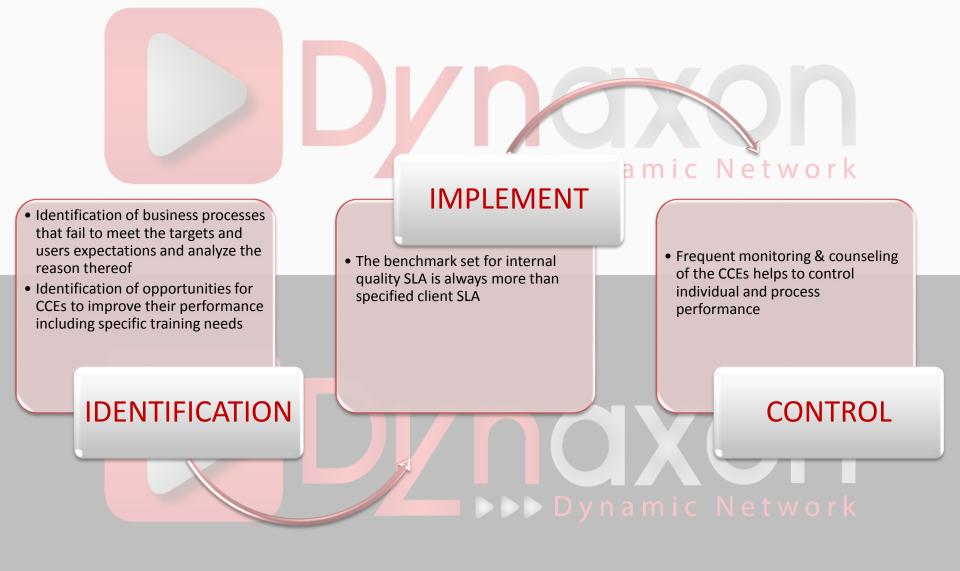




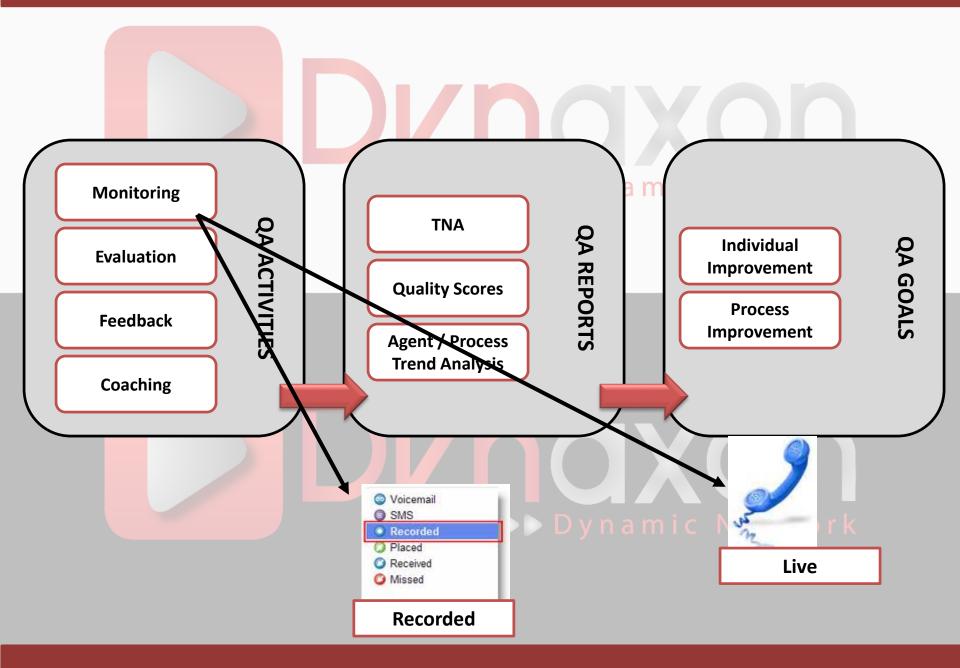
### **Quality Overview**



# Quality Assurance – What we do?



# Quality Assurance – How we do it ?



# Training Objectives

Improve motivation

#### Improve customer satisfaction

Share best practices

Increase productivity and quality of work

•Independent monitoring by Training Team

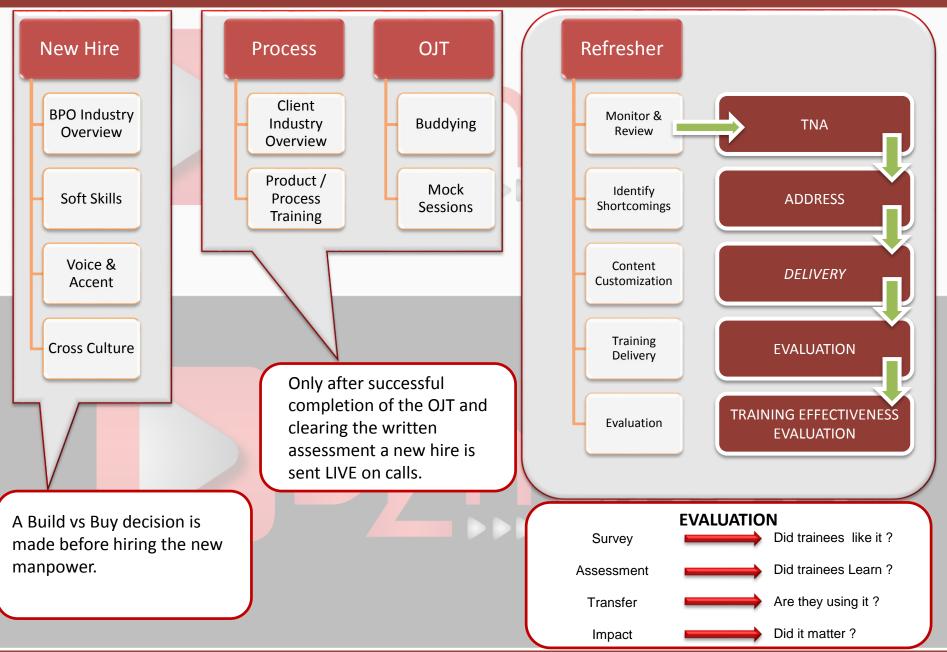
•Working with the Quality team to improve quality for stagnant agents

•Regular Training Workshops to keep the CCE up to date with the process

Company-wide Strategy / Goal

#### mic Network

# Training Types



# **Technology Partners**

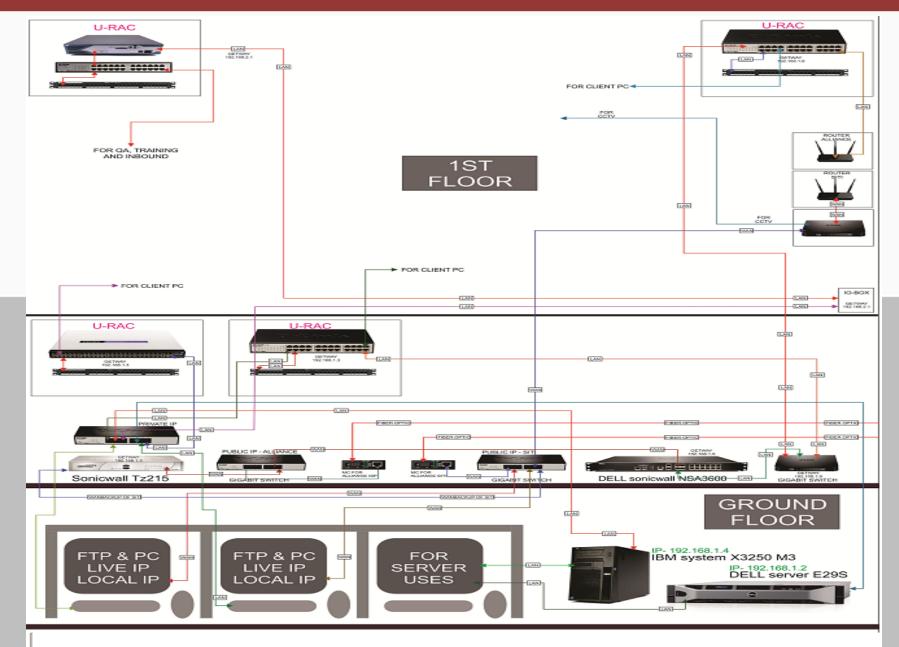


# The Technology Sphere

•	Dedicated ISP (Leased Line) for calling (1:1) with multiple back ups	Multi-channel Asterisk servers
	Web Based SIP Dialer Server	<ul> <li>Yealink T20 IP phone with full-duplex hands-free speakerphone with AEC , Codecs: G.711(A/μ), G.723, G.729AB, G.726, DTMF: In-band, out-of-band(RFC 2833) and SIP INFO</li> </ul>
-	Voice Log Server	<ul> <li>Cisco L2/I3 gigabit managed switches with VLAN, Port security and QoS</li> </ul>
•	FTP Server	<ul> <li>Sonicwall firewall - Content filter, Gateway anti- virus real-time virus scanning engine, Intrusion prevention, Anti-spyware</li> </ul>
•	Database server	Dell and HP high end RAID 5 servers
•	Sonicwall Firewall	CCTV surveillance and access control system via electronic access cards
•	D-link Gigabyte Switches	<ul> <li>Cisco 802.11g/b wireless network with Wi-Fi protected setup (WPS)</li> </ul>
•	Dell PowerEdge Server	<ul> <li>Secure network services (HTTPS, SSH, SFTP, SSL SMTP)</li> </ul>
• line f	15 Mbps full duplex transparent circuit terminations via fiber optic lease or voice/data communication	Biometrics and access control system
• line f	10 Mbps full duplex transparent circuit terminations via fiber optic lease or voice/data communication	UPS and full generator back up for power redundancy
• Tier 2	To connect UK customers used VoIP service (SIP protocol) via Tier 1/ 2 carriers'.	Smart training labs
•	ICO/FTC compliant predictive dialer.	Highly scalable CRM over the secure Cloud
-	Open standard SIP	ISP leased Line (1:1) / 25 Mbps Bandwidth each site

Two delivery centers in India and one in Philippines, fully secured and State of Art facilities- allow us to seamlessly meet our business and clients' needs without much attention needed to be given to disaster recovery.

# Network Diagram – Primary Site





Call: +91 33 65010266 Sales Enquiry: dipendra@dynaxonitservices.com Email: info@dynaxonitservices.com Website: www.dynaxon.in

## Dynaxon – In a nutshell

# **DUNCE DUNCE Network**

# Whenever an individual or a business decides that success has been attained, progress stops.

Thomas J. Watson

