

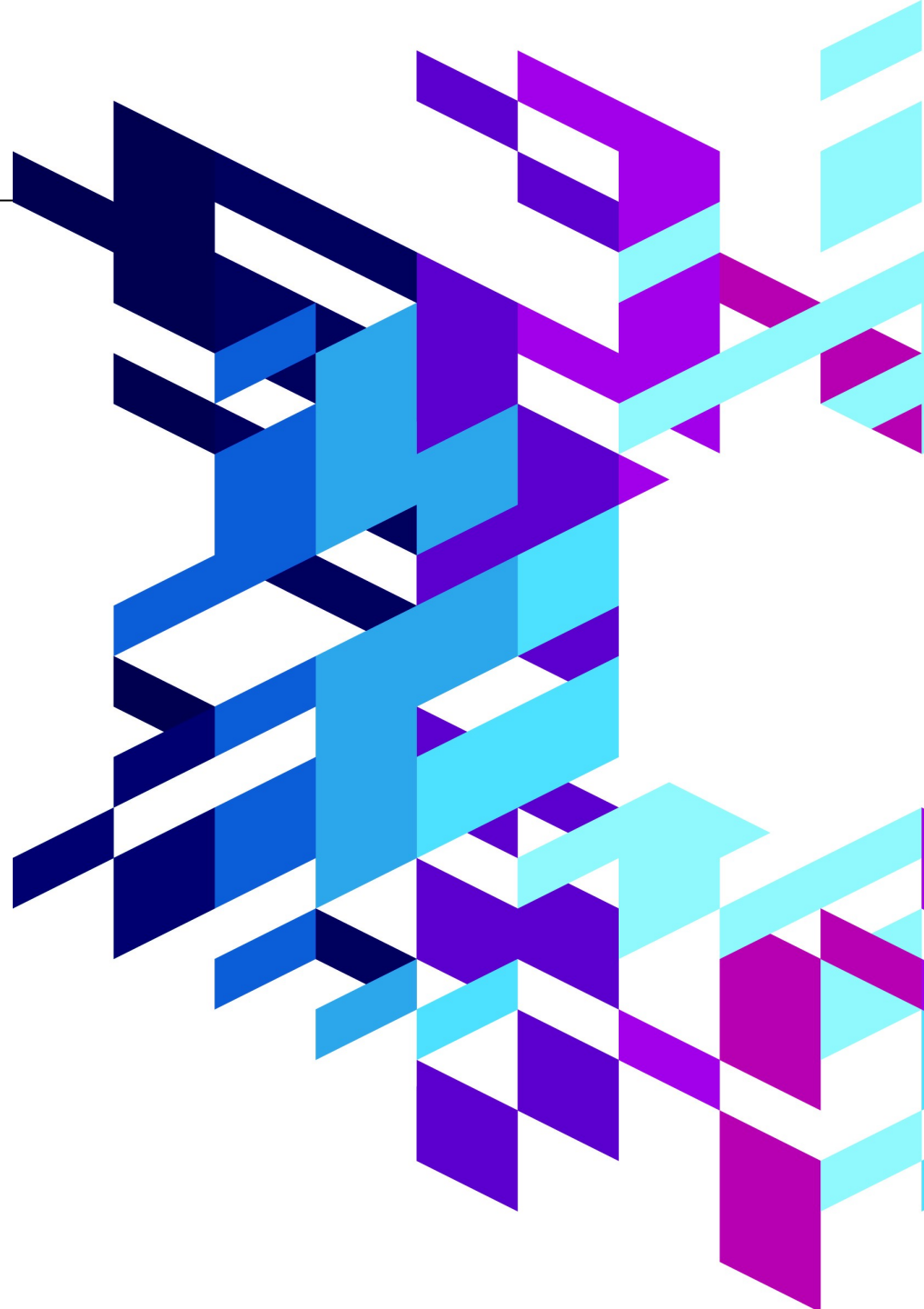


Innovate

Comes To You Turkey

19 Kasım 2012 Pazartesi Le Méridien Istanbul

Mehmet Çağrı ELİBOL
IBM Rational Brand Manager
cagrie@tr.ibm.com





GÜNDEM / AGENDA

- 09:45 - 10:15 **Rational Stratejileri ve Endüstrinin Yönü**
Kristof Kloeckner
IBM Rational Genel Müdürü
- 10:15 - 10:45 **IBM Rational ile Uçtan Uca Çözümler: IBM Rational Jazz Platform**
Mehmet Çağrı Elibol / Mehmet Oğuz
IBM Rational Türkiye Satış Yöneticisi / IBM Türkiye Yazılım Grubu Satış Yöneticisi
- 10:45 - 11:15 **Avea'da Çevik ve Klasik Yöntemler Harmanlandı**
Mehmet Oğuzhan Özavar / Canberk Akduygu
Avea Bilgi Sistemleri Yöneticisi / Ayrotek Çözüm Ortağı, Teknik Satış Uzmanı
- 11:15 - 11:30 **Kahve Arası**
- 11:30 - 12:00 **IBM Rational ile Testlerin Sanallaştırılması: GreenHat**
Glyn Rhodes
IBM Rational Test Mimarı
- 12:00 - 13:00 **IBM Rational ile Testlerin Sanallaştırılması: GreenHat Demo**
Halil Bahadır
IBM Rational Orta ve Doğu Avrupa Teknik Satış Uzmanı
- 13:00 - 14:00 **Öğle Yemeği**
- 14:00 - 14:30 **IBM Rational ile Yapı Kredi Bankası Test Yaşam Döngüsü**
Barış Sarıalioğlu
Yapı ve Kredi Bankası Bilgi Sistemleri Yöneticisi
- 14:30 - 15:00 **Garanti Teknoloji ve IBM Rational Build Forge: Pratik ve Verimli Bir Birliktelik**
Çiğdem Yurdakul / Kerim Çakmak
Garanti Teknoloji Bilgi Sistemleri Yöneticisi / IBM Rational Orta ve Doğu Avrupa Teknik Satış Uzmanı





IBM Rational Solution For Collaborative Lifecycle Management

Mehmet Çağrı ELİBOL

IBM Rational Brand Manager

cagrie@tr.ibm.com



Agenda

- Executive Summary
- Today's innovation also brings complexity
- Effective Application Lifecycle Management (ALM) can help
- Getting started on your ALM journey while reducing your risk of adoption

Executive summary

Software is integral to business success

- Software is woven through systems, products and services, helping companies bring new – smarter – innovations to market.

Market realities are pushing organizations to innovate with less

- The ability to innovate is impacted by market realities such as increasing complexity, tighter budgets and a more demanding competitive landscape

***Effective* Application Lifecycle Management (ALM) provides the ability to innovate while reducing overhead costs**

- Helps teams using formal and *agile* methods to reduce the high costs, poor quality, project risk, and inefficiency of fragmented and disconnected software development.

The IBM Rational ALM solutions provide capabilities to fully support an *effective* ALM approach. Start your ALM journey based on your unique pain points!

- Coordinate people, processes, and tools for requirements management, development and quality management with traceability across lifecycle artifacts, process definition and enactment, and reporting.
- Unify and extend your infrastructure to include open source software, packaged and custom applications, and other commercial solutions of choice with an open, extensible, and integrated platform.

Agenda

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Innovation is increasingly being driven by software



Mobile banking will be the most widely used banking channel by 2020, if not sooner



The average 2010 automobile contains more lines of software code than a fighter jet

Source: *Mobile banking: A catalyst for improving bank performance*, Deloitte, 2010; and *This Car Runs on Code*, Robert Charette, IEEE Spectrum, 2009.

Realities can stall software-driven innovation

Complexities in software delivery compounded by market pressures

Complex, Multi-platform Systems and Applications

62% of companies have agile projects requiring integration with legacy systems

Increasing Mandates

2010 Spending in U.S. on governance, risk and compliance was **\$29.8 billion**

Globally Distributed Software and Product Supply Chains

50% of outsourced projects are expected to under perform

Cost Reduction

70% budget locked in maintenance and **37%** of projects go over budget

Unpredictability in Software Delivery

62% of projects fail to meet intended schedule

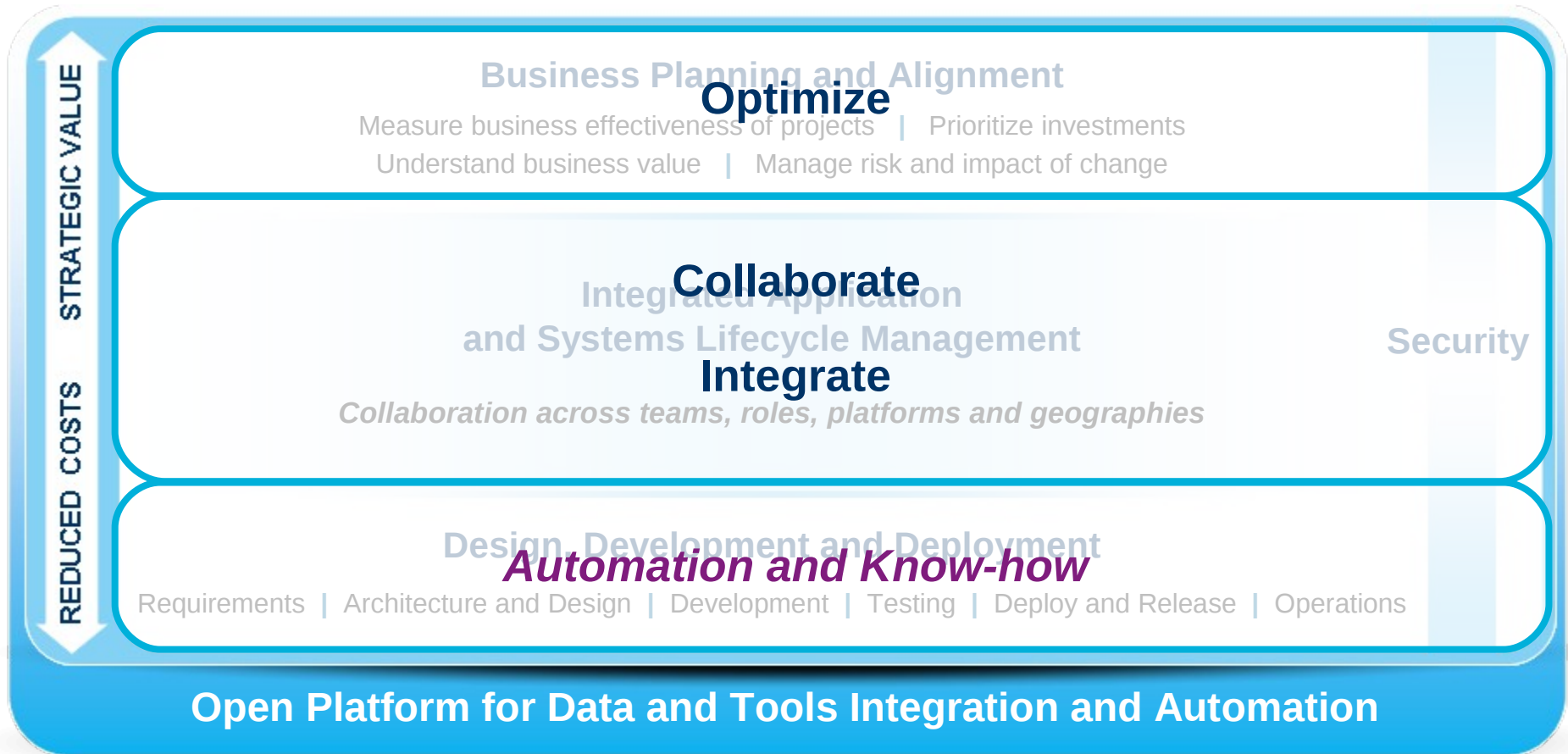
Changing Requirements and Time to Market

30% of project costs are due to rework and poor execution of requirements



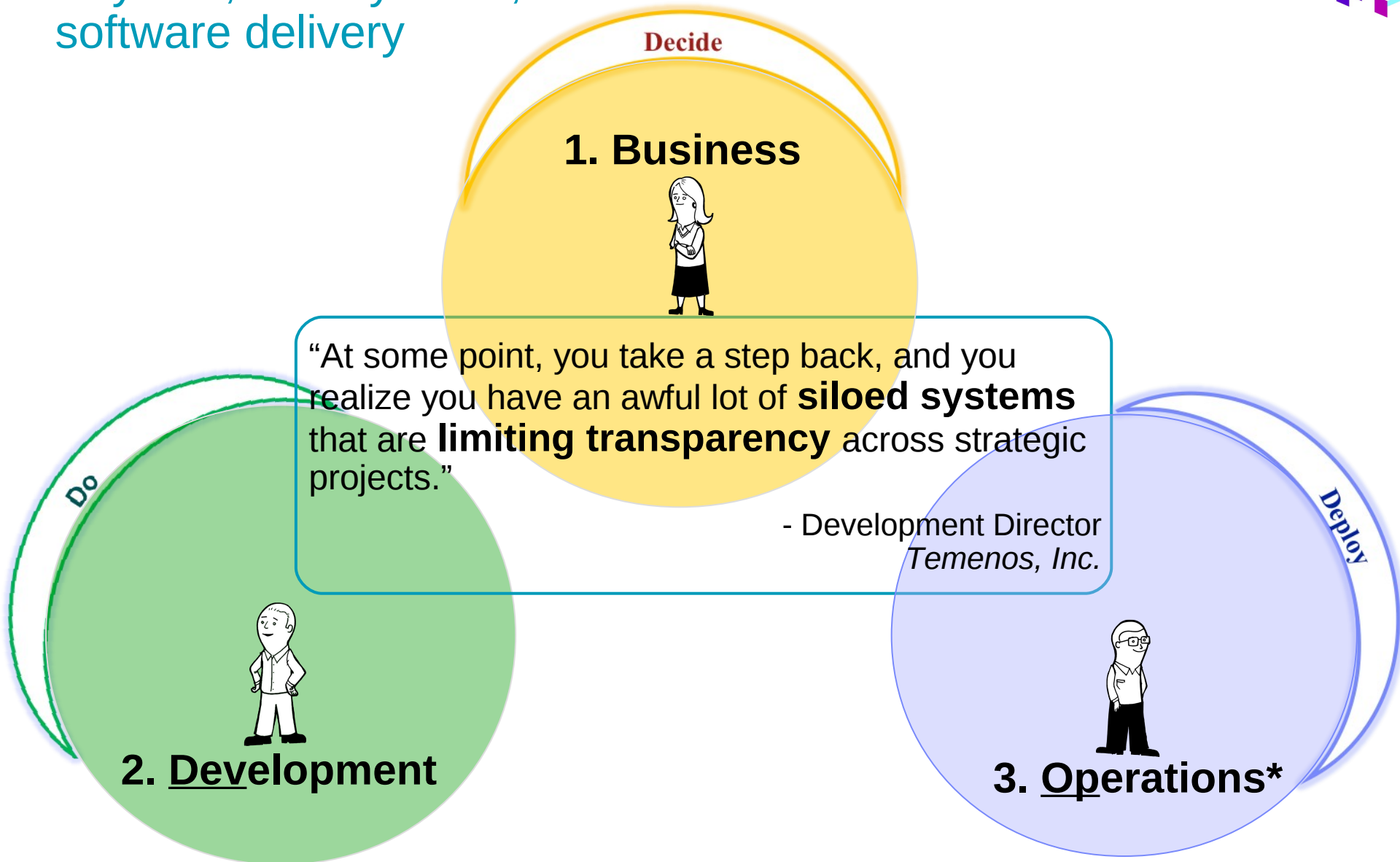
Software-driven innovation with IBM Rational

Addressing IT, systems, and enterprise modernization








Anytime, for any team, silos create barriers to effective software delivery

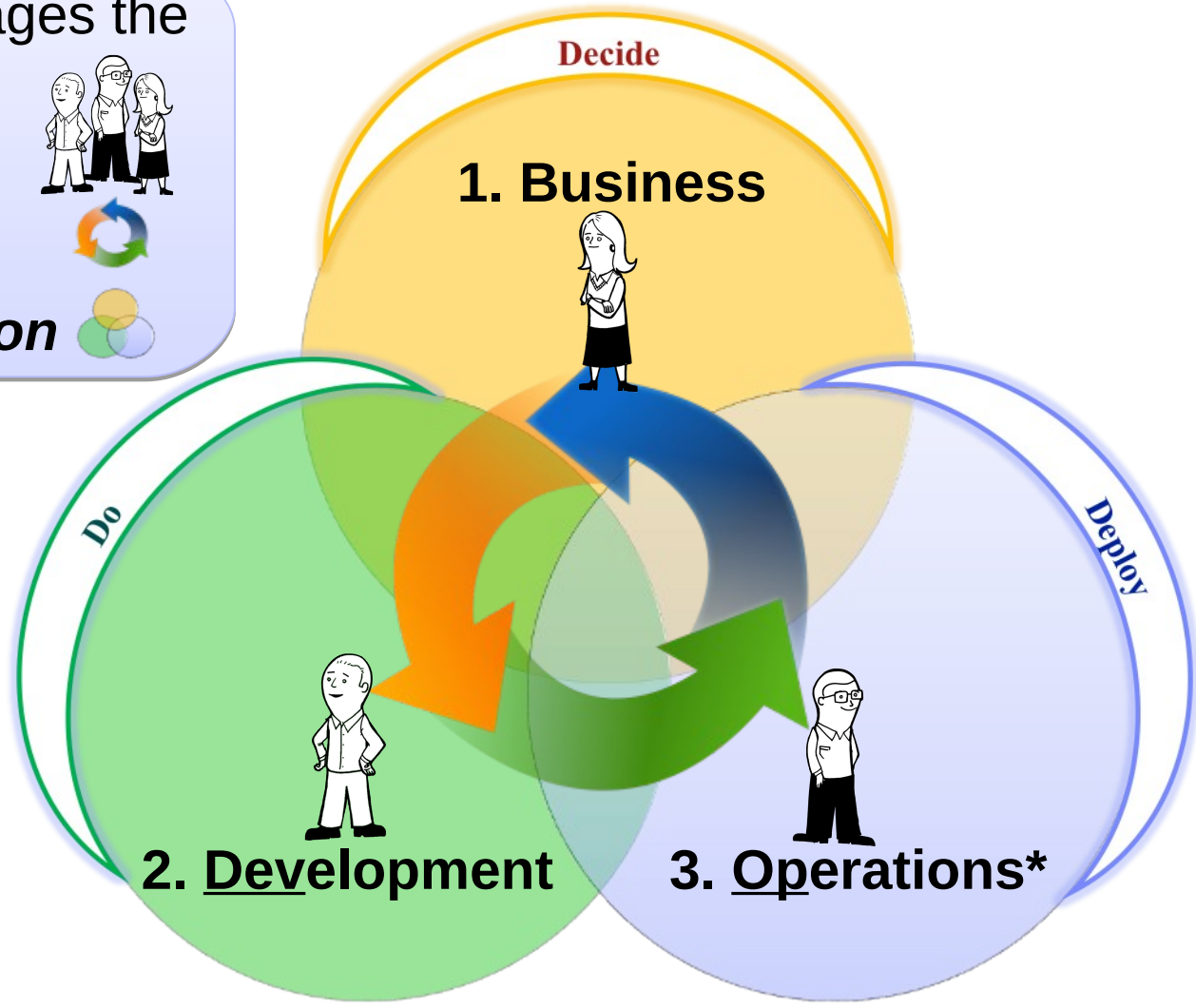





Application Lifecycle Management can help!

ALM manages the flow of:

- People** 
- Process** 
- Information** 





Agenda

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**What is required to deliver end-to-end visibility
across teams, tools and projects?**



What happens if you do nothing? *When failure is not an option...*

“What happens if you can’t easily or effectively integrate your most critical software delivery applications?”



“What happens if your deliverable date slips?”



“What happens if you can’t effectively manage product quality before your ship/release?”



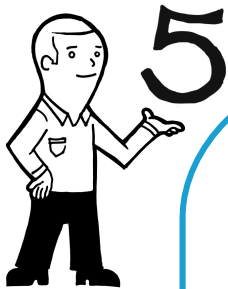
***Only 47% are successful, 36% are challenged, and 17% are failures**



Software failures do have impact the bottom line!



Five Imperatives for Effective Application Lifecycle Management to improve organizational productivity



Maximize product value with **In-Context Collaboration**



Accelerate time to delivery with **Real-Time Planning**



Improve quality with **Lifecycle Traceability**



Achieve predictability with **Development Intelligence**



Reduce costs with **Continuous Improvement**

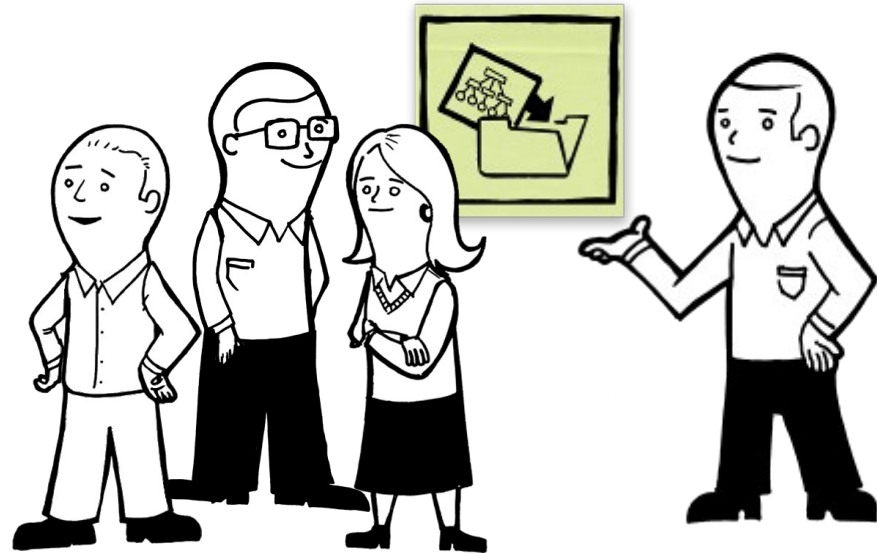
Learn more at [ALM Everywhere](#)



Collaboration challenges

Can your team...

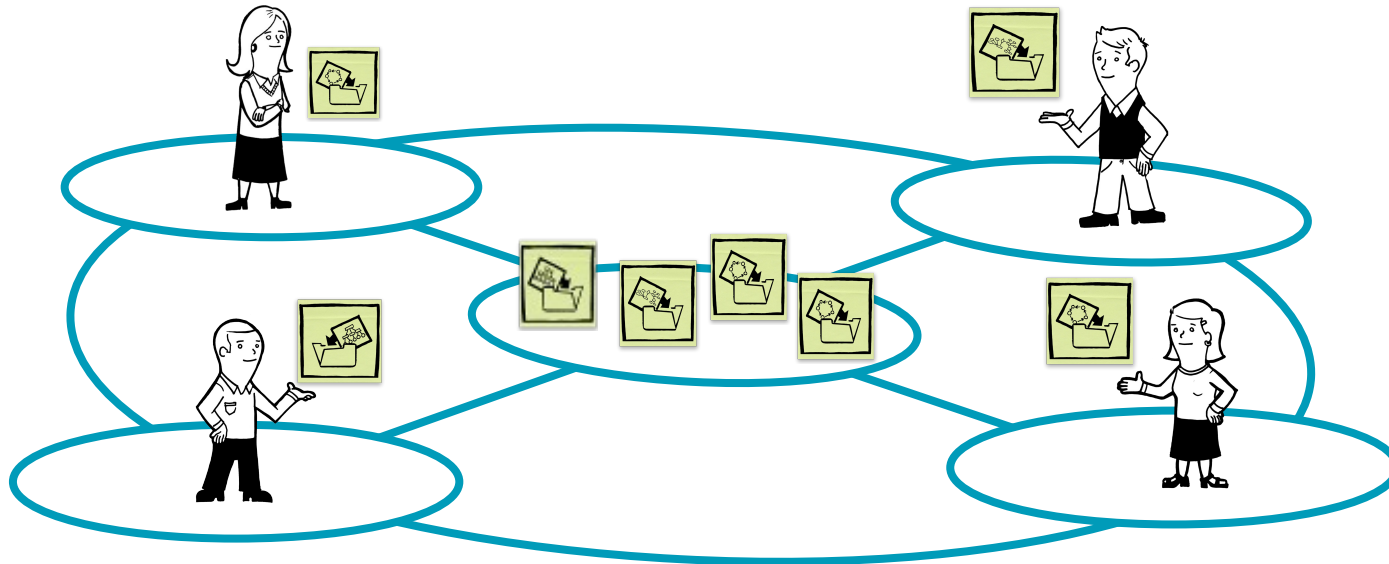
- *...find all the information related to a specific task?*
- *...quickly grasp the “**who, what, when and why**” of team activities?*
- *...bring new team members up-to-speed quickly?*
- *...overcome the barriers of multiple time zones when working with outsourced and distributed team members?*





In-Context Collaboration improves product value

- Empower teams to collaborate on and review software development artifacts so they can **incorporate feedback early and often** aligning delivery with stakeholders' vision
- Provide a **single source of truth** hosted in a shared repository so that team members can collaborate effectively around the globe to build a collective intelligence
- Make **information immediately accessible** to all team members in the context of their work



In-Context Collaboration always shows the latest

Comments (4)

- Bob to Deb, Marco 5 minutes ago (2 replies)
Percentage format - numer of decimal places
 How many decimal places should we support for percent...
 Example: none - 16%, 1 decimal place 16.5%
- Marco to Bob, Deb 5 minutes ago
RE: Percentage format - numer of decimal places #1]
 I checked the DB table. We did not take into account decimals for this percentage. If we are going to support decimals I need to know ASAP.
- Deb to Bob, Marco Now
RE: Percentage format - numer of decimal places #2]
 Bob, is no decimal support acceptable to the business?
- Tanuj to Bob 1 minute ago
What is the minimum percentage?

Threaded discussions on requirements

View All Artifacts ? Highlight recently commented

Page size: 20 No grouping

ID	Name	Artifact Type	Last Modified By	Last Modified Date
44	Accounts Overview	Part	JTSAdmin	Mar 26, 2011 5:43:06 PM
50	Transaction History	Part	JTSAdmin	Mar 26, 2011 5:43:10 PM
53	Accounts Overview (Home Page)	Sketch	JTSAdmin	Mar 26, 2011 5:43:11 PM
55	Dividend Contribution - screen flow	Screen Flow	JTSAdmin	Mar 26, 2011 5:43:11 PM
60	Account Details	Part	JTSAdmin	Mar 26, 2011 5:43:13 PM
67	Dividend Contribution	Storyboard	JTSAdmin	Mar 26, 2011 5:43:15 PM
75	Donor must be registered user to access account details	Business Rule	JTSAdmin	Mar 26, 2011 5:43:19 PM
79	Donors will receive confirmation and receipt	Feature	JTSAdmin	Mar 26, 2011 5:43:21 PM
89	Dividend contribution - confirmation	Sketch	JTSAdmin	Mar 26, 2011 5:43:23 PM

Recent discussions highlighted on requirements

Work Items Tag Cloud Problems

Found 9 work items - Stories (current sprint)

Id	Status	P	Story Points	Summary	Owned By
55	New	13 pts	Frequency of dividend transfer	Deb	
59	Implemented	8 pts	Requests sent in form of email	Marco	
60	New	3 pts	Organization must identify how much money is desired	Marco	
62	New	1 pt	Organizations may apply with an initial request	Marco	
64	In Progress	2 pts	Customers can Nominate an Organization	Deb	
66	New	1 pt	Organization must provide justification for why funds are needed	Marco	
69	New	2 pts	Organizations can Apply	Deb	
70	In Progress	5 pts	Donor Dividend Allocation Criteria	Deb	
71	New	1 pt	JKE Charity Coordinator will respond to request in the website trigg...	Marco	

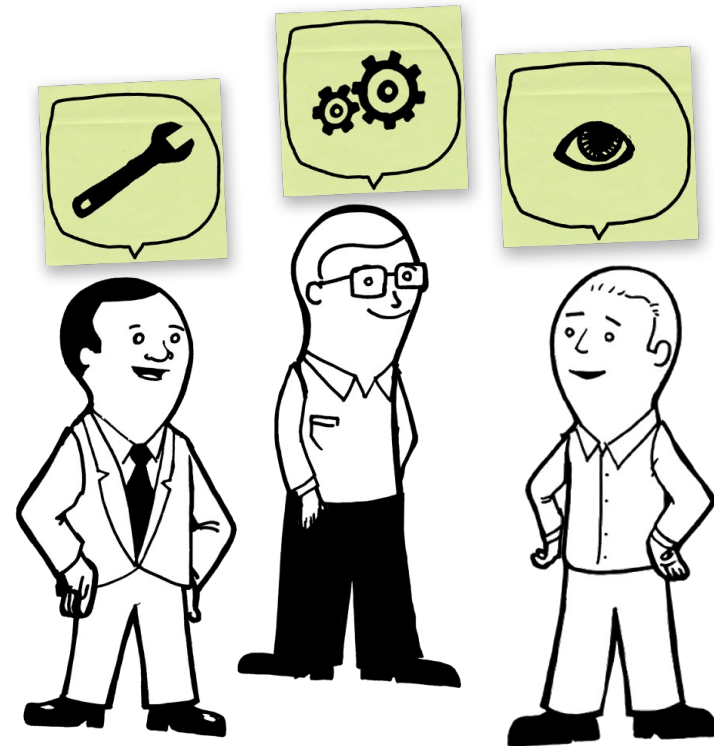
Unread work Items bolded for developers



Planning challenges

Does your team...

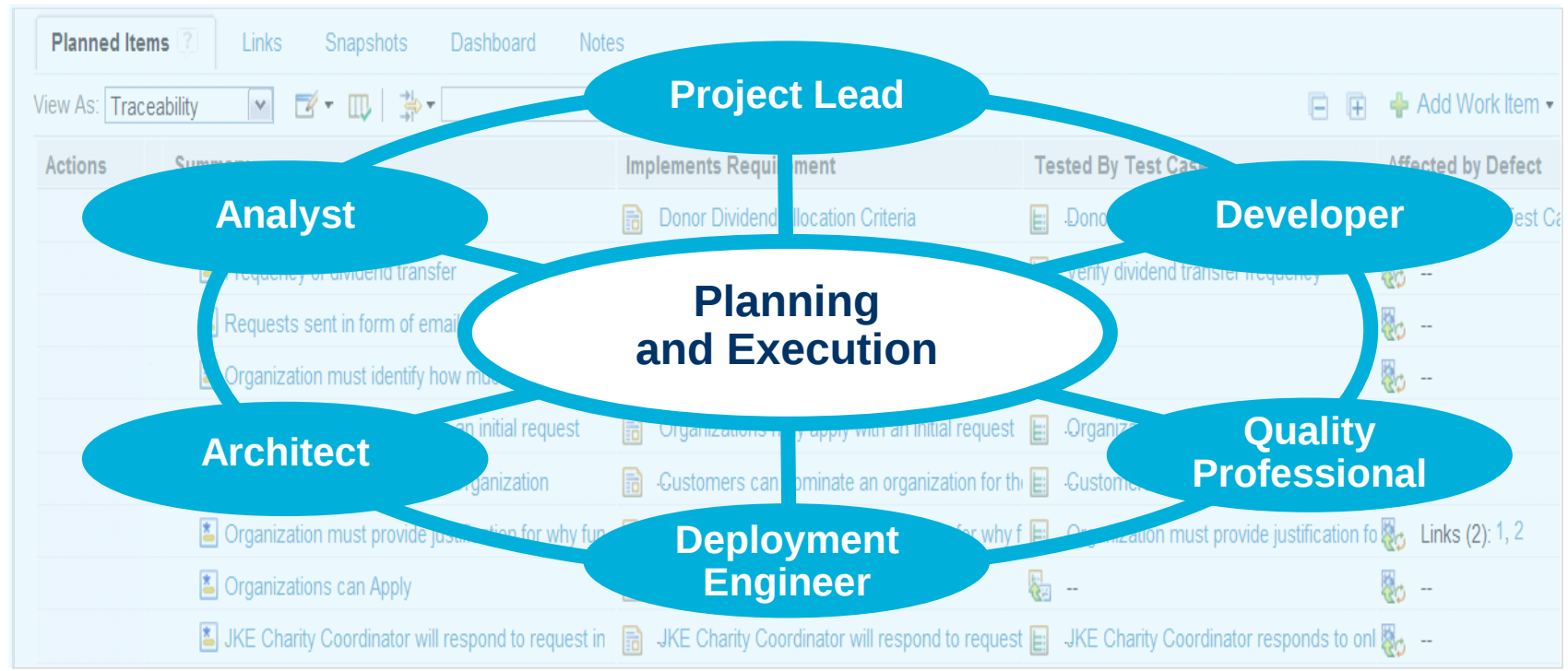
- *...plan across the entire team?*
- *...manually collect and report status?*
- *...instantly see the impact of a change in project scope or resources?*
- ***...integrate planning with execution?***
- *...plan for waterfall, iterative and agile environments?*





Real-Time Planning accelerates time to delivery

- Provides a **single plan** that spans requirements, development, and test, ensuring the whole team understands the overall scope of a project
- **Integrates planning with execution** ensuring the entire team understands the true project status
- Allows **everyone to participate** in keeping the plan current and accurate
- Helps teams **respond to the unexpected** in a timely manner ensuring the team stays on schedule





Requirements collections focus teams on goals for a release

Create Vision

- ▶ Saved Filters
- ▶ Filter by Tag
- ▶ Filter by Attribute
- ▼ Filter by Folder
 - ☐ JKE Banking (Requirements)
 - ☐ Collections
 - ☐ JKE Business Recovery Matters
 - ☐ Business Rules
 - ☐ **Features**
 - ☐ Glossary
 - ☐ Non Functional Requirement
 - ☐ Processes
 - ☐ Reports
 - ☐ Stakeholder Needs
 - ☐ User Story Elaboration
 - ☐ Elaborated Stories
 - ☐ Roles - Actors
 - ☐ Storyboards
 - ☐ UI Sketches
 - ☐ JKE Enterprise Project
 - ☐ JKE Private Banking and Security
 - ☐ Project Meetings

View All Artifacts

Page size: 20

<input type="checkbox"/>	ID	Name	Artifact Type
<input type="checkbox"/>	16	Requests sent in form of hard copy mail	Feature
<input type="checkbox"/>	29	Customers can nominate an organization for the program	Feature
<input type="checkbox"/>	39	Organization must provide justification for why funds are needed	Feature
<input type="checkbox"/>	70	Donation by Amount	Feature
<input type="checkbox"/>	76	Organizations can apply	Feature
<input type="checkbox"/>	77	Organizations may apply with an initial request	Feature
<input type="checkbox"/>	78		
<input type="checkbox"/>	79		
<input type="checkbox"/>	81		
<input type="checkbox"/>	86		
<input type="checkbox"/>	88		
<input type="checkbox"/>	99		
<input type="checkbox"/>	108		
<input type="checkbox"/>	109		

Collections focus team for:

- ✓ Reviews
- ✓ Snapshots
- ✓ Implementation

JKE Banking (Requirements) > ... > Collections >

97: Release 1 Planning

Page size: 20

<input type="checkbox"/>	ID	Name	Artifact Type
<input type="checkbox"/>	32	Organization must identify how much money is desired	Feature
<input type="checkbox"/>	34	Frequency of dividend transfer	Feature
<input type="checkbox"/>	40	Allocate dividends by Percentage	User Story Elaboration
<input type="checkbox"/>	57	Dividend processing payment is a one time transaction.	Feature
<input type="checkbox"/>	58	Donor Dividend Allocation Criteria	Feature
<input type="checkbox"/>	61	Donors Deposit Money in a Pooled Assistance Fund	Feature
<input type="checkbox"/>	65	Allocate dividends by amount and frequency	User Story Elaboration
<input type="checkbox"/>	70	Requests sent in form of hard copy mail	Feature
<input type="checkbox"/>	82	Customers can nominate an organization for the program	Feature

One plan with multiple views

Everyone sees meaningful data in the context of their work

1 BRM Sprint 2 (1.0) Plan

26 items: 23 open, 3 closed | Ends in: 3 days

Plan Details

Planned Items Links Snapshots Dashboard Notes

View As: Roadmap (3 items filtered)

Actions	Summary	Effective Estimate	Owned By
▶	Frequency of dividend transfer	--	Unassig
▶	Requests sent in form of email	--	Unassig
▼	Organization must identify how much money is desired	--	Marco
▶	Implement - Organization must identify how much money	1.5 days	Marco
▼	Organizations may apply with an initial request	--	Marco
▶	Implement - Organizations may apply with an initial requ	4 hours	Marco
▼	Customer must create an Organization	--	Deb
▶	Implement - Create an Organization	--	Deb
▶	Organization must	--	

2 BRM Sprint 2 (1.0) Plan

30 items: 25 open, 5 closed | Ends in: 6 days

Plan Details

Planned Items Links Snapshots Dashboard Notes

View As: Taskboard

Story	Open	In Pro
Donor Dividend Allocation Criteria	Implement - Donor Dividend Allocation Criteria	
Frequency of dividend transfer		Implement - Frequency of dividend transfer

3 BRM Sprint 2 (1.0) Plan

30 items: 25 open, 5 closed | Ends in: 6 days

Plan Details

Planned Items Links Snapshots Dashboard Notes

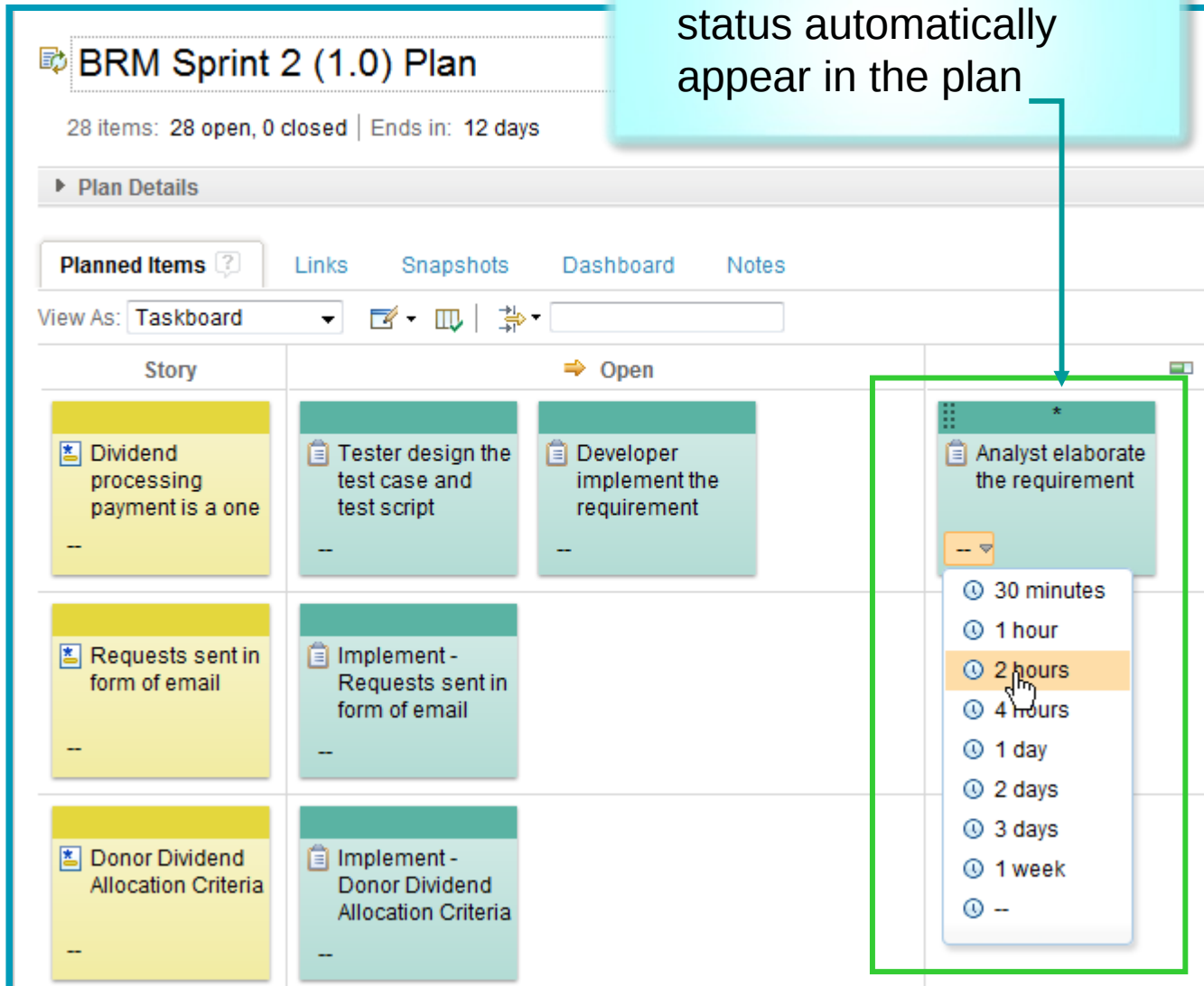
View As: Planned Time

▶	Bob	Closed Items: 0 Open Items: 1	Load: 0/8 +8 h
▶	CP	Closed Items: 0 Open Items: 1	Load: 0/8 +8 h
▶	Deb	Closed Items: 3 Open Items: 5	Load: 168/8 -160 h
▶	Marco	Closed Items: 2 Open Items: 14	Load: 92/8 -84 h
▶	Tanuj	Closed Items: 0 Open Items: 0	Load: 0/8 +8 h

Status updates

Part of everyday work activities

✓ In place updates to status automatically appear in the plan

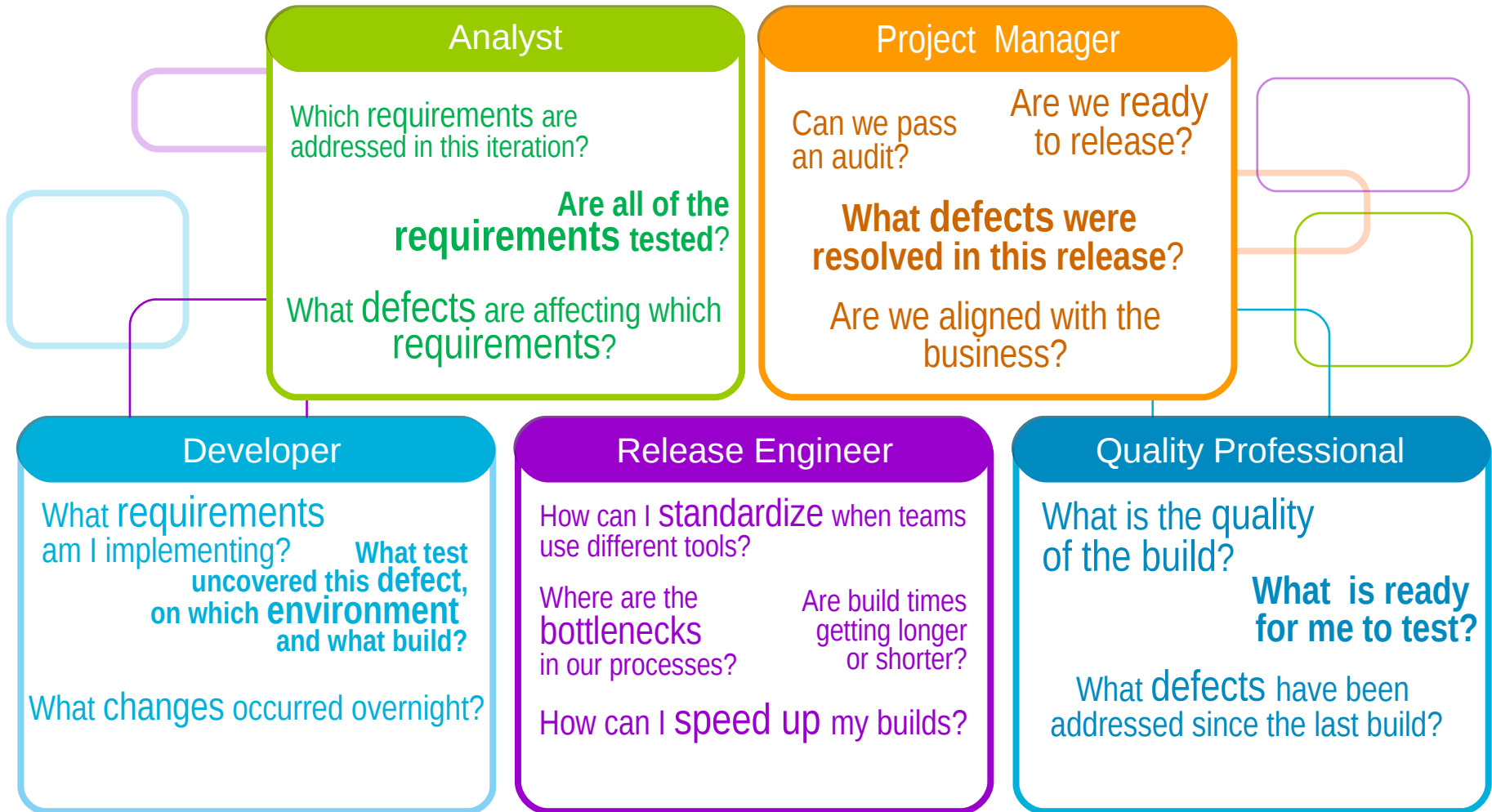


The screenshot shows a JIRA plan view for 'BRM Sprint 2 (1.0) Plan'. The plan contains 28 items, with 28 open and 0 closed, ending in 12 days. The view is set to 'Taskboard'. A dropdown menu is open for the item 'Analyst elaborate the requirement', showing options for 30 minutes, 1 hour, 2 hours (selected), 4 hours, 1 day, 2 days, 3 days, 1 week, and --.

Story	Open
Dividend processing payment is a one	Tester design the test case and test script Developer implement the requirement
Requests sent in form of email	Implement - Requests sent in form of email
Donor Dividend Allocation Criteria	Implement - Donor Dividend Allocation Criteria

Lifecycle Traceability challenges

Can your team answer...



Addressing Audit Questions



“Say what you do”

- Documented evidence of a thorough development process
- A well communicated and easily understood program

“Do what you say”

- Prudent use of business controls and process enforcement
- Requirements integrity: Capture and approval of requirements
- Tracking of requirements to implementation and test
- Management of software deliveries to preclude unauthorized changes
- Process validation, audit and automation ensure the process is enforced
- Process integrity: Implementation of change control over the development process and metrics used to monitor and control process execution

Be prepared to “prove it”

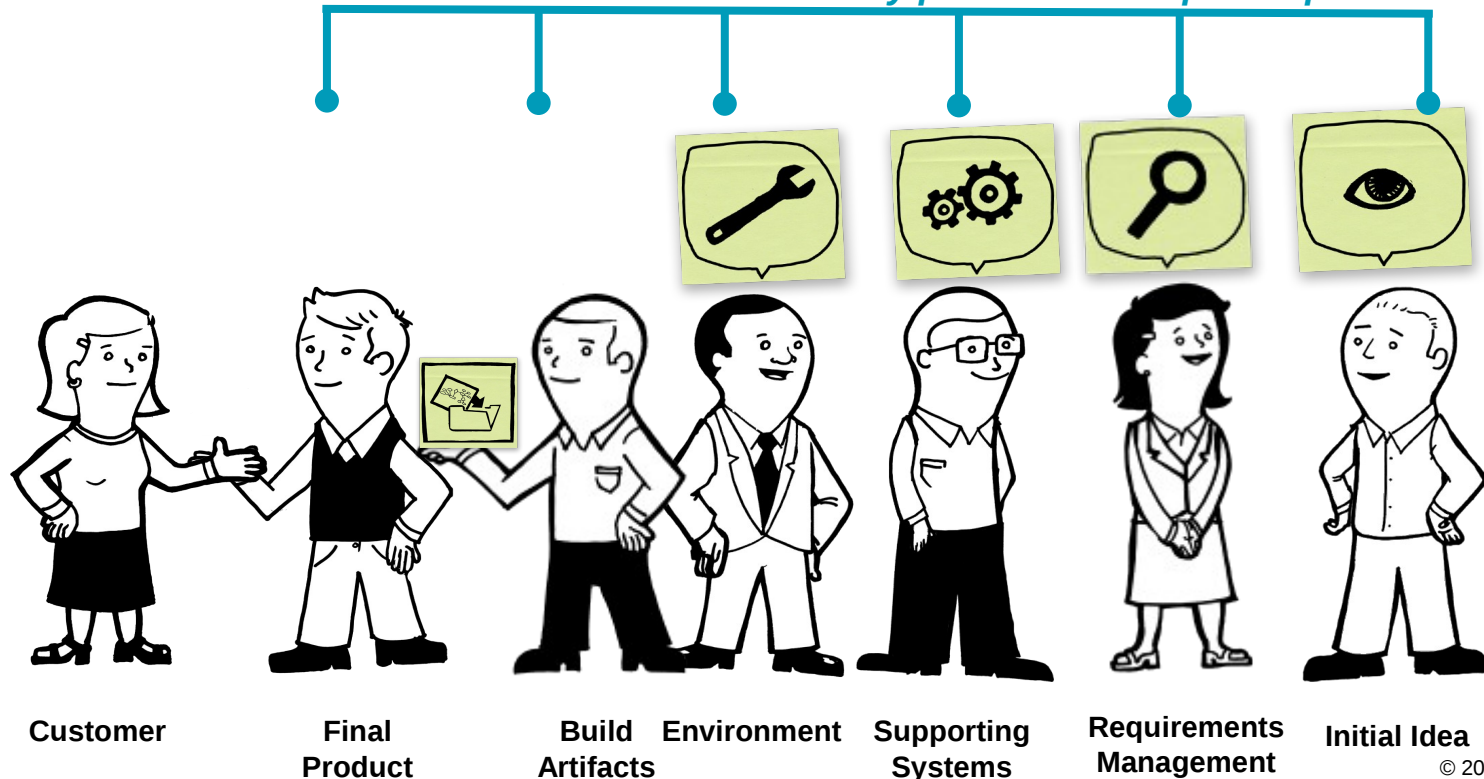
- Documented evidence of adherence to internal controls through dashboards, regular reporting and monitoring, as well as independent audit



Lifecycle Traceability supports compliance, improves quality

- Establish **relationships** between software artifacts
- **Identify and close artifact gaps**, ensuring **coverage** across disciplines
- Provides visibility into the **completeness** of planned items by inspecting all related artifacts
- Provides easy **access to related artifacts** ensuring everyone shares the same view
- Delivers transparency which enables everyone to make **fully informed decisions** based business priorities

Instant access to details from any point in development process



Measuring and steering challenges

Can your team...

- ...provide one view of project health at multiple levels?
- **...make steering decisions based on facts rather “guesstimates”?**
- ...track desired improvements with metrics?
- ...minimize administrative overhead by relying on your environment to capture metrics?





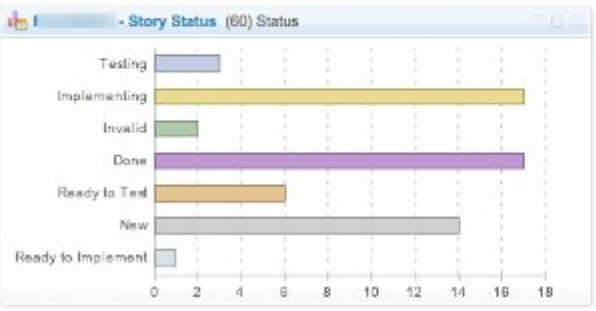
Use dashboards to provide that one view of project health

JKE Banking (Change Management)*

- Overview ▾
- Time to Value (Schedule)
- Product Value
- Product Cost
- Product Quality
- Reports
- Stabilization 

Story Status Current Iteration

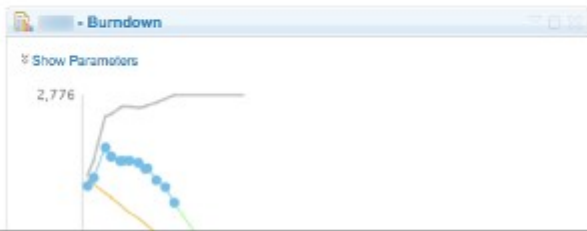
Shows the status of all stories planned for the current iteration



- #### Current Stories (60)
-  150501: Improve Web UI error reporting
 -  154382: Completion (M14) of foundation support for migrating RRC 2.x to 3.0, and JTS consolidation
 -  155918: Provide TVT testcases and testcase updates to TVT team
 -  154263: [Continuation] Create server diagnostics tests and reports that make various checks
 -  155024: Track the fixing of hangs occurring on shutdown of the CLM server
 -  155398: [Repository - M14] Performance, quality and robustness enhancements
 -  156051: Improvements and fixes for CLM migration automation
 -  154629: [Repository - M14] Address high severity defects, Reduce backlog
 -  155033: Explore servlet dispatching enablement as a backup option
 -  155486: [Repository M14] Serviceability and Consumability Improvements
- Page 1 of 6

Burndown Current Iteration

Shows the remaining amount of estimated work in hours of work items planned for the current iteration.



Stories Open/Closed/In Progress

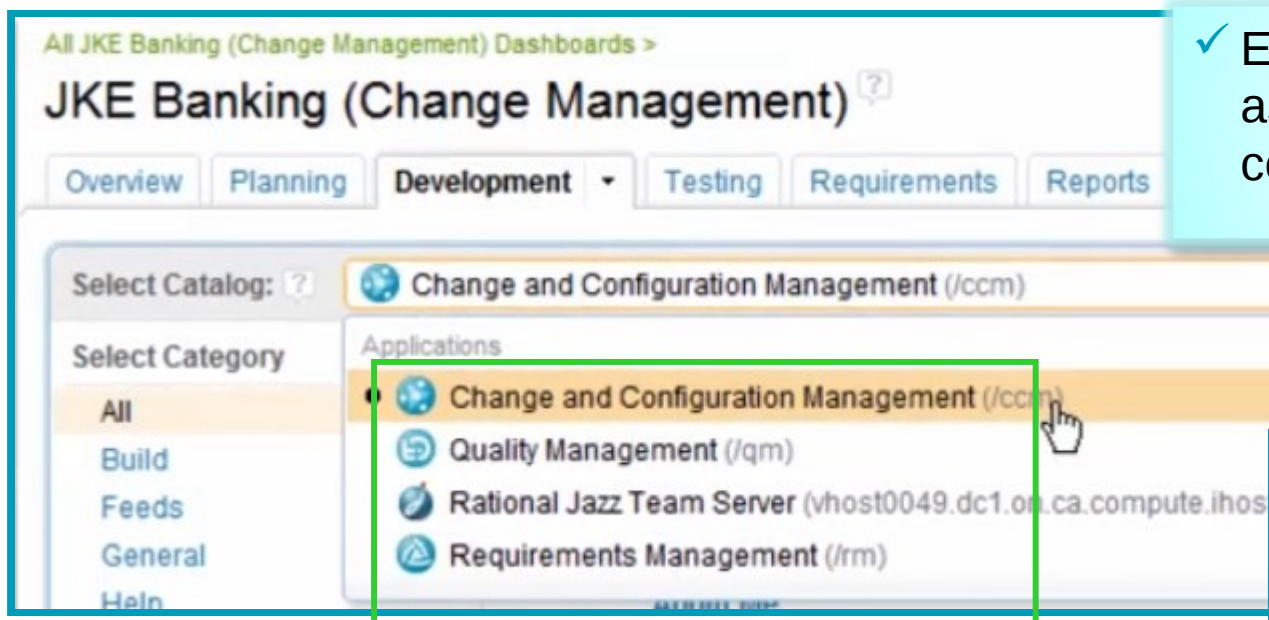
Shows the number of stories which are open, in progress, done during the iteration.






Dashboard customization

Ensures the team has steering data from all disciplines



✓ Easy to add viewlets to assist steering to completion



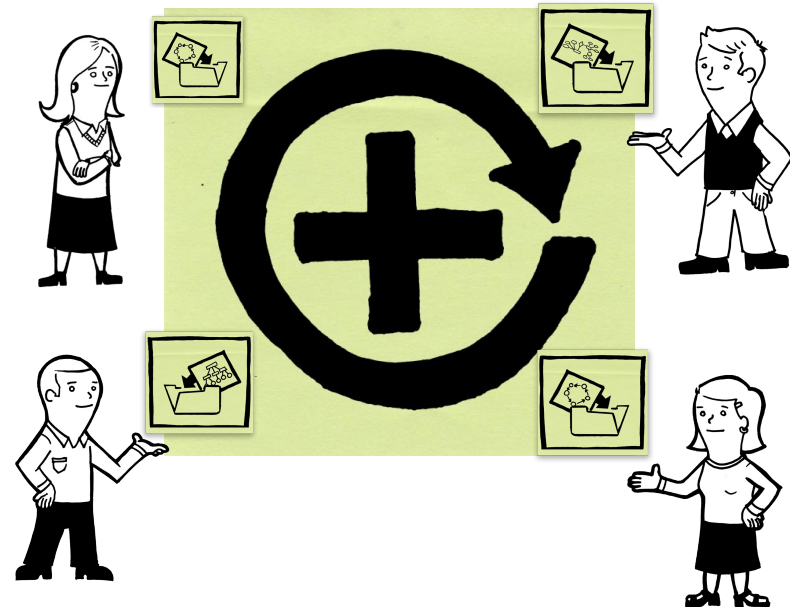
✓ Mashup dashboards with information across silos



Continuous improvement challenges

Can your team...

- ...leverage out-of-the-box templates that support traditional and agile workflows?
- ...change process “on the fly” as part of a continuous feedback loop?
- ...allow team leads to determine how strict or lax the “rules of the road” should be?
- ...modify process enforcement over the life of a project, to encourage early-stage experimentation and end-game stability?





Continuous Improvement reduces cost

- Improve software delivery through the ongoing **adoption of best practices and automation** to reduce manual, non-creative and error prone tasks
- Promote **incremental improvement of a project** when needed
- Enable breakthrough improvement by **capturing best practices and reusing** across teams
- Allow **everyone to participate** with easy to adopt best practices at your fingertips.





Five Imperatives for Effective Application Lifecycle Management to improve organizational productivity



Maximize product value with **In-Context Collaboration**



Accelerate time to delivery with **Real-Time Planning**



Improve quality with **Lifecycle Traceability**



Achieve predictability with **Development Intelligence**



Reduce costs with **Continuous Improvement**

Learn more at [ALM Everywhere](#)

Getting started with your ALM journey

Q. Do you need the perfect set of tools to achieve effective ALM?

A. Adopt the ones to address your greatest pain!


Rational customers experience a tremendous productivity lift by incrementally adopting the ALM Strategy

Match your most critical needs with the best-suited adoption path

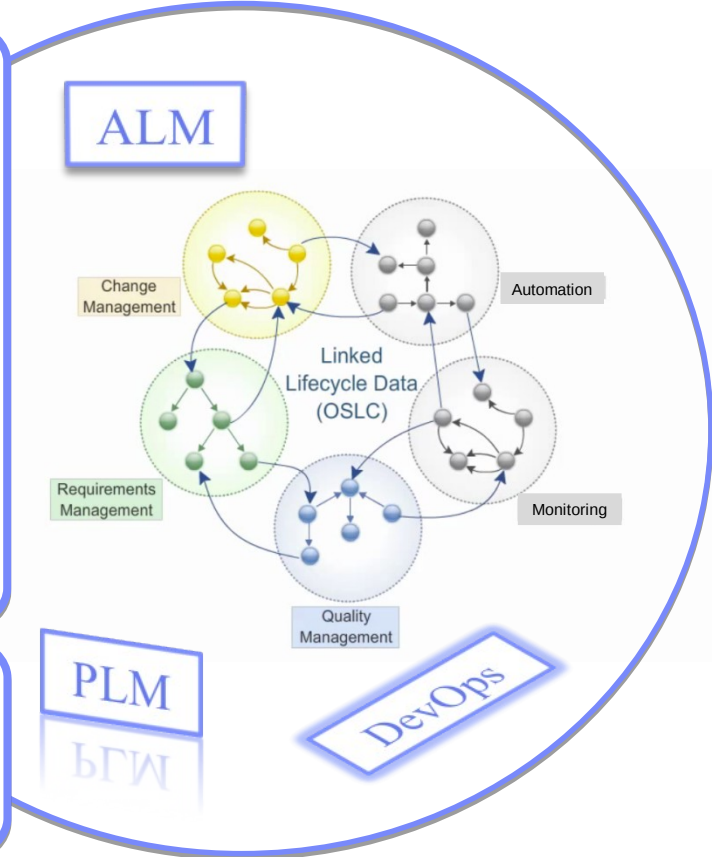


Open Services for Lifecycle Collaboration (OSLC)

Working to standardize the way software lifecycle tools share data

 **Open Services for Lifecycle Collaboration**
Lifecycle integration inspired by the web

- Community Driven @ open-services.net
 - 400+ registered community members
 - Workgroup members from 34+ **organizations**
- Wide range of interests, expertise, & **participation**
- Open specifications for numerous disciplines
- Defined by scenarios – solution oriented
- Implementations from IBM, BPs, and Others
- Based on **W3C**® Linked Data



Inspired by the web Free to use and share Changing the industry

GET INVOLVED AND CONTRIBUTE!

Meet time to market and user pressures for Mobile

Design to delight users and optimize testing to ensure quality

How?

Unify mobile development teams to produce better applications, at mobile speed.

What's new?

- **Deliver mobile applications for multiple platforms** with cross-platform code, build and test support.
- **Meet accelerated time to market requirements** using agile processes with real-time planning to help build and maintain “5-star” mobile apps.
- **Deliver high quality apps** that engage users and meet business objectives with lifecycle traceability to ensure coverage of requirements, development and test.
- **Integrate with enterprise systems** by extending enterprise assets and connecting via IBM Worklight adapters.

“I can focus on designing an innovative app and depend on my lifecycle capabilities to collaborate with stakeholders from design to done!”

- Mobile Developer



NEW

- IBM Mobile Development Lifecycle Solution (IMDLS) integrates:
 - An enterprise-grade, standard-based mobile application platform based on IBM Worklight technology
 - A best-of-class collaborative mobile application development platform based on the IBM Rational CLM capabilities
- Mobile testing (sold separately):
 - Rational Test Automation solution: Rational Test Workbench v8.0.1, Rational Test Virtualization Server v8.0.1, Rational Performance Test Server v8.0.1
 - “Mobile Device Cloud” services sold by Business Partners: Keynote Device Anywhere (Rational Quality Manager Integration Adapter), Perfecto Mobile (Rational Quality Manager Integration Adapter)



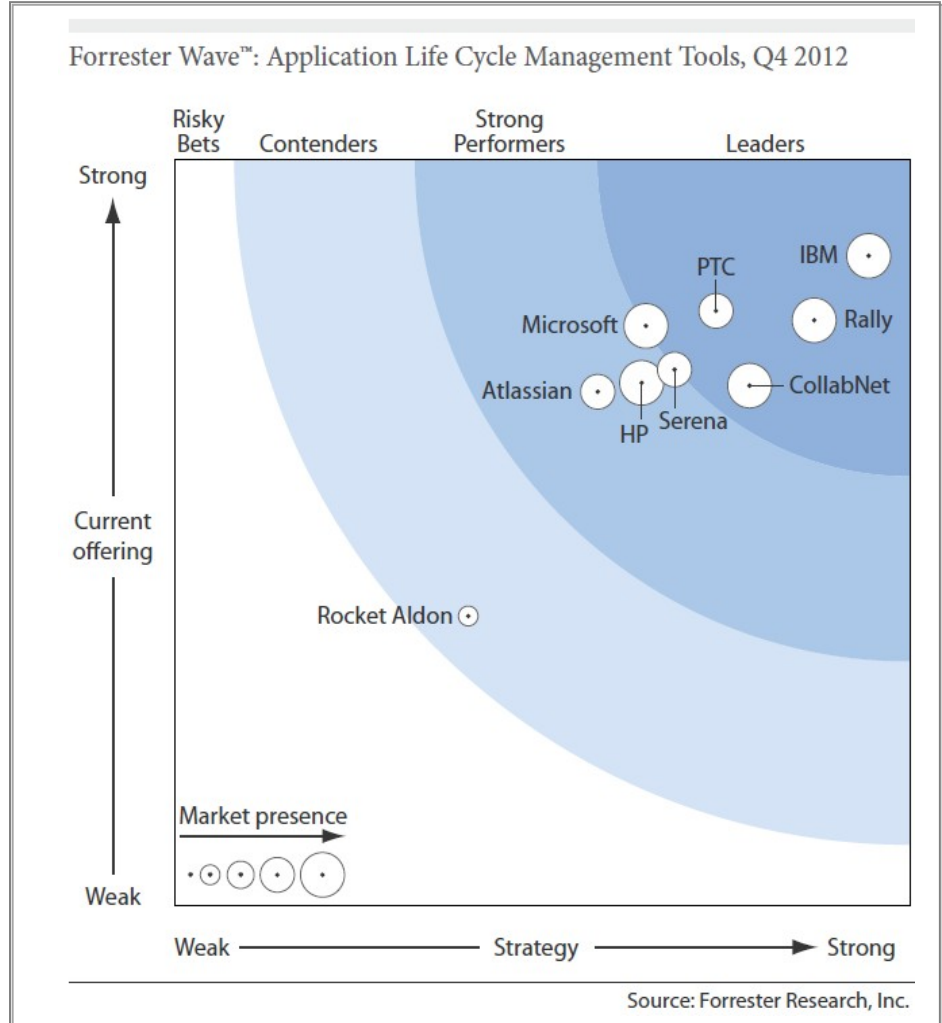
IBM Rational Recognized As A Leader in ALM

The Forrester Wave™: Application Life-cycle Management Q4 2012*

Report Highlights

- Highest Scores among all vendors for Current Offering & Strategy“
- “Not only has IBM continued development of its strong suite of products, but it has also stitched them together in a more coherent way.”
- [IBM] has also made clearer the use cases it supports ... such as Agile teams and embedded software development”

➔ [Link to report](#)



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Gartner's report examines ALM tool offerings and identifies the trends shaping the emerging marketplace.

Gartner Market Profile: Application Life Cycle Management (ALM) Tools, 2012

ALM Tools Software Development Life Cycle (SDLC) Discipline Support Capabilities Offered by Vendor

Report Highlights

- Full software development life cycle (SDLC) support is essential for a complete ALM solution
- Industry-specific features promote easier ALM adoption
- Collaborative functionality is key to successful ALM productivity

➔ [Link to full report](#)

Figure 3. ALM Tools SDLC Discipline Support

	Issue Management	Requirements Management	Software Configuration Management	Integration and Build	Environment Provisioning	Release Engineering	Test Case Management	Automated Testing	Manual Testing	Static Code Analysis	Peer Review
Atlassian	*	*	TPI	*	TPI	*	TPI	TPI	*	TPI	*
CollabNet	*	*	*	TPI	*	*	TPI	TPI	TPI	TPI	TPI
Digite	*	*	TPI	TPI	TPI	TPI	*	TPI	*	TPI	*
HP	*	*	TPI	TPI	*	*	*	*	*	*	NA
IBM	*	*	*	*	*	*	*	*	*	*	*
Inflectra	*	*	TPI	TPI	NA	*	*	*	*	NA	NA
Kovair	*	*	TPI	TPI	NA	*	*	TPI	*	TPI	NA
Micro Focus	*	*	*	*	NA	TPI	*	*	*	*	NA
Microsoft	*	*	*	*	*	*	*	*	*	*	TPI
Parasoft	*	*	TPI	TPI	*	TPI	*	*	*	*	*
PTC (MKS)	*	*	*	TPI	TPI	*	*	*	*	TPI	*
Rally Software	*	*	TPI	TPI	NA	TPI	*	TPI	*	NA	NA
Serena Software	*	*	*	*	*	*	*	TPI	TPI	TPI	TPI
SmartBear Software	*	*	TPI	*	NA	*	*	*	*	TPI	*
TechExcel	*	*	*	TPI	NA	TPI	*	TPI	*	NA	NA
ThoughtWorks	*	*	TPI	*	TPI	*	*	*	*	NA	NA
VersionOne	*	*	TPI	TPI	NA	TPI	*	TPI	*	NA	NA

Functionality Legend: * — Has Feature, TPI — Third-Party Integration, NA — Not Currently Available

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Source: Gartner (February 2012)



Avea cuts deployment time from four hours to ten minutes

Eliminates separate, disparate tools by standardizing on IBM Rational software

The need:

Avea wanted to improve its time to market and increase software quality by implementing a standard set of integrated development tools for the entire organization.

The Solution:

Avea standardized on IBM® Rational® Requirements Composer and IBM Rational Team Concert™ software, helping eliminate the issues caused by separate, disparate development tools.

The Benefits:

- Decreased versioning and deployment problems by approximately 30 percent
- Reduced deployment time for middleware services from four hours to ten minutes
- Helped the company deliver higher quality software more quickly

“Rational products give us an end-to-end solution, because Rational has dedicated solutions for specific domains in the software development lifecycle.”

—Tansu Dasli, middleware development manager, Avea

Solution components:

- IBM® Rational® Requirements Composer
- IBM Rational Team Concert™

Summary

- Software is integral to business success - the best and brightest companies use software to propel innovation
- Effective ALM provides the ability to innovate while reducing overhead costs -- whole-team, whole-view approach to the software delivery cycle.
- The solution for IBM Rational Collaborative Lifecycle Management (CLM) provides capabilities that fully support an *effective* ALM approach and you can customize or start your ALM journey based on your unique pain points
- IBM Rational leverages the CLM solution to drive business results its our own organization
- IBM Rational has the offerings – best practices, tooling and services – that can help you achieve business results



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