

Digitize Your Enterprise Network Management for Competitive Advantage

A CIMdata Webinar: March 9, 2017

Digitize Your Enterprise Network Management for Competitive Advantage

9 March 2017

Suna Polat, Ph.D.

Director, Collaborative Innovation
& Social Product Development

email: s.polat@cimdata.com

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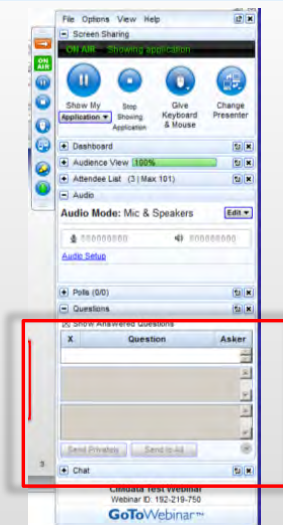
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Questions?

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- Please enter questions in the GoToWebinar Question panel
- We will answer as many questions as time allows...
- Those that can't be answered live will be answered by email



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Suna Polat, Ph.D.

Director, Collaborative Innovation & Social Product Development Practice

- 25+ years of experience in technology and product development, innovation management, implementation of strategic innovation capabilities, including
 - Open Innovation
 - Modeling and Simulation (M&S)
 - Knowledge management and social technologies
- Hands on experience with driving change and adoption in large organizations
- Worked with best-in-class companies in diverse industries including consumer goods, material suppliers, IT technology, auto, airline, and pharmaceuticals, to source technology and to identify best practices and new approaches for cultivating innovation and innovation productivity



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Our Mission...

Strategic management consulting for competitive advantage in global markets

CIMdata is the leading independent global strategic management consulting and research authority focused exclusively on the PLM market.

We are dedicated to maximizing our clients' ability to design and deliver innovative products and services through the application of PLM.



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Our Services...

Creating, disseminating, and applying our intellectual capital

Research

- Market research & analysis
- Technology research & analysis
- Reports & publications
- Market news
- Member services...

Education

- Executive seminars
- PLM Certificate Programs
- Technology seminars
- Int'l conferences & workshops
- Best practices training...

Consulting

- Strategy & vision
- Needs assessment
- Solution evaluation
- Best practices
- Quality assurance
- Program management
- Market planning...

Delivering strategic advice and counsel through a comprehensive, integrated set of research, education, and consulting services

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Our PLM Success Clients...

A sampling of CIMdata's international solution provider clients

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Our PLM Transformation Clients...

A sampling of CIMdata's international industrial clients (1 of 2)

A&D
 ALLEN VANGUARD Vought
 BENTIS AIRBUS GROUP Litton
 BOEING TASC
 NORTHROP GRUMMAN
 LOCKHEED MARTIN
 Newport News Shipbuilding
 Orbital ATK THALES
 United Defense
 RAFAEL ZODIAC AEROSPACE
 EMBRAER
 CAE
 NASA
 Rolls-Royce
 BAE SYSTEMS GENERAL DYNAMICS
 CURTIS WRIGHT
 Gulfstream
 Sandia National Laboratories
 DAMEN
 Los Alamos
 Bell Helicopter

Auto
 DURA DELPHI
 NISSAN GM TOYOTA
 VOLVO Johnson Controls
 BOSCH TIMKEN FAYAT
 MAHLE
 faurecia HONDA
 LEAR
 HONDA Visteon
 Ford
 MAZDA
 YAZAKI
 CHRYSLER FIAT FERRARIS
 GRUPO BOCAR
 FURUKAWA
 NEXTECH
 Autoliv nemak
 INTIER AVL RIETEX
 COOPER STANDARD

Fab & Assembly
 JOHN DEERE KONE
 McQuay SIMPSON
 CAT JCB WARTSILA
 Swagelok
 SLOAN AS E JLG
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 Schneider Electric Hypertherm
 Pentair
 STRATIS bisset
 ACCO
 Whirlpool Steelcase
 OTIS
 FISHER WinWin TORO
 GORE Colfax STANLEY
 marel BOBST

High-Tech
 AMD Microsoft
 SHURE PHILIPS
 Seagate
 GIGABYTE OKI
 rakon 3COM
 ALCATEL Apple IBM
 Sun
 tellabs ERICSSON MINOLTA
 BOSE
 BANG & OLUFSEN BenQ
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 Veeco
 LEXMARK Waters STORAGE TEK
 XEROX HUAWEI
 opnext Raytheon
 hp SONY
 FLUORWARE

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Our PLM Transformation Clients...

A sampling of CIMdata's international industrial clients (2 of 2)

CPG/F&B/Process
 Kimberly-Clark
 DOW GMCR
 Altria JTI
 Coca-Cola P&G
 csm
 GOODYEAR LEGO
 DSM
 amcor
 Imperial Tobacco

Medical/Pharma
 Baxter
 Alcon Edwards
 SIEMENS
 MEDRAD
 Dräger DePuy
 Playtex BANG & OLUFSEN
 Johnson & Johnson
 smith&nephew
 ETHICON ENDO SURGERY
 Abbott
 GE
 BD

Emerging Ind.
 NOV
 NATIONAL OILWELL VARCO
 P B M R
 Outotec
 EDF
 IBERDROLA
 AREVA
 DOOSAN Doosan Power Systems
 E&O ENGINEERING
 Rijkswaterstaat
 adidas
 JPL
 Samselite INC
 MERWEDE

Other
 SAVONIA
 VTT KONGSBERG
 IBS Infotech Ltd.
 Cranfield UNIVERSITY
 KACST NTNU - Trondheim
 LINCOLN LABORATORY

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CIMdata Membership Services

A rich set of community and knowledge council services

The diagram illustrates the PLM Community services. At the center is a green circle labeled "PLM Community" which is divided into "Solution Providers" and "Industry Action Groups". Surrounding this central hub are seven blue circles, each representing a service area: "Future Knowledge Councils...", "Innovation Engagement & Governance", "Design Creation & Collaboration", "Simulation-Driven Systems Development", "Manufacturing Systems Engineering", "PLM Enterprise Value & Integration", and "Quality & Reliability Engineering".

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Agenda

- Why Should You Care?
- Current State of Enterprise Innovation Network Management
- Proposed Digital Framework for Enterprise Innovation Network Management
- A Few “transformation” Ideas & their Benefits
- Final Thoughts
- Q & A

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A Personal Experience

External partner knew more about what was going in my company

The diagram illustrates an enterprise network. A large blue circle labeled 'ENTERPRISE' contains three smaller circles representing business units: BU 1 (green), BU 2 (orange), and BU 3 (red). A blue oval labeled 'Supplier' is positioned outside the enterprise circle. Lines connect BU 1, BU 2, and BU 3 to the 'Supplier' oval, indicating communication or data flow between the internal units and the external partner.

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Poll Question

Question for the attendees

Have you ever learned about what was going in your company by hearing from external partners?

- A) Yes
- B) No

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Enterprises are Challenged!

Must reevaluate how to innovate and manage innovation!

- Acceleration of everything!
 - Networked economy
 - Technology advancements: *Social, Mobile, Sensors, Cloud, AI, VR, Blockchain*
 - Smart & Connected Products
 - Internet of Everything -> Internet of Experiences
 - Smart Factory - Industry 4.0
- The worlds of physical and digital are converging
 - Digital twin concept in product development, manufacturing, and service
 - Business models based on digital network orchestration
- Enterprises should look at everything with new lenses including *how to innovate and manage innovation*



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Value Creation by Business Model Type

Network Orchestrators are more valuable and more profitable

	Asset Builders	Service Providers	Technology Creators	Network Orchestrators
<i>Description</i>	Make, market, distribute, and sell physical goods	Hire employees who provide services to customers	Develop and sell intellectual property such as software, analytics, and technology	Create a network in which participants interact and share in the value creation
<i>Example companies</i>	Wal-Mart, Ford, FedEx	Aetna, JP Morgan, Accenture	Microsoft, Oracle, Amgen	TripAdvisor, Red Hat, Uber
<i>2015 Multiplier</i>	1.5	2.5	4.7	5.8
<i>2015 Profit Margin</i>	27.9%	47.1%	61.6%	69.5%
<i>2015 Return on Assets</i>	1.6%	2.0%	-0.9%	2.4%
<i>2015 1 Year Sales Growth</i>	1.3%	9.0%	13.2%	17.0%



“Networks and Platform Based Business Models Win in the Digital Age”

Source: <https://news.wharton.upenn.edu/press-releases/2016/06/networks-and-platform-based-business-models-win-in-the-digital-age-according-to-a-new-study-by-the-wharton-school-of-the-university-of-pennsylvania-s-ei-center-for-advanced-studies-in-m/>



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Digital is Top of Mind for Executives

98% of the market are based on non-digital, non-network business models

- Majority of executives think either their industry was already disrupted or will be disrupted soon by “digital” forces
- Yet, many feel that they are not ready for it
- Only 25% of executives feel confident that their company understands the “value creation” potential of digital

<https://assets.dynatace.com/content/dam/en/external/State-of-Digital-Enterprise-Report.pdf>
<https://www.fomestec.com/static/assets/make-time/bl ogs/Forrest er of ogra phic Digi tal Business N igel Fe rwick18. pdf>

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Leadership Thinking is Key

Traditional	New
Firm-centric	Network-centric
Focus on tangibles	Intangible and tangible
Firm creates value	Network co-creates value
Operating at full capacity	Abundant capacity
Hierarchical	Horizontal

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Poll Question

Question for the attendees

Which type of leadership thinking does your company have?

- A) Firm-centric
- B) Network-centric
- C) Somewhere in between



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“Big Picture” EIM System

Enterprise Innovation Management System – CIMdata Four Quadrant Model

quadrant 1
quadrant 2
quadrant 3
quadrant 4

Enterprise Innovation Management

Innovation Strategy, Roadmap & Portfolio
(Who, Where, What and How)

Current Business
(Make & Sell)

Front End Innovation
(New Insights, Ideas & Concepts)

New Offering Development
(Design and Delivery)

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Example EIM Best Practices

Organizational structure and process

Functions manage careers, functional processes, and data

Hierarchical governance

Stage-gate project management

Matrixed Organization

Multi-functional teams

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Open Innovation

Most traditional enterprises have now adopted Open Innovation as a strategy

DEWALT
How the power tool manufacturer uses customer insight to spark innovation

Fuse Projects How it Works Blog
Big problems. Big solutions. Big impact.
Fuse, brought to you by GE's GENIUSLINK™ team, is an open platform where we invite any and all people to help us solve the world's most toughest product and technology challenges.
HOW IT WORKS SIGN UP

Avrogen PRODUCTS PARTNERSHIPS CITIZENSHIP COMPANY NEWSROOM JOIN US
PARTNERSHIPS
WE ARE OPEN FOR COLLABORATIONS

DMDII THE INSTITUTE MEMBERSHIP PROJECTS WORKFORCE NEWS EVENTS CONNECT
MEMBERSHIP
A PLATFORM FOR COLLABORATION AND INDUSTRY GROWTH.
CREATED FOR OUR MEMBERS
DMDII welcomes partners from industry, academia, the nonprofit sector and government who can participate in our research projects; adopt digital technologies in their own

ORGANIZATIONS CALL FOR GREATER OPEN INNOVATION TO ADVANCE SUSTAINABILITY
Nine joint leading organizations launched the OpenInnovation (OI) & Value Index, a benchmark which assesses how collaborative and shared intellectual property (IP) which can lead to more sustainable economic models and innovation.

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Typical Open Innovation Process

Practiced often based on traditional "leadership" thinking

INNOVATION NETWORKS

TECHNICAL CONSUMER BUSINESS

NEEDS

Decision Making

Internal

External

There are no digital mechanisms to connect the dots in a given context

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Data Distributed to Functional Silos

Typical data silos relevant to Enterprise Innovation & Network Management

The diagram consists of six colored circles arranged in two rows of three. The top row contains: a purple circle for 'Academic and External Labs (R&D)', a blue circle for 'Employees (HR)', and a green circle for 'Suppliers (Purchasing)'. The bottom row contains: a red circle for 'Externally Submitted Ideas (Open Innovation)', a red circle for 'Projects (Program & Project Management)', and a dark grey circle for 'Agreements (Legal)'.

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Simple Questions are Hard to Answer

With current Enterprise Innovation and Network Management practices

- Has this problem occurred before?
 - What solutions were effective?
- Has this idea or solution been shared with us before?
 - What has been decided, and why?
- Have we worked with this company before?
 - What was done with them?
 - What was our experience like?

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Poll Question

Question for the attendees

Do you believe innovation and product development efficiency and effectiveness suffer due to disjointed data and processes?

- A) Strongly agree
- B) Somewhat agree
- C) Do not agree



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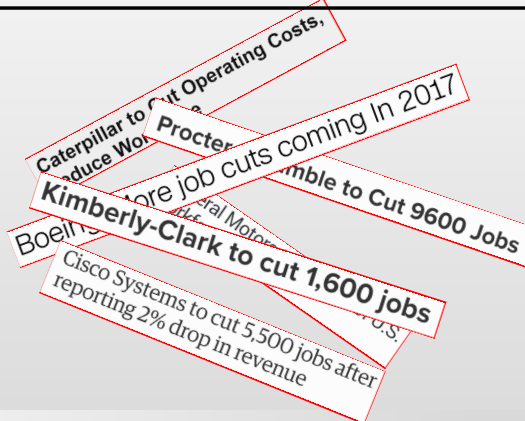
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Consequences of the Current EIM Approach

A few examples

- No time to think and innovate!
 - People are consumed by never-ending meetings and emails
- Wasted resources
 - Repeated experiments
 - Revisited decisions
- Mistakes
 - Missed information
 - Poor data quality
- Missed opportunities
 - Long time to market
- Poor business results

Employees are our most valued assets!



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Essence of EIM System

Align your digital framework with EIM management framework

- EIM has three basic stages
 - Knowledge gathering and generation stage, e.g., new technology
 - Turning knowledge into specific product design and manufacturing process
 - Scaling and making money
- Enterprises deploy two key resources to achieve their innovation goals: **People** and money (budget)
- **Programs and projects** are the vehicles for deployment of people and budget to do the work
- People belong to **organizations**, e.g., functions, BU, etc.
- People use **tools and applications** to accomplish and communicate their work



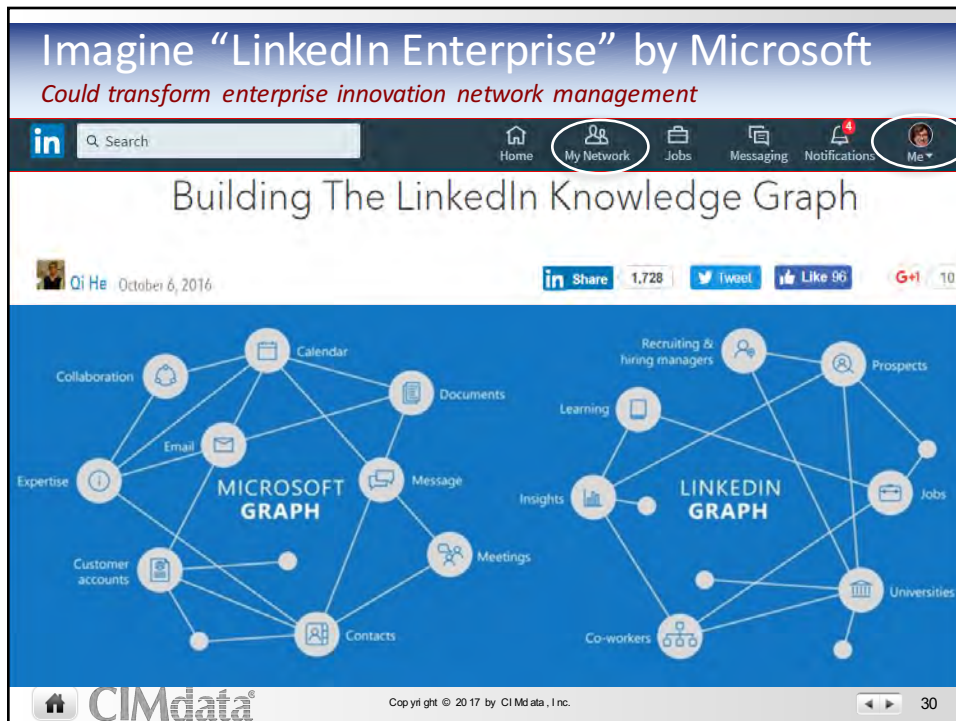
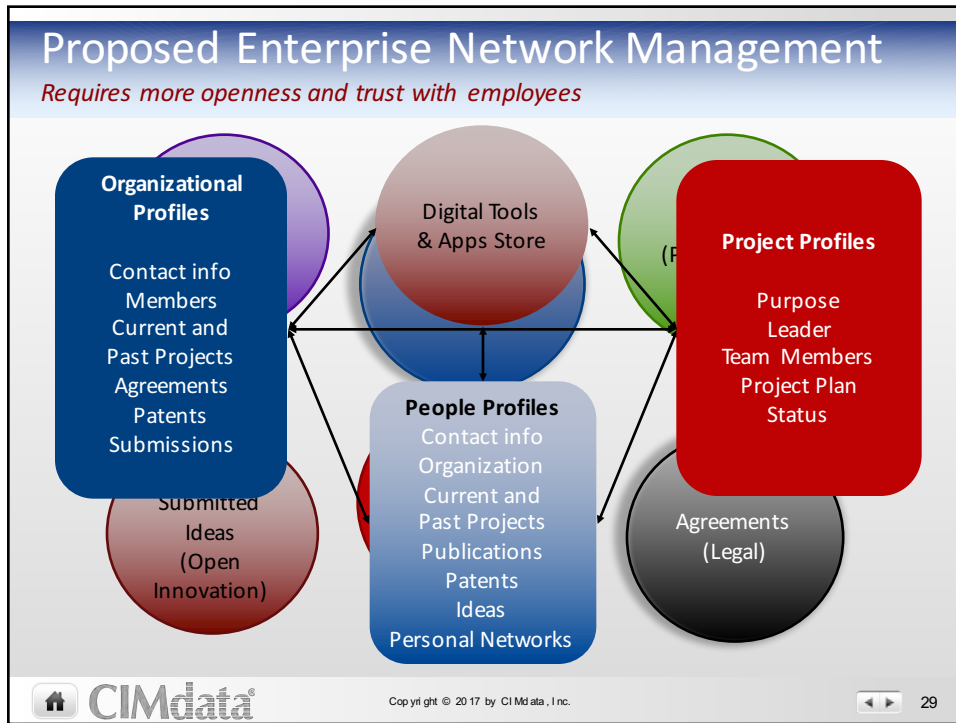
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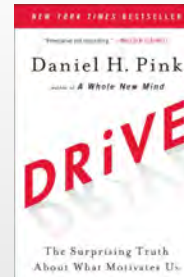


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Approach to Staffing Projects

Empower employees to chose based on their passion, skills, and growth objectives

- In current EIM systems
 - Organizations hire people and assign them to projects
- In the proposed EIM system
 - **Projects** could post “jobs” and compete for talent - the “Hollywood” model
 - **People** could find projects and apply to work on them



What motivates us?

- **Purpose**
- **Autonomy**
- **Mastery**



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Knowledge Capture & Share

Becomes easier and more personalized – bolstering people's pride in their work

- In current EIM system
 - Documents, designs, models etc. that capture learning and insights remain locked in personal computers or in shared drives
- In the proposed EIM system
 - People could post “blogs,” upload documents or link to other knowledge artifacts to which they have contributed to



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Performance Review Feedback

Just in time and in context

- In the current EIM system
 - Annually the manager gathers input from a few people who worked with the employee over the year
- In the new EIM system
 - People could exchange feedback through their profiles (think “Recommendations” in LinkedIn)



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“Trust” & “Engagement” – Currency of Business

There is much room for improvement

Employee Trust

<https://hbr.org/2016/07/a-global-survey-on-the-ambiguous-state-of-employee-trust>

Trust Level	Percentage
Fully trusts	46%
Somewhat trusts	15%
Does not trust	39%

Employee Engagement

(Gallup – 2016)

Engagement Level	Percentage
Engaged	34%
Not Engaged	49%
Actively disengaged	17%

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Digital Platforms Built for “Trust”

Learn from Network Orchestrators

Enterprises can learn from digital network business models where “trust” among strangers is facilitated through the platform

TED Ideas worth spreading WATCH DISCOVER ATTEND PARTICIPATE ABOUT

Joel Garreau

How Airbnb designs for trust

TEDEDM - 13:51 - Filmed Feb 2016

⌵ 28 subtitle languages

📄 More information transcript

```
graph TD; Trust --> Character; Trust --> Competence; Character --> Intent; Character --> Integrity; Intent --> Caring; Intent --> Transparency; Intent --> Openness; Integrity --> Honesty; Integrity --> Fairness; Integrity --> Authenticity; Competence --> Capability; Competence --> Results; Capability --> Skills; Capability --> Knowledge; Capability --> Experience; Results --> Reputation; Results --> Credibility; Results --> Performance;
```

Source: LinkedIn newsfeed by Karen Killet who copied from post by Bob Nich Gartner

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Final Thoughts

- Given the rapidly changing technology and business landscape Enterprises should look at everything with new lenses including ***how to innovate and manage innovation***
- Today innovation management in many enterprises is driven by leadership thinking and best practices of the 20th century
- Enterprises have significant opportunities to improve trust and engagement of their key stake holders, and adopting CIMdata’s Proposed digital framework and a more open culture will only help



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CIMdata Position Paper

A Proposed Framework to Simplify Enterprise Network Management

Available to download at:

<http://www.cimdata.com/en/resources/complimentary-reports-research/position-papers/item/7789-a-proposed-framework-to-simplify-enterprise-network-management-why-microsoft-with-linkedin-has-the-right-elements-to-deliver-it-position-paper>



A Proposed Framework to Simplify Enterprise Network Management
Why Microsoft with LinkedIn Has the Right Elements to Deliver It

Key Takeaways:

- Given the rapidly changing technology and business landscape, Enterprises should reevaluate their innovation and network management practices with new lenses. Especially in a critical that enterprises address the functional "late old" problem which leads to inefficiencies in development of new products and services, and reduce their scale advantage.
- CIMdata's proposed digital framework described here links People, Organization, Projects, and Applications/Tools through visible profiles. This framework aligns better with how a business deploys resources to achieve its innovation goals.
- Enterprises have significant opportunities to improve trust and engagement of their key stakeholders by adopting CIMdata's proposed digital framework within a more open culture.
- With the recent acquisition of LinkedIn, Microsoft now has a "power" approach to implement the network management framework that is proposed by CIMdata.

There is no more debate in today's saturated and distracted economy, turning an idea into product, innovations that customers need require enterprise thinking and multi-disciplinary collaboration, often including industrial design, science and engineering, process engineering, and hardware and software engineering. Given the diversity of expertise and knowledge that must be integrated to create new innovative products and to introduce them successfully to the current markets, collaborative innovation is a multi-year time-to-market. Enterprises must leverage collective intelligence in their ecosystems to continue to fuel their growth through innovation and new product development.

Collaboration in a today's hyper-ecosystem: We need to connect, communicate, and collaborate to meet our basic emotional and physical needs. To do so, we quickly adopt to those technologies and tools that make our connectivity, communication, and collaboration with others easier. Wide-spread adoption of mobile devices and social media platforms such as Facebook and LinkedIn in our personal lives is a testament to the fact. Yet, despite technology advancements, enterprises continue to suffer from inefficiencies in collaboration and network management. Often collaboration breaks down due to difficulties associated with managing relationships in geographically distributed teams, processes and tools that create data silos, and differences in cultural norms and personal practices. Intranets are full of stale knowledge capture systems, like a 100 SharePoint sites or Wiki, that were single part of "old" knowledge management initiatives.

As more business decisions need to be made in real time based on data that is constantly changing from all corners of the world—from consumers, partners, employees, and smart connected products and manufacturing systems—it is critical that enterprises overcome inefficiencies that prevent them to unlock value from their innovation networks. In today's digital age there is significant customer value creation opportunity for enterprise software providers who use their organizations' resources and simplify collaboration. In this space, we propose a high-level enterprise innovation network management architecture that supports

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The next CIMdata Educational Webinar

Registration is open


How to apply IoT, Industry 4.0 and Predictive Analytics in the Manufacturing Domain

Date: April 13

Presenter: Mike Fry, Director, Manufacturing Systems Engineering Consulting Practice

Register at:

<http://www.cimdata.com/en/education/educational-webinars/webinar-how-to-apply-iot-industry-4-0-predictive-analytics-in-the-manufacturing-domain>



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Mark Your Calendars!

The next CIMdata Workshop

Driving Manufacturing Innovation with Digital Design and Simulation - *Challenges, Strategies, and Best Practices for Business Success*

Date: June 6 & 7

Location: DMDII/UI Labs Facility, Chicago



Register at:

<http://www.cimdata.com/en/education/knowledge-council-workshops/joint-kc-workshop-2017>



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CIMdata Research

Seeking collaboration partners

Topic: Research on Future of Digitalized Enterprise Innovation and Product Development

Approach: Crowdsourcing (*in partnership with Spigit*)

Partners: Maximum 10

Cost: \$15K

Timing:

- ✓ Finalize identification of partners by July
- ✓ Partner interviews and digital space preparation: July – Sep
- ✓ Conduct research: Oct
- ✓ Analysis and reporting to partners: Nov - Feb



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For More Information, Contact...

Look forward to hearing from you

Suna Polat

Director, Collaborative Innovation & Social Product Development

Tel: +1.734.668.9922

Email: s.polat@CIMdata.com



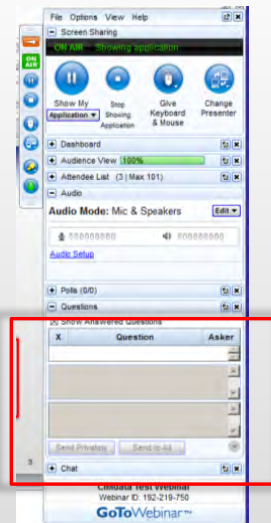
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Wrap-up and Q&A

Let's hear what's on your mind?



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World Headquarters
3909 Research Park Drive
Ann Arbor, MI 48108 USA
Tel: +1.734.668.9922
Fax: +1.734.668.1957

Main Office - Europe
Oogststraat 20
6004 CV Weert, NL
Tel: +31 (0) 495.533.666

Main Office - Asia-Pacific
Takegahana-Nishimachi 310-31
Matsudo, Chiba 271-0071 JAPAN
Tel: +81.47.361.5850
Fax: +81.47.362.0472

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