



JD Edwards

INFOCUS

DIVE DEEP

The benefits from upgrading from World to EnterpriseOne

Presented by:

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Session ID

101100



Craig Davied

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Executive summary

Craig is a Director with Grant Thornton in the Technology Solutions practice. He has over 20 years of consulting experience, across a diverse set of companies and industries. Craig's experiences include planning and program management of multi-faceted implementation projects, hands on management and implementation of ERP software packages, business process reengineering and system architecture design.

Prior to Grant Thornton, Craig was a founding member of MarketSphere's JD Edwards practice in 2002 and was responsible for managing and delivering projects, practice development, solution design and staff management. He has deep experience with the processes and configuration of the JDE Finance and Distribution modules, specifically with the General Ledger, Accounts Payable, Accounts Receivable, Job Cost, Contract Billing, Procurement / Subcontracts, Sales, Inventory, and Advanced Pricing. Craig also has experience with multiple releases of the software. Prior to joining Grant Thornton Consulting from MarketSphere, Craig was an experienced consultant in a "Big 5" consulting organization and has over 18 years of professional experience.

Industries

- Consumer Products
- Retail
- Metals and Mining
- Mineral Exploration Drilling
- Construction
- Water Management
- Aggregates
- Pet Food/Manufacturing
- Textiles
- Public Utilities
- Inbound / Outbound Transportation

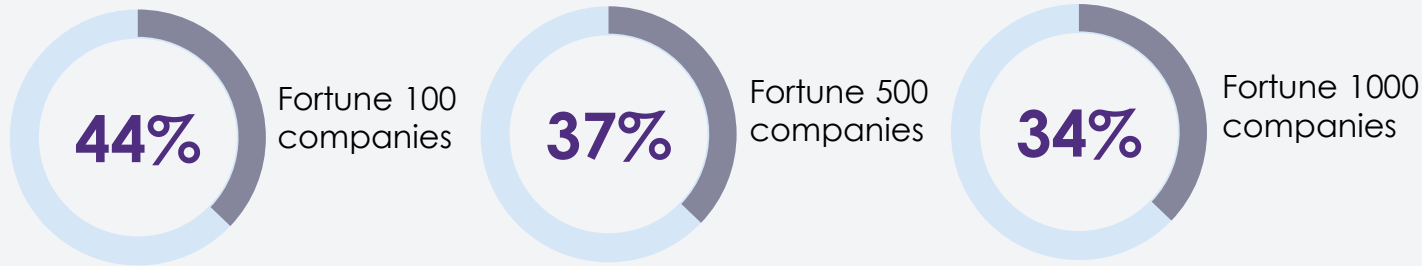
Education

Bachelor of Science in Business Administration / Finance, Kansas State University

About Grant Thornton

Thriving since 1924, our U.S. firm is people-focused and purpose-driven. We believe business should be more personal and that the strongest results start with trust.

Who we serve:



* Statistics as of July 31, 2020



\$1.92bn
in revenue



8,459
people, including
595 partners



53
offices

Our Oracle Practice



ERP and SCM

Financials | Revenue management | Accounting hub | Project accounting | Risk management | Project execution
Procurement | Inventory management | Cost management | Maintenance | Manufacturing | Order management | Product lifecycle and data management | Supply chain collaboration and planning



EPM Analytics

Planning and budgeting | Profitability and cost management | Financial close and consolidation | Tax reporting and provisioning
Management and operational analytics | Narrative reporting | Account reconciliation | Enterprise data management



HCM

Culture journey | Talent acquisition | Workforce administration | Talent management | Workforce development
Alumni network

Data governance & cloud integration

PaaS

Solution delivery center (off-shore and on-shore)

Industries

Construction,
Real Estate
& Hospitality

Consumer
And Industrial
Products

Energy

Financial
Services

Healthcare
And Life
Sciences

Not-For-Profit
Organizations

Private Equity

Public Sector

Technology

Find your silver lining
gt.com/silverlining

About Grant Thornton JDE

JD Edwards practice – 80+ dedicated professionals in U.S.

Project management and functional expertise

- Specialized functional resources
- Project management office
- Implementations
- Upgrades
- Mobile applications
- Third party integration architecture
- Business process re-engineering
- Managed services (functional)
- User materials and training
- Financials
- Distribution
- Manufacturing
- HR / Payroll
- CAM
- Project advisory

Technical

- CNC
- Development
- Workflow
- Security management
- Technical management
- Database management
- Infrastructure / hosting
- Managed services (technical)
- Private cloud
- Disaster recovery
- Security
- Development (FRICE)

Trusted business advisor

- Gap assessment
- Transformation
- Industry point of view
- Proven methodologies
- Process excellence
- Benchmarking
- ERP governance
- Data governance
- Master data management
- Reporting strategy
- Change management
- Cloud roadmap / strategy
- FASB planning
- Chart of accounts optimization



Oracle leadership

- The Leading Oracle Platinum Partner presenter at COLLABORATE, INFOCUS and OpenWorld conferences (more presentations than any other Platinum partner in the past 3 years)
- Featured in PROFIT magazine – JD Edwards Special Issue
- Teaming with JDE product development – we work with JD Edwards on enhancing the code base for customers (e.g. OneView Reporting, Revenue Recognition, Leasing Standards, Configurator)



Experience and recognition

- More than 250 JD Edwards implementations and upgrades as a practice
- Over 20 implementations in the past 5 years
- Over 50 upgrades in the past 5 years
- 2017 JD Edwards Partner Excellence Award for **User Adoption**
- 2016 JD Edwards Partner Excellence Award for **Vertical Industries**
- Oracle JD Edwards recognized Grant Thornton with its 2014 and 2015 JD Edwards Partner Excellence Award for Outstanding **Upgrades**

Agenda

- Why Upgrade?
- Upgrade options / timeline
- Accelerator tools
- Additional considerations
- Summary / Next Steps

Oracle / JDE World Support

- If you're on A9.4 – you have support until 2025
- Oracle is indicating that A9.4 support will not be extended past 2025
- After support ends, no additional updates will be developed for World

Release	Latest Update	GA Date	Premier Support Ends	Extended Support Ends	Sustaining Support Ends
World A9.4	2	Aug 2019	Apr 2022	Apr 2025	Indefinite

Release	GA Date	Premier Support Ends	Extended Support Ends	Sustaining Support Ends
A7.3	Jun 1996	Dec 2013	Not Available	Indefinite
A8.1	Oct 1997	Dec 2013	Not Available	Indefinite
A9.1	Apr 2007	Apr 2012	Apr 2015	Indefinite
A9.2	Apr 2009	Apr 2014	Apr 2017	Indefinite
A9.2.1	May 2010	May 2015	May 2018	Indefinite
A9.3	Mar 2012	Mar 2017	Mar 2020	Indefinite

Oracle / JDE E1 Support

Release	Latest Update	GA Date	Premier Support Through At Least	Extended Support	Sustaining Support
EnterpriseOne 9.2	3	Dec 2018	Dec 2032	Not Applicable	Indefinite

- E1 9.2 is THE continuous innovation release
- The vast majority of new functionality will be built for E1 9.2
- The Dec 2032 end date is likely to be extended...
- Release 22 was announced in early October!

New functionality

Area	New features	
Functionality	<ul style="list-style-type: none">• FASB/IASB revenue recognition standard changes• Real time financial integrity checking• Inventory reconciliation• Workcenter load review calendar• Outbound inventory management• Joint venture management• Lease accounting	<ul style="list-style-type: none">• Country of origin• Rental management• Advanced job forecasting• MRP availability checking• Sales order guides• Localization enhancements• OneView financial statement writer
Usability	<ul style="list-style-type: none">• Watchlists• Advanced query capabilities• Café One• Mobile applications (80+)• Form personalization• Expanded grids for filtering	<ul style="list-style-type: none">• UX One• Landing pages• Search• User defined objects (UDO's)• Real time summarization• Grid and column header changes
Technical	<ul style="list-style-type: none">• Simplified upgrade path• OMW on the web• OneView reporting performance improvements• JDE on the Oracle Cloud• Application interface server for mobile apps• In memory applications	<ul style="list-style-type: none">• Additional standard business service (BSSV) integrations• Workflow enhancements• JDE Orchestrator

Usability improvements

- In addition to new functionality, there are numerous usability improvements between World and E1
 - Watchlists
 - UX One
 - OneView grids and reporting
 - Advanced queries
 - CafeOne
 - Orchestrator
 - Workflow
 - Automation
 - Form personalization
 - Overall ease of querying and exporting data

Technology options

- More flexibility on your infrastructure options
 - Upgrade to newest versions of the AS/400 operating system
 - Only World A9.4 and A9.3 update 1 supported on OS 7.3
 - Many 3rd party systems are not supported on older IBM OS versions
 - Oracle has not announced if they will be certifying A9.4 on OS 7.4
 - Ability to move to different database (SQL Server or Oracle) and/or different virtual servers (VMWare or Oracle VM)
 - Ability to leverage different operating systems (Linux, AIX, Microsoft Windows, IBM I5OS)

Technology options

- Reporting / custom development
 - Move away from RPG code – limited availability of RPG developers
 - Replace current customizations with new functionality
- Improve your security
 - True role based security
 - 9.2 offers stronger authentication methods and integration with AD and LDAP
 - Better ability to audit security and potential SoD violations
- Integrations
 - Leverage AIS and other integration tools to modernize your integrations with other systems (e.g. Oracle SOA, Dell Boomi, Mulesoft, Informatica)

Business case

- Modern user experience with greatly enhanced capabilities
- Improved / new functionality, often focused on specific industry needs
- Greatly enhanced query capabilities
- Mobile apps and support for running on tablets
- Flexible architecture allowing more hardware options

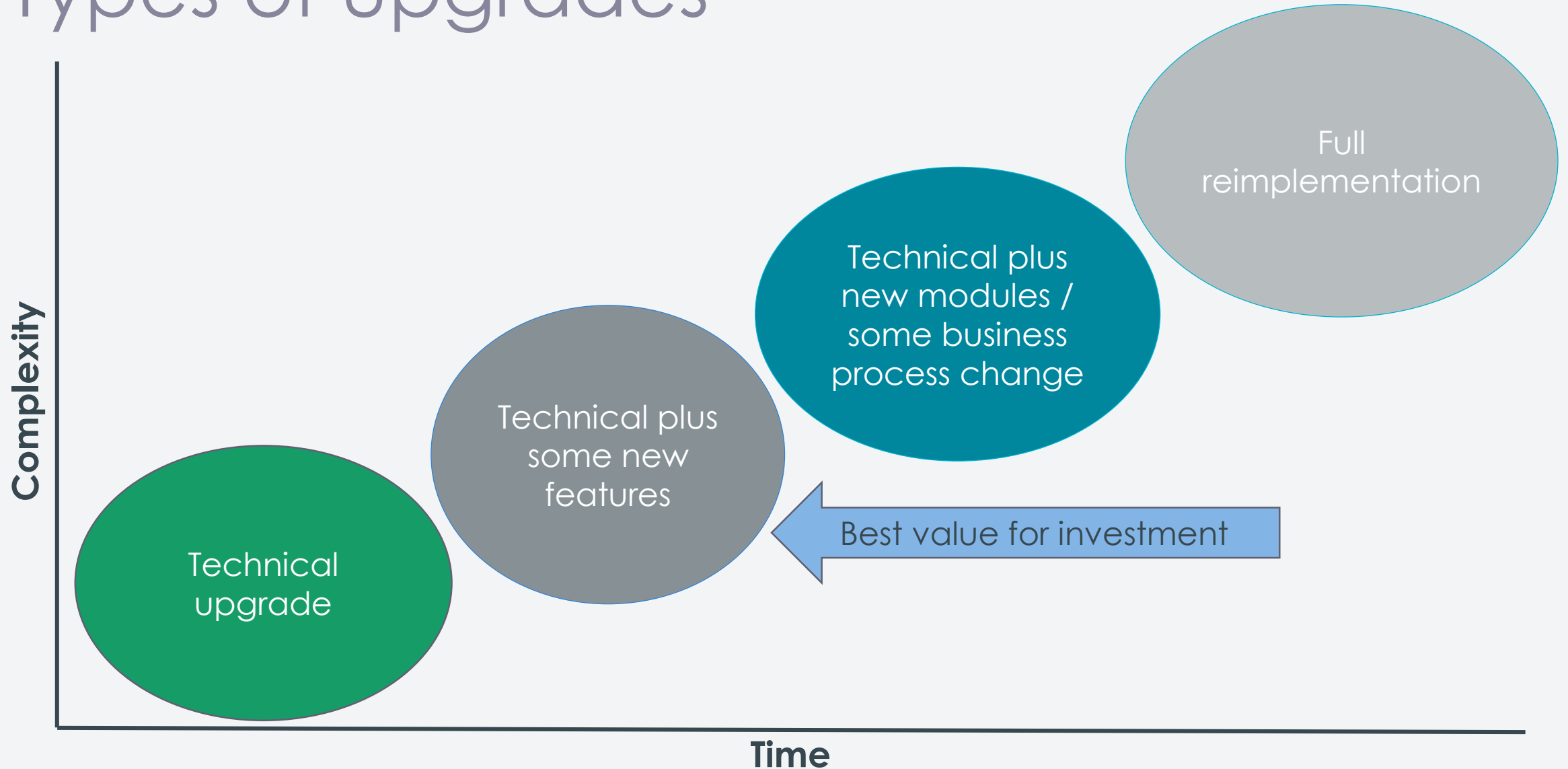
Return on investment

- Support is ending soon
- Much more flexibility on technology options
- More robust security and ability to manage SoD controls
- Newer functionality not available in World
- Platform for majority of future investment and continuous release focus
- Heavy focus on usability and end user experiences

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Types of upgrades



Types of upgrades

	Characteristics					Impact On...	
Upgrade option	Technical	Removal of customizations	Level of business process change	Level of new system functionality	New modules	Business users	Project cost
#1 – Technical only	• Yes	• None	• None/ low	• None/ low	• No	• Low	• Low
#2 – Technical plus some features	• Yes	• Some	• Low	• Medium	• No	• Medium	• Medium
#3 – Technical plus new features/ modules	• Yes	• Most	• Medium/ high	• High	• Very often	• Medium/ high	• Medium/ high
#4 – *Re – implement (transform)	• Yes	• Most	• High	• High	• Very often	• Medium/ high	• High

Types of upgrades

- The type of upgrade depends on your organization's immediate vs. long term needs
 - Support timelines
 - Level of customization
 - Maturity of business processes
 - Master data management needs
 - Number of disparate 3rd party systems

Types of upgrades

- If you're pursuing a technical upgrade, plan for the future
 - Don't continue to run a World footprint on 9.2 technology!
 - Complete an upgrade blueprint,
 - Detail the areas to be addressed post technical upgrade
 - Set expectations for all involved of upgrade scope
 - Document the long term roadmap to address:
 - New functionality
 - Improved business processes
 - Leveraging AIS/Orchestrator
 - Replacing customizations

Upgrade timelines – World to E1 9.2

	Number of Months																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Technical upgrade																								
Technical, plus new features																								
Technical, plus new modules, business process																								
Reimplementation																								

- Timeline is most dependent on:
 - Number of modules
 - Release you're coming from
 - Level of customization
 - Level of business process change
 - Number of integrations
 - Number of users / locations
 - Level of involvement of key resources

Upgrade levers

- There are 4 additional levers that impact the cost and time for your upgrade
 - Configuration strategy – adoption of standard processes vs. adaption
 - Execution strategy – how to roll out the new version – by process or geography or big bang
 - Staffing strategy – consultant led vs. client led
 - Change management strategy – in house or consultant supported

Upgrade levers

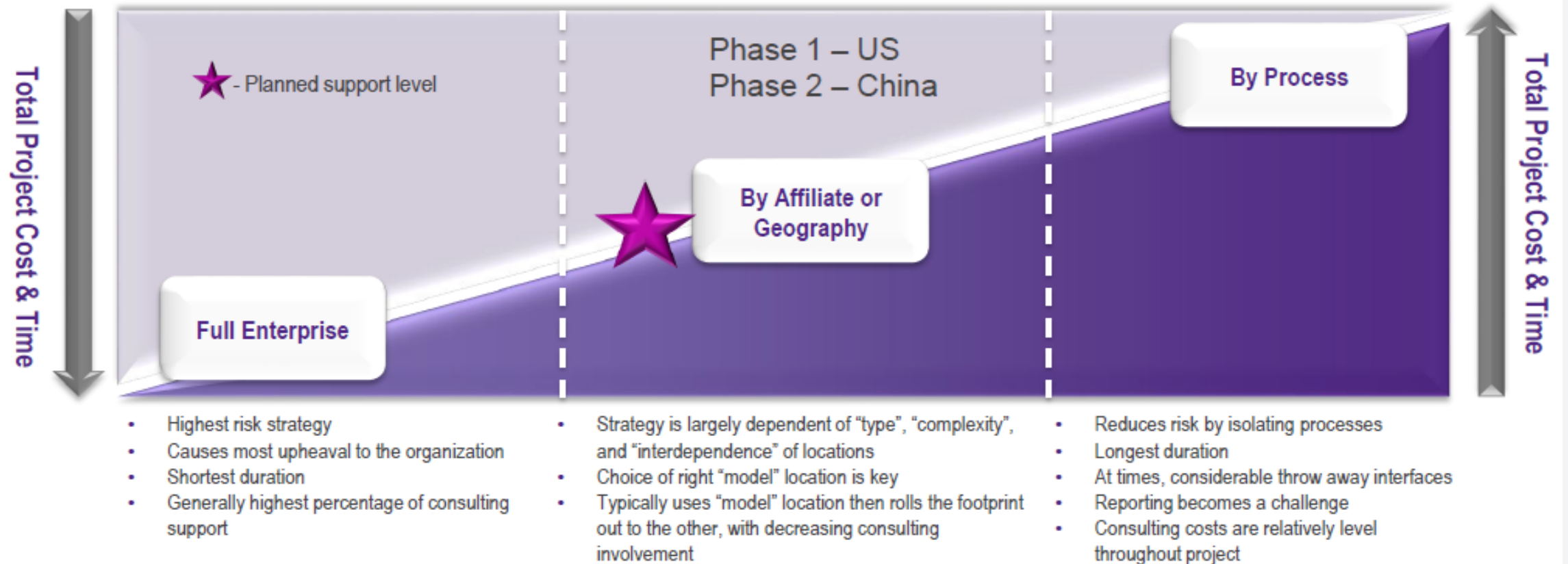
Determination of necessary modules and approach is important in controlling timeline and costs and reducing risk. You must also determine to what extent your organization wants to adopt the "leading practice" business processes available in the software, versus adapting / customizing the software.



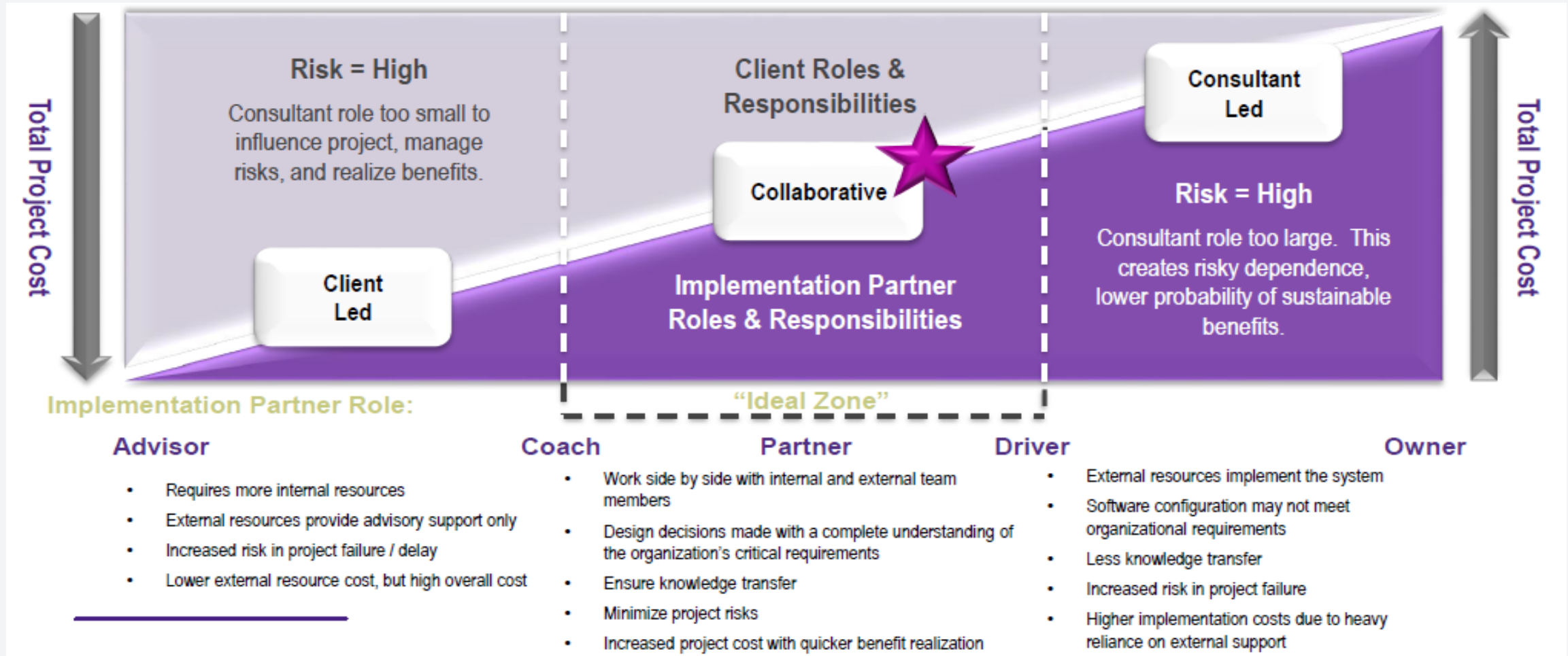
Upgrade levers

How functionality is rolled out has a considerable impact on the project equation of Time, Cost, and Risk. There are two major dynamics to consider:

- How much functionality is rolled out to the organization
- What functionality is rolled out to the organization when

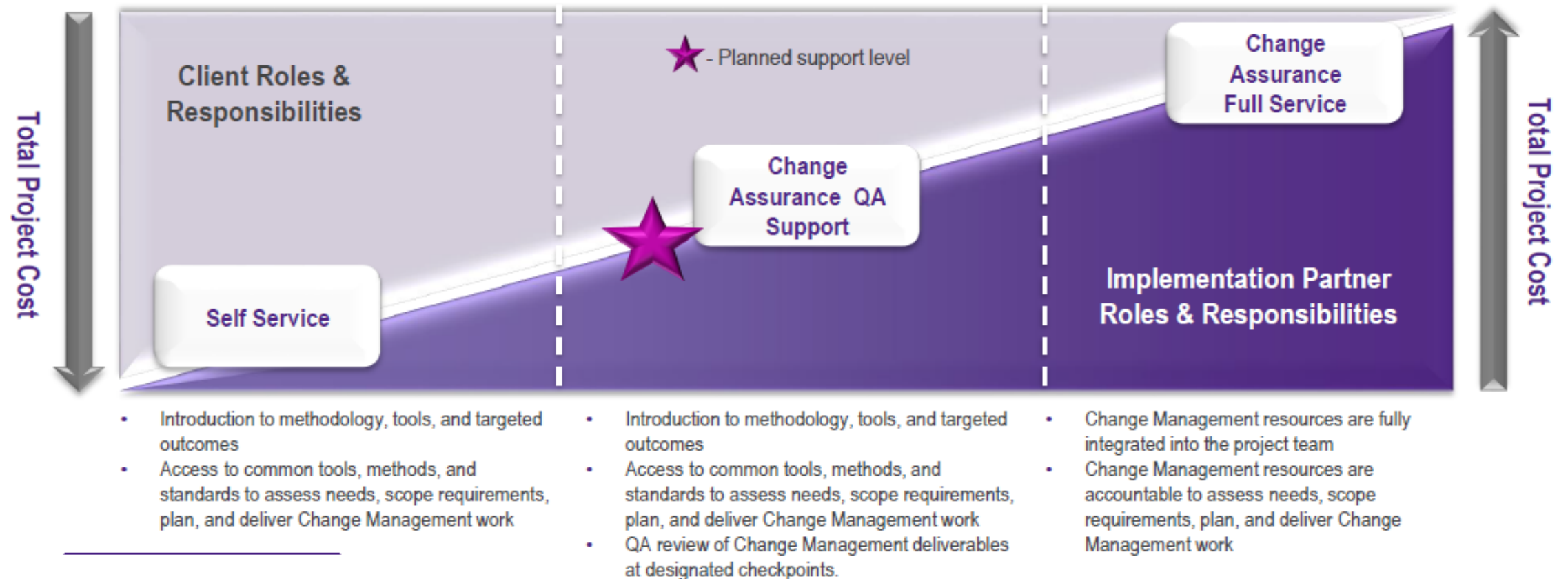


Upgrade levers



Upgrade levers

In assessing implementation assistance, consideration needs to be given to how much organization and process change is going to occur due to the implementation. The level of Change Management service should be based on the size and complexity of organizational change. This enables organizations to effectively and efficiently accomplish desired Change Management outcomes.



Upgrade workshop / assessment

- If you're unsure of how to proceed, complete an upgrade planning workshop to go through the items noted on the prior slides
- A more detailed assessment may provide value to finalize plans for:
 - Infrastructure approach
 - Type of upgrade
 - Approach to upgrade
 - Resource planning
 - Budgeting
 - Post upgrade items to address

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JDE World to E1 Accelerators - Overview

JDE World and E1 are not the same – GT has Accelerators to help!



Quicker Time to Delivery
– Our upgrade projects are consistently delivered on time & within budget



Reduce & Remove World Customizations –
Objective is to use enhanced standard E1 functionality and technical toolkits



Data Integrity –
Maintaining data standards and integrity is critical to a successful upgrade



Risk Mitigation –
Automate and fine-tune the World to E1 migration process through multiple mock cutovers



Reporting Foundation –
Provide a framework for reporting and continual improvement rather than just 're-creating' the 'status-quo'.



Better & Quicker Documentation – Assist the project team with data validation, testing and end user training

GT has **accelerator tools and templates** that will be used for:

- **EDI** System 47 Z-File Validation
- Ad-hoc **Reporting** Analysis Tool
- Application **Security** Migration Tool
- Table Conversion Workbench (e.g. **Accounts Receivable**)
- **Database Analyzer** Tool
- **Data Dictionary** Comparison Tool
- User Defined Code (**UDC**) Merge Program
- **Next Numbers** Synchronization
- Automatic Accounting Instruction (**AAI**) Merge

JDE World to E1 Accelerators - Details

Tool / Accelerator	Description / Purpose
World Reporting Analysis Tool	Analyzes all JDE World FASTR, WorldWriter, DreamWriter and STAR reports and versions (as well as RPG queries) to identify ones that have been run within the past 24 months. Then, maps the required reports into the applicable JDE EnterpriseOne solution (standard JDE report, standard JDE inquiry/query, Financial Report Writer (FRW), Enterprise Report Writer (ERW) or OneView Reporting. The objective is to minimize custom reporting in EnterpriseOne. Also includes a World to E1 reports cross-reference document that can be used for testing and end user training.
Application Security Migration Tool	Analyzes existing JDE World user and group security files to map to a proposed role based security model. This model can then be revised to meet enhanced security functionality and requirements for JDE EnterpriseOne.

JDE World to E1 Accelerators - Details

Tool / Accelerator	Description / Purpose
E1 Table Conversion Workbench	Manages and runs the table conversions that migrate JDE World business data to the new format for JDE EnterpriseOne 9.2. It updates the Table Conversion Scheduler table to indicate completion and writes a conversion log record to the Table Conversion - History Log table for each conversion by module. Conversion Audit Reports are produced to identify migration exceptions by record. This is extremely beneficial for table structures that change drastically between JDE World and JDE EnterpriseOne for example Accounts Receivable, Payroll/HR and Contract Management.
Migration Database Analyzer	Uses SQL scripts to identify JDE World files that violate JDE EnterpriseOne index constraints. The program identifies duplicate records and other issues in the World files.
Data Dictionary Compare	Lists any JDE World files that contain the Data Dictionary (DD) item listed on the EnterpriseOne DD report. This report helps you determine if you need to make any changes to JDE EnterpriseOne data dictionary items.

JDE World to E1 Accelerators - Details

Tool / Accelerator	Description / Purpose
User Defined Code Merge	Reads the User Defined Code (UDC) files in JDE World and updates the JDE EnterpriseOne UDC tables where records are missing. A report is generated listing all updates and exceptions.
Next Numbers Synchronization	Merges the Next Numbers from JDE World to JDE EnterpriseOne. The program reads the F0002 file in JDE World and then updates the JDE EnterpriseOne table when the System, Use, Line Occurrence and Check Digit match. A report is generated listing all updates and exceptions.
Automatic Accounting Instructions Merge	Updates the Automated Accounting Instruction (AAI) file in JDE EnterpriseOne using the JDE World AAI file. If the AAI exists only on the JDE World side, then the AAI merge adds this information to the JDE EnterpriseOne table. If the AAI exists only on the JDE EnterpriseOne side, the AAI merge does nothing for that particular AAI. A report is generated listing all updates and exceptions.

JDE World to E1 Accelerators - Details

Tool / Accelerator	Description / Purpose
EDI / Z-File Validation Program	Provides a report that lists work files that need to be validated. These files need to be reviewed before executing the migration programs, as it might be a warning that a process should be completed in the JDE World environment. Failure to complete any pending process could cause data corruption in the JDE EnterpriseOne tables. These often include F47* EDI files.

JDE upgrade optimization plan

Sub Cat:

- *Functional Area (e.g. Finance)*
- *FRICE classification (e.g. Interface)*

Description of Upgrade Action Item

All technical and functional impacts of the action/change

How much change management will be required to support the action/change?

Additional details to support the change

ID	ACTION LOG (DESC)	AREA	SUB	Decision Memo? (Y or N)	Impact	Value	Change Management (H,M,L)	BPO or IT Owner	Notes
2	Task Views/Menus need to be replaced with E1 Pages	Configuration	General	N	Less time spent navigating through E1	Efficiency Gains	Low	Roberts	Pages will be utilized to provide for a more "self-service" user experience. UPK procedures will be produced for the actual creation of E1 Pages.
3	Eliminate lot trace/track custom reports (all R56LOTxxx objects and versions) for inventory reconciliation	FRICE	Customization	Y	Users will have quicker and easier access to accurate regulated data. IT will not have to support custom reports and nightly batch job scheduler will be simplified and take less time to complete.	TCO Savings	Medium	Johnson	Utilize 9.2 Advanced query management and new inventory reconciliation functionality to obsolete these custom reports. UPK procedure will be produced for the use of Adv Query Management and also the inventory reconciliation applications.
4	Get all inventory items on the system and minimize the use of "shippers" and maintaining inventory and purchasing on spreadsheets – Portugal and Mexico	Process Changes	Distribution	N	Less maintenance in dealing with "shippers". Less reliance on outside tools (e.g. spreadsheets) and more reliance on better processes and the information within E1. Obsolete spreadsheets.	Efficiency Gains	High	Olsen	Currently, when there is no item in the system, a substitute called "shipper" is utilized. New process = All items need to be added to the system & the appropriate B/P before product ships.

AREAS:

- *Configuration*
- *FRICE*
- *Process Changes*
- *Infrastructure*

Is a decision memo deliverable required by the BPO?

Hard and Soft Dollar Benefits – can have additional quantitative details as required by the project

BPO or IT Resource accountable for the change

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Additional considerations

- There are additional things to keep in mind as you approach your upgrade:
 - Reporting
 - Security
 - Integrations
 - Change management
 - Licensing
 - Communication Plan
 - Risk Analysis
 - No / No-Go Process
 - Cutover Process
 - Go-live Support Process
 - ERP Governance

Reporting

- WorldWriters, DreamWriters, STAR and FASTRs go away!
 - Big pain point for many long time World users
 - There are other options
 - OneView reporting
 - Oracle Analytics Cloud reporting
 - ReportsNow / Insight
 - Query capabilities in E1 9.2
 - Custom report development
- Be prepared to address the users reporting needs and anxiety over losing this capability

Security

- Security is much different than the older versions of World
 - Role based vs. menu based
 - Take the opportunity to optimize your security model
 - Remove unnecessary / obsolete security records
 - Optimize the number and focus of roles

Integrations

- Interfaces writing into World often have to be re-written for E1
 - Field properties have often changed (e.g. null vs. blank)
 - Error conditions are different – things that passed in World often error out in E1
 - Data integrity between modules or subledgers can be more robust in E1
 - Don't make the assumption you can just repoint from World to E1!

Change management

- Change management is much more important on a World to E1 upgrade
 - Much different user interface
 - No more function keys! More use of the mouse – often takes some time to get used to
 - Heavy data entry users often have the most impact
 - When change management is leveraged, it ensures users are ready and prepared for the changes

Licensing

- Make sure you involve your Oracle sales rep to discuss any licensing implications
 - If you're off support, there may be a license cost impact
 - This is a good opportunity to think about the module footprint you need long term – potential opportunity to replace 3rd party systems

Communication

- End user surveys throughout project
 - Results discussed in ESC meetings
- Newsletters with project updates sent out monthly
- Training plan / materials
- Lunch Q & A sessions
- Corporate e-mail account for questions / feedback
- Goal was to continuously interact with the business...

Risk analysis

- Identification of all potential risks at launch
 - Related area of business
 - Likelihood of occurring x Impact = Risk score
 - Ranked high / medium / low
 - Mitigation owners and plans
-
- Reviewed results with ESC
 - Monitored throughout project

Go / No-go scorecard

- Main drivers / conditions to meet:
 - Project delivery
 - External business readiness
 - Organizational readiness
 - System capabilities
 - Data quality
- Goal for each condition
 - Red/yellow/green acceptance criteria
- Owners assigned to each condition/driver
- Measured each week over the final 8 weeks prior to go-live

Conversion / cutover process

- 1.) Conversion programs from JDE World to E1 9.2
 - 2.) Ad hoc conversion programs or SQL data manipulation (if needed)
 - 3.) Data validation / Surface testing
 - 4.) Release business users into new system(s)...Go-live!
- Typically 100's of cutover tasks to execute
 - Timeframe is typically 2-3 days (24/7 consecutive unfortunately ☹)
 - Multiple toolsets utilized to accomplish all conversion activities

Go-Live support

- Process
 1. Training materials
 2. SMEs / Super users
 3. Help desk
- Two Locations
 - War room / Hot line
 - Command center
- Prioritization of Issues / Enhancements
 - Owners
 - Target completion dates

ERP governance

- Business and IT participation necessary in order to be successful
- Management team members included; Manage escalation process
- Weekly/Bi-weekly review of open issues and enhancement requests
- Prioritization based on business justification / return on investment
- Discussion based on impact to all areas of the business
- Business process changes discussed as well
- Set priorities based on monthly or quarterly basis; Must manage small changes as well as larger project initiatives

Lessons learned

- Value of clear communication at all levels
- Importance of an SDLC - - Checks and balances
- Value in cleaning up legacy data prior to implementation or go-live
 - Conversion complications
 - UDCs
- Defined project roles and responsibilities
 - BAs wanted to lead (Consultants were more staff aug)
 - Modular teams worked in silos; no cross-functional BA

Lessons learned

- Document, document, document...
- Training
 - Need to be functional consultant influenced
 - Natural knowledge transition to team members
- Need to gather/re-confirm business requirements at the start of the project
- Need to document business process flows (incorporate with training materials)
- Make sure you include a proven business partner that you can trust

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So what's next?

- Continuous training / re-training
- Focus on the ownership/management of their governance model
- Process simplification / Optimization projects
- Additional user interface features
 - Advanced queries (published)
 - Personal forms (published)
 - Watchlists
 - UXOne features

Summary

- Start planning your upgrade from World to E1 9.2 soon
- Start thinking about the type of upgrade to pursue
- Consider the infrastructure implications and start planning – this can add to the timeline
- Consider an upgrade planning workshop to address these items – Grant Thornton can assist with this

Final thoughts

- Many, many new features in E1 9.2 make upgrading more enticing than ever before
- JDE World to E1 9.2 upgrade projects can be challenging, but definitely not impossible
- Need to recognize the impact that this level of change will have on your organization
- Make sure that you select a partner that has strong experience and is the right fit"

Hear more from Grant Thornton

Tuesday

- **Automating positive pay with Orchestrations** | Mohammad Shujaat | 8:15 a.m. CT
- **Designing job cost code structures for effective cost management** | Craig Davied | 11:15 a.m. CT
- **Unleash the power of EDI 852** | Shrikant Gogate | 11:15 a.m. CT
- **Use form extensions to turbocharge JD Edwards 9.2** | Mohammad Shujaat | 1:15 p.m. CT
- **Extend JDE reporting with Oracle Analytics** | Jeffrey Silverman and Matt Elfeldt, Greer Labs | 3:15 p.m. CT

Wednesday

- **JDE's advanced pricing can handle the most complex pricing structures** | Craig Davied | 7:30 a.m. CT
- **A simplified guide to implementing lease accounting** | Sam Johnson | 7:30 a.m. CT
- **Creating workflows with JD Edwards Orchestrator** | Dwight Moore | 8:45 a.m. CT
- **The steps to JD Edwards Orchestrator** | Anthony Palmisano | 12:45 p.m. CT
- **Used enhanced RMA** | Shrikant Gogate | 12:45 p.m. CT
- **How general ledger can improve sales and operational reporting** | Craig Davied | 2:00 p.m. CT
- **A Covid migration: World to EnterpriseOne upgrade** | David Kratzke | 4:00 p.m. CT
- **Utilizing Orchestrator Studio for real estate** | Sam Johnson | 4:00 p.m. CT

Thursday

- **Stop Integrating & start InteGreat-ing** | Mohammad Shujaat | 8:15 a.m. CT
- **The benefits from upgrading from World to EnterpriseOne** | Craig Davied | 10:00 a.m. CT
- **Paperless AP automation journey - An Orchestrator case study** | David Kratzke and Matt Marfice, Watson Land Company | 10:00 a.m. CT
- **Step by step: Evaluate the effectiveness of your EAM/CAM asset maintenance program** | Steve Yniguez | 11:15 a.m. CT
- **IoT methods for reporting, dashboarding & customer portal using Orchestrator and CafeOne** | Jordan Myers | 11:15 a.m. CT
- **Manage your joint venture needs in JDE** | Craig Davied | 1:15 p.m. CT

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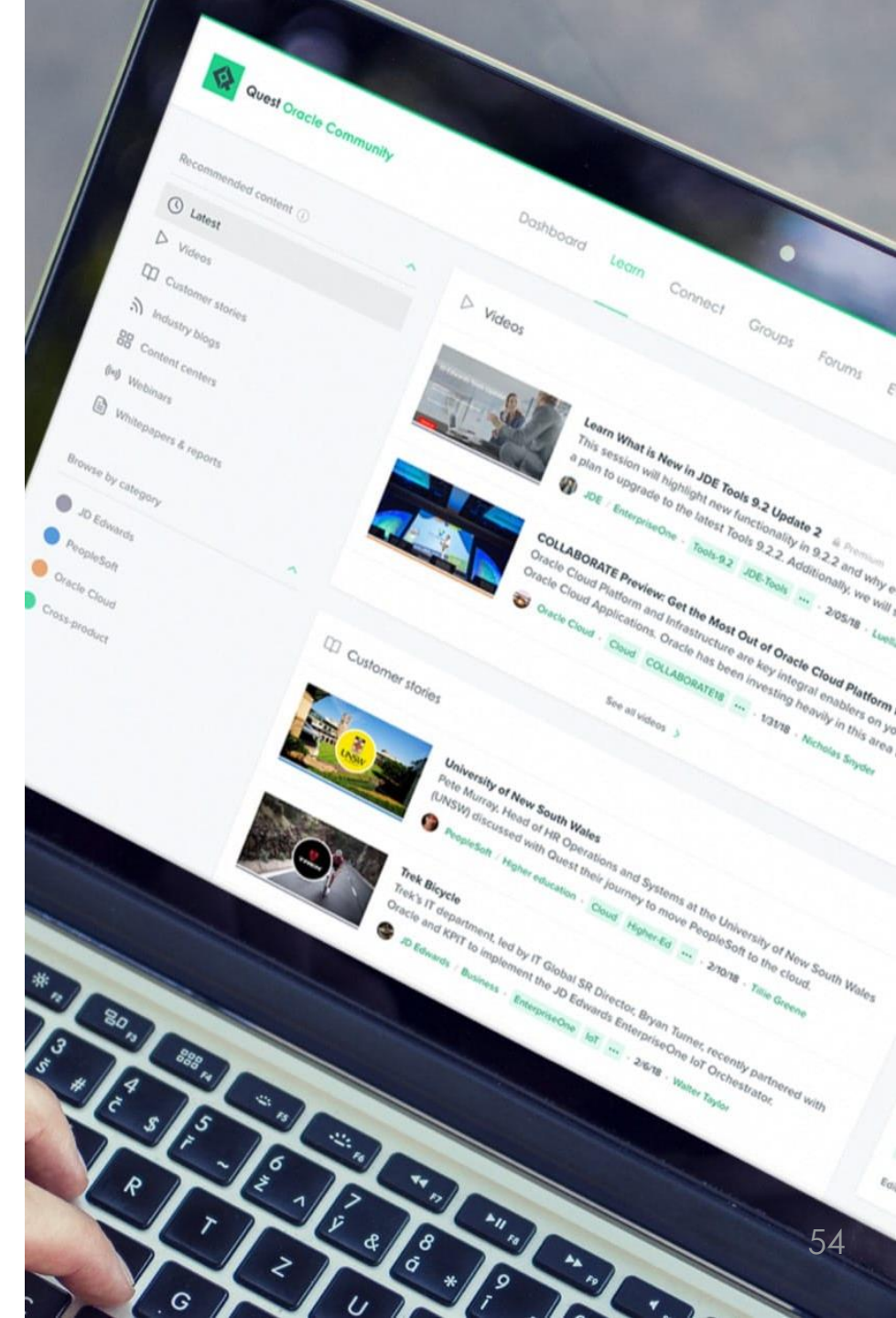
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- Find answers and solve problems.
- Make better, informed decisions.
- Increase their sphere of professional influence and advance their careers.

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- Transform their organizations and modernize their product planning.
- Recognize opportunities for efficiency gains and cost savings.

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