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To: **Anja Krogh Sondrup**, IDEAPOINT  
**Lise Grevenkop-Castenskiold**, Efficient Project Management

Dear Anja and Lise,

On behalf of the employees and the management of TranSwitch Corporation, I would like to thank you for the successful completion of the Rule Breaking Strategy Workshop at TranSwitch Corporation. We found the Rule Breaking Strategy methodology very effective in helping us understand our strengths and weaknesses in our target market segments and in developing new ideas for a differentiated strategy going forward. The workshop and the café ideas held at our development centers were very well received by all employees and generated numerous ideas toward new product development, sales and marketing strategies.

As we continue to develop and refine our strategic plan, we look forward to collaborating with you.

Best regards,

M. Ali Khatibzadeh  
President & CEO  
TranSwitch Corporation