

## Cognizant Digital Factory Automates Creation and Delivery of Content

Cognizant Technology Services  
Best Advance in Mobile Sales  
Enablement and Performance Tools  
May 2018



### Company Background



Company At-a-Glance	
Headquarters	Chicago, USA
Year Founded	1994
Revenue	USD 13.487 billion
Employees	256,800
Global Scale	More than 100 centers across the world, including the U.S., the UK, Hungary, The Netherlands, Spain, China, Philippines, Canada, Brazil, Argentina, and Mexico.
Customers/Output, etc.	Cognizant provides professional services for numerous industries, including banking & financial services, consumer goods, education, energy & utilities, healthcare, information services, insurance, life sciences, retail, transportation, media & entertainment, and travel & hospitality.
Industry	Information Technology Services & Consulting
Stock Symbol	CTSH
Website	www.COGNIZANT.com

### Value Proposition

Cognizant's Digital Factory Application Suite helps content developers and authors create digital content through automation and ease of use. For example, the suite has applications built specifically to create Digital Sales Presentations for tablets and smart



phones, enabling sales teams to have such items as product brochures, catalogs, flyers, marketing presentations, eBooks, and banners on the go.

Today's Chief Marketing Officers are facing several business challenges, including:

- **Time to market.** Businesses and users look for solutions that are simple and fast.
- **Cost pressures.** IT managers and CIOs want to cut support costs while improving quality.

Publishers and content marketers are exploring efficient ways to produce content at an accelerated rate.

In addition, businesses are seeking service providers who go beyond simply executing projects. They are looking for partners who are aligned with their own long-term business goals. Thus, service providers must now own the risks associated with business engagements while providing transparent pricing for the services they offer. Therefore, there is an increasing trend in outcome/output-based pricing models in these engagements.

To help meet those needs, Cognizant Digital Factory has conceived a single, integrated platform to help marketing teams and businesses execute their marketing strategies, monitor them and make necessary adjustments. The suite of applications offers content building and automation capabilities for creation, progression and maintenance of content across various digital channels with reduced turnaround times and increased operational efficiencies.

Some of the capabilities of the Digital Factory Suite are:

- Content authoring and web publishing.
- Web mastering and content maintenance.
- Website localizations.
- Banner design and production; online ad creations.
- Product catalog, eMagazine and eBook production.
- Marketing-asset production, such as ePDF, flyers, banners, datasheets, print, whitepapers, interactive guides and handbooks.
- Newsletter, blog posts/press release production.
- Email design and production, flash presentations and infographics.
- Maintenance of online marketing content.



- Migration of marketing content from one CLM (Closed Loop Marketing) platform to another.
- Localization and translation of online sales content.
- Content development for social media ads, display ads, SEM and so on.

Cognizant experts work with numerous businesses to set up their “Digital Production Factory for Sales” content development, maintenance and campaigns.

The following are the tangible impacts that have been realized:

- Ambiguity in the deliverables is negated.
- Ability to monitor lifecycle of assets and check their reusability.
- Identification of options for automated processes to reduce the time-to-market for the content piece.
- Reduced turnaround times due to automation and content reuse.
- Easy scaling of content for multiple geographies.
- Transparent pricing due to output-based pricing, making it easy for budgeting purposes.
- Lower operational costs.
- Improved omni-channel experience.

## **Client: Global Pharmaceutical Firm**

This global pharmaceutical firm needed a multi-site, multi-platform, multi-lingual content for 20+ countries and 5+ brands for:

- Portals/websites,
- Mobility.
- Newsletter service.
- Communications production.
- eDetailing (Sales)
  - Digital content migration.
  - Digital asset development.
  - Digital content localization.

The solution was Cognizant’s website content developed on Drupal CMS, mobile apps on iOS and Android, with Veeva as the CLM platform and campaign execution on Adobe

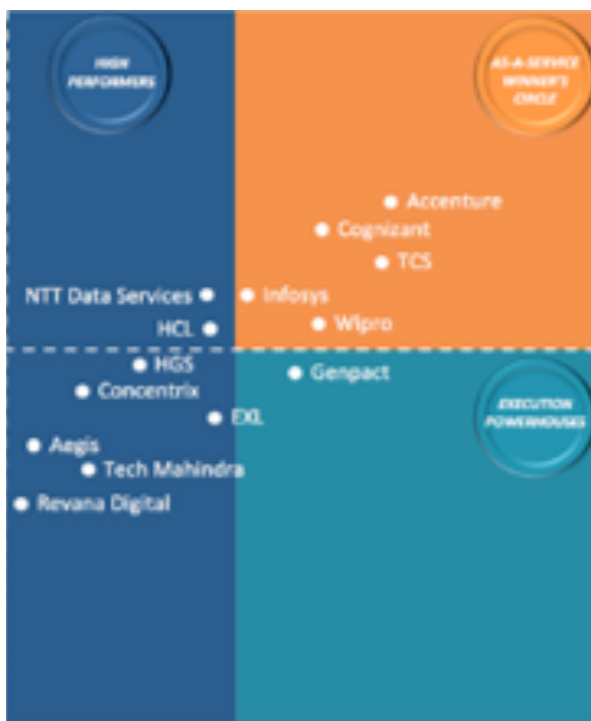
DPS that provided an automated production environment, a repository of reusable assets, and catalogue-based pricing.

The benefits for this pharma company included:

- Up to 40% reusability.
- 20% faster time-to-market.
- 35% cost savings.

“Cognizant’s Digital Factory and talent strategy approach convey a strong message for digital marketing.” – HfS Research Marketing Operations Blueprint 2016.

**Figure 1: Cognizant is in the Winners Circle**



Source: Cognizant Technology Services

## Product or Program Innovation

Digital Factory offers a comprehensive portfolio of integrated technology-based applications, providing companies with the flexibility and efficiency they need in their marketing operations, particularly in content development. The platform is designed to promote asset reuse across entities and streamline the content-management process, which enables significant time and cost savings.

Figure 2: Tools and Platforms Descriptions 1

Tools/ Platforms	Description
HTML5 Builder	<p>HTML5 Builder is used to directly convert design files (PSD, INDD) to HTML package for CLM platforms like Veeva, MI and iDA (regular HTML file). In addition, users can update script/HTML files and apply common class names to Photoshop layer.</p> <p>Tool allows:</p> <ul style="list-style-type: none"> <li>○ Quick turnaround time for HTML5 page creation</li> <li>○ High accuracy in image alignment</li> <li>○ Elimination of manual work</li> </ul>
DigiComm	<ul style="list-style-type: none"> <li>● Email Builder – Enables the user to create emails without any HTML knowledge.</li> <li>● Easy to create responsive emailers for desktop, mobile &amp; tablet.</li> <li>● Drag- and-drop functionality to add elements in the email.</li> <li>● Built with Litmus email validator guidelines.</li> <li>● Final output is an HTML Package for the email.</li> </ul>
PDF to HTML	Used to convert PDF files to a HTML package.
PPT to PSD Convertor	Used to translate content from one language to another language to localize. With PPT as the input and output, it is a localized PSD file.
Aptana Studio	A powerful open-source integrated environment that specializes in building web applications and validating the code for all programming languages.
Emulator	Enables the reviewer to view eDetail presentations in a desktop browser similar to the appearance/function in an iPad. The Emulator helps mimic touch-based gestures in iPads as they would be on desktop systems as mouse clicks/drag interactions.



<b>Accessibility Compliance Accelerators</b>	
Accessibility Remediation Fixer	DF has created a standard Accessibility Wrapper, which is added to the source package. Simultaneously, JS config files would be created for page level and for global Ax issues. These config files would be created based on the recommendations in the assessment report and would have appropriate property tags in JSON format. Also, some UI interaction-related Ax issues can also be addressed in the config files.
Accessibility Migrator for PPTs	Migrates old PowerPoint files into new files with accessibility templates without losing content or formatting.
<b>Quality Assurance</b>	
Visual UI Validator	<p>Allows the user to find and automatically detect all the visual bugs to validate the visual correctness of an application. Visual testing tool to make sure that the UI looks right to the user and that each UI element appears in the right color, shape, position and size. Image Comparison compares the actual images with the baseline images and reports differences between the images, pixel to pixel. User can adjust the error % and tolerance to achieve the desired level of image comparison.</p> <p>Spec Generator translates design specifications into instructions that the automation engine understands. The generated specs can be executed in the automation engine to validate the visual design of the UI.</p>
Galen Spec Generator from PSD	Used to generate Galen spec from PSD. Tool contains many options to compare two objects and it will automatically generates Galen specs based on the object positions. Developers can choose the required properties. This tool has proven to gain 40% productivity improvement when compared to manual work.



BugTrack	<p>Uses a single instance for all projects, consolidating testing design, planning, manual- and-automated execution, defect tracking and progress reporting and improves efficiency. It is a web-based interface and easy for anyone to report bugs with a history of issue updates, comments, and status changes. Reported issues are easy to find with search and filters.</p> <p>In addition to tracking bugs, it's also widely used to manage IT projects with features such as sub tasking, Gantt and burn down charts.</p>
<b>Content Production Tools</b>	
PPT & PDF to CLM Slides Generator	Used to convert PPT/PDF slides to CLM (Veeva, MI) slides. It converts each PPT/PDF slide into individual image and placed into CLM (Veeva, MI) file.
CLM Migration Tool	Used to migrate content in presentation (HTML) form from one CLM platform to another CLM platform.
Drupal Content Translation Tool	Used for localization (content translation from one language to another language) through XML.
Image Replacement and Report	Image replacement- and-report tool is used to replace the single/multiple images in a presentation by giving the input as presentation path and image source path.
JSON Generator Tool	Used to extract content from the metadata sheet, convert it to JSON and insert it into the veeva.js file regarding Veeva key-message navigation flow. Users can use the veeva.js file directly from the output folder.
Localization Editor	Converts the desired text/DOM into new text/DOM and saves the target HTML files just by intelligibly clicking on the text.
Metadata Builder	Used to generate metadata and place the output in each html file of the presentation by using the metadata/manifest sheet as input.
MI CLM Assets Uploader	Helps create a presentation in MI, upload and add sequences to the presentation, approve and distribute to the teams.





PDF Comments Extractor	Used to extract client feedback from PDF and place the comments in Excel.
Presentation Details Validator	Used to validate any presentation and retrieve the details of the presentation, including images greater than 800kb, images lesser than 800kb, JS with mouse down, unused JS, unused CSS.
Text Extractor Localization	Used to translate text from one language to another language by using an Excel sheet as the input. Therefore, the converted text (localized content) will be placed in the required html file based on destination path indicated.
Control Files Generator	Mainly involved in reducing manual effort of uploading each HTML package of a presentation to the Veeva platform. This tool generates control files for each HTML package using manifest sheet, unique record ID of the product, and unique record ID of the shared resource. Once control files are generated, users can bulk upload along with the HTML file using Filezilla.
Localization	Used to update Veeva presentations and change them into different localizations in such a way that the global fonts, global pages and Veeva.js folders are moved into the shared-resources folder. There is no repetition of global folders as they need not be stored in each folder of the presentation; only local assets will be left on the slides. This method reduces storage space and increases performance.
Preview Image Updating	Used to change images from .png to .jpeg format, resizing them to 1024 x 768 PX & 200 x 150 PX scaling and then copying those images into each slide of the presentation.
Veeva Standalone Upload	Helps convert standalone assets such as pdf and mp4 files to valid Veeva key messages; helps generate both entire images and thumbnail images from the pdf and mp4 videos and builds the CTL and VEEVA key messages zip file. Once done, the tool automatically uploads the zip and CTL files to FTP. Then, it helps create a presentation in Veeva sales force and maps key messages with respective presentations.

Source: Cognizant Technology Services



The Cognizant Digital Factory model enables external stakeholders, such as an agency, client teams and third-party, tools-support teams to interact seamlessly with the relevant Factory counterparts on relevant tasks. Agency teams/Brand teams connect with the Factory through service liaisons at offshore and brand liaisons located onsite who are the part of the Centralized Requirement Management Office for all projects.

Digital Factory executes project engagements in a core flexi-model to ensure that demand is anticipated and fulfilled at no extra cost. In this model, competency centers have experienced employees (resources) with specific competencies or skill sets available based on a client’s requirement. Resources are requested from the competency centers based on the amount of effort required. The global deputation of these resources makes it easy to provide immediate onsite support to clients.

- The core flexi-model deploys a core team dedicated to the project. However, it maintains a reserve of resources as Flexi team, which can be readily deployed to handle a sudden surge in demand.
- This ramping up and ramping down of resources is possible due to the deployment of automation tools and platforms in the day-to-day operations for content development and management.

Digital Factory also handles engagements in a shared-services model to make optimal utilization of resources across projects. These cross-trained resources work on multiple-client projects that require similar set of skills and experience. However, these resources follow a unified governance, training and on-boarding procedure to increase business agility.

**Figure 3: Pricing Model & Positioning**

Pricing Models	Proportions	Description	Examples
FTE or T&M	Less than 5%	Strategic engagements for short periods of time, with no fixed scope of work.	Consulting, assessments and roadmaps
Fixed Price	15%	Scope of work and timeline is fixed.	Factory setup and implementation



Transaction	30%	The deliverables are discrete and defined; pricing is consumption based.	Recurring website marketing content, email build/production work, and ongoing maintenance of such works.
Gain Share-Outcome Based	-		
Subscription based	50%	Catalogue-based pricing for services with predefined SLAs.	Maintenance, content updates, web mastering-related work; recurring website marketing content, email build/production work

Source: Cognizant Technology Services

## Unique Differentiators

Some benefits that can be realized using Digital Factory are:

### 1. Scalability.

- Faster turn-around and time-to-market.
- Content translation capabilities integrated to kick start sales enablement in new geographies with minimal lead time.

### 2. Cost efficiency.

- Zero wastage of effort (no effort underrun).
- Better return on development investment by prioritization of projects.
- Improved quality through delivery consistency.
- Effort savings through reusability.
- Transparent pricing.

### 3. Factory model.

- Cognizant tools/accelerators to expedite solutions delivery.



- Increased speed and responsiveness through automation and reusability.

#### 4. Risk mitigation.

- Clear risk mitigation mechanisms.
- Regular risk monitoring and control.

#### 5. Flexibility.

- Dedicated trained resources experienced in systems, processes, methodology, and business.
- Shorter-time span for resources deployment.

**Figure 4: Platform Partnership**

Partner name	What is the value proposition of the partner and how do you leverage it?
SalesForce Veeva Partnership	Cognizant has three Veeva Sandboxes. Veeva MultiChannel Certification: Level 4 - 1. CLM; 2. Approved email; 3. Engage; 4. Cobrowse. This helps Cognizant provide a well- suited technical solution to customers. No investment required from customers for environment. Veeva (CLM platform) Webinars for latest development and updates on the product. Veeva Training and guidelines for new updates. Veeva platform support for any Veeva-related queries. Dedicated Veeva program manager for support.
MI Partnership	Cognizant is an Agency partner for MI. Helps Cognizant provide a well-suited technical solution to customers. MI (CLM Platform) Webinars for latest development and updates in the product. MI Training and guidelines for new updates. MI platform support for any MI related queries. Dedicated MI program manager for support. No investment required from customers for environment

Source: Cognizant Technology Services

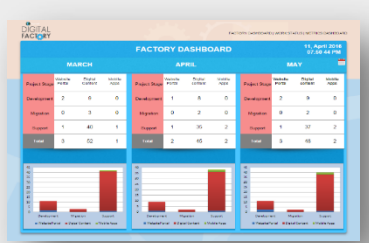


- 6. **Manageability of proprietary assets & accelerators.** Proprietary assets and accelerators for faster, proven and risk-free implementation.

Digital Factory-made governance tools are used to manage Factory Operations and for the customers to interact with Factory members.

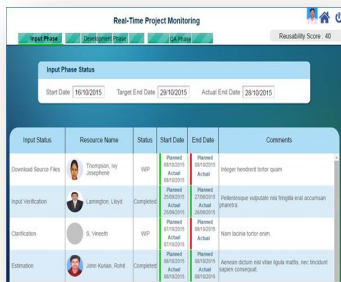
For overall governance of the program/project, clients can use the following tools to oversee global operations and gain a holistic view of the projects through effective tracking and monitoring.

**Figure 5: Tools and Platforms Descriptions**

Tools/ Platforms	Description
<p><b>Factory Dashboard</b></p> 	<p>A fully-integrated dashboard tied to the Project Monitoring Tool DigiTrac and other Factory platforms such as JIRA and SVN that are leveraged by the Factory projects. This dashboard provides an overview of Factory operations and helps understand the key-operational parameters such as the overall status of various Factory engagements, Factory capacity and SLA adherence levels.</p> <p><b>Features:</b> The Work Status screen displays projects due today, tomorrow and the next day against their respective stages. The RAG (Red-Amber-Green) status indicates the risk status of the project on that day based on the number of projects at risk, and a mail alert on the risk is triggered to the project manager. The Metrics screen provides the parameters on which a project is gauged. Parameters include Customer Defects, SLA Adherence, Unplanned/Undefined iterations, Quality Process Adherence, Risk Management, Escalations, Total Factory Capacity, Capacity Utilization and Tickets re-opened.</p> <p><b>Benefits:</b> The Factory Dashboard screen provides an overall count for Website/Mobile Apps/Digital Content projects running in Digital Factory and displays their progress details for the previous month, current month and the next month as bar charts. In</p>

addition, it provides a drilled-down view of projects running in each month according to their three stages, Pipeline, In-Progress and Completed, with their individual counts and graphical representations.

### DigiTrac



DigiTrac is a Factory proprietary tool that offers a real-time view of projects through the dashboard. It is integrated with JIRA for accurate and real-time reporting. This setup helps in understanding any potential delays/risks in projects/services well in advance so Factory Leaders can take timely action.

**Features:** Provides holistic view of various functions within the Factory. Every resource in the Factory is tagged to a phase in the project lifecycle. Tracking drills down to assigned tasks, timelines and progress indicators in real time. Thumbnail previews of work-in-progress pages are displayed.

**Benefits:** Effective monitoring and eliminating roadblocks in project development. Curtails delays and dependencies in any phase. Different approaches to same task can be filtered to identify optimal solution. Helps in effective adherence to project timelines.




### DigiServ



A Service Requisition platform for customers and stakeholders; acts as a front office for Factory. The customer can raise a service request, which is then validated and estimated by the Factory leads and shared with the customer for review. Upon customer approval, the project is inducted into Factory.

**Features:** Track service request status. Automated emails to stakeholders. Integrated with Project Entry Form for Delivery managers.

**Benefits:** Provides easy onboarding of clients to the Factory ecosystem. Easy communication with the appropriate stakeholders through auto-triggered emails.

<p><b>Resource Forecasting Tool</b></p> 	<p>Forecasts the resource requirement for Factory delivery leads. The resource requirement of business opportunities with high-conversion probability will be intimated to the Factory leads through an auto-triggered email.</p> <p><b>Features:</b> Easy scheduling helps customize reports according to the Leads requirement. Color coding of strategic accounts. Auto reminders for Factory leads.</p> <p><b>Benefits:</b> Helps avoid resource underrun. Helps Factory leads strategize talent acquisition.</p>
<p><b>DigiStores</b></p> 	<p><b>Features:</b> Acts as a common store for all Digital components/widgets/Functions. Allows preview of all available components. Contains instruction manual on 'How to Use.' Offers an in-built mailing option to the Automation team; Quick search on myriad number of components.</p> <p><b>Benefits:</b> Reduces development effort. Improves productivity. Maintains high level of coding standards that ensure high quality.</p>
<p><b>Knowledge Tree</b></p> 	<p>The transition portal acts as a knowledge repository of various transitions for the entire organization. It can be used for end-to-end knowledge transition starting from application analysis to steady state.</p> <p><b>Benefits:</b> Enables effective transition; Enables knowledge sharing. Any time downloadable status summary report. Tracks various KT metrics like open risks</p>

Source: Cognizant Technology Services

7. **Reliable Pricing.** Digital Factory follows an Output based pricing, giving customers confidence in their marketing campaigns. The cost is for the output (No. of Campaigns/Marketing Content) and not for the overheads. This removes uncertainty in day-to-day operations and the output-based pricing makes the system predictable and transparent for customers.
- Follows a catalogue-based (output) pricing model, where the output is clearly defined and categorized for pricing.
  - Example: A web development project can be classified as simple, medium or complex based on the components in the wireframe or mock-up screens of the website design. Depending on the interactions and the widget components in the design, the screens are classified and pricing is based on the effort required. This approach helps clients choose the services that meet their expectations.
  - This model has found wide acceptance in the market. Digital Factory has extended the catalogue-based pricing model to multichannel content development projects such as marketing content, web and mobile projects.

## Measurable Results

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### Client Case Study: Swiss-based Pharmaceutical Company

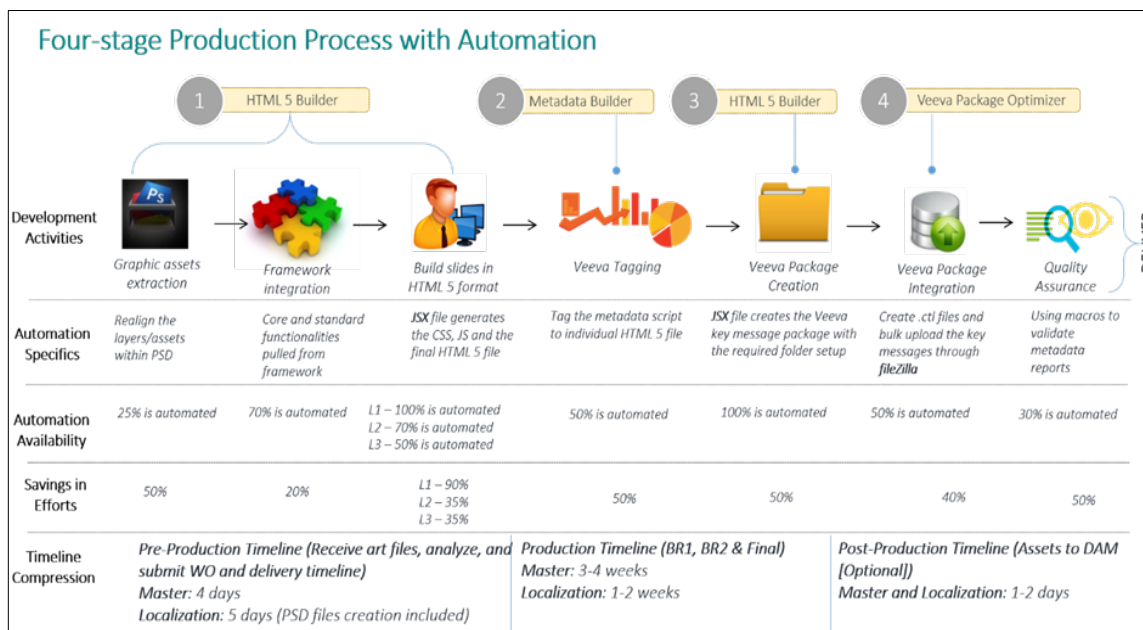
Implementation of the automation process for a marketing content-production engagement for a Swiss-based, global pharma company comprised four stages:

1. HTML 5 Builder for converting graphic assets to HTML presentation.
2. Metadata Builder used for Content Tagging.
3. HTML5 Builder used for HTML packaging.
4. CLM Package optimizer for Veeva integration and automated testing.

This solution drastically reduced the manual-intervention component, leaving no scope for manual error. All those tools were developed in-house by the Automation and Engineering Center to optimize the Factory operations.



**Figure 5: Four-stage Production Process with Automation**



Source: Cognizant Technology Services

## Client Case Study: Electronics Company

This global electronics company needed a content, channel and communication platform to create a spectacular set of creatives and content for social media, the brand's webpage and its forum to create highly-differentiated customer engagement.

For this company, Digital Factory set up a production hub for multichannel and content production and maintenance activities.

The electronics company launched digital campaigns that included developing brand communications, engaging with end users, and working with internal-support teams to resolve user issues. Teams designed and created engaging content for videos, online contests, micro-sites, website banners and offline events across digital channels such as Facebook, Instagram and Twitter.

Benefits to the electronics company included:

- 27% increase in fan base in the first month.
- 15% increase in customer engagement.
- 80+ content created in the first two months of engagement with Cognizant.
- 40K new likes since launch (crossed 50K).

- 200+% increase organic reach.
- 6 social media events/contests successfully conducted.

## **Client Case Study: Company in the B2B Healthcare Domain**

This company in the healthcare domain faced the following challenges:

- Enable agility and faster time-to-value for digital marketing.
- Reduce marketing net costs and improve governance for campaigns across 40 geographies.
- Multiple marketing vendors with localized processes.
- High time-to-market and brand messaging inconsistency impacting overall quality of customer interactions and ROI.
- Dependency on legacy tools with limited marketing capabilities increased time-to-market.
- Inability to deliver personalized content and execute multi-wave campaigns.
- Lack of coordination among various business units.

The company brought in Cognizant Digital Factory to provide necessary governance structures around contacts data, processes, templates and methodologies that could help stabilize the platform, identify re-useable components and introduce standardization and automation.

Benefits to this company included:

- Improved customer experience and personalized messaging.
- Standard processes across 40 countries enabled branding consistency.
- Ability to run multi-channel, multi-wave personalized campaigns across segments.
- Improved Marketing ROI.
- Consumer inbox reach improvement - 30%.
- Click-through rate improvement –10%.
- Cost to lead improvement –20%.
- Faster time-to-market: 150+ campaigns, blasting 7+ million emails every month with more than 95% successful delivery in 12 months.
- Enabled use of consumer profiles from social media.
- Enabled execution of campaigns in near real time. Originally, took 10 days.

- B2B: Ensured only high-quality leads are sent to Salesforce CRM through extensive data standardization, thereby reducing lead rejection to <10%
- Created data-load solutions to harmonize data received from multiple partners at offline healthcare events to a unified output format, thereby reducing the processing time by 80%

### **Client Case Study: American Multinational Personal Care Corporation**

The goal for this company was to drive new-product launches primarily in developing markets for an American personal care product and develop a multi-region Website utilizing a decoupled model.

This company faced a major operational challenge in consolidating and securing closure on requirements and inputs whenever there was a bid to enter new- and-emerging markets.

The websites were created in multiple environments for different geographies. Integrating the websites into a common architecture was the biggest challenge.

With the launch of Digital Factory, this personal care corporation:

- Developed a digital playbook for product launch and risk assessment for new/emerging markets.
- Offered risk-mitigation solutions prior to product launches in new/emerging markets.
- Aligned approach to risk and ownership among different stakeholders.
- Served as a tool to help business focus on the right-risk priorities in a new or existing market.
- Broke down the process into tangible workflows post-multiple client interviews.
- Used a lean design and development methodology that resulted in efficiencies in product launches.

The benefits for this company included:

- 25% faster time-to-market.
- 30% cost savings.
- Unified process for factory governance.



**Figure 6: Sales Content Delivered**

Client	Sales Content Delivered by Digital Factory
Leading global pharmaceutical company	Created specialized migration tools to introduce automation discipline in migration projects seamlessly. <ul style="list-style-type: none"> <li>• 140+ CLM content migrated.</li> <li>• 18+ countries.</li> <li>• 8+ brands.</li> </ul>
American multinational personal care corporation	Developed a digital playbook to drive new product launches & risk assessment for new/emerging markets. <ul style="list-style-type: none"> <li>• Reduced time-to-market from 30 to 15 days</li> <li>• Centralized &amp; interactive portal that promoted collaboration, accountability and cooperation among all stakeholders and business units.</li> </ul>
Multinational bio-pharma company	Produced marketing content on web & mobile channels. <ul style="list-style-type: none"> <li>• 25k assets delivered.</li> <li>• 100+ marketing presentations delivered.</li> <li>• 20+ countries.</li> <li>• 5+ brands.</li> </ul>
Global multinational networking and telecommunications equipment and services company	Ran the entire promotional campaign on social media for the mobile phone brand. <ul style="list-style-type: none"> <li>• Social-media strategy.</li> <li>• Content strategy.</li> <li>• Digital campaigns.</li> <li>• Design.</li> <li>• Execution.</li> </ul>
Leading multinational bio-pharma company	Localized content for multiple geographies and standardized content production for multiple brands. <ul style="list-style-type: none"> <li>• 600+ marketing presentations delivered.</li> <li>• 25+ countries supported.</li> <li>• Multi CLM platform supported.</li> <li>• 20+ brands.</li> </ul>
Switzerland-based Bio Pharma company	Set up a Production Hub for multichannel content-production and maintenance activities. <ul style="list-style-type: none"> <li>• 1,100+ assets delivered.</li> <li>• 11+ countries served</li> <li>• 100+ marketing presentations.</li> </ul>

Source: Cognizant Technology Services



## About Brandon Hall Group

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Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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- Maturity Model
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- Planning
- Organization & Governance

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- Architecture Design
- Systems Evaluation

## **DEVELOPMENT & INTEGRATION**

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- Survey
- Process Integration

For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).