

DAITAN WHITE PAPER

Agile Software Development in an Outsourced Environment

BEST PRACTICES FOR SUCCESSFUL OUTSOURCED AGILE SOFTWARE DEVELOPMENT

White Paper Contents

- The Demand for Agile Delivery
- Comparing Outcomes: Agile vs. Waterfall
- Best Practices for Successful Outsourced Agile Software Development

The Demand for Agile Delivery

Market pressures over the past ten years have forced companies into a faster, nimbler software release mindset. It used to be the norm that companies delivered software on 9-month delivery cycles, with 3-month integration and regression test cycles, only to find out that what was delivered at the end of that cycle was not what the customers wanted, or needed.

This is no longer tenable in today's hyper-competitive world. Today, from five to fifty software releases a year is not unusual. Now, every company is effectively becoming a digital company — whether they are themselves delivering technology as a product or service, or relying on a technology to make their business run efficiently and successfully. So the demand for fast software development time to market to maintain competitive edge is critical.

In IBM's 2013 Global CEO study¹, more than 50% of CEOs surveyed recognized that effective software development is key to achieving a competitive advantage, but only a quarter felt successful at leveraging it.

In this context, the concept of Agile development was born.

¹ IBM Global CEO Study, "[Software Innovation is a Competitive Advantage.](#)"

Agile in Outsourced Development Projects

Agile requires trust, flexibility, an absolute focus on open communications, and a willingness to embrace change during a project — not historically hallmarks of an ‘outsourcing provider’ mentality.

VersionOne’s 9th Annual State of Agile Development Survey² indicated that Agile is spreading geographically. From 2012 to 2014, the percentage of respondents who had distributed teams practicing Agile jumped from 35% to 80%.

But while distributed teams use Agile, there is a smaller percentage using Agile in outsourced development. The survey indicated that 67% of respondents are outsourcing development projects. Of these, 19% are using Agile practices to manage the majority of these outsourced projects.

Why might this be?

Perhaps because Agile requires trust, flexibility, an absolute focus on crystal clear and open communications, and a willingness to embrace change during a project. All things that have historically not been hallmarks of an ‘outsourcing provider’ mentality.

At Daitan we believe, and have shown, that Agile can be very successfully embraced in an outsourced software development relationship. And that there are enormous benefits that can result in terms of customer and product success.

This White Paper attempts to define some of the best practices we have learned in making Agile software development successful as an outsource vendor, and how we build Agile-centered relationships with our clients.

² 9th Annual State of Agile Development Survey, VersionOne, 2015

“The Agile movement is not anti-methodology, in fact many of us want to restore credibility to the word methodology. We want to restore a balance. We embrace modeling, but not in order to file some diagram in a dusty corporate repository. We embrace documentation, but not hundreds of pages of never-maintained and rarely-used tomes. We plan, but recognize the limits of planning in a turbulent environment. Those who would brand proponents of XP or SCRUM or any of the other Agile Methodologies as ‘hackers’ are ignorant of both the methodologies and the original definition of the term hacker.

– JIM HIGHSMITH, HISTORY: THE AGILE MANIFESTO

The Agile Manifesto

“We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions: Self-organization and motivation are important, as are interactions like co-location and pair programming.

Working software: Working software is more useful and welcome than just presenting documents to clients in meetings.

Customer collaboration: Requirements cannot be fully collected at the beginning of the software development cycle, therefore continuous customer or stakeholder involvement is very important.

Responding to change: Agile methods are focused on quick responses to change and continuous development.

The Agile Manifesto is based on twelve principles:

1. Customer satisfaction by early and continuous delivery of valuable software
2. Welcome changing requirements, even in late development
3. Working software is delivered frequently (weeks rather than months)
4. Close, daily cooperation between business people and developers
5. Projects are built around motivated individuals, who should be trusted
6. Face-to-face conversation is the best form of communication (co-location)
7. Working software is the principal measure of progress
8. Sustainable development, able to maintain a constant pace
9. Continuous attention to technical excellence and good design
10. Simplicity—the art of maximizing the amount of work not done—is essential
11. Self-organizing teams
12. Regular adaptation to changing circumstance

Comparing outcomes: Agile vs Waterfall

Any discussion of Agile frequently begins with a discussion of the ‘framework’ used to manage the project. A project can be Agile and use no framework. It can be Agile and use a lightweight framework. It can be Agile and use a full-blown framework such as Scrum or XP.

At Daitan, we adopt —and adapt — the framework to suit the project, and the client. Our teams are managed and staffed by Developers who are trained and experienced in Agile methodology, as well as in Scrum, Waterfall, XP and more. Our projects use the process framework we consider best suited to the project and the client team. But whatever the project, and whatever the adopted process, some element of the Agile mindset is always brought to bear.

The benefits of Agile in time to market and project outcome have been documented. The Standish Group has been studying the state of the software development industry since 1994 and releasing the results of those studies every year since then, in its annual CHAOS Report³.

In the report released in 2015, the group studied 50,000 projects around the world, ranging in size from small to massive. This year, they saw that project outcomes continued the previously observed trend: the smaller the project, the higher likelihood of success. (‘Success’ by their definition is a project delivered on time, within budget, and with the specified and expected feature set.)

The Standish Group also saw that when specifically comparing all projects by whether they followed Agile or Waterfall methods, they saw Agile projects were successful 39% of the time, compared to 11% of the time with Waterfall. The failure rate was similarly disparate. Agile projects failed in 9% of instances, compared to Waterfall projects failing in 29% of instances.

3 <https://www.standishgroup.com/>

CHAOS RESOLUTION BY PROJECT SIZE

	SUCCESSFUL	CHALLENGED	FAILED
Grand	2%	7%	17%
Large	6%	17%	24%
Medium	9%	26%	31%
Moderate	21%	32%	17%
Small	62%	16%	11%
TOTAL	100%	100%	100%

The resolution of all software projects by size from FY2011–2015 within the new CHAOS database.

See: *The Standish Group 2015 CHAOS Report*

CHAOS RESOLUTION BY AGILE VERSUS WATERFALL

SIZE	METHOD	SUCCESSFUL	CHALLENGED	FAILED
All Size Projects	Agile	39%	52%	9%
	Waterfall	11%	60%	29%
Large Size Projects	Agile	18%	59%	23%
	Waterfall	3%	55%	42%
Medium Size Projects	Agile	27%	62%	11%
	Waterfall	7%	68%	25%
Small Size Projects	Agile	58%	38%	4%
	Waterfall	44%	45%	11%

The resolution of all software projects from FY2011–2015 within the new CHAOS database, segmented by the agile process and waterfall method. The total number of software projects is over 10,000.

Agile projects were successful 39% of the time, compared with 11% of the time with Waterfall... Agile projects failed in 9% of instances, compared to Waterfall projects failing in 29% of instances.

– THE STANDISH REPORT

Agile and the Outsourced Software Development Market

Given the outcomes of well-implemented Agile projects, therefore, it is not surprising that decision makers in all types of organizations are looking to migrate their software development to use Agile development methodologies, if they have not already done so. And to do that, they need to expand their expertise, and team strength, in Agile methodologies.

In the December 2014 Forrester Market Overview of Agile Development Service Providers⁴, 69% of 560 surveyed decision makers expressed an interest, planned to implement, or have already implemented Agile for their custom software development. A similar majority — 63% — answered the same question in response to development of packaged software development and maintenance projects.

But there's a problem. A skill shortage. Application development and delivery leaders are struggling to expand teams to include team members with a high degree of experience in Agile development methodologies. So outsourcing software development vendors, like Daitan Group, are meeting those expectations by offering standalone Agile teams, or teams that can integrate with existing, internal Agile teams.

4 Market Overview: Agile Development Service Providers, Forrester, December 2014

Agile Adoption at Daitan

75% of Daitan's FY2015 projects are classified as Agile. The 25% that are not are typically projects where the life-cycle is highly predictable, the client is confident of the feature set and scope, and the outcome can be broken down into a known set of deliverables. These projects usually follow Waterfall processes.

Scrum Framework Adoption at Daitan

The majority of Agile projects at Daitan use a Scrum framework. Those Agile projects that do not follow Scrum are typically small (<5 person) teams where a Scrum framework is too 'heavy' a process-load. In these cases, some lighter weight process following Agile principles is adopted.

Client Process Adoption at Daitan Group

Process adoption before working with Daitan:

- 36% had a full process in place at project start
- 22% had a partial process in place at project start
- 42% had no process in place at project start

Process adoption after working with Daitan:

- 74% had a full process in place
- 15% had a partial process in place
- 11% still do not have a process in place

Clients with a process:

Of the clients who have a process in place, 68% use an Agile process. Of this group:

- Scrum preferred by 57%
- 16% use Waterfall
- Remainder prefer other approaches

At Daitan, the larger and more complex a project is, the more the Scrum framework is embraced.

Best Practices for Agile in Outsourced Software Development



BEST PRACTICE #1: EDUCATE ON AGILE, AND ENCOURAGE A ‘TOP DOWN’ AGILE MINDSET

→ Agile principle:

Customer satisfaction by early and continuous delivery of valuable software

We have learned at Daitan Group that the extent to which Agile is embraced relies on cultivating a fully Agile mindset, from a project’s executive sponsors, through client engineers and extended team members. Success increases if a project’s team members, from the top down, are educated on the benefits that result from the Agile ‘method.’

→ Agile principle:

Working software is delivered frequently (weeks rather than months)

The previously mentioned Standish CHAOS report defines executive sponsorship as: “when an executive or group of executives agrees to provide both financial and emotional backing — the executive or executives will encourage and assist in the successful completion of the project.” The report goes on to rank this executive sponsorship as one of the top ranked factors of success in a project.

→ Agile principle:

Regular adaptation to changing circumstances

Why do we see this as critical too? Because key sponsors and project decision makers need to move beyond what may appear, superficially, to be a level of uncertainty about a project. When an executive sponsor cannot get a clear answer to the reasonable question: “when will it be ready, what will the whole product look like, and what will it cost?” concerns can understandably arise. Trust must be built to overcome this. Trust that what will be delivered, both during, and at the end of a project is software that will deliver the right result: a happy customer.

When working software is delivered, at a regular cadence, in chunks that can be tested with a customer and adjusted for success, overall ROI increases.

Agile should not be confused with quick. But, when implemented correctly, it can result in a faster overall time to market for critical customer features. Appreciation of this benefit should be included as part of the education process.

We also recommend that educating the key business stakeholder is just the start. We have seen project team leaders do well when they educate the wider team on Agile methods as well — beyond just engineers. In addition to C-suite business stakeholders, is worth talking to finance, purchasing, and legal about Agile principles because those teams will all be involved to some capacity on an outsourced project, from a funding, support and facilitation standpoint. We recommend spending time with those teams helping them get to an understanding on how Agile milestones are met, so they can understand how to observe the progress and outcome, and how the relationship with the outsourced Agile team will work.

This is related to our next best practice — about trusting the Agile process, in word and deed.

Best Practices for Agile in Outsourced Software Development



BEST PRACTICE #2: TRUST THE AGILE METHOD — AND THE OUTSOURCED AGILE VENDOR — IN WORD AND IN DEED

→ Agile principle:

Projects are built around motivated individuals, who should be trusted

→ Agile principle:

Welcome changing requirements, even late in development

→ Agile principle:

Self-organizing teams

The challenge with Agile in general — whether outsourced or not — is that the business stakeholder reasonably wants to know how much a project will cost, and when it will be done. Defining cost, scope and schedule in advance has typically been the way that outsourced projects are controlled.

But with customer-facing products in particular, it is often the case that the product and engineering team — whether they are outsourced or internal — simply does not know what constitutes the final successful feature set and product in advance. The competitive market circumstances may change while a product is in development. Technology ecosystems frequently change very rapidly, requiring an adjustment of some early architectural, API or stack decision. And, customers may respond to features in ways wholly unexpected — positively or negatively — requiring further changes. Though all of these changes should result in a better product.

These are challenges when the whole, or part, of a software product's development is outsourced and there are significant costs involved.

First, the outsourcing provider is reluctant to spend valuable time and resources estimating requirements in detail in advance, knowing from experience that these requirements will change. And it is impossible to how long something it will take to develop therefore.

Second, this represents a contractual challenge. What does an Agile contract look like when a confirmed requirements spec, schedule, and cost are not available?

At Daitan, we face this challenge this by working hard to build trust. Right from the outset. In an ideal case, clients know that they have a large amount of work to do. They understand that they don't know exactly what it all entails. What they should be confident knowing is that they are hiring a proven expert Agile team, of a known size, at a predictable cost. If a project properly follows Agile principles, a client should be confident that they will be able to continuously adjust what the team is executing as the project progresses. They should never, ever, be in the dark about what the team is doing, what they have accomplished, and what they intend to do next.

Plus, a client should expect to leverage the outsourced team's expertise to educate and guide so that each feature, and the project as a whole, is successful. A client should expect the outsourced team to say 'here's how,' when a challenging technical situation arises mid-project, and to say 'no,' when a request or change or course correction is ill-advised.

If a project properly follows Agile principles, a client should be confident that they will be able to continuously adjust what the team is executing as the project progresses. They should never, ever, be in the dark about what the team is doing, what they have accomplished, and what they intend to do next.

Build trust with an initial, high level release plan

However, some level of certainty is always expected at the start of an outsourced project. At Daitan, we recommend, therefore, beginning any project with a fairly detailed plan to get to a first, working software release.

These plans should be built with the understanding that they are for budgeting purposes only. That in reality things may change during the project. And that the end result may be different based on customer response.

However, the plan should capture known technical architectural requirements. It should define the team that is needed, and their required technical expertise and experience level. At Daitan, these plans are always completed within two to four weeks, for a fixed price, and are always the first stone upon which the trust foundation is built.

Accommodate Agile in written contracts

When starting, or continuing, an outsourced relationship, the subject of written contracts should also be looked at.

There may be legacy contracts in place. And/or there may be existing contract templates, that reflect more traditional 'Waterfall' methodologies. For example, if a contract requires that the entire feature set is specified in precise detail, with performance measurements, benchmarks, and milestones, before anything can be started, this can result in executional challenges. Ideally, companies should look for ways to release those templates and contracts from any restrictions imposed by legacy Waterfall methods.

Agile requires a level of trust — in the printed document, and in the work done. When a client trusts an outsourcing partner, and vice versa, the project, and ultimately the customer, always benefits.

Agile requires a level of trust — in the printed document, and in the work done. When a client trusts an outsourcing partner, and vice versa, the project, and ultimately the customer, always benefits.

Best Practices for Agile in Outsourced Software Development Market

3

BEST PRACTICE #3: PUT THE RIGHT TOOLS IN PLACE TO FACILITATE AGILE COMMUNICATION BETWEEN THE CLIENT AND THE OUTSOURCED DEVELOPER TEAM

→ **Agile principle:**

Close daily cooperation between business people and developers

Transparent, flexible, collaborative communication is absolutely the mantra of an Agile project. Agile requires a very deep level of engagement with all team members. But this can be hard with distributed teams, whether they are outsourced or not.

→ **Agile principle:**

Face-to-face conversation is the best form of communication (co-location)

The principles of daily cooperation and face-to-face conversation can be the hardest to adhere to when the Developer Team is not only in a different location, but also in a different time zone. The communication tools chosen to facilitate therefore are critical. That becomes even more challenging when the outsource vendor works for a client organization that has special requirements for which communication tools are permitted, and which are not.

So, communication rules, and tools, should be decided early in a project, and all team members should be equipped with the agreed set. When Scrum is used, it is typically the role of the Scrum Master, or that equivalent role, who is responsible for ensuring tools are present and used.

Tools that facilitate continuous, transparent Agile communication at Daitan:

- Skype, Google Hangouts, Xoom — for meetings to allow visible participants and screensharing
- Hipchat or Slack — to allow always on, instant questions and answers, regardless of preferred, and prescribed, communication method of team members
- Google Docs — for document collaboration
- Trello or Jira — for project management

There are basics to address at the outset. When a document is shared as an email attachment, confusion and delays arise from managing different versions, with collisions of comments. Ideally, Agile-friendly cloud collaboration with tools like Google Docs for Business is the best way forward, and this is a preferred choice at Daitan. However, when a client does not permit cloud-collaboration through Google Docs or a similar service, we will resort to live group editing of a shared Microsoft Word document using screenshare. Not as ideal, but it does suffice.

At Daitan, we typically use Google Hangouts, Xoom or Skype for meetings. We always prefer people to be visible during meetings.

Services like Trello and Jira are used to ensure there's always an instant, quick understanding of the Backlog stories.

The more robust feature set of Jira is preferred when the client and project requires detailed reporting, and/or the project is large and complex. For smaller and less projects that do not require detailed reporting, the lighter weight nature of tools like Trello are excellent.

Best Practices for Agile in Outsourced Software Development Market



BEST PRACTICE #4: CHOOSE, AND ADAPT, THE AGILE PROCESS FRAMEWORK TO SUIT THE CLIENT, THE TEAM, AND THE OUTSOURCED PROJECT

→ Agile principle:

Sustainable development, able to maintain a constant pace

At the end of the day, the framework that is used to manage an Agile project is selected to suit the team and the project. At Daitan Group, the majority of our Agile projects are conducted using the Scrum framework — the most popular framework used for Agile — but we also adapt the framework to suit project size, team and client. The goal is to ensure the principles of sustainable development at a constant pace is maintained, and the team strives to keep the project as simple as possible to achieve a successful result.

→ Agile principle:

Simplicity—the art of maximizing the amount of work not done — is essential

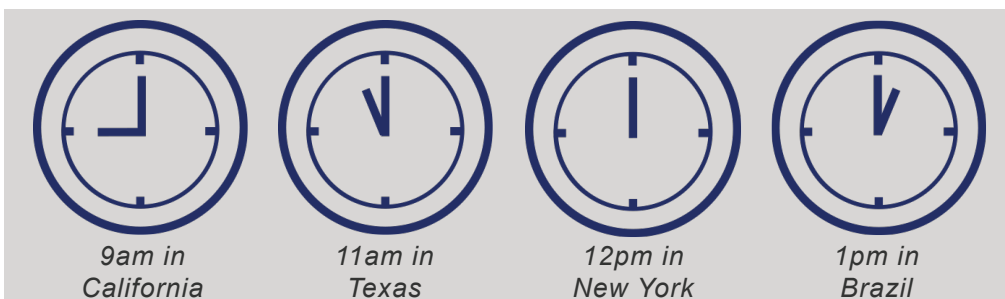
The Scrum Daily Standup

The Daily Standup is a time-boxed meeting with the entire team, ideally conducted at the same time, and in the same place, where the Developers ‘look back’ at what they did the previous day, ‘look forward’ to what they plan to do next, and discuss anything that may be blocking speedy progress. It happens every working day, and is a critical part of the Scrum process.

However, in an outsourced environment, the time of the Daily Standup can be a problem, because it can come at unsociable times for some part of the team, and have a negative impact on work/life balance and so on productivity.

At Daitan we adapt the timing of the Daily Standup to suit the client’s timezone. Having said that, the time-zone problem isn’t an issue for our teams, as our Developer team time-zones overlap with all our clients in the United States and Europe. For example, we typically conduct Daily Standups with West Coast of the United States at 3PM Brazil time, or 11AM Pacific time. This allows us to ‘look back’ at the current day’s work, and ‘look forward’ to the next day’s work — an adaptation of Scrum that is easy to accommodate.

Look for time zone advantage in outsourced Agile projects



The Product Owner

Another framework adaptation to accommodate the outsourced environment comes when choosing team roles.

At Daitan, we adapt team roles to suit who is available, willing, and experienced at the client site to fill critical roles.

The Product Owner is the voice of the customer, and through the Product Owner, the Development Team 'hears' the voice of the customer.

The Product Owner usually, but not always, resides inside the client organization. The Product Owner must be one person, but should be the voice of a whole team of people, and, more importantly, of the customer.

That one person is often relied upon as the final decider and can provide arbitration in cases of ambiguity or dispute. The Product Owner makes the final decision on what to be done. When there is a lack of clarity on what a requirement means, then it is the Product Owner's job to get the answer. The whole team works together, however, to decide *how* something should be done, with the Scrum Master providing a final decision here if needed.

The Product Owner is the voice of the customer, and through the Product Owner, the Development Team 'hears' the voice of the customer. The Product Owner must always understand, intimately, the ROI value of each task and each feature in the Product Backlog. The Product Owner must know which feature has a higher priority over another to maximize the ROI of the features being shipped.

What is very important is that the Product Owner communicates quickly, openly and transparently with the Development Team about how a feature is being used and adopted. In this way, good features are made better, and poor features are quickly improved or removed.

In an outsourced environment, the Product Owner must work hard to keep lines of communication open with the outsourced Developer team, getting information and giving feedback, so that the each iteration is properly planned. The outsourced Developer Team should never feel isolated. The Product Owner must always be very, very accessible, and must have the courage to make fast decisions, and be fully committed to following the day-to-day work of the Developers.

The process framework breaks down most often in an outsourced environment when these things do not happen.

The Scrum Master

The Scrum Master is responsible for ensuring that Scrum principles are understood and acted upon, and helps everyone to gain the most value from the Scrum process.

The Scrum Master is responsible for ensuring that Scrum principles are understood and acted upon, and helps everyone to gain the most value from the Scrum process.

The Scrum Master usually resides inside the outsourcing team, but doesn't have to. It's the Scrum Master's job to ensure that all team members are present in each Scrum event, that the technology to make the meeting happen is up and running and working so that the meeting starts, and ends, on time, is run efficiently and that all the tools and plans of record are kept up to date.

Two further adaptations made to the Scrum team roles at Daitan are in the form of the Daitan team Project Manager, and the Daitan team Technical Leader.

The Daitan Team Project Leader

The Daitan Project Leader is the person the client can always turn to with business questions.

Daitan's internal team Project Leader is an additional role that is always assigned at Daitan Group.

Particularly if the Product Owner is someone on the client side, there has to be one person on the outsourced team to whom the Product Owner, and/or their executive stakeholders, can turn to with business questions.

At Daitan, the Project Leader is selected not only for their leadership skills, but also because they are able to communicate clearly and effectively at all levels of a client's organization.

The Daitan Team Technical Leader

The Daitan Technical Team Leader has deep, and relevant, technical skills, leadership skills, and the ability to communicate clearly.

Daitan's internal team Technical Leader is also an additional role assigned at Daitan Group. This person may be the same as the Project Leader, but also may not be. However, they are always someone with deep technical expertise in the project's subject matter, leadership skills and excellent communication skills.

Even with both these adaptations, the Scrum process dictates no single interface point on a team. There should never be 'weak links' in the chain of communication. At Daitan, all team members are present in all meetings, and all are always available to the Product Owner.

Best Practices for Agile in Outsourced Software Development Market



BEST PRACTICE #5: AGREE ON AGILE-AWARE BUSINESS METRICS, ACCEPTANCE CRITERIA AND A PROJECT'S DEFINITION OF 'DONE'

→ Agile principle:

Working software is the principal measure of progress

With an outsourced relationship some measure of success is expected to determine the ROI of the time and expense involved in hiring the outsourced team. With a Waterfall approach, a project is 'done' when it's shipped, complete, and error free. There's one measure: the end result. With Agile, it's a little more fluid. Features are continually shipped, iterated, and shipped again. The end result is software that much more fully appreciates the customer context, but also less easy to measure.

→ Agile principle:

Continuous attention to technical excellence and good design

'Done' and the product backlog

When using the Scrum process, a Product Backlog item is marked as 'Done' when an agreed-upon set of things is checked off by the team.

There must be a shared understanding of this. In our experience, more understanding is achieved about acceptance criteria as a project progresses and trust is built up. Further, automated testing scripts become more robust, and virtualized environments are more fully set up so that features can be tried discretely by subsets of a customer audience, and reverted if required. So, gradually, the concept of 'Done' becomes clearer as a project progresses. This should be accepted and understood.

'Done' and velocity measurements

When using the Scrum process, the concept of 'Velocity' is often used. Velocity refers to how much product backlog a team can handle in one Sprint. Those accomplishments are assigned 'points,' with points given for new features shipped. But not usually for bugs fixed. Velocity is often equated, therefore, with the performance of the team — how much they are accomplishing in each Sprint. However, this measure must be approached with caution. Every project progresses at a pace unique to that project, dependent on a wide variety of resource and decision-making variables.

In our experience, it can take a long time — sometimes many months — for a business to establish metrics that are an accurate measure of actual performance. Internal, and external teams may come up with a different velocity (points) system for the same task because teams work against different benchmarks and have different systems of measurement. The client may measure 'man days' of work, for example, and there isn't a direct correlation between man days and velocity points in the Scrum world.

Business acceptance criteria for outsourced projects must be adapted to suit the Agile process, the team and the client requirements.

Conclusion

When embracing Agile in an outsourced environment, the challenges can be far outweighed by the benefits.

Clients should look for outsourced partners with experience and proven history with Agile. And when that exists, clients should look for a way to gain a valuable knowledge transfer along with the project so their internal teams can learn new skills.



About Daitan Group

Daitan Group provides high quality software development services to significantly accelerate time to market for global technology companies. The company's expert Agile teams deliver full lifecycle software product development, maintenance and quality assurance services across today's leading technologies, including: cloud computing and virtualization; communications, collaboration and messaging; and big data/analytics.

For more information: <http://www.daitangroup.com>.

“Daitan actually creates purpose-built teams just for us. Where we need to move quickly, we know we can count on Daitan. I regularly recommend Daitan.”

– BRAD ROLDAN, DIRECTOR PRODUCT DEVELOPMENT, BANDWIDTH.COM.

DAITAN GROUP HEADQUARTERS

5674 STONERIDGE DR, SUITE 107 | PLEASANTON, CALIFORNIA, 94588 | USA
PHONE: +1 (925) 475 8732 | FAX: +1 (925) 475 8739 | WWW.DAITANGROUP.COM