

Microsoft SharePoint Rollout Strategy

Some Key Areas to be considered for a better Implementation



White Paper

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1. Introduction

In today's competitive & global environment, organizations across the globe are striving to identify means to improve customer satisfaction, operational efficiency & foster innovation by utilizing various Web 2.0 principles & applications. Microsoft® Office SharePoint® Server 2007 (MOSS), launched in late 2007, is one of the primary applications in this area. MOSS has already gained wide acceptance in organizations worldwide due to its diverse features including:

- Enterprise Portal
- Content Management
- Search
- Employee Networking & Knowledge sharing
- Workflows
- Business Intelligence
- Web services based architecture which adds unlimited potential by enabling its integration with various ERP systems or Line of Business (LOB) applications

Microsoft has made the basic version of MOSS called Windows® SharePoint® Services 3.0 (WSS) downloadable which appears to be free to common user & has resulted in a viral adoption pattern. Due to intuitive Web-based user interface, ease of setup & smooth integration with Microsoft® Office system, both MOSS & WSS installations are occurring in organizations by happenstance.

To achieve maximum benefit from this application, it is worthwhile that planners and architects plan beforehand by formulating a strategy and guidelines on implementing MOSS, mapping various business processes & requirements to the capabilities provided by the platform.

2. Stakeholder Identification

Identification of the stakeholders is critical to the success of every project in an organization. Engaging the right mix of people in appropriate roles can make a big difference to the success of the project as well as organization's adoption to the new technology.

Based on the implementation plan and size, stakeholders are identified for different phases, geographies, and/or different languages in which SharePoint will be rolled out. From our experience, the stakeholder community needs to comprise of Business and IT users to ensure acceptability and ease of adoption of the new technology. If the right stakeholders are not involved, it will impact the organization performance and may also lead to failed implementation due to lack of acceptance of the newly implemented system.

The Team/People who form the key stakeholders for SharePoint implementation may include but not limited to:

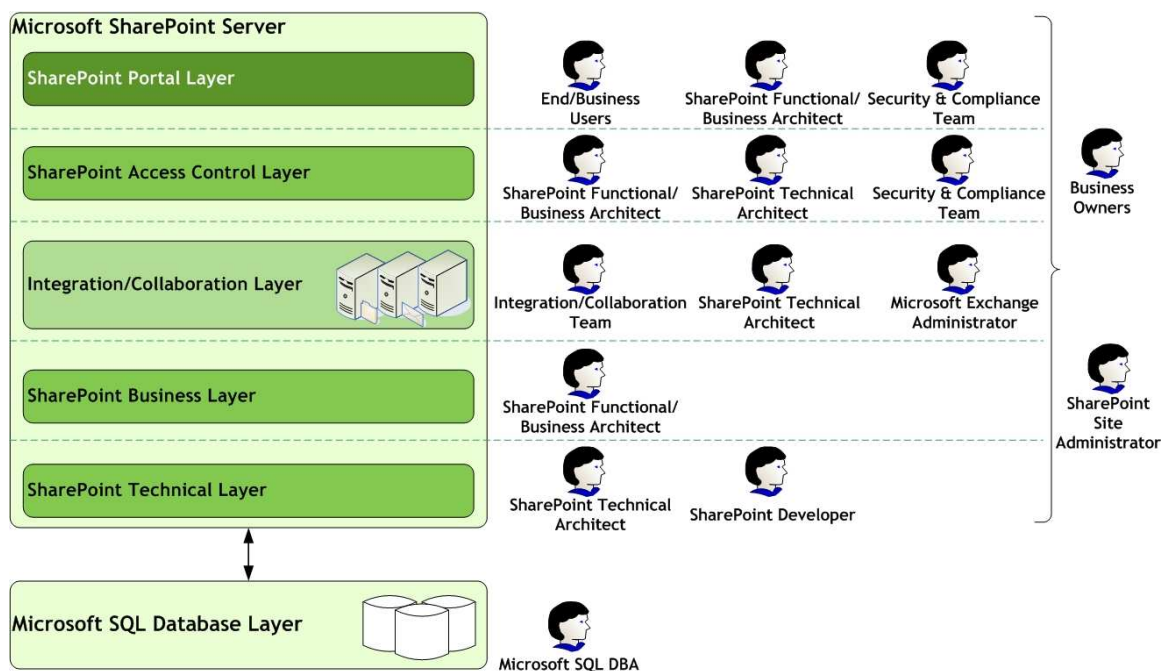


Fig: Stakeholders and their roles and responsibilities.

- **Business Owners of the Project**

Business owners are, typically, the people who are the project sponsors. Business owners are also responsible for approving the landscape, governance and deployment strategy.

- **Business Users/End Users**

The Business users/End users provide the requirements and ideally should comprise of representatives from every department to which the SharePoint will be rolled out.

- **SharePoint Functional/Business Architect(s)**

This team comprises of external consultants and select internal business analysts who would analyze the requirements from business users and prioritize for implementation.

- **Technical Support Team(s)**

This team comprises of people who maintain and monitor the networks, servers, and desktops/workstations on a daily basis. They are also responsible for the Active Directory administration which is tightly integrated with SharePoint server for authentication and security management.

- **SharePoint Site Administrator(s)**

This team is responsible for defining the strategies for security, disaster recovery, proactively managing the hardware and software infrastructure, network bandwidth usage, storage space, backups and restore of SharePoint Server.

- **Database Administrator(s) (Microsoft SQL DBA's)**

This team comprises of SQL Database Administrator who are responsible for maintaining the database instance on which SharePoint is deployed.

- **SharePoint Functional/Business Architect(s)**

SharePoint Functional/Business Architects understand the features and capabilities of SharePoint within an organization with respect to the organization's business. They assist in planning the deployment of SharePoint as per the business requirements.

- **SharePoint Technical Architect(s)**

This team comprises of people who are well aware of the technical capabilities of SharePoint and they work closely to Architect the SharePoint deployment with Business Architects.

- **Integration/Collaboration Team(s)**

This team comprises of people who are aware of the entire landscape of technologies and systems implemented in an organization, they assist in collaboration of required systems with SharePoint.

- **Security and Compliance Team(s)**

The Security and Compliance team includes people who are responsible for defining SharePoint security policies and deployment governing rules.

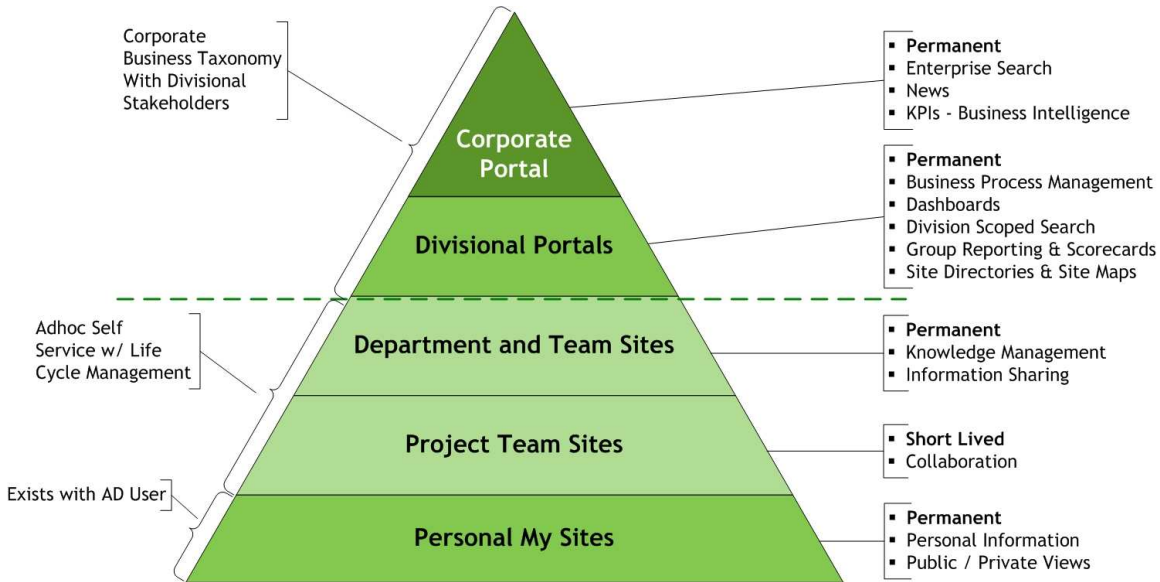
- **SharePoint Developer(s)**

SharePoint developers are responsible for customization of SharePoint to meet the requirements of the Business owners and Business users. SharePoint Developer(s) are closely aligned with the SharePoint Technical Architect(s).

- **Microsoft Exchange Administrator(s)**

Exchange Administration team comprises of people who manage Microsoft Exchange E-Mail server.

3. Governance Model



The Business Owners will provide a unified, centrally governed approach to the SharePoint environments. This team is the overriding authority for all architectural, design, and development decisions, including all policies and procedures created for the SharePoint environments. IT will strongly influence foundational and framework-related issues.

Governance will be tightly controlled in areas where there is substantial public exposure in terms of readership (whether internal or external) or potential litigation issues. In areas with limited readership or public exposure, governance will be less controlled and allow for a more de-centralized empowerment of end users. IT will generally defer to the business' direction or influence for features and content-related issues.

The following areas will be considered by the Business Owners for inclusion in this governance plan:

- Internal/external users, internal/external data sources, and inputs/outputs
- Personal, team, departmental, divisional, corporate, global considerations
- Parent/child corporations, subsidiaries, and affiliates
- Technologies, processes, logistics, and finances
- Cultural, political, religious, social, economic, and gender forces and influences

3.1 How to involve People in governance

People interested in becoming a member on any of the portal support teams (Business Owners, End Users, Technical Support, or IT Developers) should be provided a link on the portal to take them to the Portal Governance site.

Taxonomic Section	Characteristics	Owners
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Taxonomic Section	Characteristics	Owners
Corporate Portal	<ul style="list-style-type: none"> ▪ Permanent ▪ Controlled; tightly governed ▪ Push information to users ▪ Dashboards, Business Intelligence, BPM ▪ Applications, Content 	<ul style="list-style-type: none"> ▪ SharePoint Site administrators ▪ Stakeholders
Divisional Portals	<ul style="list-style-type: none"> ▪ Permanent ▪ Controlled; tightly governed ▪ Push information to users ▪ All public sites - content is divisional information ▪ Dashboards, Business Intelligence, BPM ▪ Applications, Content 	<ul style="list-style-type: none"> ▪ SharePoint Site administrators ▪ Divisional business owners
Department and Team Sites	<ul style="list-style-type: none"> ▪ Permanent and Temporary ▪ Sharing information (push / pull) ▪ Collaboration ▪ Ad hoc, lax control 	<ul style="list-style-type: none"> ▪ Divisional business owners ▪ Departmental business owners
Project Team Sites	<ul style="list-style-type: none"> ▪ Short lived, timed expiration ▪ Collaboration ▪ Ad hoc, lax control 	<ul style="list-style-type: none"> ▪ Departmental business owners
Personal My Sites	<ul style="list-style-type: none"> ▪ Permanent ▪ Personal info ▪ Pull information ▪ Ad hoc, lax control 	<ul style="list-style-type: none"> ▪ SharePoint Site administrators ▪ Employees

4. Security Model

In order for a web application to exist in today's business environment, it must stand up to modern day information security standards. Additionally, organizations maintain their own sets of information security policies, corporate compliance requirements and technical specifications.

4.1 Planning security

Planning security includes planning for authentication and authorization of users and groups of users. Authorization determines what actions a user is allowed to perform on a given object such as a list item, a library, or a site.

Elements of security planning include but not limited to:

- Determining the authentication methods to use.
- Determining the categories of users of your solution.
- Determining permission levels to assign to users and groups.
- Planning groups of users and assigning those groups permissions.
- Planning the scopes at which permissions will be applied, such as lists, libraries, or sites.

4.2 Accessibility

SharePoint web applications utilize Microsoft Internet Information Server (IIS) and application pools. Network configurations and services that exist between the users and the SharePoint server including DNS, WINS, firewalls, routers, switch ports, virtual LANs, must also be configured in such a manner as to permit the user to access the IIS web site. In an Extranet configuration, an externally facing host name or IP address must be published so that users can access the web application. Proper security planning is required when deploying SharePoint for external access.

4.3 Authentication

SharePoint authenticates users using Microsoft Active Directory Services or SharePoint Database. It's always advised to have SharePoint integrated with Active Directory or other LDAP based systems. SharePoint is responsible for authorization to SharePoint sites and content after a user successfully authenticates.

4.4 Access

The composition of a SharePoint web application includes sites, content pages, and web parts. SharePoint has several management controls in place for provisioning access to and within a web application. Users, groups, permissions, and permission levels are used to configure access within a SharePoint Web application. SharePoint provides management and configuration functionality for these objects. Access is governed by the Security and Governance policies.

5. Plan sites and features

5.1 Plan sites

The first step in planning a solution based on SharePoint is to determine the set of portal sites, Internet presence sites, team sites, and specialized sites that an organization and its customers need. Planning helps in identifying how sites will be implemented in your server topology, what features to plan for each site, how processes that span multiple sites are implemented, information availability is made available across one or more sites. It's always advised to prioritize the site deployment in phases.

5.2 Plan portal sites

Portal sites based on SharePoint provide a focal point for finding relevant, personalized information in an organization. We can plan divisional and rollup portal sites that are based on the scale and structure of an organization and that aggregate organizational information, and you can plan interactive application portals where team members can perform tasks in your organization.

5.3 Planning portal sites by organizational hierarchy

Plan the basic portal sites we need based on the scale and structure of your organization. Each of these portal sites should contain information needed for a project or division within your larger organization and each will link to collaboration sites relevant to that project or division.

The following guidelines will help in planning portal sites based on our organizational structure:

Divisional or team portal sites: Plan to create one portal site for an entire small organization, or one for every division or project of 50–100 people within a medium-sized to large organization.

Rollup portal sites: A rollup portal site contains general cross-organization content. It lets users across divisions find information, experts, and access to organization-wide processes.

5.4 Plan Internet presence sites

Internet presence sites are customer-facing sites. User experience is more important when planning for internet sites. While planning for Internet facing sites it is recommended to consider compliance to accessibility standards like W3C, Section 508 & so on.

5.5 Plan search needs

In a typical organization a typical user produces 3 gigabytes of data in a year. That's a lot of data. That's equivalent to the disk space you would need to store about 2,500 full-size digital pictures. That's also five times as much data as the typical user generated in 2001. With so much data out there, it's hard to find what you're looking for.

With 3 gigabytes of data produced every year a user spends 30 percent of his/her time every day looking for data. In an average work day, a typical user spends nearly two and a half hours just looking for information. They're working, but not at the specific job they were hired for. Think of it as wasted time. If we made it easier to find information, we could have an extra two hours a day to do organization jobs. This accounts for increased production & hence it's important we plan the search needs.

Planning search includes determining the scope of content that can be searched from each site, configuring your server farms to index the content and search for it efficiently and securely, and

optionally planning customizations of the search user interface. Depending on your requirements, the search scopes in different sites can vary widely. For example, in a portal site used to plan and create products, the scope of searching could include product specifications, internal marketing documents, meeting notes, and other information of internal value. The scope of search in the Internet site in which the public learns about these products would be limited to content describing your organization's products and services, but not the internal content.

Planning search includes:

- Identifying/Defining the search team
- Defining a plan for crawl content
- Planning the end/business user search experience
- Planning the security needs for search

Identifying/Defining the search team

We need to identify the search team and assign administration roles to the people on the team. Depending on the size of the organization, some members of the search team might be assigned more than one role. We need to involve Shared Services Provider (SSP) administrators, Site collection administrators, Application administrators, and IT administrators who are part of SharePoint Administration Team.

Search planning process:

The search planning process encompasses the following major steps:

- Identify the content managed by SSP administrators and site collection administrators during content planning.
- Site collection administrators and SSP administrators consider the search capabilities they want to implement to meet the content needs defined by the users and business owners.
- The high-priority content needs are addressed in IT planning and deployed in a pilot deployment.
- Depending on the amount of content and level of planning detail, planning and implementation continue after initial deployment.

Defining a plan for crawl content

Crawling and indexing content is the process by which the system accesses and parses content and its properties/metadata, to build a content index from which search queries can be served.

The following steps are defined to plan crawl content

- Identify the sources of content that you want to crawl
- Plan content sources
- Plan for authentication
- Plan protocol handlers
- Plan to manage the impact of crawling
- Plan crawl rules
- Plan search settings that are managed at the farm level
- Indexing content in different languages

Identify the content

It's is necessary that we identify the content that is most often required by the end user and come out with a plan to include them in the crawl.

Plan content sources

Once we are done with identifying the content to crawl, the next step is to identify the source of the content. These content sources provide the following information to the crawler during a crawl:

- Type of content that we want to crawl – for example, a SharePoint site or a file share or Business Data from an ERP.
- Start address from which to start crawling.
- Behavior to use when crawling – for example, how deep to crawl from the start address, or how many server hops to allow.
- Crawling schedule.

[Plan for authentication](#)

It's necessary we plan for a unified authentication process when collaborating with multiple systems which we are planning to include in the search.

[Plan protocol handlers](#)

It's necessary we plan to use the required protocol to handle the search request with respect to the systems that are included in the search. SharePoint supports installing third party protocols in case it's not available in the standard list of protocols like http, https, file, note etc...

[Plan to manage the impact of crawling](#)

Crawling utilizes considerable amount of system and network resources, we need to have necessary plan to manage the impact of crawling on the integrated system.

[Plan crawl rules](#)

Crawl rules apply to a particular URL or set of URLs represented by wildcards (also referred to as the path affected by the rule). We use crawl rules to do the following things:

- Avoid crawling irrelevant content by excluding one or more URLs.
- Crawl links on the URL without crawling the URL itself.
- Enable complex URLs to be crawled.
- Enable content on SharePoint sites to be crawled as HTTP pages.
- Specify whether to use the default content access account.
- Define that URL's that are not to be crawled, for example asp or aspx pages.

Planning Crawl rules reduces the amount of resource usage and enhances the user experience.

[Plan search settings that are managed at the farm level](#)

In addition to the settings that are configured at the SharePoint Service Provider, several settings that are managed at the farm level affect how content is crawled. It's always advised to plan for managing search settings at individual farm level.

[Indexing content in different languages](#)

As SharePoint can be deployed for multiple geographies with different languages it's a must we plan Indexing content for different languages.

[Planning the end/business user search experience](#)

The most critical part of search is planning the end or business user search experience. As a best practice we need to define different interfaces to improve the user experience and improve the search performance. This includes but not limited to search user interface levels, site-level search user interface, and list-level search user interface.

[Planning the security needs for search](#)

It's required that you plan what is displayed to a user when content search is performed.

5.6 Plan Automating Business Processes

5.6.1 Plan forms

In a solution based on SharePoint, forms can be used to capture information and display data from a variety of sources, to automate business processes, and to enhance collaboration scenarios. For example, for an Internet site, you can plan to use forms to survey current users and to sign up new users. For a human resources portal site, you can plan to use forms for submitting timecard information, selecting benefits, or reviewing the performance of employees.

Planning forms involves the following steps:

- Plan what form templates are needed.
- Plan custom form templates.
- Plan form template design infrastructure requirements.
- Plan server-side data connections needed for form templates.
- Plan deployment of form templates.
- Plan deployment of administrator-approved form templates.
- Determine the impact of anonymously accessible form templates.
- Plan for naming form templates.
- Plan for upgrading form templates.
- Plan for retiring form templates.
- Plan version control for form templates.
- Plan for mobile device access to form templates.
- Plan workflow for form templates.

5.6.2 Plan workflows

Workflows implement business processes on documents, Web pages, and list items in SharePoint. For example, a workflow can route a document for review, track an issue through its various stages of resolution, or guide a contract through an approval process. SharePoint includes workflows that address primary content management needs, such as reviewing or approving documents for publication, along with specialized workflows for tracking issues, managing multiple language translations of content, and managing other processes. We can create custom workflows using Microsoft Visual Studio 2005 or SharePoint Designer.

To continue planning workflows in the context of document management, forms, or publishing, the following steps have to be planned:

- Plan workflows for document management
- Plan workflow for form templates
- Plan content approval and scheduling

5.7 Plan for cultural aspects and languages

Every organization is unique and has a different culture, unlike implementing transactional Line-of-Business systems like ERP, SCM, CRM etc, implementing a collaboration system like SharePoint has to also consider how people currently collaborate and how the implementation of the collaboration system will improve their productivity and overall collaboration levels– this would invariably hit organizational-cultural issues (We cant replace existing collaboration mechanism like email etc). Implementing a SharePoint solution also raises questions on the type of governance model – the collaboration solution must reflect how the organization is currently collaborating and extend it. Very tight governance will result in a difficult to use/grow solution and governing the system loosely will result in the solution being unmanageable and loosing value over time. Getting it right should be the first step and an ongoing process. If cultural and language aspects are not considered would lead to investing on an expensive portal system and no one wanting to use it.

5.8 Plan for Enterprise Content Management (ECM)

Planning for Enterprise Content management involves but not limited to planning for:

- Document Management and
- Records Management

Document Management

Document management forms an important part of an organization. Document management involves managing documents from the time they are created to the time they are deleted. Document management helps in version control, review, content sharing.

Records Management

Records management is most critical as this helps organization in accurate audits and proper management of data in case of a disaster.

5.9 Plan defining user roles & responsibilities

It's always advised to define roles around: project management, service owner, operational management, and development.

Project Management:

These roles include actions which must occur to manage the project through to completion. Time and cost management of the platform project, communication of objectives, ensuring the production of deliverables, guiding the timelines, and management of expectations are all critical actions that should happen from a project management role(s).

Service Owner:

This role is for managing the ongoing life of centralized governance and platform.

Operational Management:

This role is responsible for day to day management & monitoring of backups and restores, and capacity management.

Development:

It's always advised to define this role as certain critical activities like handling secure sign on, creating site definitions are handled by the development teams.

5.10 Plan for user Empowerment

User empowerment involves defining flexibility around the usage of the SharePoint portal there by enhancing the user experience. Users should be able to communicate with other users on the system for day to day activities.

User Empowerment includes:

- Plan for people and user profiles
- Plan for audiences
- Plan for personalized Web Parts
- Plan for My Sites
- Managing social networking

[Plan for people and user profiles](#)

Planning for people and user profiles includes:

- Planning connections to Profile Services.
- Planning user profiles.
- Planning personalization features.
- Planning policies.
- Planning to find people.

[Plan for audiences](#)

You use audiences to target content to the users who most need to see it, based on properties, organizational relationships, distribution lists, or SharePoint groups. Planning for audiences includes:

- Planning key audiences.
- Planning content targeting to audiences.

[Plan for personalized Web Parts](#)

Planning for personalized Web Parts includes:

- Planning for public profile Web Parts.
- Planning for personal site Web Parts.
- Planning for personalization site Web Parts.
- Planning additional Web Parts for My Site.
- Planning for personalized Web Parts on other sites.

[Plan for My Sites](#)

My Sites are special SharePoint sites that are personalized for each user. Planning for My Sites includes:

- Using My Site templates.
- Activating the My Site feature.
- Planning My Site policies.
- Planning for personalization sites.

[Managing social networking](#)

Social networking as a concept involves the ability for a technology platform to provide enhanced information and interaction capabilities with regard to people and resources. Social networking features include & are not restricted to:

- My sites
- Colleagues Web Part
- Colleague Tracker Web Part
- SharePoint Sites, Links and Membership Web Parts
- In Common With Web Part
- Photo & Resume Gallery
- Presence Information

5.11 Plan for user readiness

Planning user readiness is the most critical part of the entire plan on implementing and rolling out SharePoint to an enterprise. User readiness includes:

- Phase wise training as and when the system is deployed and tested in the test environment.
- Comparing the existing current collaboration scenarios with the one implemented in SharePoint.
- Training on SharePoint Governance Model to help understand users of do's and don'ts.
- Providing users the best user experience possible by user empowerment.

5.12 Plan site maintenance

Site maintenance includes:

- Planning for site cleanup and general site management.
- Determining how you will let site users create team sites and other sub-sites, and how to track these sites.
- Finding and removing stale sites.
- Keeping the performance of your portals and Internet sites at an acceptable level.

5.13 Plan Disaster Recovery

The fundamental building block of disaster recovery plans are backups. Backups of the data, failover hardware, and redundant connectivity. The way that backups are performed is essential to the SharePoint governance process because it establishes expectations on what is recoverable or not. Defining the process for requesting recovery and the timeline for that recovery further establishes the kind of expectations from SharePoint that improve adoption. Be sure to consider a variety of disasters: natural (flood, fire, tornado, earthquake), server (offline, dead), user accidents (file deletion, saving issues, crashes), and site (failure, corruption, error).

Disaster Recovery Includes:

- Planning an offsite incremental daily backup and weekly complete backup of database
- Planning an offsite daily Farm backup.

6. Planning Business Intelligence integration

Business intelligence planning is a key part of any deployment of SharePoint Server. You are better prepared for tomorrow with the Business Intelligence with proper KPI's defined and deployed.

Plan for business intelligence and business data by using the following steps:

Plan for business intelligence needs: Consider the business processes and business data applications commonly used by our organization, plan the scenarios in which we work with business data, and determine the scope of the business intelligence analysis that our organization is considering.

- Determine business data and business intelligence.
- Determine scope of business intelligence analysis.

Plan for business intelligence: Plan data sources for the core business intelligence functionality of SharePoint. Use the following steps to plan for business intelligence:

- Plan data connection management provides.
- Plan key performance indicators for calculating easy-to-use scorecards from ranges of data in data connection libraries.
- Plan report providers.
- Plan dashboards and filters for displaying multiple related reports and KPIs.

Plan for business data presentation: It's important to have a plan for how the business data is presented to the business users and business owners.

7. Infrastructure Considerations

7.1 Defining environments

Defining the environments for development, testing, staging or user acceptance and deploying helps business users and developers know what resources they have available to test changes without impacting production.

7.2 Load balancing

Load balancers keep alive pages that they expect to return a standard value to indicate that the server is operational. These pages often are called frequently and have a very low tolerance for a response time. Because of this the load balancers will need to be configured to access a health page. Determining a policy for what goes on this health page and what criteria the load balancer should use to indicate that a server has failed can be essential for high availability applications. Developers must know if they are expected to handle situations where a single session is transferred between servers.

7.3 Firewall best practice

It is a best practice for firewalls to not allow servers to access the web directly. Including content from a third party site through a content editor web part or through the RSS reader web part creates exposure for cross site scripting attacks. Controlling what sites can be linked to from these tools is a security and operational concern.

It is typical to prevent outbound web connections from the server on port 80 or 443. This is designed to prevent malicious sites from being run on the server and to make it harder for any potential infection to report back on the infection's success.

8. Define Integration/ Interoperability roadmap

The web services based framework & .Net based architecture has made SharePoint extensible & allows its integration with other applications to provide a unified end user experience. Larger organizations might already have other portal products or internal web applications which, makes it mandatory for architects & planners to define an overall integration/ interoperability roadmap as we'd want to avoid having islands of information and users required to remember multiple URLs & user IDs to access different applications.

For most organizations consistency of broader information & end-user experience are critical, making the strategy more complicated. Issues like federated search, enterprise taxonomy, and interoperability between content and records management systems will be critical considerations as you consider SharePoint deployments.

SharePoint offers various tools like Business Data Catalogue (BDC), .Net connector, Visual Studio & third party products to help ease the integration/ interoperability effort. Organizations with Java heavy applications can implement SharePoint using its SOAP interface & WebDAV for document access.

As integration is a complex area, it helps to start integrating SharePoint with other applications in a phased manner.



Corporate Headquarters

Intelligent Group, Inc., 5 Independence Way, Suite 220, Princeton, NJ 08540, Tel: 646-810-7400, Toll Free: 800-535-0156, Fax: 646-810-7500

Other Offices

India

(Blocks A & B), ILabs Centre
Plot No.18, Software Units Layout
Madhapur, Hyderabad – 500 081
Andhra Pradesh, India
Tel: +91-40-6601-0000
Fax: +91-40-6601-0006

Denmark

Rugaardsvej 46C
5000 Odense C
Denmark
Tel: +45-70-25-10-20
Fax: +45-70-25-10-21

United Kingdom

7, Shenley Pavilions
Shenley Wood
Milton Keynes
MK5 6LB
United Kingdom
Tel: +44-8703-810-250
Fax: +44-1908-550-552

Japan

Shinagawa Fudosan Hamacho Bldg. 6F,
2-62-6 Nihombashi Hamacho, Chuo-ku,
Tokyo
103-0007 Japan
Tel: +81-3-5614-7920
Fax: +81-3-5614-7930