

**HARVEY
NASH**



Second generation offshore software outsourcing From Uncertainty To Security



YOU NEED A SAFEHAVEN

You've probably been using an offshore software services provider for a while

Your original goals were clear - improved economy, efficiency and effectiveness. Things got off to a pretty good start, initial teething troubles were fixed, you made some significant savings and improvements, but now... well, perhaps you're just not achieving all you expected. There may be lots of little issues, too many disconnects for your liking or some pernicious problems that just won't go away.

Conditions are deteriorating

There could be many other symptoms indicating that things are not as they should be. The desired partnership has slipped into a struggling relationship, procedures have become bureaucratic and laborious. Your ability to drive down costs seems to have stalled. There's not enough visibility of performance or progress. Your provider is over-promising and under-delivering. Simple issues quickly become major problems. Quality is not what it should be.

The tide is turning

The first wave of offshoring services has matured. India has led the way in the market but is now on the downside of the life cycle curve:

- It faces a growing labour crisis and is turning to other countries for help.
- Staff turnover, remuneration and lifestyle expectations are rising. Third world salaries and conditions no longer apply.
- Agile young companies have turned into behemoths. To survive they must move up the food chain and to compete with the very largest systems integrators they must improve margins and revenue per head.

Customers will pay the price.

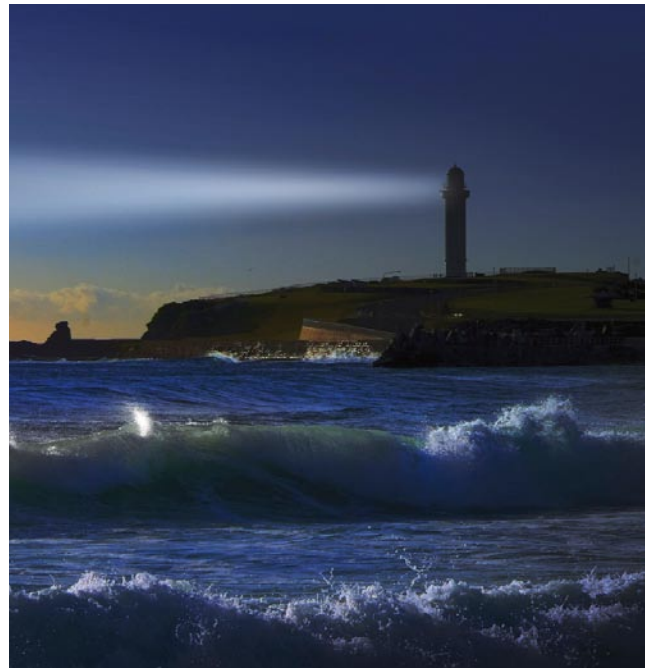
Setting a new course

Whatever you are experiencing, your customers will still expect excellence. They will not differentiate between you and your offshore partner and more of the same will not be good enough as the winds of change blow ever stronger. The storm clouds of recession will put even greater pressure on budgets and force you to be more innovative and competitive.

Moving to our SafeHaven

We've been delivering world class software services from Vietnam for over eight years. Our track record proves we can:

- Re-vitalise your ability to drive down year on year costs - by at least 10%.
- Re-invigorate your drive for performance and quality.
- Deliver the flexibility and responsiveness you increasingly need.
- Provide the depth of skills and professionalism your expectations demand.
- Reduce issues presented by cultural differences and physical dislocation.
- Minimise the risks of moving to a new provider.



Confidence to change

You must choose a partner you can trust. Trust to organise a transition that does not negatively impact your organisation's ongoing "business as usual". Trust to drive down your system development and maintenance costs. Trust to help transform the quality of your service delivery. Trust to facilitate business and technology innovation despite the recession. In short, a partner you can trust with your reputation and your business critical applications. We deliver on those expectations.



THE SECURITY OF OUR SAFEHAVEN

We have two SafeHaven offshore development centres, one in Hanoi with 2,400 people, the other in Ho Chi Min City with 400 people. We are already a trusted partner for the likes of Barclays Bank, Honda, Discovery Channel, Petronas, HSBC and Capita. Our technical credentials are confirmed by key relationships e.g. we're a Microsoft Gold Partner and an IBM Business Partner.



Our success is underpinned by a business model where:

- Harvey Nash plc takes full commercial and delivery accountability. Vitrally, for legal and contractual purposes, we are a fully regulated UK company with offshore centres, not a foreign company with a few employees in the UK.
- Our approach to the management of projects is open and communicative. We positively encourage small initial engagements which naturally grow in size as relationships matures.
- CMMI level 5 processes and procedures are the foundation of our development.
- We protect your information as if it were our own. Our centres are BS7799 accredited.
- We judge the success of our SafeHaven service on a number of critical success factors (CSFs) driven by how we transform your software delivery capabilities:

Cost Reduction

For someone already using a first generation offshore provider we expect to drive down costs - by at least 10% - and to lower your long-term overall cost of ownership. The pressures driving up costs in India will not impact Vietnam for many years, enabling us to offer extremely competitive rates. For example, the Vietnamese government is determined to grow its technology capabilities. The existing talent pool has hardly been tapped yet is growing constantly as 60 universities deliver more highly qualified and well motivated individuals into the job market, 83% of whom majored in science/technical subjects. You get lower prices and greater assurance they'll stay low.

Flexibility, Innovation & Trust

Driving down costs is only one part of the commercial equation. In a spirit of true partnership we work together to explore opportunities, share risk and reward, structure relationships, facilitate innovation and generally act as a catalyst for change. We understand your need for new, simple and flexible contracts such as "outcome based pricing", and operating models like on-demand "software as a service". We increase your competitiveness and expedite "time-to-market".

Value Adding Services

The first wave of outsourcing focussed on commoditised software development and support. We're a second generation supplier and so provide much wider technology, industry and business process expertise, e.g. we provide business process outsourcing services to over 141 companies worldwide including the US Government, Unilever, Hitachi Capital and Honda. We're supporting call centres, payroll administration, transaction processing and digital archiving, to name but a few. We don't just cut code, we cut business focused code and support you across the board to increase your business success.

Delivery Assurance

Our software delivery services are certified to CMMI level 5, the gold standard of independent quality certification. We have an exceptional record for on-time and on-budget delivery but for us that's just the starting point. Our flexible, customisable processes boost development productivity by as much as 25%. Your industry has its own "tempo" driving the timing and rhythm of change. We help you beat that cycle time and steal a march on your competitors. You get dependable solutions your business can rely on, delivered at the pace your business and market demands.





Technical Capabilities & Capacity

Our choice of Vietnam for our offshore centres has proven to be a wise decision, the division has grown steadily year on year and now has over 2500 staff.

The breadth and depth of our technical and organisational skills are first class. Most of our employees are graduates, the majority have second degrees. New employees typically spend 18 very intensive months on local assignments before they are allowed to work on offshore projects. We have an incredibly low staff turnover at 6% and most of those who leave are going back to university to further develop their skills before rejoining us again. This gives our clients tremendous confidence in our ability to take on the most challenging assignments, most demanding deadlines, even seemingly impossible turnaround projects.

Outstanding People

Our people are at the heart of our success. No amount of process or control can match the incredible contribution of motivated, capable individuals, guided by inspirational leaders, all determined to do better for you. Our cultures and languages may be different but our values and motivations are probably very similar. English is the second language of Vietnamese business. The Vietnamese are extremely loyal and committed, eager to learn and well educated, open, ambitious and honest. We work to align ourselves as closely as we can, becoming a seamless part of your team and contributing significantly to its success.

A Place Whose Time Has Come

Vietnam is a hidden tiger. Its GDP was similar to China's for the last five years. It has seen major investment from the WTO, UK, US and Australia. It's the world's biggest exporter of rice and the second biggest coffee exporter. There are modern office facilities and specialist hi tech parks with a stable power supply, high security and disaster recovery facilities, and good international communications. There is major government sponsorship and investment in the software sector.

Many leading companies have spotted the opportunity. Microsoft has opened a major R&D facility. IBM, Citibank, CMG, NTT, Sanyo, Sony, Lucent, Nortel and others are moving in. HSBC plans to move a 2,000 people centre from China. Intel is building a £300m chip factory employing 1,200 people.

Of its 82 million population, 60% are under 30. Significant numbers are returning from the US, many of whom were born and bred there and as a result the country has a very Western outlook. While the main religion is Buddhism the country is known for its religious tolerance with a significant Roman Catholic minority. It's a stable and safe haven environment for your business

“Harvey Nash's background and reputation in recruitment gave us confidence in our decision to extend our development team through offshoring.”

Mark Thompson, Managing Director, CedarOpenAccounts

“Productivity, teamwork and extraordinary talent that Harvey Nash Offshore can provide has if anything further enhanced our view of their capabilities.”

Tim Williams, Managing Director, Orchard Information Systems

WORLD CLASS SOFTWARE ENGINEERING

“The CRM and LMS systems will be significant tools in enabling the Trust to reach and help young people facing barriers in life even more effectively. Our experience of Harvey Nash, their commitment and ability to deliver, has been exceptional. The division of responsibility with our Business Analysts focused on documenting the business needs, whilst the offshore team focuses on developing the systems, has worked very well thanks to quality onsite project management from Harvey Nash and an always positive attitude. Outsourcing that is cost effective and delivers!”

Colin Heath, Prince's Trust

“Delivered a very professional service and product in a rapid, cost-effective manner, helping us plug a real gap in our capability”

Jeremy Rodwell, IT Director,
London Scottish Bank (LSB)

Methods & Tools

Our baseline methodology is the Rational Unified Process (RUP) but whatever software development lifecycle you've adopted we will be able to help. We are fully conversant with DSDM, Agile and the waterfall methodologies. We are used to working with adaptations of all these methods. For project management our main skills are in PRINCE2, PMI and SCRUM.

Our Services at a Glance

Harvey Nash offers the following software services:

Application Development

The provision of custom development and systems integration covering architecture, design, application development and a full testing service

Application Migration and Transformation

The transformation of existing systems typically from older technologies to modern platforms e.g. JAVA, .NET

Application Management

The support, maintenance and enhancement of existing applications to support business as usual to agreed service levels

Software Product Development and Support

Aimed at Independent Software Vendors this service line provides development, maintenance and enhancement of a third party's product(s) to published roadmaps and defined service levels.

Testing Services

Our QA centre provides a full testing service covering system, user acceptance, regression, load and stress testing. We are able to offer the latest best practices, automated tools and techniques

Harvey Nash delivers either discrete projects and services, or dedicated offshore development teams that operate under the control of our clients.

Consultancy

We assess your processes, organisation, methods or tools and provide evidence based recommendations which are catalysts for speedy and effective transformational change.

We use a number of off the shelf and bespoke tools to help monitor, control, improve and report on the quality of our projects. Tools include a mix of commercial packages like SourceSafe and MS Project, and bespoke systems for issue tracking and defect management.

Independent Quality Management & Testing

We assure quality software development through:

- A combination of robust yet flexible processes.
- Utilisation of fully integrated tools.
- A culture of delivering excellence.
- A proven execution approach.
- Achievement of the highest internationally recognised accreditations.
- And a commitment to continual improvement.



Our Quality Management System (QMS) underpins our software development, configuration and project management activities. Embedded in these processes are tools which support the tracking, monitoring and management of processes with appropriate and instantaneous information.

We constantly strive for practical improvements through a programme of measurement, analysis and refinement.

Solving The Requirements & Design Connundrum

Our engagement model is designed to meet the challenges of software development involving a foreign country. We deliver projects using an onshore-offshore model where we project manage locally, involve local nationals in business analysis, but leverage an offshore team for the bulk of design, development and testing.

Many companies have been frustrated by the quality of offshore business analysts. That is not a problem for us. Unlike many Asian cultures, Vietnamese staff are very comfortable questioning, challenging and pro-actively pushing forward ideas. They are highly insightful analysts.

That dramatically reduces the risk of a misinterpretation of your business needs so your solutions are right first time.

Dependable Governance

We stay visibly on course, on time and within budget by an effective balance of:

- People based leadership techniques which enable /empower people to get things done.
- Management and control techniques using PRINCE2, PMI or SCRUM depending on your standard.
- A C3i (command, control, communications and intelligence) framework which sets goals, monitors achievement, analyses progress, communicates widely and informs course adjustments as necessary.

Reliable Service Delivery

Our UK based Engagement Manager is the local point of contact for:

- Service Delivery: service level management, capacity management.
- Service Support: incident management, problem management, change control, configuration control and release management.
- Financial Management.

PARTNERSHIP APPROACH

Holistic Philosophy

We have truly open partnerships with our customers. They are the foundation upon which all else is built. Our philosophy is based on:

- A two way street: both parties must be willing participants in a win-win strategy with a shared commitment to joint success.
- Transparency: so there are no surprises just predictability. For example, you will have access to our logs of development issues, the number of bugs being reported, project progress reports and project risks and their mitigation strategies.
- Open Book: e.g. we share our rate card, workload estimation metrics and resource utilisation so there is consensus about what needs to be done and how it will be achieved.
- Close working relationships: at all levels to build trust and confidence – vital for a long term engagement and the delivery of exceptional systems.
- A ‘fix not fight’ mentality where, e.g. the escalation process removes logjams and is not a defensive mechanism.

Delivering Results When You Most Need Them

Vision, Experience, Focus, Maturity, Determination... there are a lot of ways we make a difference but they all come down to one thing: our people working closely with your staff to achieve your goals.

It's about understanding and fixing the challenges that make or break offshore working. Things like:

- Guiding you safely through the offshore minefield to maximise your savings and minimise cost overruns.
- Successfully adapting proven methods and approaches to your circumstances so that things like Requirements Capture and Change Management actually work in the offshore environment.
- Leveraging your performance by effectively applying industry best practice to topics like project management and risk management.
- Creating and implementing plans which get you to where you need to be with the minimum diversion and disruption.
- Focusing activity on your greatest challenges, business risks and cost drivers so solutions deliver maximum value.
- Bridging the cultural and communications divide.
- Achieving desired savings and improvements.
- Aligning your staff and the our staff to the right goals, expectations and approaches.
- Ensuring your customers get the best possible service and that their expectations are met.
- Collaborating to turn potential into results at every point, enabling step-change improvements in your company's competitiveness.

Innovation & Thought Leadership

We understand the need for IT to facilitate and/or deliver innovation and optimisation so we adopt a pro-active approach across the whole IT operation and how it enables the organisation. We focus on four discrete opportunities:

- Strategic innovation to achieve (outward looking) competitive advantage and transformational change.
- Operational (inward looking) innovation to improve the efficiency, effectiveness and economy of business organisation and processes.
- Technical innovation to maximise the productivity, capacity and capability of IT services.
- Cultural innovation to enthuse, energise and empower people and the “way we do things around here”.

(Ask for a copy of our *Innovation White Paper*)



Culture

We have five key values which provide a cultural framework for all staff:

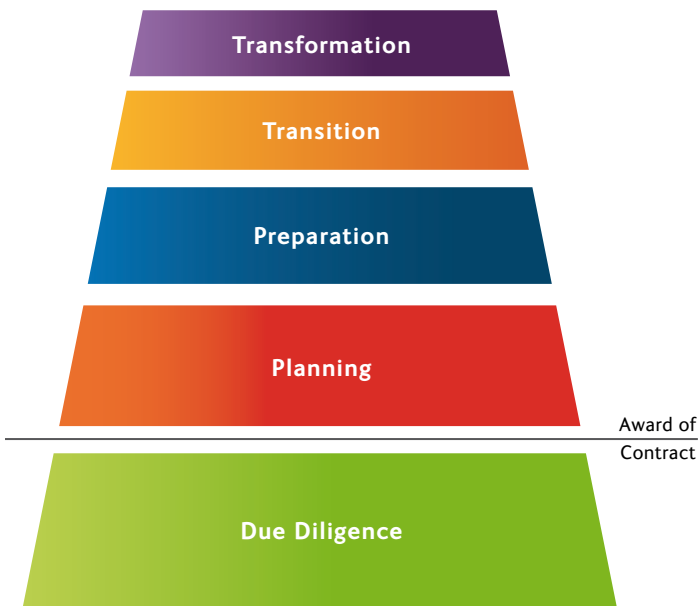
- **Trust & Accountability:** We live up to what we promise, taking accountability for our own decisions, actions and outcomes, whilst being honest, trustworthy, and acting with integrity.
- **Customer Focus:** We understand our customers, manage their expectations, respond with flexibility, and always deliver.
- **Valuing Individuals:** We respect individuals, recognise the value of diversity and communicate with others in a supportive manner.
- **Excellence:** We achieve best practice through world class processes, learning from experience and continually seeking ways to innovate where appropriate.
- **Passion:** We have a “whatever it takes approach” towards fulfilling our customers’ expectations, inspiring and enthusing others through our positive attitude.

We Care

We’ve lost count of the number of successful transitions we’ve completed. But the people who engineered them have not forgotten why things went well, what contributed to issues and how we resolved them. They learned their lessons well, shared them and will apply that cumulative experience diligently for you.

We are not a disconnected, distant team, coding blindly to a specification. We align ourselves with you, so that everyone in our team can relate to your organisation, put faces to names and comprehend the pressures driving your expectations. We believe fiercely in building strong, lasting relationships with our clients. Our people share that value and make it happen at every level, day in, day out.

SECURE TRANSITION



Assured Delivery

We have a five stage, risk reducing approach, part of our CMMI level 5 quality management framework:

- **Due Diligence:** To establish precisely the status of services which may be outsourced to us, i.e. your Current Mode of Operation (CMO). It provides the baseline against which future performance and improvements will be monitored and lays the foundation for a successful business partnership. It is normally a pre-contract activity.
- **Planning:** To agree the specific improvements, including updated SLAs and performance measures, you want to achieve in the Desired Mode of Operation (DMO), and to produce a detailed plan for implementing those changes, with milestones we'll use to validate progress.
- **Preparation:** To begin the knowledge transfer process which enables us to build adequate domain expertise, and to initiate the delivery services, governance arrangements, technical environments, frameworks licences, etc., which must be in place for us to assume responsibility for the agreed systems and services.
- **Transition:** To move the CMO "as is" to our SafeHaven with minimal disruption to ongoing business operations. Immediate cost savings will be realised but stabilisation is the key goal, followed by implementation of appropriate "quick wins" to improve cost effectiveness and service quality.
- **Transformation:** To enhance all aspects of performance and further drive down costs by moving from the CMO to the DMO. As the DMO is rolled out, the focus changes to a joint programme of continuous improvement.

These phases are explored in the following sections. Knowledge transfer, so important for building our capabilities, spans several phases so it is also separately described.

DUE DILIGENCE PHASE

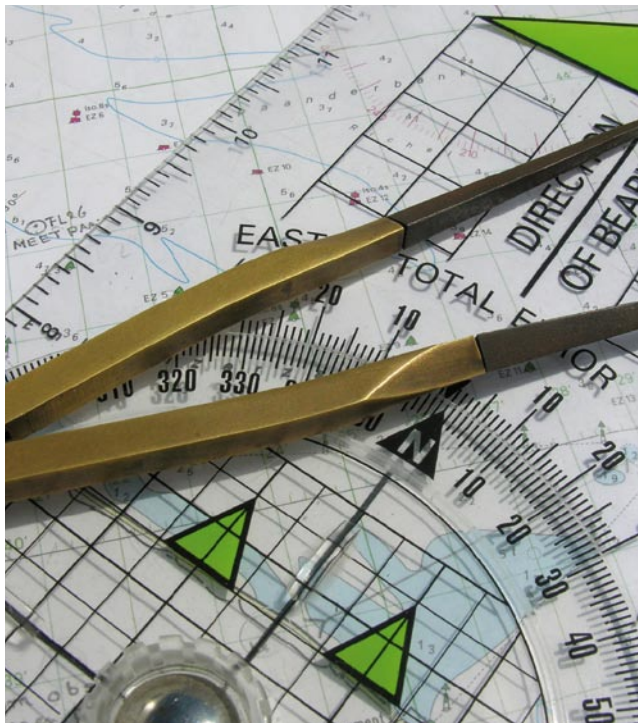
Purpose

The purpose of due diligence is to establish precisely the status of services which may be outsourced to us, i.e. your Current Mode of Operation (CMO). It provides the baseline against which future performance and improvements will be monitored and lays the foundation for a successful business partnership. It is normally a pre-contract activity.

This is separate to the due diligence you need to undertake to gain assurances about our company, services, people and performance.

Activities

The heart of our process is a systematic, qualitative and quantitative audit which allows us to produce an authoritative “inventory” of the scope, status and performance of your CMO. The audit is designed and conducted according to the international best practice standards of the Institute Of Internal Auditors – the world’s leading professional body for internal auditors.



The audit is comprehensive and covers current arrangements for :

- Services outsourced.
- Demand management e.g. project justification, configuration control and fault reporting.
- Portfolio management e.g. Business Activity Modelling, prioritisation of requirements and change control.
- Programme and project management e.g. use of PRINCE2, PMI or SCRUM.
- Documentation management for e.g. systems, code, procedures, contracts and policies.
- Resource management e.g. staff development, utilisation and profiles (business operations, user teams, IT team etc.).
- Financial management e.g. accounting, regulatory compliance and budgeting data about the costs of projects.
- Asset management e.g. software licensing and infrastructure - languages, database, OS and hardware platform(s).
- Development and design processes e.g. SDLC, architecture, database, system.
- Performance monitoring e.g. transaction and data volumetric, Service Level Agreements (SLAs) - planned and actual over time, Critical Success Factors (CSFs) and Key Performance Indicators (KPIs).
- Client SWOT of services and systems.

The other key tasks in due diligence are a joint risk assessment to identify, mitigate and manage areas of high risk, and production of a draft Desired Mode Of Operation (DMO) Report which begins to define the improvements to be achieved, new SLAs etc.

Deliverables

- Statement of Work - the scope, pricing, delivery and management of all included services.
- CMO Report - the audit results baseline to be included the contract.
- Draft DMO Report - our first cut assessment of obvious improvements including SLAs.
- Proposal including sizing and costing of the transition and ongoing support projects.
- Draft Project & Quality Plan for the transition project.

PLANNING PHASE

Purpose

The planning phase has two goals:

- To agree the specific improvements, including updated SLAs and performance measures, you want to achieve in the Desired Mode of Operation (DMO).
- To produce detailed plans for implementing those changes, including the milestones we'll use to validate progress.

Activities

This phase is very intensive and focussed so we can reach critical agreements as quickly as practicable. Key tasks are to:

- Assess the CMO in detail (technical, operations, people, data, processes, organisation etc.) using SWOT and gap analysis to agree what is excellent, adequate, broken or non-existent.
- Prioritise all outstanding change requests and fault reports, and all emerging / long term requirements for implementation.
- Develop the DMO (technical, operations, people, data, processes, organisation etc.) from the above assessments.
- Produce a detailed implementation plan for the Preparation, Transition and Transformation phases.
- Produce the detailed Knowledge Transfer Plan setting out the process by which we will build our domain experience.

Deliverables

- DMO Report describing what the future will look like.
- Project & Quality Plan for the "transition project."
- Knowledge Transfer Plan.

PREPARATION PHASE

Purpose

The preparation phase has two goals:

- To begin the knowledge transfer process which enables us to build adequate domain expertise, and to start proving that capability on appropriate code changes
- To initiate the delivery services, governance arrangements, technical environments, frameworks, licences, etc., in short, everything that must be in place for us to assume responsibility for the agreed systems and services.

Activities

Knowledge transfer is described below. The second strand is essentially about administration, organisation and facilitation. It makes sure everything is up and running, and tested, ready for formal transition to start. Together we:

- Set up and test all the working procedures, standards and methods.
- Create and test the governance organisation.
- Install and test the required infrastructure, environments and libraries etc.
- Complete any required contract novation, obtain licenses etc.
- Assign staff and build teams.
- Produce a Communication Plan to keep everyone in touch and up to speed.

Deliverables

- Full transition framework ready to roll.
- Communication Plan.
- Contract Novation Plan.



TRANSITION PHASE

Purpose

To move the CMO “as is” to our SafeHaven with minimal disruption to ongoing business operations. Immediate cost savings will be realised and some “quick win” improvements will be implemented but stabilisation is the key goal.

Activities

At the end of this phase the CMO will have been migrated fully to our SafeHaven and an agreed set of quick wins implemented. A number of tasks are involved:

- Transfer the CMO without any change.
- Establish a stable platform by a short period running “as is” with no change to functionality, agreed SLAs etc.
- Deliver business critical change requests and bugs.
- Deliver “quick win” improvements.
- Validate CMO actuals e.g. data quality, transaction volumes and mixes, for their impact on expectations for the DMO.
- Enhance our knowledge base.

Deliverables

- The CMO operational under Harvey Nash.
- Transition Report – how the transition worked compared to the plan.
- Transitioned CMO Assessment – how well the CMO aligns with expectations and any impact on the DMO.
- Functionality improvements through implementation of selected change requests, bug reports and quick wins.

TRANSFORMATION PHASE

Purpose

To enhance all aspects of performance and further drive down costs by moving from the CMO to the DMO. As the DMO is rolled out, the focus evolves into a joint programme of continuous improvement.

Activities

The continuous improvement of every aspect of operation from requirements capture to infrastructure optimisation by:

- Driving down costs by flexible approaches like open book accounting, improved efficiency and effectiveness.
- Improving value for money and competitiveness through innovation, earlier delivery and better evaluation and prioritisation of future work.
- Improving business alignment, strategic planning and implementation.
- Integrating business process and application design for seamless end to end processes.
- Enhancing application functionality.
- Improving performance by increased capacity and capability (ask about our Non-Stop Development service).
- Simplifying maintenance, and improving reliability and flexibility through technical architecture/design.
- Refreshing technology to use the most productive tools and techniques.
- Constantly seeking to improve SLAs.
- Developing a strong trusting partnership.
- Energising and enabling our people.
- Adopting better methods and techniques.

Deliverables

- DMO Transformation Report comparing actual and planned achievements, focussing particularly on realisation of business benefits.
- (Ongoing) SLA, CSFs and KPIs Performance Reports.

KNOWLEDGE TRANSFER

We will have all the technical expertise to support you but will need to develop a thorough understanding of your specific domain before we can assume full responsibility for maintenance and development. We have many vertical market skills but may need to build or strengthen these.

We achieve this by an effective mix of training, research, meetings and early value adding delivery work. The whole programme of work is set out in a Knowledge Transfer Plan created jointly during the Planning Phase.

Induction Training

The ideal first step is for our team to attend the same general induction training as your new employees. This aligns our team members with your organisation's history, values, culture, organisation, personalities, goals and priorities. Any special induction modules for IT new starters, and relevant technical development courses should be attended as well.

We can attend scheduled events with other new starters or sessions specifically for our team. These activities are normally completed during the Planning Phase.

Familiarisation Research

We obtain copies of all relevant documentation (applications, methods, standards, code etc.,) typically as part of our Due Diligence investigations. These are analysed and an individual familiarisation programme is developed for each team role to ensure everyone has read and assimilated all appropriate documentation.

The backbone of this activity is reading but for specialist roles it will include e.g. detailed code reviews to understand how code has been structured, written and documented. Questions, uncertainties, anomalies etc., are collated ready for follow up meetings with members of your team. This research is part of the Planning Phase.

Validation Meetings

These are peer group meetings between e.g. project management, database, quality, testing, architecture and programming specialists which allow us to resolve all the issues arising from our reading/review cycle, to test our understandings and generally to discuss how you have approached things, why standards and techniques were adopted, how they were applied and so on. In short, they allow us to get inside your heads to understand your motivations and thinking so that we can align ourselves with them, and begin to identify opportunities for improvement. We also have internal reviews where

different disciplines from our team compare notes and ideas. These meetings are all part of the Preparation Phase.

Value Adding Delivery

Formal transfer of full contractual responsibility for support, maintenance and development occurs in the Transition Phase. However we seek to begin picking up this work as quickly as possible in the Preparation Phase because experience confirms that real work is by far the most effective way to test, cement and enhance our growing knowledge and capabilities. Most importantly, we are quickly seen to be adding real value rather than just being paid to learn your ropes.

Certain types of project/change work are ideally suited to this learning. They provide real world scenarios but also minimise risk during our inevitable learning curve. We therefore start with small, simple, self contained tasks and grow their size and complexity as confidence and trust develops.

Our preferred way to work quickly into the heart of a system is to adopt responsibility for testing but there are many other suitable tasks. They will often be the types of project which rarely get to the top of your priority lists but they are usually cost justified and often very well received by the business and/or IT community:

- Implementing carefully selected change requests.
- Fixing bugs with localised impact.
- Reverse engineering documentation.
- Undertaking specialist reviews.
- Completing technical transformations.
- Delivering Wiki functionality.
- Providing functional and non-functional improvements for loosely coupled / fairly self contained enhancements.

Suitable tasks can be identified at any time during the Due Diligence, Planning and Preparation Phases. The key selection criteria are that the work adds real value and presents low risk to ongoing operations, appropriate to our growing levels of competence and confidence.

Open Communications

Finally, we are very alert to the sensitivities of your team members for whom this change may create uncertainty and doubt. We work with you to understand these concerns and ensure that early contacts between our teams provide the reassurances you and your people desire, break down barriers and go on to build mutual confidence and trust.



Second generation offshore software outsourcing From Uncertainty To Security

Contact Us

For more information on Harvey Nash Offshore Software Services, please contact us:

USA office:

Tel: +1 (973) 646-2100
Fax: +1 (973) 696-3985
info@harveynash.com
www.harveynashusa.com

Vietnam office:

Tel: +84 (4) 834 2050
Fax: +84 (4) 833 3834
info@harveynash.com
www.harveynash.com

London office:

Tel: +44 (0)20 7333 0033
Fax: +44 (0)20 7333 9441
info@harveynash.com
www.harveynash.com

Birmingham office:

Tel:+44 (0)121 717 1919
Fax:+44 (0)121 717 1918
info@harveynash.com
www.harveynash.com

Leeds office:

Tel:+44 (0)113 202 8900
Fax:+44 (0)113 245 3255
info@harveynash.com
www.harveynash.com

Edinburgh office:

Tel:+44 (0)131 220 3700
info@harveynash.com
www.harveynash.com