Sierra Development, **LLC** (Sierra) was established in 2019 as a spinout of Baker Hill India. Sierra is an independent company dedicated by Charter to provide offshore engineering resources to RMCF portfolio companies. Sierra is required (also by Charter) to operate at break-even, thus providing its services at under-market pricing.

Sierra is a California-based company backed by Riverside Company. Software development resources are located in Noida, India – a southern suburb of New Delhi. Sierra's class-A facilities have the capacity to house over 260 software developers.

Mature Hiring and Transition Services

The Sierra offering is very easy to deploy and maintain. Hiring and retention are much the same in India as in the U.S. due to Sierra's mature hiring practices delivered by experienced India based management. Sierra coordinates the recruitment and on-boarding of associates. Riverside Portfolio Companies are encouraged to participate actively in the hiring process, and once on-boarded, are also encouraged to include their India-based team in typical office activities, like company updates and office celebrations.

A primary consideration, the exit strategy, is a focus from day one. Whether the Sierra team stays intact for the acquirer or is reallocated to other RMCF portfolio companies, Sierra works with you to build a compelling strategy. For instance, an acquirer that values the offshore model can be offered transition services to keep the team intact. In all other cases, Sierra will transition work to the U.S.-based team prior to acquisition.

Global Depth and Expertise

Sierra is led by a team of IT professionals spun-out of Baker Hill US. The team has over 25 years of experience working with RMCF companies and over 50 years working with offshore resources. The team includes software development executives, a CISSP certified security expert, and an attorney licensed in multiple states. Together, they provide a full suite of offshore services.

Sierra is the ideal solution for both new development and ongoing software maintenance activity that needs to be delivered quickly, efficiently, and cost effectively. The focus on low cost creates specific advantages. For instance, expense saved on software development and maintenance can be diverted to other investments like sales and marketing.

Sierra Development provides access to highly trained, low-cost software development resources. This model has been in use for over three years with outstanding results. Sierra Development uses the staff augmentation model in which teams are assembled to augment your existing organization.

sierradev.com

Five Easy Steps to Determine if Sierra is Right for Your PortCo

1 Assess Scarcity of Funds

Offshoring is an ideal way to reduce costs. Resources saved by leveraging offshore development can be redirected to other critical areas including sales, marketing, and acquisition.

2 Accelerate Time to Market

Hold periods dictate that all initiatives – including software projects – are completed quickly and subsequently "baked" into normal operations. Extending your software development teams offshore is a time-tested method of accomplishing this acceleration. Further, if the presence of an offshore team enhances the PortCo at exit, a transition services agreement is available to the acquirer. If not, the teams are "absorbed" back into Sierra for reallocation.

3 Know What to Expect

Sierra will recruit and on-board your teams, provide technical and human resource infrastructure, and assist you with associate performance monitoring. Just like your domestic teams, performance is monitored and appropriate action is taken, when necessary, to maximize productivity. Compliance and security are addressed by our local US based experts who work with you to establish network connectivity, procure hardware and software licensing, assist with your compliance needs, and serve as a liaison between your IIT leaders and your teams in India. You will be assigned two Delivery Managers – one (leveraged) in the U.S. and one (dedicated) in India. Delivery Managers assist with aligning your Sierra team with your methodologies and policies. Thus, your teams in India truly become an extension of your existing team.

4 Evaluate Types of Projects and Activity

The time to assemble a team in India, once job descriptions and the technology stack are finalized, is about 90-days. So, software development projects that require several months or more align well with Sierra. Software projects that can be programmed from requirements documents also align well with Sierra. Specification documents include market requirements, functional and technical specifications, or agile epics and stories. A particularly good fit includes an existing software product that simultaneously requires maintenance and a functionality and/or technology refresh.

5 Ensure Security

Your intellectual property is safe because Sierra is backed by Riverside Company. Our Master Services Agreement (MSA) and Statements of Work (SoW) were reviewed and vetted by Riverside to ensure your intellectual property is safeguarded and will pass scrutiny during exit. All PortCos have signed the same MSA/SOW.

Why Sierra

- The advantages of leveraging offshore resources are cost savings and speed to market.

- Cost savings to your PortCo are driven by Sierra's requirement to operate at break-even.