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NEWS

COMPANY:

*Success in a global
economic
downturn*

TECH CORNER:

*10 Irresistible
Globalization
Potholes*

LPM CORNER:

*Improving Project
Efficiency with Agile
Software Development*

April 2009 FEATURE



intelligence
for **global** business

April 2009 Volume 9 Issue 4

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globalization
internationalization
localization
translation

g i l t events

Spring 2009

comingevents

may

5.01

National Medical Interpreter Certification - Open Forum

Language Line University
Denver, Colorado

<http://www.language-line.com/page/news/143/>

email: janders@language-line.com

5.03 to 5.06

Localization Management Roundtable

The Localization Institute
Lake Tahoe, California

<http://localizationinstitute.com>

5.03 to 5.06

STC 56th Annual Conference and EXPO

Society for Technical
Communication

Atlanta, Georgia

<http://conference.stc.org>

email: stc@stc.org

5.05 to 5.06

ELIA School for Language Service Providers

ELIA (European Language Industry
Association Ltd)

Bologna, Italy

<http://www.elia-association.org/index.html?id1=80>

email: info@elia-association.org

may

5.06 to 5.10

2009 NAI International Conference

National Association for
Interpretation (NAI)

Athens, Greece

<http://www.interpnet.com/ic>

5.11 to 5.13

Localization Certification Program

CSU, Chico Center for Regional and
Continuing Education and Research
Foundation, GALA, Localization
Institute

Cologne, Germany

<http://rce.csuchico.edu/localize>

email: rce@csuchico.edu

5.11 to 5.13

Translation World

AILIA, TSAC

Toronto, Canada

<http://www.translationworld.com>

email: info@translationworld.com

5.13 to 5.16

ALC 2009 Annual Conference

Association of Language Companies
Austin, Texas

<http://www.alcus.org/activities/alconference>

5.14 to 5.15

Localization Project Management Certification

CSU, Chico Center for Regional and
Continuing Education and Research
Foundation, GALA, Localization
Institute

Cologne, Germany

<http://rce.csuchico.edu/localize>

email: rce@csuchico.edu

may

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Institute

Cologne, Germany

<http://rce.csuchico.edu/localize>

email: rce@csuchico.edu

5.14

International Social Media Summit

WebCertain

London, UK

<http://www.internationalsearchsummit.com>

5.18

Localization Project Management Seminar

Localization Institute
Seattle, Washington

<http://www.localizationinstitute.com/switchboard.cfm?category=public&display=title&ID=34>

email: jill@localizationinstitute.com

5.21

Localisation Un-conference

Dublin, Ireland

<http://localizationunconference.com>

email: info@localizationunconference.com

5.29

TAUS Round Table – Localization Business Innovation

Translation Automation User Society
(TAUS)

Tokyo, Japan

<http://www.translationautomation.com>

NOW HIRING



By
Michael Klinger
Anzu Global



Even during an economic downturn, some companies are hiring. The following is a discussion of one profile in demand: Sales people working for Language Service Providers (LSPs). It is also an attempt to provide some of the context, reasons and variables involved in the hiring process. This is written from the perspective of a globalization staffing professional who is talking to sales people, LSP's and clients on a daily basis (...for longer than I want to remember)

2009: CLIENTS, LANGUAGE SERVICE PROVIDERS & OUTSOURCING MODEL

Given the challenging economic times, companies** are looking to minimize risks, cut overhead and lower production costs. Many companies have hiring freezes or layoffs. Very few companies are looking to lower sales revenue, however, so when there is a need to sell their products outside the US, companies still often turn to outsourcing their work to Language Service Providers.

To have a reliable, stable LSP as a business partner during these lean economic times is invaluable to many companies. The client is able to outsource the work confidently, continue to sell globally and not add to payroll and direct overhead costs. Considering that many larger technology companies such as Microsoft, Oracle and Parametric Technology, for example, derive from 30%-60% of their revenue from international sales—stable, competent LSP's are essential.

2009: LANGUAGE SERVICE PROVIDERS

LSP's, like most service businesses, have been impacted by the financial downturn. The impact, however, has not been as pronounced as with many other industries such as

the financial services or construction businesses. LSP's complain that clients are squeezing margins or delaying payments.

Says Michael Kriz, CEO of Acclaro, a mid-sized LSP in New York with a reputation for technical expertise and customer satisfaction:

"Any company operating in this environment should be concerned...we began trimming expenses and taking a more cautious approach to our expansion. However, we are pleased by what we've seen so far this year and still expect to grow significantly."

By and large, most Language Service Providers have not had wholesale layoffs. Many larger vendors have had hiring freezes or performance related layoffs. But there are also some vendors that are growing and hiring.

. **Companies and Clients refers loosely to any business that has a product to sell (and to be contrasted with an LSP or external vendor which sell their translation service to these clients

Writes Andres Heuberger, CEO of Foreign Exchange, an LSP specialized in Life Science's translation—Pharma and medical devices, "So far, Foreign Exchange Translations has been unaffected by the current recession. In fact, 2009 will be our best year ever."

Who are LSP's hiring predominantly in 2009-- sales people.

There appear to be a few compelling reasons to continue to hire Sales/Business Development Managers (BDMs)* during a financial downturn. Good sales people generate revenue. Good sales people can generate revenue despite an economic downturn. For LSP's to survive and grow during this economic slump, it is essential to have a strong, productive sales force.

BDM'S AT LSP'S: HOME RUN HITTERS

Sales people, like home run hitters on a baseball team, often have a large impact on the success of the organization and are compensated accordingly. In some US vendors, a very successful sales person, in a given year, may earn more than upper management and even the CEO. Good Sales people in the US are viewed as the life blood of a successful LSP. They can take a small, mediocre company and grow revenue dramatically.

Companies like Translations.com make a concerted, ongoing effort to train, monitor and improve their sales people and account managers. Part of monitoring the sales team include tracking and evaluating daily and weekly client calls, company visits and pipeline

growth. European LSP's, on the other hand, often focus, value and train people on the production side and view their contribution as most important to the organization.

This accounts, in part, for some of the difficulties US sales people encounter when working for a European vendor. They do not get the immediate response from production that they need to gain credibility with their client. Some US Sales people complain that they are treated like the tail trying to wag the dog (or fill in another anatomical part with a horse).

This brings us to an important point, matching the right profile of the BDM to the Language Service Provider. LSP's come in all shapes, sizes and locations. Even when two Translation vendors appear similar in size and shape, their needs may differ greatly because their strategic vision, specialization, culture and growth plan are different.

Mark Flanagan, International Sales Manager at VistaTEC, a successful vendor, headquartered in Ireland, writes, "When hiring new sales people, VistaTEC value honesty and integrity above all else..."

* For the purpose of this article, the terms Sales people or Business Development Managers will be used interchangeably

So let us look at a few different scenarios and evaluate the sales profile that may be a best fit.

MATCHING THE BDM WITH THE LSP

For the sake of discussion, let us provide some broad parameters that might fit many Language Service Providers. We will then make a case for a specific BDM profile.

#1 SCENARIO

Take an LSP that does between 8-20 million in annual revenue. They are headquartered in a major city in either the US or Europe. They specialize in one or two verticals such as software localization or life sciences. Their production facilities in Asia or South America are running well and built to expand. Project sizes range from 50K-250K. They would like to grow aggressively in the next few years. They have small satellite offices throughout the US. Sometimes these are one person virtual offices.

They would like to hire 1-2 sales people in the US. What profile would be a best fit for this scenario?

1 SALES PROFILE—FAILURE

The LSP in Scenario #1 is not set-up to monitor or supervise carefully the sales person in these remote Satellite offices. The sales person will be without local production support. Yet the vendor is looking to grow aggressively and land complex, expensive projects. My suggestion is to hire an experienced sales person who has had many failures. Let me explain.

Until you have failed miserably on a translation project with a client, you do not proceed carefully enough with the proposal, quoting and selling of your services. Or as a High School teacher of mine once said, "You are not a good driver until you get in an accident." To drive a car means you have the potential to damage, injure or kill yourself or others. Until you understand the depth of responsibility involved in driving a car, you do not drive carefully enough. By the same token, until you understand the complexity and responsibility of a fixed bid translation project, you do not sell carefully enough.

Examples of project 'failures' may be as simple as leaving out a '0' in the proposal and agreeing to \$1000 rather than \$10,000 for a line item leading to a loss of revenue on a \$25K project. Or the 'failure' may be a huge one, like late delivery to a client because you underestimated the complexity and time to complete the off-site testing of 15 languages. Late delivery caused delays to the client release. Your company then lost a million dollar per year Fortune 100 client.

For each failure, the sales person learns invaluable lessons. One thing is certain, next time a similar project is presented, the sales person will address these issues up front. A senior sales person with five plus years experience of working on large projects, will have experienced 'mistakes' in all phases of an engagement: glossary issues, TM compatibility, testing procedures, quoting errors, padding delivery dates etc.

This experienced Business Development Manager, in their virtual office, can then act like an 'army of one'. They are able to land large, complex projects. They can advise the client on pitfalls of certain approaches, coach their LSP on potential production challenges and tweak

the proposal accordingly. The end result, a successfully completed project and all parties are happy. The sales person can continue to close these deals with the confidence a seasoned driver navigates rush hour—proceeding carefully, slowly and with experience. This experienced BDM is a good strategic match for the mid-sized LSP looking to grow aggressively through small satellite offices.

SCENARIO #2

LSP does over \$200 million in annual revenue. Headquartered in the US or Europe and house a large, centralized sales and production staff. Production and sales processes are compartmentalized and streamlined. Each individual does a specific task and no one wears 'multiple hats'. Project sizes range from \$50K to \$1 million. Strategy is to grow conservatively during the economic downturn. Sales process is closely monitored, and sales people get bonuses based on number of daily calls, company visits, size of the pipeline and attendance. Looking to hire 1-2 sales people for prospecting new accounts.

#2 SALES PROFILE—INEXPERIENCE

In the second scenario, this is an example where inexperience may be a virtue. A senior sales person would not fit in. There are no 'armies of one'. Once you get a lead in-house, another team will follow-up to engage the client on the specifics of their requirements. An experienced sales person does not get to leverage all their knowledge. You are required to generate leads by making multiple calls, showing enthusiasm, selling the company tag line and handing off all leads.

Mark Homnack, CEO and founder of Simultrans, a West Coast LSP of 25 years, one of the oldest localization services companies in the country writes that he often hires recent graduates in sales roles:

We are very focused on metrics such as orders and other activity accomplishment... Essential qualities of a successful account manager include the abilities to prioritize, manage time, learn quickly, communicate well, be technical, and of course, close orders despite a tough economy.

In this sales role, the person will need to expend a lot of energy. You make as many calls as you can on a daily basis, promote all the services your company offers and generate as many leads as possible. A new driver, not afraid to go fast, may be best suited for this role. The job requires you play a distinct role and success is measured by detailed metrics not experience and creativity. So a sales person who is relatively new to the field, has energy, discipline and enthusiasm may do best in a role that is clearly defined by the vendor.

CONCLUSION

The job of a sales person at a Language Solutions Provider can be quite challenging and rewarding. The needs of the LSP and the profile of the BDM may vary from place to place. But sales success, from any angle, is of great value, especially during these lean economic times. So if you are a skilled sales person at an LSP, you are still quite marketable, despite market conditions.

AUTHOR BIO

Michael Klinger currently runs a Globalization staffing company, Anzu Global www.anzuglobal.com. He works with clients, vendors and candidates worldwide. Prior to this, he was Managing Director of the Globalization Practice at Comsys. He has managed localization outsourcing services and globalization staffing services for over fifteen years. He can be reached at mklinger@anzuglobal.com



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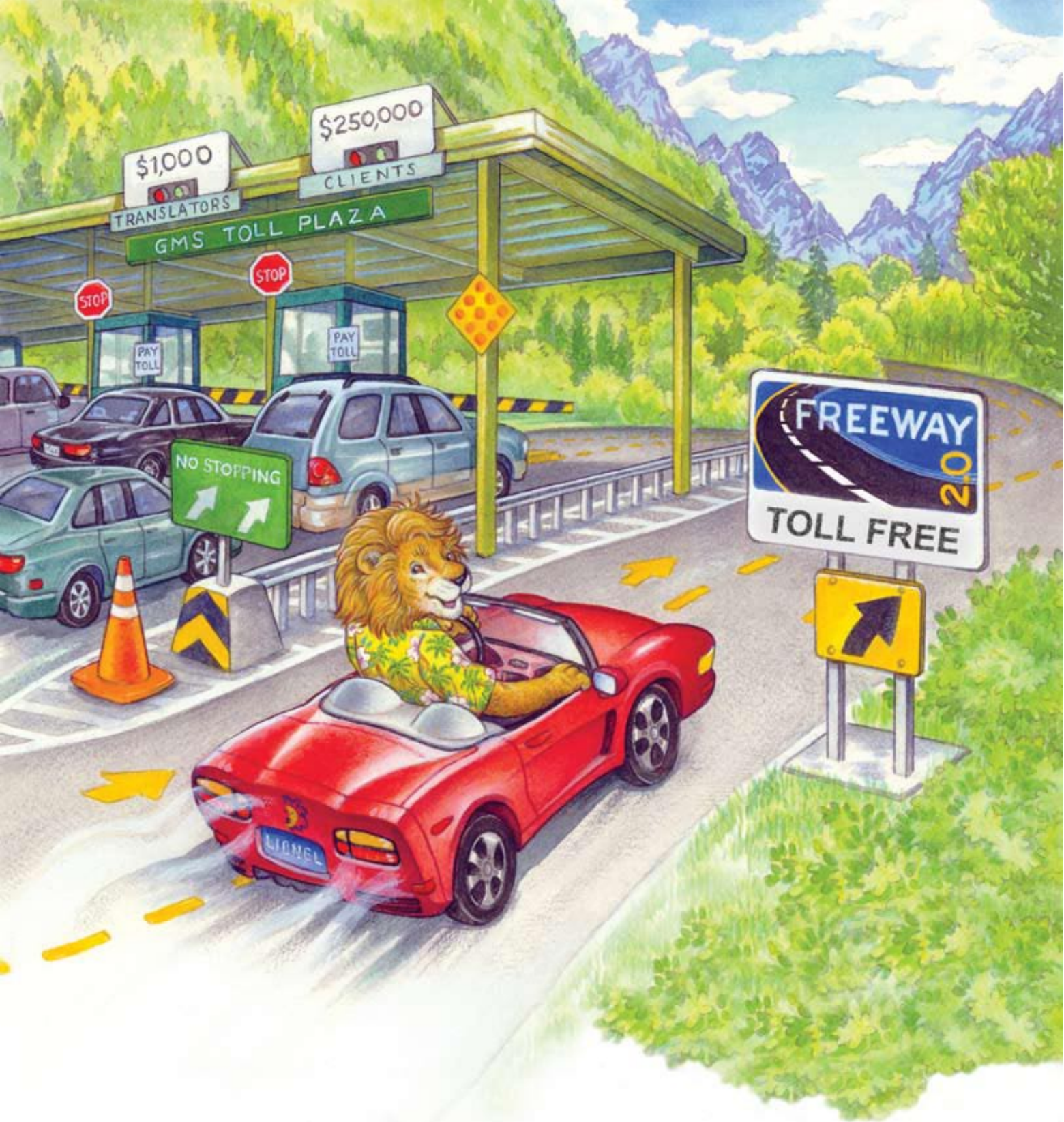
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companies to watch

finding success *in the face of a global economic downturn*

By
Rebecca Lowery
R L Translations

It is a fact of life as we progress through the 21st Century that more and more people are using the internet to purchase products or services. As a result, businesses must consider that this opens up potential sales channels to many thousands, even millions, more customers on an international scale. This is particularly good news in an economic downturn. Firstly it means that there are more commercial marketplace opportunities but primarily because currency exchange rates are fluctuating. Thus international customers may be looking to other countries to buy products or services as there is the potential to get more for their money.

In the last year R L Translations has seen its turnover increase by around 20%. Much of this can be attributed to the company's growing team of worldwide multilingual specialists. However, the falling value of the pound against the euro is also having a positive effect on the business's growth as more Europe-based clients seek to use British experts in order to get better accuracy and experience and also value for money.

The general principle is that the language of selling is the language of the customer. As the former German Chancellor, Willy Brandt, put it: "If I'm selling to you, I speak your language. If I'm buying, dann müssen Sie Deutsch sprechen". A customer won't purchase your product or service if they can't understand it. Even fluent speakers of a second language are often more comfortable using their own native language.



The potential benefits of translating a website are enormous. Website translation can be a very cost-effective means of targeting international markets. Websites that are written in a single language are at an immediate competitive disadvantage as they are automatically targeting a much smaller audience. For a company selling a relatively simple product with little product documentation, costs may be limited to translation of the company website and search engine optimisation. With very little outlay, the company could target millions of potential new customers in overseas markets.

Your website is often the first point of contact for a customer. Translating the content for international customers helps to build relationships with the customer. Any experience you have of dealing in a specific international market should be mentioned as this also helps to build

"IF I'M SELLING TO YOU, I SPEAK YOUR LANGUAGE. IF I'M BUYING, DANN MÜSSEN SIE DEUTSCH SPRECHEN"

trust and confidence and shows that you know customer expectations in that market.

Some facts to consider: -

- Web users are four times more likely to purchase from a site that communicates in the customer's language (according to www.idc.com).
- Over 70% of web users speak a native language other than English (according to www.internetworld-stats.com).
- Visitors stay for twice as long, if a website is in their own language (Forrester Research).
- More than 50% of queries on Google are submitted in languages other than English

There are many agencies offering similar services to R L Translations, such as specialist translation, interpretation and desktop publishing. But how do you know which is the best one for your business? R L Translations operates worldwide and we have a bank of over 1000 translators available- this is vital for the people we work with on a daily basis.

I personally specialise in the translation of legal and technical documents from French to English but my team offers- as well as the main European languages- less common languages such as Afrikaans, Bengali, Swahili, Tamil, Punjabi, Hindi, Gujarati, Arabic, Chinese and Malay. We're currently working with solicitors, local government organisations, engineering and manufacturing companies, property developers, telecommunications companies and marketing companies.

This is my advice for finding the best agency to suit your translations needs: -

- Make sure the agency can handle the format of your web content including any text within graphics that may need to be translated.
- You need to decide whether to translate the whole website, which will be more costly, or to just translate part of it. For example, one option would be to create microsites in separate languages.
- The language used in website content is often quite creative but not all translators can write in this style. Make sure that the agency will use a mother-tongue translator (native speaker) with experience of website translation and localisation.
- Websites have to be localised too to make them suitable for the target market and culture in question. For instance, currencies, measurements and telephone numbers may be displayed differently depending on the country. Certain colours or images may be offensive in certain countries. These are crucial facts to consider.

- Does the translation agency also offer search engine optimisation as there's no point in having a website that can't be found? Make sure the translation of your site will include any hidden fields used by search engines. These include META description and keyword tags as well as other fields that are used by search engines and users which are often overlooked, such as page titles, other titles and image alt attributes.
- You'll need to decide how you are going to host the foreign language versions of your website, for example, will you simply extend your existing site or will you purchase a domain name in the foreign country in question (i.e. ".fr" web address for France instead of ".co.uk"). You'll also need to decide how you want to generate enquiries- by email or telephone (remember that telephone may not be such a good idea if there's no one in the company that speaks the relevant language). Think about how you want the languages to be displayed (i.e. use flags, a world map, or just a list of words). It is also important that your Terms and Conditions of Sale are translated.
- Be aware that there may be design issues with your site. Some languages need more space than others, others need less space so you need to be able to handle space appropriately and make sure that the content in the foreign language fits in with the rest of the page. For example, some languages use left to right reading text and many languages have particular rules on hyphenation which need to be applied if a word is split on a page.
- Finally, don't use machine translation to translate your website. Machine translation is progressing and it can be quite useful if you just need to know the gist of what something says but it is not professional or accurate enough to translate your website. You want to drive traffic to your site because of your quality product or service, not because your website is a laughing stock.

AUTHOR BIO

Rebecca Lowery runs R L Translations, in Dudley, West Midlands, specialising in translation, interpretation and desktop publishing for a range of companies, private individuals and multinational organisations. Since the start of the economic downturn in 2008, Rebecca has seen her business increase as more people require her specialist legal and technical multilingual services. Here, Rebecca explains why being able to offer a multilingual website is crucial for the development of a company, especially during difficult economic times.



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10 Irresistible Potholes

Writers find on the Road to Globalization -Part 1

By

Mike Dillinger, PhD*,

Translation Optimization Partners

Optimizing the translation process has two basic components: improving the writers' source texts and improving the translators' process. For the moment, we'll focus on the writer's job.

Dear Translator: Please remember that most writers never had any training at all about translation and usually know one lonely language. Many of them can only rely on the limited writing advice that they got in school. They're never aware of how they can make life hellish for translators and for international readers. So, don't blame them; help them out. Pass this list on to them and discuss it until they understand.

Dear Writer: Become a hero among your company's translators. Every improvement you make is multiplied by the number of grateful translators you help. This list is for you.

What follows is the first half of the list. The second half - in the next issue - pinpoints more and more detailed problems.

POTHOLE #1. Thinking that your original source text is the final product.

Translation takes a long time, so it is very important to budget enough time for converting files, translation itself, desktop publishing, re-doing screenshots, interface localization, etc. "Express" translations are done with shorter-than-usual deadlines and cost two or three times more than regularly scheduled translation jobs. We've come across translation vendors who very happily report that the majority of their work is from writers who couldn't

get their schedules organized. Writers who are pressed for time also hit many more of the potholes listed below and that makes translation even bumpier than usual.

Similar problems show up when we use MT to speed up translation. Shorter deadlines mean that there's less time available to tweak the MT engine for a given job. So, in this case MT makes more mistakes and requires more time for editing.

Remember that your final product is the full set of documents, in the source language and in all of the target languages.

POTHOLE #2. Assuming that your files will work everywhere.

Translators are generally well organized folks and focus on optimizing their efforts. So, the first thing they do is take your original files and run them through translation memory (TM) software to see if any of your sentences were translated before. That's easier said than done. If your files are in some FrameMaker, Word, or other proprietary format (i.e., not an open standard like HTML or XML) then translators will have to convert them. According to Murphy's Law, your specific version of the authoring software will not be completely compatible with the specific version of the translators' TM software. So, translators have to check and fix your converted files by hand, one by one. Remember those extra line breaks that you added to improve the formatting? Well, they really interfere with converting your files. The translators will charge you for all that unpleasant work by the hour, often for each language - on top of the price for translation itself.

Using the wrong file formats will make translation slower, more expensive, and more error-prone. And this is work that the translators will have to do all over, again and again, for the next versions of your documents.

POTHOLE #3. Using screenshots for eye candy.

Many translators specialize in translating manuals for software products, which often contain lots of screenshots. And the screenshots look really nice. But screenshots are very difficult to translate! For one thing, it's hard for translators to figure out exactly how to see the same exact screen so they can take a new screenshot in the target language. This is doubly true for error messages, which are hard to produce on demand in any language. Often, localization of the software itself hasn't even been finished yet (usually, a different team is working on that) so the translators working on the manuals don't have the target-language product in front of them. Sometimes they have to edit the image by hand to cut and paste and draw in the translated words - even if the words have nothing to do with what the screenshot is supposed to illustrate. So, the translators have to painstakingly re-create your screenshots by hand, one by one. They'll charge you for that by the hour, for each language - on top of the price for translation itself.

Think again: do you really need all those screenshots? Using too many screenshots will make translation slower, more expensive, and more error-prone.

POTHOLE #4. Thinking that your page layout will look the same in every language.

Translations in many European languages take up about 20% more space on the page and some Asian languages take up less space than English. If writers don't leave a lot of white space in the original, then the translators have problems. If translated content spills over to another page, then either the layout has to be re-done by hand for each language, or the pages have to be re-numbered (everywhere!), or both. Once again, translators will charge you for that by the hour, for each language - on top of the price for translation itself. And this is work that they'll have to do all over, again and again, for the next versions of your documents.

POTHOLE #5. Trying to make your writing "interesting".

In high school, our English teachers wanted us to produce more "interesting" writing. They wanted us to use different kinds of sentences, phrase things in different ways, and even play with words. And this is how we've seen writing taught in other languages, too. This is a fine approach for producing literature that native speakers will read.

However, this approach makes life very difficult for translators, in two different ways. On the one hand, translators usually read English as a second language, so they don't know as many of the nuances as a professional writer does. That means that the translators sometimes think that different phrasing has different meaning and they often have to sweat to render the (probably unimportant) difference in the target language. On the other hand, phrasing the same information in different ways means that you also have to pay for it several times. Remember the TM software we mentioned above? If you stick to the same phrasing for the same information, the software will see that and you'll get the second and later translations of that information (almost) for free.

Similar things happen with machine translation. MT can translate many kinds of sentences very well. However, Murphy's Law strikes when writers use varied phrasing: it's much more likely that they'll produce sentence types that machine translation simply can't handle. That in turn means more editing effort and longer delays in translation.

Translating technical information about an unfamiliar product is a big challenge and an even bigger responsibility. There are several easy things that writers can do to simplify things, and the writers who do them will bask in the glory of translators' undying gratitude. More potholes are ahead in part 2.

*Thanks to my consulting partner, Laurie Gerber, for the great title and for many suggestions.



by
Sharan Hildebrand,
Vice President
New Business Development, Symbio Group

A Case for Distributed Agile Software Development

“Efficiency is doing better what is already being done”
– Peter Drucker

When it comes to software development, there are many schools of thought regarding the best approaches and methods to follow. Whether reengineering code for globalization or creating a new product from scratch, in today's competitive environments, the path for development journey should provide the greatest efficiency to maximize productivity. While an organization's de facto development standard may be linear (Waterfall) or iterative (Agile/RAD), or solely focus on on-shore or off-shore, or even combine the two, the next project may require a different approach given the volatile backdrop of today's business landscape.

Sample Project Background: As an IT director, managing a project that has a budget but has not started, you're aware of the many initiatives being derailed due to budget cuts. You need to present a case to your executive team because any spending now requires approval down to the penny. And, your plan needs to include a strong ROI and failsafe approach. By delivering everything in the project's scope including legacy code migration and code re-engineering, the product can be marketed and distributed globally, expanding your organization's customer base from local to worldwide.

Project Challenge: To meet the basic goals of “on time and within budget” a Waterfall approach to software development may put delivery deadlines at risk. You're reminded of the delivery challenges the last two projects brought you, when critical features were missed during

testing, requiring the team to re-engineer the code and delay delivery. Increasing the team size could address delivery challenges but will increase resource costs. An offshore model can lower resource costs, but it still does not provide the assurance that the product will be fully operational and internationalized within the budgeted timeframe. A “best of breed” approach that provides timely delivery and allows you to easily manage costs is required.

Project Solution-Part 1: Under consideration is a new methodology, called Agile methodology, that enables quicker software development and more flexibility, including:

Segments of production-ready code can be available within the first few weeks of the project, making it easy to demonstrate ROI

Daily communication using feedback loops can control unforeseeable events during the development process and keep them from surfacing at the end of the project

Change orders are easily addressed with an iterative approach, and constant attention is given to each phase of the project

This “high touch” approach to software development can provide increased visibility to the state of software development projects. For example, instead of waiting

until month six of a 12-month Waterfall project to begin the testing phase, with an Agile approach, testing can be completed in six months. Specifically, 5-6 development tests, and production cycles can be completed at the six month mark, delivering production-ready software at the end of each cycle. With this Agile approach, problems and concerns regarding the development of the application can surface earlier in the development cycle, allowing them to be addressed in a more efficient and cost-effective manner.

Project Solution-Part 2: Deciding on a new methodology is the first step, but may not completely address your project cost concerns. Offshore resources are often required to manage costs, but how do you establish a “best of breed” approach? While traditional Agile does not lend itself to a distributed model (on-site collaboration, paired programming, daily standup calls) - the main parts of its manifesto are perfect for offshore work.

Challenges with offshore development can include issues such as time zones, communication and/or language barriers, embracement of your corporate culture and overall team alignment. A closer look at the principles of Agile demonstrates how a “hybrid” of this approach can address these issues:

Daily communication among team members

With video and teleconferencing, offshore teams provide updates on a daily basis. While calls are often scheduled earlier or later in the day, the tradeoff is a collaborative experience not available in traditional offshore models.

Progress measured with working software and regular attention to design excellence

The offshore team should have a dedicated room which is only used for its Agile project - story cards and boards can track the project’s progress, calling attention to lagging tasks. With online tools and story boards, the client

can have access to the project’s software development status, providing higher confidence levels.

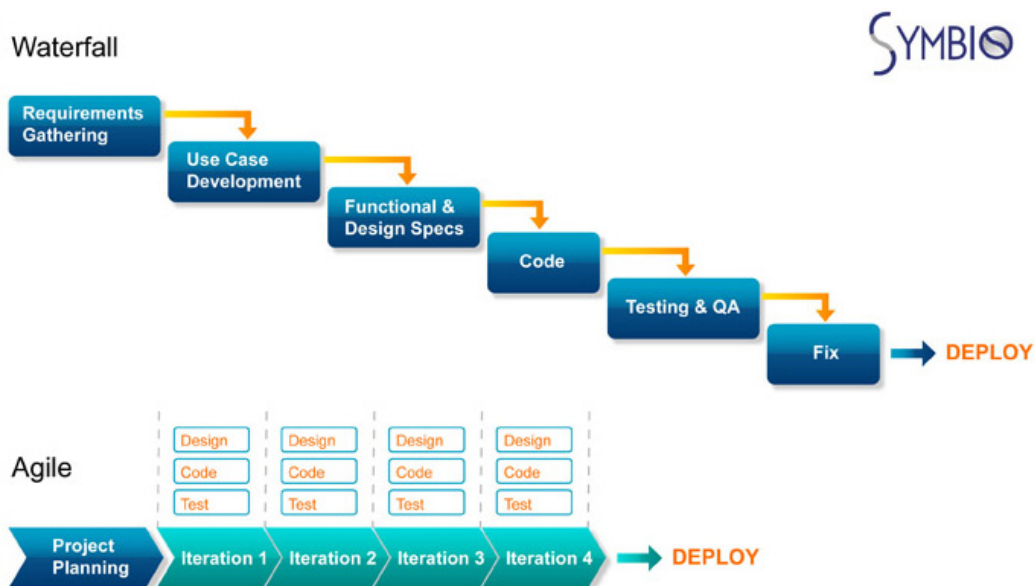
Continuous delivery of software in a timely manner

If the time commitment can be managed, the payoff from product demonstrations and iteration planning sessions will be significant as milestones are achieved and celebrated together - even though teams are thousands of miles apart. These experiences will motivate and draw teams closer together.

Ultimately, the best choice for a software development project is the one that provides the greatest return on investment. A distributed Agile approach creates an environment that is collaborative and filled with accountability because issues become immediately visible and can be addressed long before a project’s production phase. If efficiency is “doing better what is already being done,” why not explore ways to reduce development costs and improve delivery capabilities? Combining the concepts of Agile, with an offshore model, deliver an effective and efficient use of time and dollars.

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