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CONSULTING

TopDown and Oracle Hyperion DRM:
Leveraging an Analytical Master Data Management Methodology
to Improve Financial Reporting

WHITEPAPER

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Executive Summary

One of the keys to achieving a competitive advantage in today's constantly evolving marketplace is the ability to maintain and propagate a consistent set of enterprise-wide reporting information. Yet, complex systems and inconsistent data from a variety of sources make it difficult to obtain a unified view of financial data. Many companies are forced to rely on these sources to pull together their financial positions. Oftentimes, the data comes in different formats and includes contradictory numbers. Reconciliation requires repetitive checkpoints and validations to insure the accuracy of the information, and the result is an extended reporting cycle that ultimately impacts a company's bottom line and impedes its ability to provide timely results.

The problem with this type of decentralized approach is that unless you are privy to the data collection and reconciliation methods employed, you are relying on processes you don't control or see to deliver accurate data. Given that the systems across the enterprise are designed to accommodate the needs and emphases of each business unit, manual processes are the most common way to get a unified view of data for analysis and reporting. The more manual processes, the less likely it is that business rules are used to enforce standardization. All of this equates to chances of making key business decisions and/or signing off on reports based on questionable or just plain faulty data.

The good news is that satisfying enterprise-reporting and analysis needs and requirements doesn't have to be a time-consuming and error-prone process. By adopting an Analytical Master Data Management (MDM) strategy, you can create a unified view of financial data across multiple sources and create easy access to the most current information to stakeholders across all business units.

This white paper examines the role of Analytical MDM in the enterprise and explains how incorporating Oracle Hyperion's Data Relationship Management (DRM) into your Analytical MDM strategy will help your organization create and maintain an alignment between the operational and the analytical business data, ensuring all stakeholders are working with one consistent set of information.

Application of the principles of Analytical MDM and using DRM as an effective tool to manage ongoing business functions :

- Is an effective way to use a combination of technology and techniques to solve complex problems and answer key questions.
- Directly supports business goals and improves business results.
- Ensures sound executive business decisions grounded in standardized and cleansed data.
- Drives agility and productivity by allowing key stakeholders to answer complex questions and get timely information.
- Guarantees that corporate data used for generating mandated reports is centralized, edited, and enhanced using a consistent set of business rules.

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"Because of lack of information, processes, and tools, through 2012, more than 35 percent of the top 5,000 global companies will regularly fail to make insightful decisions about significant changes in their business and markets."

— "Gartner Reveals Five Business Intelligence Predictions for 2009 and Beyond"
Gartner, Inc. January 2009

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1. Gartner, Inc., "Gartner Reveals Five Business Intelligence Predictions for 2009 and Beyond," January 2009

This white paper also illustrates how organizations can maximize the benefits of an Analytical MDM and DRM approach to increase business efficiency, enhance IT functionality, and improve organizational compliance. For example—

- Companies adopting an Analytical MDM and DRM methodology were able to increase productivity across business units by 30 to 50%.
- By tracking everything done in every node and providing the ability to generate a report to see who is doing what, DRM is completely compliant with Sarbanes-Oxley and other industry regulations.
- Data and merger consolidation for regulatory reporting makes mergers and acquisitions in the banking and insurances industries a seamless and efficient process.
- A major investment company slashed the time needed to complete month-end reporting by eliminating the manual processes required to manipulate data from over 20 spreadsheets with Analytical MDM and DRM.
- A Defense contractor with 13 divisions realized significant savings by consolidating divisional data to determine duplicate purchase patterns, resulting in qualification for bulk purchase national rates.
- A Data services device provider reduced change control from three or four months to a matter of days by using Oracle DRM's data enhancement process in a fast and controlled environment.

A Quick Primer on Analytical Master Data Management

The easiest way to understand Analytical Master Data Management (MDM) is to get on the same page with the terminology. And the best way to do this is to first look at each component and then look at how they come together to form a useful business strategy.

Let's start with the term *metadata*. In simplest form, metadata is data about data. It is the essential component of information contained in the transactional systems across an organization. Or, looking at it another way, it is a variation on the five Ws—who, what, when, where, and why—

- Why was the data element collected?
- When and how was the data element collected?
- Who did the collection?
- What method is used to populate the values?
- Who within the organization owns the element?
- Where is the element used?

Master Data and its associated metadata are, of course, based on the type of business that a company engages in.

For example—

Companies engaged in sales would consider customer numbers, customer names, customer addresses, and any pertinent data required to qualify or generate a sale to be critical pieces of information. Descriptions of where the data is entered and data stewardship/ownership are examples of the metadata.

Manufacturing-based companies might consider vendor numbers, vendor names, and vendor addresses to be key pieces of information. In this case, all vendor information is the master data, and the information about each piece of data in the systems is an example of the pertinent metadata.

Now it is often the case that data for the same customer, same vendor, or same employee (to name a few) is entered into a number of diverse systems within the organization. The differing processes used by these systems can, and usually do, result in diverse data due to the variation of requirements and business rules found in each transactional system. And personnel making data entry decisions at the various data entry points and the input sources used to gather the information compound these errors.

A set of MDM processes is the method for tying this information together—it is the means for creating a consistent set of organizational data and associated metadata about key pieces of information entered into the many transactional systems across an organization. It is designed to standardize, correct, and cleanse these key pieces of information by applying a consistent set of business rules.

For example—

The General Ledger for a multinational company shows incorporations in the US, Canada, France, and Great Britain. All of these incorporations are legal entities operating with local currencies, vendors, etc. When the corporate headquarters needs to do annual planning and analysis, it needs data from all incorporations. To have a complete financial picture, it is necessary for all incorporations to reduce to a common denominator. This way all transactions can then be grouped as necessary for budgeting and planning needs.

> "MDM is less about technology and more about understanding how to work your business processes."
>
> — "Myths of MDM"
>   *Gartner, Inc. January 2011*

The original purpose of MDM was to eliminate poor data quality caused by the operational use and entry of information into the many transactional systems of a company. The advent of new Business Intelligence toolsets and techniques has only broadened the role of MDM, because it relies on the discovery of key relationships that are locked in the transactional data of a given company. Transactional data is the basis for the analytical models that are used to derive answers to complex questions. They provide propensity models for desired outcomes and show possible business advantage in a competitive business environment. Reports based on transactional data alone give an organization a picture of what has occurred—how many were sold and to whom. When the transactional data from many systems is grouped and analyzed to find the connection between the various pieces of information, an organization can derive meaningful relationships that now can answer why things happened and how likely different outcomes are to occur based on changing the key relationships.

When you combine an MDM methodology with a strong analytical set of capabilities, it is transformed into a strategic organizational infrastructure that provides the means to seamlessly derive true value from your islands of data. It becomes Analytical MDM—a natural extension of business processes created by a company's desire to achieve a competitive advantage by insuring data quality and using the cleansed data to unlock key performance indicators.

Analytical MDM is the glue that provides the dimensionality (and associated metadata) and cross-referencability for converting operational and financial data into analytical data. And by focusing on unlocking these key pieces of information, you have near real-time access to analytical information that is required to maintain a competitive edge in today's 24x7 business environment.

2. Gartner, Inc., "Myths of MDM," January 2011

The Need for a Consistent Set of Reporting Information Across the Company

Having a framework in place that can provides a single version of the truth creates the ability to predict trends, react quickly to market changes and emerging markets, and respond to competitors. However, various transaction systems, division-specific processes, internal financial tools focused on explicit purposes, and redundant and incompatible data almost always stand in the way of this endeavor, leaving you with inconsistent metrics, conflicting categorization, and subsequently lengthy reconciliation processes.

The next obvious problem of having such diversity in the internal financial reporting is the creation of significant direct and indirect costs, which slows down your company's progress and ultimately jeopardizes your chances for success. Having this diverse environment creates silos of knowledge that rely on key personnel and processes that are usually blanketed by a sea of intermediate spreadsheets and databases residing deep in the computer systems of the personnel responsible for generated pieces of the total picture.

All companies want to use the transactional data in their operational systems more effectively. Yet, inconsistent data and metrics make it nearly impossible to produce an accurate picture of the business in a timely fashion. This deprives executives, managers, and staff of the exact information needed to make smart, timely decisions or to respond quickly to changing competitive environments.

These days speed in reacting to changing market conditions is critical. Agility in producing consistent and reliable data is paramount, especially as we become more virtualized and as time zones and physical locations cease to be barriers. Adding to this, the demand to cut costs, improve efficiency, and boost revenue is the key driver in meeting company objectives and fulfilling company goals. By applying analytics to the transactional data, you can unlock the true information contained in the transactional systems.

In order to meet the stated objectives, the best Analytical MDM Strategy is one that can facilitate—

Eliminating multiple versions of the "truth". With multiple financial systems, many financial organizations are unable to view one standardized set of numbers across the enterprise. Different systems often produce different answers to the same question. As a result, it can be challenging for the organization to get accurate and comprehensive data for reporting. The problem is further compounded by the need for different answers to the same question. For example, "profit" may have different meanings to different roles in the organization. The CEO considers profit to be "the bottom line" whereas the CFO considers the bottom line to be "Gross Profit – Expenses" and the Vice President of Sales has another definition: "Total Sales for the Month". It is in scenarios like this—differentiation based on roles and needs—that MDM shows its true value. For example, in this case, MDM makes it possible for the CEO, CFO, and V.P. of Sales to differentiate and quantify exactly what the "profit" number mean to them.

Real-time data requests. Organizations at every level need quick and easy access to the most current information. Data must be available and the delivery method must be flexible enough to accommodate and reflect changing market conditions without impacting accuracy. Each management level within the organization must be able to extract the information needed to carry out normal business functions and to make informed decisions.

Operational efficiency. Supporting operational flexibility and the ability to enforce consistency of measures regardless of business unit is key to balancing effectiveness and control with an increasing need for agility. Finance and BI have to "stay in sync" with the rest of the organization and ensure the numbers remain consistent across all business units. Organizations need the flexibility to deliver trusted, consistent information so that key decisions makers can track company progress and maintain ongoing alignment and changes to corporate strategy.

Transparency and control. Key stakeholders across the company face unprecedented demands for operational transparency. Nowadays companies have to proactively manage, evolve, and predict. To deliver measurable business value with this approach, you need processes that accommodate flexibility, innovation, and control. Questions like "who did what, where, and when," need answers. These answers come from looking at the historical perspective and by applying analytical techniques that allow you to predict future outcomes.

Information and role match. Within the organization, different people are responsible for delivering meaningful reports about key business drivers. Each person has a diverse function, differing goals and objectives, and alternate responsibilities as defined by their role. Because each person is incented differently and has differing goals and objectives, it becomes a challenge to ensure the information flowing within the organization is aligned. To overcome this, there needs to be a governance mechanism in place that forces everyone to collaborate, share information and tasks, increase cross-team productivity, and ensure that their individual results align with the overall business strategy and company's goals and objectives.

Business leaders today need a way to wade through the sea of data in order to quickly extract and identify those key performance indicators that give a clear indication of how close the organization is to meeting corporate goals and objectives. Analytical MDM using DRM is at the core of many such initiatives; an enterprise view of analytical dimensions, reporting structures, performance measures, and their related attributes and hierarchies is the best way to drive clean, consistent, and rule-based information and metadata across the organization.

An Analytical MDM strategy provides—

- Improved operational efficiency
- Sustainable competitive advantage
- Consistency across the company through one sustainable set of numbers
- Collaboration across business units
- Increased confidence in business decisions

Improving Operational Efficiency. A solid Analytical MDM strategy can reduce your company's operational costs by eliminating duplicate processes and manual steps related to reporting and analysis. In addition, you can eliminate the number of specialty applications used in reporting for management. By streamlining data management processes, instituting enterprise-wide standards, initiating quality controls, and reducing the number of supported applications for reporting and analysis, you can increase efficiency and reduce costs freeing up time and money for investment elsewhere.

Sustaining Competitive Advantage. Corporate decision-making relies on consistent, accurate, and often, real-time information to interpret predicted trends, react quickly to market changes, deliver valuable products and services, respond to customer and client needs, and ultimately drive success. Without a strong MDM strategy, individual business units may set their own rules, policies, and standards for collecting and distributing information. A fragmented approach can results in data that is delivered in incompatible formats, making it difficult for key stakeholders to have a reliable, accurate, and consistent view of financial data across the entire organization. Executives, managers, and staff then lack the precise information they need to make smart, timely decisions, or worse, they make judgments based on unreliable and questionable information.

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All large-sized companies rely on real-time insights into their business and often need to capture aggregated financials many times a day during critical reporting periods.

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Enterprise-wide Consistency. Multiple financial systems often include conflicting information about customers, products, pricing, to name a few. And the absence of one standardized set of numbers across the entire organization can create confusion and present challenges that ultimately affect your company's bottom line.

For example—

A manufacturing company with multiple divisions buying high quantities of the same products is unable to negotiate bulk purchase contracts because of disparate purchasing systems, resulting in increased cost of materials.

A multinational financial institution dealing with multiple currencies and multiple regulatory reporting requirements find producing the necessary regulatory and consolidated financials a complex, time-consuming, error-prone process.

A sales organization with multiple product lines can't categorize customers to find who are the best ones or who might present potential cross-sell opportunities.

Companies leveraging an Analytical MDM strategy avoid these pitfalls because they have the advantage of timely access to consistent, reliable, and accurate data that, when coupled with modern analytical techniques, produces a steady supply of valuable information that enables them to deliver the right goods and services to the right market at the right time.

Promoting Greater Collaboration. Without a unified view of financial data across multiple sources, organizations can't share information easily and effectively. An effective Analytical MDM strategy breaks down barriers to collaboration by providing a common data language that everyone can use. This cross-functional communication helps eliminate the misinterpretations that occur—e.g., when Business Unit A makes assumptions about data that Business Units B, C, and D captured, contributed, and shared across the organization. Because the assumptions are enumerated and detailed as part of the metadata, everyone knows exactly what comprises each number and can, therefore, use the correct information at the appropriate time without making "assumptions."

Increasing Confidence in Business Decisions. An Analytical MDM strategy instills confidence in corporate decision-makers because they are working with reliable and up-to-date information. This strategy also provides a framework for immediately identifying errors and making corrections.

Delivering Accurate and Reliable Reports. By providing easy access to the most current information, stakeholders in every business unit are able to work with accurate, reliable, consistent numbers and generate, consistent, accurate reporting to make the best executive decisions and to drive agility and productivity.

Analytical MDM Using Data Relationship Management (DRM) and a Single View of the Financial Truth

Analytical MDM using DRM meets the enterprise's need for the most current financial data from all systems across the enterprise. It allows for creation of a unified view of analytical dimensions, reporting structures, performance measures, and their related attributes. It helps your enterprise build departmental perspectives that bear referential integrity and consistency with master data constructs based on validations and business rules while enforcing enterprise governance policies. This functionality also allows synchronization of your enterprise's master data with downstream systems and facilitates integration with business intelligence (BI)/Enterprise Performance Management (EPM) systems, data warehouses, and datamarts.

Oracle Hyperion DRM is the ideal tool to support an Analytical MDM strategy. The missing link in many operations, it provides clean, consistent, and rule-based metadata across the enterprise. Oracle DRM pulls together all the data from disparate sources, allowing you to apply one set of rules and processes so that you are working with a complete, accurate, and consistent set of data.

Instead of the constant struggle of trying to validate financial reports monthly, imagine having a centralized information platform allows you to—

- Analyze aggregated data from multiple sources in one convenient location.
- Share results throughout your organization, locally or globally, via web-based portals and dashboards.
- Provide all business units the data they need, how they need it, by automating report generation and developing customized reports that let you tailor results to the needs of stakeholders and/or corporate decision-makers.
- Improve collaboration between departments by sharing data.
- Cut down on manual, repetitive data processing tasks by automating analysis while integrating third-party tools and capturing business rules and best practices.
- Increase productivity, operate with higher efficiency, and make better-informed decisions by browsing, collating, reporting, and sharing local, corporate, and public information in an efficient, timesaving manner.

Achieving a 360-degree view of all your financial data doesn't have to be a pipe dream. To be successful, though, you must implement the right strategy and use the technology.

With Oracle DRM supporting your Analytical MDM you have—

- Consistency across systems and business units
- Streamlined consolidation for a quick financial close
- Support for operational flexibility
- Consistency of measures, regardless of business unit
- Rapid financial rationalization
- Ability to see before and after
- An historical perspective

- Companies achieve better business results through the ability to generate, consistent accurate reporting and develop efficient processes.
- Stakeholders working with accurate, reliable, consistent numbers make the best executive decisions and to drive agility and productivity.
- Custom, tailored reporting ensures every stakeholder is working with the right information for his or her department and role.

Dispelling the DRM Myth

Now, there appears to be some misconception about what the Oracle Hyperion DRM tool really is and where and how it can be used in the organization. Some consider it to be a hierarchy management tool. Others see it as a functional hub that manages and feeds metadata to multiple Oracle Hyperion products. Still others see it as a strategic organizer for metadata that is intended for integration with the organization's operational data.

The truth is, Oracle DRM is all of this and a whole lot more.

Enforcing Referential Integrity on Transactional Data

The ultimate goal of Analytical MDM and DRM is to enforce referential integrity on the transactional data. The way to do this is through the Oracle DRM tool.

Oracle DRM is how enterprises manage operational and analytical master data. To be more precise, it allows you to manage master data and metadata as well as data quality and integrity. Features and options include —

- **Enhanced Enterprise Performance Management:** Systems sharing master data are in alignment, providing consistency of information and facilitating real-time decision making.
- **Increased IT and Business Collaboration:** By allowing business units to maintain dimensions and hierarchies, you reduce costs and increase IT productivity by redirecting focus to other projects and activities.
- **Improved Master Data Change Management:** An enterprise-wide mapping of business processes enforced by centralizing, automating, and simplifying complex business rule management reduces risk by providing a change control environment for data enhancement.
- **Easy Management of Non-Compliance Risk:** Comprehensive audit controls and accountability processes allow organizations to keep historical records with full log of changes, and the ability to query, report, or roll back to any point in time its financial and EPM master data.
- **Enhanced Reporting Integrity:** DRM provides IT organizations with the ability to manage complex relationships between master data elements, business rules, and peripheral systems' requirements, ensuring information accuracy across enterprise systems.

The DRM Repository

Oracle DRM is an open, transparent, centralized data repository that has integrity enforced by business rules and validations. DRM provides the master records for all the information you need to hold. It can push the consistent set of master data out to different Oracle EPM systems like Hyperion Planning, HFM, FDR, and Essbase, or it can function like a traffic cop and collect data from the systems and roll it into one.

When it comes to reporting and analysis, DRM can pull the master data together in any form, synchronizing it into a common definition that perpetuates across the whole organization. For example, say you have 15 divisions and each division has its own definition for company, department, and account. Using DRM, you can create one definition in the master data for company, department, and account. This becomes the master data that is propagated and used across the enterprise, ensuring you have a global understanding and enforced consistency.

Managing the Oracle DRM repository requires one owner to manage definitions and hierarchies, the way information gets rolled up, and if you want, pushed out to the different systems. However, you can distribute DRM management based on business units—each unit can access the DRM and do what they need to do. For example, when a new account is added to the master data, the Essbase admin fills in his Essbase properties for it. The Planning admin takes the same account and fills in planning associations. The HFM admin takes the same account number and completes the data for HFM. Multiple people may enter data, but the work is all done in one place.

Success and Analytical MDM and DRM

Analytical MDM supported by an Oracle DRM tool empowers leaders to make strategic decisions. It creates a single view of cross-functional perspectives while simultaneously allowing users to construct consistent and accurate alternate departmental views of the data. Whatever financial master data you are working with—legal entities, accounts, cost centers, or analytical master data such as business dimensions, reporting structures, or related hierarchies —Oracle DRM delivers accurate and timely master data to drive ongoing operational execution, enterprise performance management, and business agility.

DRM's purpose is to keep things consistent by using a common vernacular throughout the master data. For example—the business unit responsible for HFM needs to add a new vendor called Talk Communications. The HFM admin uses DRM to create one definition for this vendor in the master data. Once this is created, it gets pushed into the different systems. Now, whoever is responsible for creating this vendor in other locations can't make a mistake when they add data for Talk Communications. If the master data does not need to be pushed out to different systems, this process still works. In this case, when the data is pulled for reporting and analysis, DRM will roll all variations of Talk Communication into one record. With this methodology, there is no chance of aggregating things incorrectly. The common definition in the P/L and balance sheet will result in a consistent definition during roll up.

- Clients have reported that using DRM to keep reporting hierarchies in synch has reduced close times up to 70%.
- Reconciling month-end reports across different levels and sections of the company provides everyone from the department manager all the way up to the CFO confidence in their reports.
- With DRM in place, new system implementations and existing system upgrades/migrations are taking 30-40% less time and money.
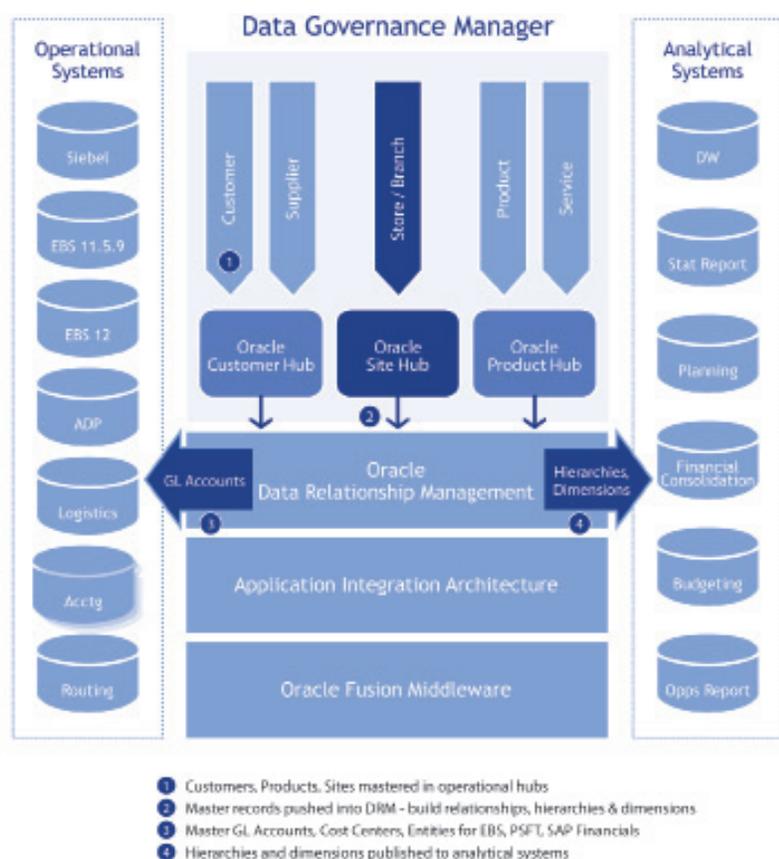

Figure 1
Oracle's view of possible MDM strategies*

*Based on Oracle's MDM diagram.

Extending DRM

DRM functionality does not end with organizing financial chart view of accounts, cost centers, and legal entities used to govern on-going financial management and consolidations for an enterprise. Organizations have extended its use to include—

- Creation of a standard set of metadata that will feed the entire Oracle Hyperion EPM suite of products from a centralized data repository that has integrity enforced by business rules and validations.
- Creation of cross-reference tables that can be used to build consolidated reporting models for disparate systems such as an enterprises' Oracle and SAP general ledger systems.
- A mechanism to provide needed data enhancements that are pushed to downstream systems without incurring the long development cycle time required to make changes in the operational systems.

Conclusion

The ultimate goal of an analytical MDM strategy is consistent and accurate enterprise-wide reporting and analysis. A decentralized approach to data gathering is a risky proposition, because it doesn't impact you until your business units can't deliver the data you need, or worse, delivers data that is wrong. To ensure your organization continues to meet business demands, it needs a sound strategy and the reliability of a tool designed to proactively manage master data change across operational, analytical, and enterprise performance transactional systems.
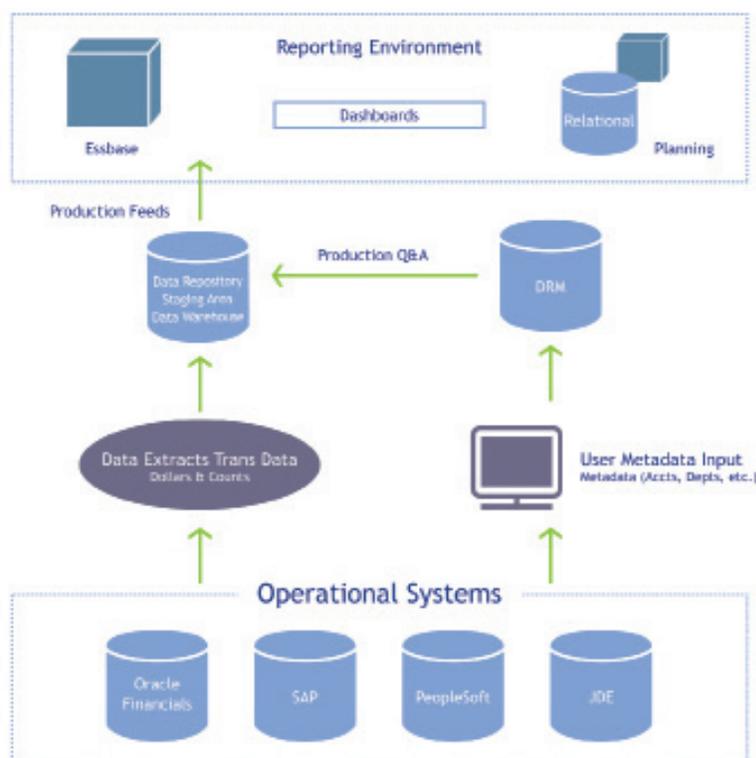

Figure 2
An example of a total EPM reporting strategy using DRM

Think a few years down the line, five maybe even 10 years—how much financial data will your organization have? How will you manage the pressure to improve value, accountability, performance, and quality (while reducing risk) to meet the demands of stakeholders, customers, employees, and government regulations and reporting while meeting the exacerbated demand to cut costs, improve efficiency, and increase revenue? Moreover, how important will leveraging that data rapidly and reliably be to achieving your business objectives? And what new business requirements will your organization face that demand timely, trusted, and consistent data?

Data consistency and solving problems is the goal of Analytical MDM and DRM. DRM is the foundation for one version of the truth. It provides a common set of definitions for your data. These definitions are what you build everything else from. Reporting and analysis is where you ultimately want to get. An Analytical MDM Strategy supported by Oracle Hyperion DRM is the best way to get you there. It offers distinct strategic advantages that allow you to predict trends, react quickly to market changes, and respond to competitors. By taking this approach, executives, managers, and staff have the precise information they need to make smart, timely decisions, bolstering your company's progress and enhancing its chances for short-term success and long-term prosperity in the years to come.

TopDown Consulting makes it possible for your organization to readily and economically implement an Analytical MDM and DRM strategy. TopDown aligns skills, knowledge processes, culture, and technology for greater agility, insight, and competitive advantage.

The TopDown team of consultants includes CPAs, MBAs, and finance executives with expertise and insight into the requirements of finance departments gained from an average 20 years of industry and Hyperion experience. We use this knowledge to design and deliver an Analytical MDM solution and DRM solution tailored to meet your immediate financial planning needs while enabling a platform for future cross-functional expansion and automated process integration.

Our tailored solution accelerates closing cycles, improves compliance, enhances analysis, and empowers leaders to make strategic decisions. It allows you to quickly and easily model business scenarios, re-forecast to meet rapidly changing business conditions, and decide on a course of action that maximizes performance. It also allows you to collaborate on plans, manage stakeholder interactions, track versions and changes, engage managers in the planning process, and ensure clear ownership and accountability. By using the TopDown combination of process and technology, you have transparent financial data and a single version of the truth for real-time visibility into business performance across the enterprise, as well as radically accelerated financial reporting processes within existing IT infrastructure constraints.

"Our experience has shown that with a combination of Oracle Hyperion technology, world-class engineering, and clear understanding of each client's specific needs and objectives, these challenges can be met with certainty and consistency."

—Juan Porter,
Founder and president,
TopDown Consulting

Learn More

Learn more about TopDown Consulting's Analytical MDM and DRM solution for improved value, accountability, performance, and quality. Visit us at www.topdownconsulting.com or call (888) 644-8445.

About TopDown Consulting

About TopDown Consulting, Inc. Founded in 2000, TopDown Consulting is the acknowledged leader in designing, implementing, and deploying EPM solutions. TopDown has the experience, expertise, and proven approach to deliver successful implementations for Global 2000 clients. Our consultants average 20 years of Hyperion and industry experience with a complete range of skill sets, including: solution and system architects, CPAs, finance executives, MBAs, analysts, and project managers. TopDown's proven Project Success Methodology provides a customizable strategic framework for guiding and measuring project initiatives, enabling us to deliver solutions that meet our clients' current and future business and technology needs and their unique corporate culture.

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