School Business Systems Modernization (SBSM) Successful Implementation

July 20, 2023

NORTH CAROLINA
State Board of Education
Department of Public Instruction

ERP Implementation

Steven Katz – BIO

- Graduated college with a B.A. degree in Math and Economics, Post Graduate work Certificate of Actuarial Science
- Became a Pension and Benefit Actuary
- Worked for a company called ACTI where I developed actuarial mathematic modeling and simulation programs in Bethesda, MD, I worked on developing application for Reagan's Star Wars program (not the movie).
- Worked for some of the of the leading Actuarial, Benefit, Compensation and Human Capital Management consulting firms (Mercer Consulting, Watson Wyatt, Towers Perrin (now Willis Towers Watson), consulting to Fortune 500 companies and Large Public Organizations.
- Was hired by PeopleSoft as Director of Product Strategy and Development for multiple HCM modules (Variable Compensation, Pension Administration, Benefit Admistration), and later for ORACLE Corporation.
- The last 16 years I contracted with a consulting firm called Peak Performance Technologies, which is also very similar to Davenport Lawrence where I provided and consulted on project management, program management, change management to K-12, Higher Education and State and Local clients (which includes State of Georgia – State Accounting Office, State of Texas Employee Retirement System/and State Comptrollers Office, State of New York Comptrollers Office, Gwinnett County Public Schools, Maricopa Community College, Miami-Dade College, and others.
- Consulted to over 150 clients in one form or another on ERP Implementations. I have taken over multiple distressed projects and have turned them around.
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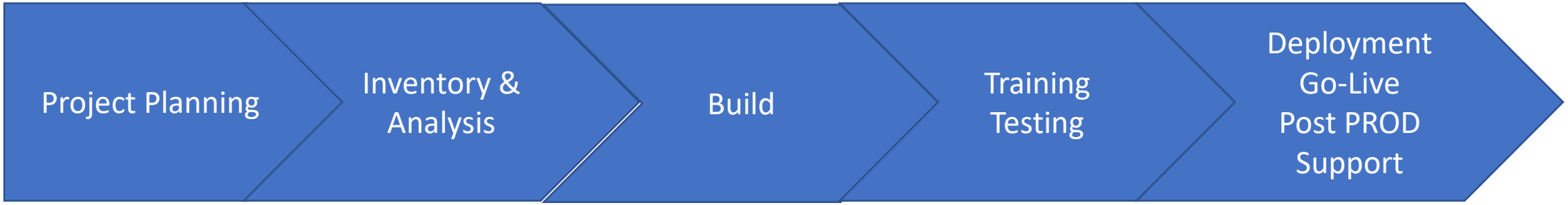
ERP (Enterprise Resource Planning)

Enterprise Resource Planning is a platform that organizations use to manage and integrate the essential functions of their business.

What your ERP system won't do is make your project a success. Picking the wrong one will make your project fail. Swain would fail trying to implement ORACLE Cloud, CMS would fail trying to implement LINQ. Size, Scalability, Automation, Processes, Capabilities. Requirements count and they are different for different organizations. ERP system don't fail. Project Managers fail. By making good decisions and avoiding pitfalls, is the difference between success and failure.

Traditional PMI ERP Implementation Methodology



Project Planning	Inventory & Analysis	Build	Training Testing	Deployment Go-Live Post PROD Support
* Steering Committee & **Stakeholder Grp** • **Project Oversight** • **Project Budget** • **Project Resource Plan** • **Change Management** • **Resolution Management** • **Project Planning** • **Team Training** • **Detail Resource, Financial, Function** • **Inventory functions and Requirements** • **Business Processes** • **Instance Migration Strategy**	Don't Think, Just Do • **Less Inventory & More Analysis** • **Business Processes / Workflow** • **Requirements Matrix** • **Product Configuration** • **Data Cleanup** • **Data Conversion**	**Don't Think, Just Do** • **Build** • **Unit Test** • **Cross Functionaly Unit Test** • **Cross-Functional Matrix – Testing Scenarios** • **Detailed Testing Scenarios – Multi-Dimensional** • **Data Convesion Prgm**	Just Think, Just Do * Perform Extended Team Training • Perform System Integration Testing • Perform System Integration Testing • Perform User Acceptance Testing	• Data Conversion Plan • Transition Plan • Go-Live Checklist • Post Go-Live Support

Somethings We Can Learn from Failures

Why do ERP Implementation Projects Fail and how to avoid some of these disasters, and how do we navigate the pitfalls to avoid these types of failures.

- Choose the right software, and the right technology to support your business. You cannot select the right software by a one day demonstration. (Story buying a car online – don't buy a car w/o test driving it)
- Choose the right System Integrator, and make sure you have the right partner, or partners helping implement a solution. Just because your SI has a big name or well-known, does not mean your immune to failure.
- You are in Charge of Your Project. It's not the software vendor and it's not your System Integrator. It is YOU that needs to make this successful. If your SI is not working out, course correction. If your SI is not listening to you, course correction. You need to pay attention to warning signs. This may mean that you have to give the SI clear direction, or possibly fire them.

Somethings We Can Learn from Failures

- You have to be informed of the Projects metrics, statuses to be able to mitigate risks and be able to identify risks. Do not count on your SI to do this, many of them thrive on risks popping up and then you are stuck with spending more on services. You lose. They are like the fox guarding the hen-house. You need to have independent risk mitigation as part of the whole concept.
- Operational disruption. Biggest Risk and Biggest Cost.
- Under-investment in Change Management

Somethings We Can Learn from Failures

- Issues arise, and your SI says they need to compress the timeline to meet Go-Live Milestone. You need to avoid this pitfall. This is why I start planning/inventory early. Compressing the timeline represents critical risk and is a large component of why projects fail.
- Get it right the first time, the cost at the back-end will cost you 5x more.
- Pre-Project Planning with i's dotted and t's Crossed. You need realistic task times and milestones. Unrealistic expectations are another high risk and high cost which result in Project failures.
- Focus on Business Process Management, define what your business processes and operations should look like. Define what your business blueprint is and let that drive your transformation.

Somethings We Can Learn from Failures

- Don’t fall into the trap of deferring to the technology and assuming the technology is going to allow you or help you figure out about how to run your organization. i.e. myth of built in best practices, or the SI firm tell you how you need to do things.
- Training First. SI companies usually push this off to just before or during user acceptance testing. This is to late. Your team should be trained prior to the SI holding session to gather requirements to configure the system. Training will allow your team to really know if this is the right system application. Training will allow your people to know and understand the configuration, and if the consultant whether your SI’s configuration plan is they will gather requirements, configure the system

ERP Selection

- Research both the Vendor(s), and System Integrators. Some Vendor(s), your only choice is the Vendors implementation team. Vetting them is more difficult. Do Interviews to determine if they have the knowledge they should have. The lead for financials should know concepts x, y, and z. How long have they been doing financial application implementation where and when. Can these be validated.
- Understand the components and technology underlying the application.
- Besides the clients they list on there webpage, research newspapers, the web and anywhere else the vendors application ahs been implemented. Look for both positive and negative, but also pay attention to when and who published the information.
- I previously mentioned in preparation, you will be preparing your most difficult and complex requirements to provide to the vendor, make sure that they understand that if they do not exhibit the capabilities of the application that show that they can manage your specific requirements that they will not be considered. Provide them these requirements in ample time to prepare such demonstration/CRP.

ERP Selection

- I spent 3 months with the State of Georgia – State Accounting Office writing just the requirements necessary to provide Workday, ORACLE Cloud, SAP and a few others to provide demonstration/CRP's over 4 days for each vendor, with hundred's of attendees from various agencies, and developing voting card based on multiple factors to determine the ERP selection.
- One of the largest ERP failures was between Waste Management and SAP, The lawsuit by Waste Management accused SAP of demonstrating fake software (aka VaporWare). Waste Management said that SAP demonstrated functionality that did not exist, or which could not deliver capabilities which SAP said the software application could deliver.
- Where have you done this before. References. Research everything. Research references. ABC Org is our (the Vendor/SI Consultants). Yes, they are, and the person you are talking to used for them and got a nice severance package when he went to work for a client.
- ERP's are not why projects fail. Very good ERP applications have been blamed for failure. Yes, there are bad ERP systems, but often the failure is the execution. The ERP provided the functionality and requirements, but the implementation was not done correctly.
- Involve your staff in the selection. They are the ones going to be using the ERP Applications

AGILE Implementation Methodology and ERP

- SI and Vendor Implementors are going to talk about using an AGILE Implementation Methodology. YOU SHOULD RUN THE OTHER WAY. They are going to say it's much cheaper, because they know that buzzword has sales appeal and will get them in the door.
- AGILE is a methodology which is used by Software Development firms. It is not a methodology for implementation of an ERP.
- Agile is sold that it is the answer to Big Expensive ERP Implementation Projects. It is not the answer to the Waterfall Project Implementation Method which is blamed for being to expensive.
- The issue is that we are not building new software. We are deploying software which has been already designed. Agile looks at one function at a time and misses the word "Enterprise". Agile is 1 dimensional, it looks it bit's and pieces individually, and looks at one thing at a time. K-12 is multi-dimensional organization, and whereas many functions by themselves are just a snapshot in time, many K-12 functionalities require looking at a period of time. Longevity, Years of Service, Contracts, Grant Years.
- Todays Cloud ERP's are completely configurable, not software development

Resources – You Own This

- Your team. You need to identify the right resources which make up your team. Your resources cannot do their job and work on this project, you need to plan to backfill their positions.
- The System Integrators resources. Do not count on your SI to bring you the best resources. You must vet them, and you should find a way in your contract to hold the SI accountable for the quality of the resources they bring to you. When an SI resource is inadequate the SI wins double. Not only will you be charged for inferior work for a period of time which you paid them, but again when the new resource starts re-doing the work the old resource did not complete the work properly. This also often delays other work, or completion of work. This can also impact the timeline, cutting other activities short.
- Budgeting and financial aspects of Project Management. If your funding falls short of completing the project, you will not recover. By the time your restart, it will require the SI to bringing a new team, and it will be a large cost to ramp up to get where you left off.
- YOU OWN ALL OF THIS. Do All Of Your Homework.
- Most likely you cannot do all of this, you are not Professional Project Managers, Program Managers, Governance, nor do you perform Independent Verification & Validation. GET HELP.

Vendor and SI Resources

- In cases where the Vendor is also the implementer/integrator. Vetting a resource is a little more difficult, but you should still perform vetting, and ask the vendor to provide accurate resumes, not Bio's which they have doctored to say what they want you to believe.
- For System Integration firms, these are typically consultants who you should be able to have them provide creditable references.
- Hold the SI accountable for providing you quality resources.
- There is high turnover in the vendor/consulting business. Be careful that you are getting resources that are who they say they are. How long have they been with the company, for Contractors get roles and length of previous projects.
- Know your vetting questions up front for each major role
- The 80/20 Rule applies. This is why you need SME in key roles **Tower Leader, Lead Solution Artchitect, Cloud Technologist, Security.** The Account Executive or your account, the sales team, and senior management are not going to be doing the implementation. The sheep (consultant who carry out orders) do not make your project a success.

Cloud Application for many Vendors are still immature and may never mature.

- Larger more sophisticated vendors such as ORACLE, SAP, JD Edwards, Lawson, Infor and others cannot get away from continuous improvement. Most will continually close Gaps.
- Many smaller vendor lag in maturity and gaps in the Enterprise integration, this may be alright if you are a small LEA, that does not need some of the bells and whistles and scalability.
- Some vendors have grown through mergers or acquisitions, and the integration of them have not gone well.
- Do not buy any Cloud ERP where the vendor does not provide a clear and reasonable roadmap of the steps and timing of delivering your organization's needs.
- The application requires you to enter the same information as somewhere else in the application. Application has a drop-down box where there are thousands of rows and no way to filter, or your entry is an open text feel requiring a long string.

Vendor Selection

- Do your homework, research the products
- Referenceable clients, not only the ones on the vendor's webpage. This is not to say that just because the vendor has a negative review that they are all bad. Also, one success does not mean success for you.
- One size fit's all. NO. Scalability, Functionality and requirements work both ways, up and down. Large ERP is not a viable alternative for Small LEA, and Small ERP is not for Large LEA. Different size organizations call for different software applications. A small business might be able to run their business on QuickBooks, but after about a 100 employees, they need something more powerful like NetSuite, and large companies need ORACLE, SAP, or Workday ERP applications.
- K-12 is complicated. We have complex Chart's of Accounts, Position, Multiple Jobs/Assignments, Management/Control, Budgets, Contracts, and Grants, etc. Selecting software that provides these capabilities is not easy.
- USABILITY. If you are small enough, you may not need certain bells and whistles, you may be able to remember using 100 codes, but if your larger it's not likely you'll remember 1000's. Furthermore, the application should be easy to use. Most thing should be navigable intuitively with a few clicks.

Vendor Selection

- Tier 1 Cloud ERP's such as ORACLE, SAP, JD Edwards, Workday, etc. must provide a complete depth of functionality because of the competition between them and the demand of the client base. Tier 2 and Tier 3, the Tyler's, Serenics (Tier 2), and LINQ and others (Tier 3), do not have to provide the level of integration, and technical specificity as the Tier 1 Cloud ERP's and often lack even some of the internal integration. Some of these vendor have gone through mergers or acquisitions to gain required functionality.
- Tier 2 and 3 are niche solutions, usually provide explicit niche functionality like K-12, but lack in other areas of ERP Internal Integration. These ERP application are also often applications using application from old architecture put together to be an ERP when they are just separate application tied together.
- Preparation for demonstration/CRP (Conference Room Pilot). You will need 2-4 days to schedule a Vendor to provide detailed demonstration of the capabilities of the vendor's software. Not doing this is like buying a car online. 38% of Buyer's of cars online sell their car in one year. Another 28% in two years. Compared to car buyers who buy the car at a dealership and test drove the car first, respectively 8% and 14%. NADA National Auto Dealers Association. The closest thing you get to test driving is to make sure that the vendor you select is 100% complete in providing your requirements or as near as possible. If they only provide 80%, you will be not be successful.

Vendor Selection

- Gather the most difficult examples and requirements of your business before you select vendors to do demonstration/CRP's. Tell the Vendors that their applications must demonstrate those capabilities so they can prepare a demonstration/CRP of what your requirements are rather than a glossy demonstration of the silver bells they want you to see. They are not showing you the real world. They need to show you not only the process, but how difficult it is to setup. After they leave, most setup knowledge should be retained by you, not you'll have to call us to change that.
- Do not throw out the baby with the dirty bath water. Some ERP systems don't do everything. Example the ERP does Finance, SCM, and HR/Payroll, but does not do Timekeeping. Sometimes the best thing to do is to look at the project as multiple pieces which provide the best 'Solution'. Don't accept that well they don't have recruiting or timekeeping. There are solutions which are called best of breed. These are companies like WorkForce which provide best of breed timekeeping systems or KRONOS which also fits the timekeeping niche. (story free software). School Nutrition is another niche application/best of breed looking for solutions (LINQ, Captera, Health ePro).

Organizational Change Management

- Are your people ready for change
- Change is difficult. What I'm used to even if I don't like is easier than change. Simple example: Windows 95 (1995) change to Windows 2000. Navigation totally changed. If that was difficult, ERP is anything but easy, it is not just slamming in a new piece of everyday application software like word-processing (i.e Word), or a Spreadsheet application software.
- Hidden and subversive resistance to change. Passive Aggressive.
- What will your organization look like after you implement a Cloud ERP system. What roles and responsibilities will change.
- Finding the right team members for your project is not about young, or old, it's about people who have the right mindset, yet have experience and knowledge to view doing work in a new and different way.
- What will be the new roles and responsibilities
- Training is essential at all levels. Senior management needs to understand the capabilities, Workers need to understand how to use the new system to do their jobs, and your super-user should understand more than just how to enter data and run processes. They should have some understanding how to add and change non-complex level configuration.
- Organizational Design – What does your organization need to look like after the project is completed

Managing Vendor

- Micro-manage your vendors/system integrators.
- Obtain periodic status reports on all metric levels from your Vendor/SI implementation PM.
- If you did your homework in the pre-project planning phase, you should be tracking tasks, milestones and whether the SI's people are actually performing. (don't get fooled).
- Hoax: Golden Template. They can implement your project because they have a Golden Template, or they have an accelerated process of implementing your applications. Everyone uses templates or accelerators, but it has nothing to do with saving you money or making the implementation easier. It is the way of capturing 80% of the low hanging fruit of the configuration, business processes, and development. The other 20% of the work is what takes 80% of the time to implement.

Managing Vendor

- Hoax: Well, our method of implementing is to configure this in this way because it is the way which the software application provides best practices. Most of the current Cloud ERP application provide so-called best practices, so why are they different? There is no one so-called best practices, the way the Vendor/SI implementor is telling you how to implement a functionality is because that is the way they did for someone else before. Most Cloud ERP have workflow which provides flexibility in building your business processes.
- Documentation. What is not documented cannot be verified. Configuration documents are important, but they must have content. The content of these configuration documents must explain why the configuration values are what they are and what it means functionally. Example, these are Elements (positive (earnings), negative as deductions, reversals etc, Chart of Accounts these elements specify x, y, z… et. al

Requirements

- The Devil is in the Details – The difficulties which result from unexamined details, and it's a root cause of failure, and is a considerable risk.
- Understanding your Requirements and Business Processes before your selection of application software will be invaluable
- Time and Dimension. You cannot write requirements with a single dimension in mind. The lifecycle processes of your organization are multi-dimensional. They are not a single vision of Payroll, payroll requires multiple points of integration, the easiest which is Benefit, which requires job and personal data, is the job eligible for benefits, what benefits. Person data, is the person single/married, divorced, children, no children, adopted children, etc. and we haven't even included multiple jobs, time and many other factors. Then add in contracts, 10 month and 11 month year employee (teachers), et al.

Managing Risk

- Resources – Your Team – selecting the right people, training the right people, and getting feedback.
- Your Vendor Implementation Team (are they providing you the right resources, not all have to be rocket scientists, but you need a few)
- As a Project Manager, use your filters, use your intuition, and don't be afraid to dig-in. If what your Vendor Team is not thoroughly explaining issues, you need to make a correction, and that correction may result in firing your Vendor/SI Consultants.
- Budgeting. Make sure that you have budgeted appropriately. You need to take in consideration that your staff will not be able to do there job and perform as a team member on the ERP Implementation. One of the biggest failures is under-estimating the timeline, or stretching resources to thin.
- One reason for so many project failures is that the Vendor/SI Consultants will provide you a proposed project plan. This project will be based on there assumptions, which will be erroneous assumptions.
- Training First. SI companies usually push this off to just before or during user acceptance testing. This is to late. Your team should be trained prior to the SI holding session to gather requirements to configure the system. Training will allow your team to really know if this is the right system application. and there plan is they will gather requirements, configure the system

Testing

- Unit Testing – Single dimension, one point in time
- System Testing – A testing process which checks whether each functional and technical component throughout the lifecycle process work with one another. This requires multi-dimensional testing including dimensions such as time, and multiple assignment/jobs, commitment accounting and grants and Chart of Accounts.
- Integration Testing – This tests the capability of the system to not only internal functional integration but be able to interface the enterprises eco-system (this is not limited to DPI interfaces, and pass testing of the DPI Pre-Implementation Checklist). Other interfaces might include ORBIT, and others may be interfaces specific to your LEA.

Training

- Training First. SI companies usually push this off to just before or during user acceptance testing. This is to late. Your team should be trained prior to the SI holding session for gather requirements to configure the system. Training will allow your team to really know if this is the right system application. Furthermore, it will provide your team the knowledge to know if they are led down a path that's not a fit for your organization.
- Training will provide the knowledge to your team to help them help you make good decisions, rather than be a herd of sheep.
- If your vendor does not have training either class, CBT, or online,PDF/Books. They are not prepared to be your ERP.
- Learning on the job, i.e. your staff will learn while we are doing is a total mistake. It is you will learn the way we want you to.

Testing

- User Acceptance Testing
- School Testing.
  - NCDPI is different.
    - Do not consider that you have run a normal payroll and everything is OK. If you do not thoroughly test your system and you only run the “normal” times processes, you will be in for a year of pain. This means running payrolls that test your 10/11 month teachers and any other anomaly
    - Test all of the rules for employees with multiple assignments/jobs situations.
    - Test calculations which have time elements to ensure that they work properly, and payrolls which conjunctively operate. Ex. Longevity Pay, example - must have 10 or 12 months and employed on the payment date. Years of Service, tenure, etc.

Leadership

- Leadership does make a difference. But you just said that the SME Leaders are a few slides back.
- Leadership support is critical, it's the ability to gather information quickly and make decision.
- Leadership clears away obstacles which hamper progress.
- Leadership requires making clear decision and clear communications to SME Leaders. Without clear communications and direction, SME Leaders will not know what they are required to execute.

PMO Mission Statement

The mission of the Project Management Office (PMO) is to support DPI LEA ERP Implementations and to consult to LEA's in risk mitigation by establishing and monitoring LEA Project and provide advisory.

Responsibility

Ineffective Project Management is the number one cause of IT project failures

It's your responsibility to manage and contribute to the management of:

- Scope
- Budget (the project is funded appropriately)
- Schedule
- Resources (your staff, the SI Consultants)
- Quality (Testing is thorough and complete)
- Implementation success
- ROI

Your System Integration Consultants are not responsible for the failure of your project. You are responsible.

Pre-Project Planning

- Why you need to be prepared, even before you begin your project
- You need to know your organizations needs in terms of School Business
  - What is meant by needs. Needs are the business requirements
    - Accounting (AR, AP, General Ledger, Chart of Accounts)
      - Grants/ etc.
    - Procurement
    - Human Capital Management
      - Position Management / Control
      - Multiple Assignments
      - Payroll/Time & Labor
      - Benefits/Retirement/Compensation

Pre-Project Planning

- What is clearly defined gets done, what's not clear does not get done
- Understand and clearly define your organizations requirements.
- Think multi-dimensionally instead of 1 or 2 dimensionally and include scenarios which either happen simultaneously or which time is a dimension.
  - Some examples
    - Simultaneous – Multiple Assignments/Jobs
    - Uses period of times – Years of Service, Longevity. Make sure the rules cover all possible scenarios. Years of Service example. A person works 3 years 3 months, then terminates and rehires. Longevity, what is the period of measurement, from beginning of school year, date of employment, if termination occurs mid-year is there a pro-ration of the year in which the person terminates.

Pre-Project Planning

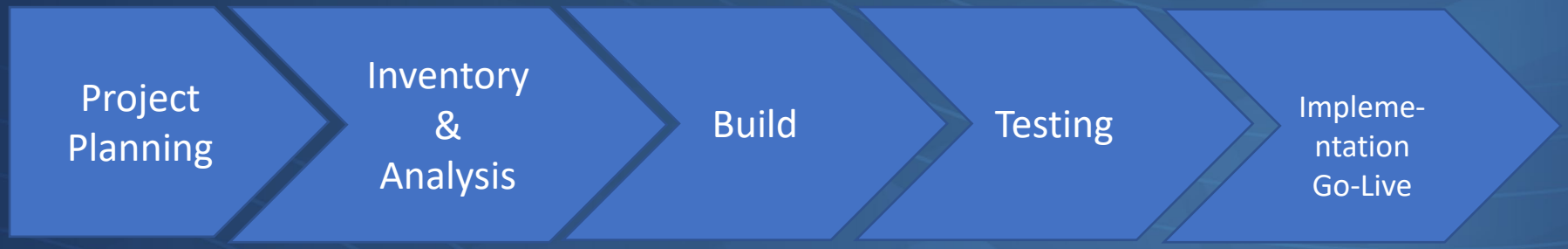
- Understand your business processes
- Quality assurance begin at the inception of your project.
- The Testing Phase begin at the inception of your project.
- Tip of the Iceberg Syndrom (if you have problems now, or at the end during testing, and the Vendor/SI says will fix them after we go live, you will be the Titanic. If you see small problems, larger problems loom.
- Time counts.

If you don't know all of the rules and requirements of your organization, by the time you are in the Inventory & Analysis Phase, it is to late. If you don't know them like the back of hand, how do you plan to implement them in a new system.

Why? Because if it takes a week or more to figure it out, you have created a risk to the Project, it will either extend the length of the project, or short-cuts will be taken, creating more risks. Do your homework first.

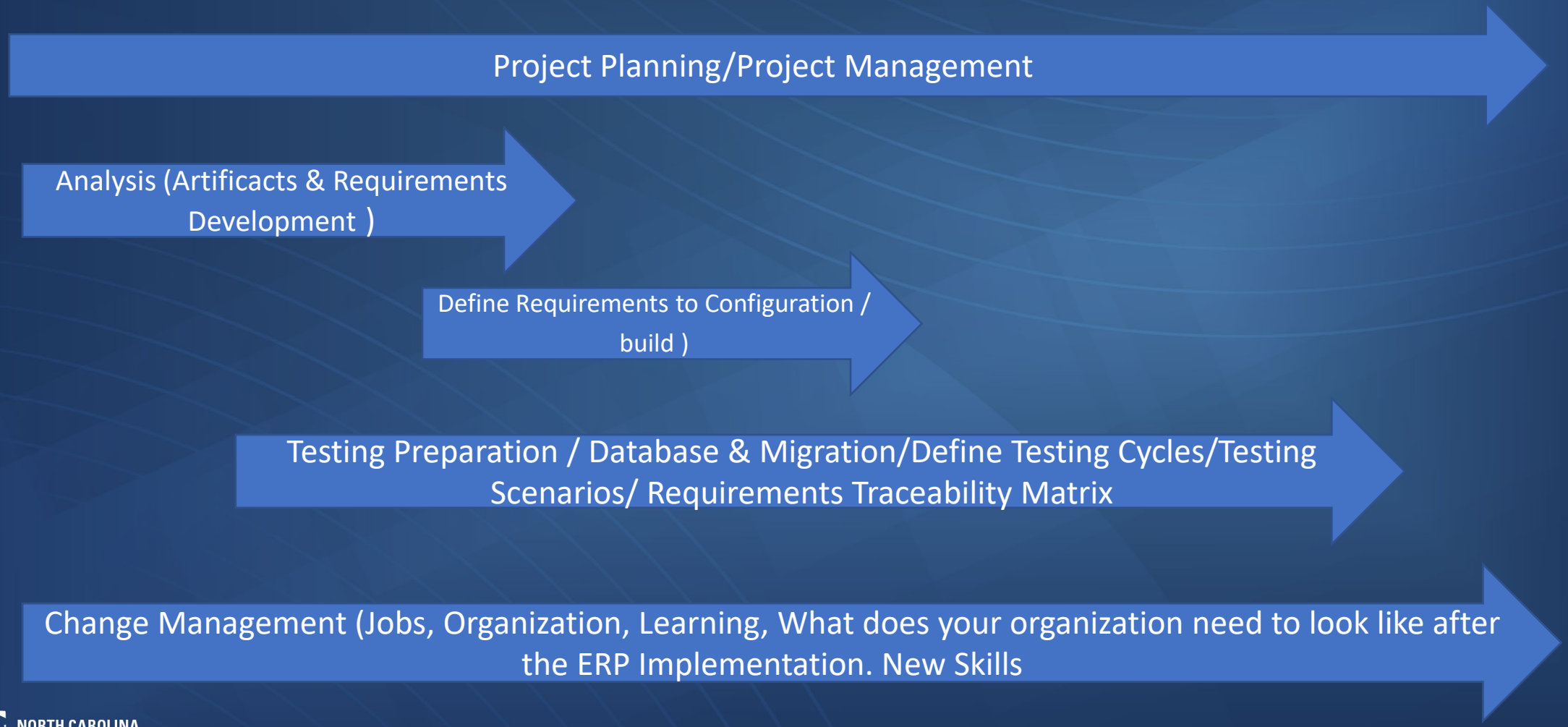
Implementing Cloud ERP/HR-PYRL

Project Management



Implementing Cloud ERP/HR-PYRL

Project Management



Implementation Strategy

The first strategy is the Big Bang Theory. This theory is that the best way to implement a new ERP is to implement all of the Functionality all at one time.

- Pro's
  - Generally, this theory is lower in cost
  - Faster timeline
  - Realize the value quicker
  - Provides a better ROI
  - Overhead resources such as Project Management, Change Management and other resources needed over a shorter period of time.
  - Less likely turnover of resources

Implementation Strategy

- Con’s
  - More Complex because there are more tasks being done simultaneously
  - Requires more resources, and the organization may not be able to commit such resources.
  - More Risk

Implementation Strategy

Sequential or Augmented. This Strategy is to complete one Functionality (typically, Financial/Supply Chain) first or start the functionality first, followed by HR/Payroll. Typically, because Financials and Supply is more structured and fewer difficult rules.

- Pro's
  - Generally, this theory is to produce a win, in completing the first phase of the phase project, followed by the 2nd phase (FIN then HR-PYRL).
  - Less Risk, fewer simultaneous tasks
  - Resources are not strained. The organization does not have as many resources committed at one time.

Implementation Strategy

- Con's
  - Overhead (Project Management, Change Management and other things) are extended over a longer period.
  - Risk of resource turnover
  - Risk to the budgeting and financial effects of the project become more critical.
  - Higher Cost
  - Other factors

Overlapping timeline - Both the FIN and HR/PYRL run separately but some period of time they are running simultaneously.

X Factors

- Staff Burnout
- Not Planning Blackout Periods
- Backup Planning
- Planning the curve ahead.
- Database Instance and Migration Strategy
- Factors like low hanging fruit, like testing an interface connection when you have resources which have time to do such tasks and not impact your timeline.
- This is a Business Transformation not a technology issue

X Factors

- Staff Burnout
- Not Planning Blackout Periods
- Backup Planning and Migration Strategy
- Planning the curve ahead.
- Database and Instance Strategy
- This is a Business Transformation not a technology

Some Review – Some Symptoms of Failure

- Resistance to Change
- Project Delays
- Unclear Requirements
- Slow Decision
- Broken Software
- External Resource Gaps – Do Vendor's and System Integration resources have the experience and knowledge required to contribute to the success of your project. ERP Cloud is still pretty new. Finding resources w/the experience implementing that software may be hard to find. So what can you do, Find people with experience that can be translated to contributing to the success of your project. For example: Payroll Lead.
- Internal Resource Gaps – Do you have the right people for this project. Mindset, knowledge. Do you have resources to do the work that those resources do in there daily job.
- Resources cannot do 2 jobs (there job and the ERP Cloud impl job). Backfill employees which are critical to the success of your project.

BENTLEY

SAP & ORACLE Cloud are the Rolls-Royces and Bentleys of ERP, they are fourth quadrant meaning they meet a lot of requirement as stated by The Gartner Group – To the left is my Bentley

Questions?

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The End