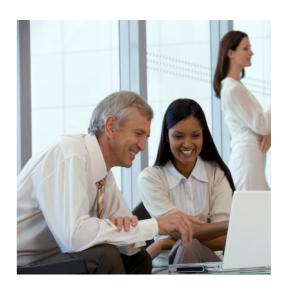
Why the delivery approach matters for IT initiatives

Value-added delivery

The world is changing. The combination of rising technology change and the impact of economic uncertainty have altered how businesses utilize third-party IT service providers. But the demands of business remain the same. Vendors must offer speed-to-value, business and technical insight, optimal cost, and reduced risk with predictable, high-quality results.

Avanade's delivery approach bridges the gap between these business needs and realizing results, through effective and consistent use of our delivery methods and tools, and the innovation of our vibrant global delivery network. We call this The Avanade Delivery Model.





In today's rapidly changing business environment, the right delivery approach matters

A decade ago, the IT business landscape was dramatically different. With many companies hustling to move their development teams offshore, projects revolved around technical infrastructure and business systems.

In today's economic environment, companies are looking for new levels of innovation from service providers and systems integrators. There is a greater focus on cost and expertise, as well as the need for a proven, flexible delivery approach that adds value.

Firms also want to take advantage of technology developments and adopt new business models. They want an organization that can truly deliver on its promises; a partner that can help keep pace with the ever-accelerating rate of change and work with them to navigate toward what is best for the future of their company.

To stay at the forefront, business and IT executives need to understand the problem in order to identify the right solution and make investments that impact the bottom line.

Raising the bar

To meet the challenges of today, service providers must "raise the bar" and focus on delivering measurable business results. They must be innovative in reducing the Total Cost of Ownership for customers, offering:

- Speed-to-value—to beat the competition
- Powerful business and technical insight—to develop a solution that truly meets customer needs
- Reduced risk and predictable results—to protect business and IT investments
- Optimal cost—to support ongoing growth



The Avanade Delivery Model

Avanade understands these business imperatives and offers new levels of innovation combined with a unique delivery approach

Embracing a consistent delivery model while offering flexible deployment options – on-premise, cloud-based, or outsourced—allows us to meet our customers' business needs wherever they operate.

We leverage our industry-leading Microsoft experience, global skill base, proven methods and robust tools, and comprehensive suite of assets (ranging from reference architectures to automation and migration tools) to deliver innovative Microsoft solutions with value and speed.

Collectively, we refer to this approach as **The Avanade Delivery Model**.

Our focus on delivering enterprise solutions means serving our customers with purpose while generating new ideas and innovation. The Avanade Delivery Model helps us combine deep Microsoft technology expertise with insights into how technology impacts people and processes. This means our customers achieve their business outcomes with speed, agility, and certainty.

John-Paul Edwards Vice President of Global Delivery, Avanade

Selecting the best delivery approach for your project and business environment

Two common approaches to delivering IT solutions are traditional and agile. Each has distinct strengths and weaknesses depending on project scope and solution type.

Traditional approach

Traditional development lays out clear stages and emphasizes the up-front definition of requirements. This eases planning and supports management of delivery risk, especially if there is a significant outsourcing or offshore component of delivery. Traditional:

- Works well, particularly in stable environments
- Is appropriate for many large-scale projects and programs
- · Has clearly defined end points
- Is controlled and rigorous

Yet, many projects evolve requirements throughout the lifecycle—driven by a clearer understanding of business needs as the project progresses. This leads to some challenges with the traditional approach, because it is:

- · Slow and difficult to accelerate
- Dependent on completion of key milestones to advance the project
- Challenging to change course if business needs shift

Agile approach

Agile development is a highly iterative, incremental process whereby dedicated customer and project teams work collaboratively to evolve business process designs. These business requirements generally have a limited view of the end point, whereas in traditional development, the end point is clearly defined.

A key advantage of agile is the ability to deliver business benefits through working software much earlier than with traditional, albeit typically in smaller, more focused segments. Agile can be characterized as:

- Best developed in short increments
- Requires significant customer involvement working hand-in-hand with developers
- Appropriate for highly experienced teams who can work together seamlessly
- Evolves through iteration and constant refactoring
- Provides minimal documentation beyond the code

Which approach is right?

Traditional approaches are excellent when the business goals and solution are clear, but do not support incremental delivery, quick wins or the early realization of benefits.

In many cases, the project costs are incurred up front while the benefits are back-end loaded.

On the other hand, agile approaches excel at providing early visualization of the end product and demonstrate tangible progress in the early stages of the lifecycle. However, in complex environments or on larger-scale projects the inherent fluidity and lack of rigor can work against production of the standardized and field-tested solutions that are required to drive cross-business improvements.

Selecting the right delivery approach is not binary. Many factors influence the decision, from system criticality and experience of the project team, to organizational culture and frequency of change.

Avanade can help. Our experience working at the forefront with Microsoft technologies has often required combining the benefits of both traditional and agile. More importantly, we take an adaptive approach that increases delivery responsiveness and predictability while maintaining agility.

Whether through a traditional or an agile approach, Avanade has a robust and proven set of methods in our library: Avanade Connected Methods (ACM) ™. This allows us to provide the best delivery approach for your project and business environment.

ACM[™] delivers speed-tovalue and reduced risk

The objective of IT-business investment is to address business issues. Quick results are needed without compromising quality.

Consider your investment as business value over time. Many traditional approaches result in delivery of projects that meet the original requirement but may fail to address business needs as the market landscape evolves. Agile projects often show early promise, but don't drive hard enough to deliver expected business value and change – a fast start that fizzles out.

Experience tells us that IT investment should translate into early benefits, albeit with greater cost and delivery certainty. The delivery approach must be adaptable to the end goal.

The Avanade Delivery Model and our library of Avanade Connected Methods provide the framework to guide multidisciplinary teams on how to achieve customer business goals with adaptability and quality.

For example, ACM for Agile promotes user story-driven development and builds in enterprise-class discipline to support today's complex projects. Our methods for custom, packaged, and infrastructure solutions also help us stay to the pace of change.

All of our methods are built on experience from thousands of projects and incorporate project management best practices.



ACM provides methods that support the most appropriate approach for delivering a specific project outcome, such as a custom .NET solution, a Dynamics AX® or CRM business process, or a collaboration solution using SharePoint®.

Our delivery model together with ACM allows for incremental delivery within a controlled development environment and drives reliability and predictability across the lifecycle.

The value of ACM

- Predictability and reduced risk, bringing you certainty of outcome
- A flexible, adaptive approach for either traditional, agile, or a hybrid of the two
- High-quality, engineered Microsoft solutions with solid foundations
- Staged results with **early benefits** across the entire project lifecycle

Overcoming common IT issues via integrated delivery tools

Consulting best practices and methods are only part of the answer. Any IT or software project faces challenging issues that cannot be resolved through process alone:

- Lack of visibility into true project status. This is primarily a project management issue that may also involve the inability to enforce responsibility, stakeholder involvement, and transition points.
- Ineffective team communication. Coordinating efforts across functional, geographic, and organizational boundaries is no easy task.
- Balancing business demands with project risk. Poorly defined and changing requirements or unclear business objectives increase risk.
- Unpredictable delivery times and low quality. Balancing quality, business requirements, budget, and schedule is quite difficult.

The Avanade Delivery Model addresses these issues by integrating ACM™ with the right tools

Avanade's use of delivery tools and development accelerators, based on Microsoft Visual Studio[®] and Team Foundation Server, helps us manage software development and IT initiatives by automating much of the process from end to end. We also integrate guidance from the steps of ACM, using leading-edge Application Lifecycle Management.

Our teams use the latest versions of Visual Studio to support the project lifecycle, and Team Foundation Server as a centralized repository for project artifacts such as work items, workflow and status, requirements and design documents, source code with versioning, defect management, and test and build metrics.

The result is full traceability across the lifecycle from requirements to implementation.

By integrating our robust methods with tools we can achieve compelling **results**:

- Tighter collaboration between project and IT teams—better alignment of the solution with the business.
- Traceability across the lifecycle, which promotes visibility.
- Improved project management, through a unified view of project reporting and tracking.
- High quality so the final solution meets the business requirements and service standards.
- Quicker time-to-market due to enhanced efficiency and productivity.
- More flexibility to build and adapt the solution to support potential changing business requirements.



We want to express our appreciation for the high level of quality with which Avanade approached our warehouse automation project. Its careful preparation, strict execution, relentless testing and swift implementation contributed in a great deal to the successful delivery of this strategic investment at McThree Industries.

Luc Ghyselinck Logistics and Planning Manager, McThree Industries

Avanade people offer powerful business and technical insight across the world

The Avanade Delivery Model is underpinned by our **Global Delivery Network**: our people. We have more than 18 dedicated delivery centers across the globe offering a variety of services and deployment options.

Why a global capability makes sense

Businesses are focusing more and more on using IT and optimized business processes to gain competitive advantage. One way to achieve this end is to standardize delivery regardless of location, for increased productivity, economy of scale and quality—while reducing cost.

Avanade, a leader in the industrialization of Microsoft solutions, is taking it a step further with our Global Delivery Network.

This network spans more than 20 countries worldwide; each location equipped with the most advanced and secure IT infrastructure in the industry today. Every delivery center is continuously linked throughout the network to ensure business continuity regardless of the political or economic climate of any given country.

Most importantly, the common methods, tools, and architectures of The Avanade Delivery Model unify these centers and the 16,000 professionals who run them as a productive and collaborative unit.

This allows our customers to source the right skills and services at the right price, wherever they operate.

Our Global Delivery Network helps our customers improve productivity, increase business value, mitigate risk and lower the cost of delivery.

Avanade offers the flexibility and scale of a global workforce with the consistency and collaboration of a local team:

- Exclusive Microsoft focus –
 everything we do (training, processes, tools) is focused on Microsoft
 delivery. Microsoft is our passion and our proven expertise.
- Avanade's delivery assets and solutions - Our collection of solutions underpinned by unique methods, tools and accelerators are designed for enterprise scale deployments.
- Flexible engagement options -Customers benefit from our global presence, whatever their budget and go-to-market needs.
- Our people The best and the brightest on the Microsoft platform.



Why Avanade? Align your investment to business value

So, why does the delivery approach matter? Because you need solutions to business problems quickly and at scale. And you want a service provider that delivers business value with consistency and flexibility.

Through **The Avanade Delivery Model** and our skilled people, we are able to increase our delivery responsiveness to cater to today's ever-changing business environment.

- Speed-to-value: We help you see results quickly by investing in reusable assets and collaboration technologies. This brings the collective knowledge of our global workforce to your front door.
- Powerful business and technical insight: Our project teams bring you hands-on expertise in implementing innovative Microsoft solutions. We apply that experience to your specific business needs.
- Optimal cost: The efficiency and scale of our Global Delivery Network combined with our use of streamlined methods and tools helps us deliver solutions at the optimal price point.
- Reduced risk and predictable results: Our people use a consistent global approach with built-in quality assurance mechanisms, for greater confidence and 'no surprises'.

Avanade has been very, very clever. We knew they could reach a result on time and on budget. Now we have a fine solution for our business.

Palle Mogensen Project Manager, ServiceGruppen



The net result of The Avanade Delivery Model is stronger connections between project goals, investment priorities and business needs.

Working with you

What allows us to deliver consistent results is the powerful combination of our people, our collaborative culture, and our proven delivery methods and tools. We call it The Avanade Delivery Model. It's the way we work with you to assure your success.

The people of Avanade

You'll find that three traits distinguish our people.

A passion for technology. That passion is highlighted by our unparalleled Microsoft expertise. With 18,000+ Microsoft certifications across our talent pool, we are the best in the business on Microsoft platforms and applications.

Real-world expertise. Our consultants are well-versed in the needs of different industries. And our vast experience has given us a deep understanding of how technology impacts people and processes.

Pride in our helpfulness. We know the best consultants are also the best listeners. So we make certain we understand your <u>vision and then</u> work with you to help you achieve it.

Collaborative culture

Collaboration is at the heart of Avanade's culture. We get results by working closely with each other, with our partners, and with our customers. We rely on our worldwide network of experts to bring the best ideas, experience and expertise to our customers. We tap the collective insight honed from thousands of successful customer implementations around the world to address the toughest challenges.

Delivery choices, proven processes, and tested tools

We are able to function as an integrated global team because our consultants share a common set of tools and training. This allows us to provide customers with a consistent experience.

Our standard delivery approach and proven processes and tools save time, reduce risk, and help keep expenses down. We've made significant investments in robust methodologies, delivery tools, and other assets that enable us to provide a consistent approach with a common "language" at every engagement. By making the most of existing assets and best practices, we help extend your budget and resources. Our flexible deployment options — on-premise, cloud-based, or outsourced — help IT leaders meet today's goals and prepare for tomorrow's opportunities.

Delivery and Solution Centers of Excellence across the globe

Avanade's Centers of Excellence bring together our best practices and skills for delivering specific solutions. These combined forces put us in a unique position to leverage our industry expertise, functional capabilities, alliances, and technology. For example, in India, the Center of Excellence is virtually interconnected across 7 locations that incubate technology innovations to produce tangible results for our customers.

We have 18 plus delivery centers across the globe, with more than 16,000 professionals, including sites in Argentina, China, India, Morocco, the Philippines, Slovakia, Mexico, and the U.S.

Our business is helping yours

Microsoft expertise. Proven innovation. Global teamwork. Unending helpfulness. The Avanade Delivery Model puts it all together to help companies around the world realize results. We'd love to help you do the same for your business.



About Avanade

Avanade provides business technology solutions and managed services that connect insight, innovation and expertise in Microsoft® technologies to help customers realize results. Our people have helped thousands of organizations in all industries improve business agility, employee productivity and customer loyalty. Additional information can be found at www.avanade.com.

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