






## **Representative Accolades for Metanoia, Inc.**

We recognize that our clients/partners and what they have said about us is the best proof of our skills, expertise, experience, credentials, and credibility.

Thus, the following is a small sample of the accolades that Metanoia, Inc. and its approach, expertise, and customer-focus have received from executive and engineering management at clients.

<p>1. <b><i>I am impressed with the ability of your team to work with the members of our organization</i></b>, who had their day jobs ... [yet] you were able to point questions, paint scenarios, sit down, grab a couple of hours here and there ... and <b><i>extract the information, and piece it together ... so the process you used, in a very complex situation, I think was very efficient. You ran to a 100%</i></b> and I think that's <b><i>an incredible testament to the integrity that you bring ... I've built a confidence, if I'm going to engage Metanoia, Inc. what needs to be done will be executed, and, in large parts, will be exceeded certainly!</i></b></p> <p>2. Let's see ... <b><i>I wouldn't want to recommend you to my competitors!</i></b> That's an appropriate set certainly: equipment manufacturers would benefit from your skills.</p> <p>On the other side, <b><i>on the carriers, either the architect engineering organizations, or the CTO organizations, who are implementing networks. I would recommend you, because you've got a system-level knowledge and a network-level, network-wide knowledge.</i></b></p> <p><b><i>There are capabilities of the individual network elements that may not be apparent if you just read the data sheet,</i></b> or if you just had an idea of what a box does, <b><i>which you can uncover ...</i></b></p> <p><b><i>I think you can drive more value because you have an idea of what they want to execute, and can specify [to your clients] how to actually get there.</i></b></p>	 <p>Jose Enciso, Director, Systems Engineering &amp; Product Planning, Tellabs (Guiding the system engineering of the \$300M+ 8800-series MSR product line within the Advanced Data Products division of Tellabs.)</p>
<p>1. At Cypress, <b><i>our thinking and organization wasn't product line oriented.</i></b> We had specific silos of expertise and unique technologies, such as memories, physical layer devices, USB-type products. Each one providing a separate, unique, special understanding of the product architectures, and <b><i>very limited understanding of markets that would tie these architectures together.</i></b></p> <p>Therefore, <b><i>there was an education that had to take place across the company so that all of the Vice-Presidents and all of the Divisions would understand their role in putting together solutions for a market that many of the divisions had not even served.</i></b></p> <p><b><i>That was one of the major areas that Metanoia, Inc. was able to provide an understanding and new skills for the company,</i></b> allowing us to integrate across the product lines and look for solutions to the market spaces instead of just individual point products.</p>	 <p>Dan Morris VP &amp; GM, WAN Segment (now retired)</p>

<p>2. <b>Certainly, there needs to be [in a consulting organization] a depth of understanding of not only the market space, but also of the products that service that market</b> and the protocols that are incorporated within those products. <b>An overview is not what we were looking for. We wanted specific understanding that would allow us to drill down and speak with customers with a knowledge of their problems.</b></p> <p>This is where Metanoia, Inc.'s contribution was critical.</p>	
<p>1. <b>I have been very impressed with the quality of Metanoia, Inc.'s expertise... so if I am facing a question of what network architecture I should adopt</b>, if I am looking for expert consultants and want to say [for example] whether packet transport strategy A or B is the right one, <b>I think Metanoia, Inc. is the best player out in the market for such a [techno-strategy] question.</b></p> <p><b>I would rather go to Metanoia, Inc. for such a question than McKinsey.</b></p> <p>2. The Tejas team, and many of them have been with Tejas for a long-time as key architects of Tejas's products its packet-transport strategy and so on, have interacted with you and Metanoia, Inc. and attended almost every advanced technology workshop that Metanoia, Inc. has offered in 2002, 2005, 2007, and so on.</p> <p>So, <b>I can say that you have influenced the direction and strategy of Tejas' products, and our team thinks of your workshops very highly and looks forward to them!</b></p>	 <p><b>Dr. Kumar Sivarajan</b> Co-Founder &amp; CTO (Internationally recognized networking and optical networks expert, spearheaded one of India's star vendors in the telecom firmamament, building Tejas up to a \$100M+ vendor today, since it's inception in early 2000, with over 50,000+ deployed nodes with multiple major carriers all over India alone.)</p>
<p>1. <b>I would rate you a "10" – best in class!</b> If I have an opportunity, I always like working with you, Vishal, and with Metanoia, Inc. – without any doubt!</p> <p>I think you are pragmatic and academic ... <b>I am always amazed at the scope and the breath of understanding of the technology in our industry, the trends [that you display]</b> ... the ability to work on many different areas.</p> <p><b>This is your core expertise</b> and that is why you are so successful for the last 10+ years, as an independent consulting organization!</p>	 <p><b>Dr. Charles Chen</b> Vice-President, Access Technologies</p>
<p>1. <b>What stands out for me in Metanoia, Inc., first and foremost is the expertise of the team.</b> This is not a team that has only a basic or surface knowledge ... <b>this is a team that is probably composed of the foremost experts in the subjects they're dealing with. I think it's a team, where</b></p>	

**for each subject that they are going after, each team member is probably in the top 10 in the world.** So that already puts them in a league that is very different from everything else – so expertise is very important.

**Second, taking that expertise with the goal of helping the customer and putting the customer first.** There is a big difference between trying to just help the customer’s business grow, and **it’s very different when you first listen to the customer and the customer’s interests and you tailor your expertise for his specific needs.** I have talked to some of your customers over the years, and overall **I can go back to half-a-dozen of the customers you and your team have dealt with** (it’s a small industry!), **and they have only good things to say about the team and Metanoia, Inc. overall – this is worth noting.**

**The third thing that always intrigues me in Metanoia, Inc. is your taking up the challenge! These are very, very hard problems that you’ve worked on.** I can go back and look at some problems where you were analyzing system design and system architectures, probably the most complex systems that have been built ever! – some of them I have seen myself. **The team was very dedicated in understanding the inside-out of the system from chipsets to hardware to software to how to put it into the network to deliver a service.** There are similar examples in the wireless space, mobile space, and service engineering space – multiple dimensions.

**This whole idea of stepping back and taking the time to leverage the expertise, and complement it if needed with additional expertise, and learning what is needed to do the job before saying “Yes” to the job is in my view the most unique thing I have seen in Metanoia, Inc.**

1. **Success breeds success right, and we have had successful collaborations and that has bred other collaboration.** I was looking at our first initial successful collaboration, which was the Traffic Characterization Analysis that we did back in 2002-2003.

**That has been quite fundamental to how we view the task of traffic management; that characterization has been an important basis for our approach in the last 8 years.** That is, **being able to get that project done has been a singularly successful enterprise in that space.**

2. There was a group of four of us working on it [backbone traffic characterization]. Two service providers, and you and I.

**We really had to develop a framework to figure out how to analyze the data and what it meant, and there was a lot of back and forth.** So on the one side ... there was two of us bringing in statistical expertise and there was another two [operators] who were bringing in the operational expertise.

And if I remember correctly, **you were actually the person who was most providing ... How does this fit in? How does the science and the operations actually fit together, making a coherent and useful results set.**

**Dr. Riad Hartani**  
Head of Worldwide Systems Engineering and GM for Asia/Middle-East

(Globally respected networking expert, with extensive relationships in the telecom industry worldwide (widely traveled to 150+ countries so far), recognized international expert in provider architectures, systems design)



**Arman Maghbouleh, Co-Founder & President, Cariden Technologies**

(Cariden’s IP/MPLS Planning tool MATE is used by the top 8 of the world’s 11 Tier-1 ISPs, and used to manage networks supporting 85% of US broadband customers.)

1. **“What you do is fairly unique ...** Your level of engagement, I can't say that I actually have [seen it elsewhere], where **what you offer are services that are very technical and capable of doing very technical, in depth, investigative exercises, which are very difficult to get,** in my prior experience, very difficult to get **someone that really put in the effort to learn the ins and outs.**

2. **“Principally, the reason we engaged with Metanoia, Inc. was expertise and broad exposure.** You having had the role of being consultant to many other organizations, **what interested us most was the acquisition of breadth and depth.** Your exposure to both carrier perspectives and vendor perspectives was very important.”



**Tim Flood**  
VP of Engineering & Operations,  
Red Condor  
(on working with Metanoia, Inc. at a previous co.)

1. **Companies are beginning to realize,** especially in the current environment where the teams are extremely compact, very focused, very lean; **that when they need a lot of different perspectives very quickly, it is extremely difficult to ramp-up the team in short order.**

**The expertise is not always just available for the asking,** you have to really go out and get it. **So then projects begin to suffer, because the right inputs are not available at the right time, and that is when things start to become sub-optimal, and sometimes drastically so.** There again, **the perspective both from the engineering/technical point of view and perhaps the market is very, very useful and quickly narrowing down what the areas of focus should be and prioritizing what should be worked on, given the resources that different organizations have [is critical].**

**This is what Metanoia, Inc. has established itself for.**



**Tom Nadeau, Distinguished Engineer & Chief Architect of Open-Source Software**  
(Industry leader in SDN/NFV, IP/MPLS/Ethernet technologies, involved in standardization and productization of Internet technologies, with distinguished career at CA Technologies, Cisco Systems, British Telecom, and Huawei Technologies)

1. **The interactions with your company were excellent!** I should say that these were some of the best interactions I have had in the last several years. There are 2-3 things that I would like to point out.


**One thing I learnt is that a highly-systematic and methodical approach to solve a problem is the hall-mark of your company, which really gives some insights into the complexity of the problems you tackle.** You have an eye for details that has helped in structuring problems. Also with that detail, still **abstracting the real problems, and breaking down very complex problems into several simple sub-problems,** and **the techniques you and your team applied to do that and the ease with which you did that was really remarkable!**

**The second thing is that on many of the conference calls and interactions with customers, what I saw is that it is very important to understand the client's psyche, see exactly what they are looking for, and only then come up with solutions that will appeal to them.** So **this methodology that you adopt for a positive feedback is very impressive.** I would like to complement you on the manner in which many of these meetings, discussions, and conference calls were conducted.

**One has to truly think through about what is going on in the customer's or the client's mind, what exactly he is looking for, and then you have come up with solutions that appeal to them!** So there is a lot of hard work and background preparation that is required! But, this



**Dr. Abhay Karandikar**  
Co-Founder Eisodus Networks,  
Head, Department of Electrical Engineering, IIT Bombay,  
Coordinator, TTSL-IITB Centre for Excellence in Telecom

<p>really helps, and makes these discussions and conference calls meaningful – <b>because you have done thorough background work, the learning [for the client] during these conference calls and discussions is immense!</b></p>	
<p>1. NASA Tech Briefs, of course, <b>is the premier engineering magazine in the world for covering cutting edge technology.</b> People don't realize that NASA is probably one of the best funded think tanks in the world and they do research in all areas...</p> <p><b>I rate you at least a 9 out of 10 or possibly a 10 out of 10. You take a very complicated topic that mystifies a lot of people, and you explain it in simple down to earth terms that even a layman with very little technical background can grasp what you're talking about. It was a pleasure, it really was and it will be a pleasure again when I came back to you in the future ...</b></p> <p><b>So my recommendation to anyone who is looking for information in the Optical Ethernet area or Packet Optical Integration area is to get a hold of you folks at Metanoia, Inc. and toss the question out...</b></p>	 <p><b>Bruce Bennett</b> Editor, Tech. Briefs Media Group (Publishers of the <b>NASA Tech. Briefs</b> – a premier engineering magazine in the world for covering cutting edge-technology with 190,000 print subscribers and 400,000 monthly readers.)</p>