

2nd of April'2007

TO WHOMSOEVER IT MAY CONCERN:

I was formerly the Senior Vice President- International Operations of American Disbursements Inc. an organization based in Nevada offering a large bouquet of solutions for the travel, financial and IT market. My clients were from all major states in the US and abroad. We were interested in leveraging cost advantages by outsourcing our back office processes such as customer service, accounting, content writing, web design, search engine optimization, legal services, technical support, programming and data capture to a low cost destination such as India. We decided to retain the services of a lead consultant in India who could be a catalyst in identifying the right service provider, plan the process migration, and generally represent our interests in the offshore center. Quite frankly, we had our apprehensions about the work culture gap till we interviewed and selected Subash who played a superb role in bridging every gap with his communication skills, initiative and systematic operating style.

This note is intended to be a reference for Subash Sangam's consulting abilities, whom I was associated with for over 4 years. I was the senior management representative of our corporation responsible for making things happen through India. Subash Sangam's role involved actively participating in the sales and marketing function, building relationships with vendors and leveraging them to our organization's benefit, ensuring smooth migration / orderly transition of functions and timely delivery of projects. Each of the above mentioned functions were my key result areas and needless to say, my success depended to a very large extent on how well folks in India supported our onshore efforts.

I have this to say- my job became a breeze because of Subash's support and total dedication to our organizational goals. Subash contributed practical ideas on various aspects such as delivery mechanisms, strategies to delight and retain our end customers, optimization of costs to make individual projects profitable. We were aware of the many critical issues that assailed many outsourcing organizations in India -- attrition, employee ethics, disciplinary issues, quality issues. American Disbursements Inc. was insulated from these to a very large extent because of the presence of Subash, who was a mature, fair and enlightened consultant.

Subash was quick to grasp the concepts and techniques that determined success in our business. He was instrumental in our company being able to fan out and sell to new clients from domains such as travel, hospitality, telecom, banks, manufacturing, media and software. Each of these clients was nurtured and the accounts were distributed to the right vendor in India- the entire process was managed with a passion that ensured his role, as the lead consultant was one of immense value to the organization and stakeholders. I am confident Subash Sangam would continue to make his impact in the international co-sourcing arena and wish him all the very best in his endeavors.

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