

2003
NEW YORK
CASH EXCHANGE

Benchmarking & Best Practices for Treasury Operations Risk



AnalyticResults

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Agenda:

- **Introductions & Program Design for the Session**
- **Part 1: Benchmarking**
- **Part 2: Risk Attribute Findings**
 - **Liquidity**
 - **Management & Operational**
 - **Business Performance**
 - **Systemic**
 - **Business Continuity Security**
- **Part 3: Self-Assessment and Follow Up**
- **Part 4: Summary**
- **Q&A**



We collected data from over 300 treasury reviews and from five major benchmarking sources:

- DecisionGauge
- AnalyticResults
- Phoenix-Hecht
- Gunn Partners
- CFO Magazine



What Is Benchmarking?

**The comparison of
similar processes across
organizations,
companies and industries
to identify best practices**



Benchmarking vs. Surveys

Attribute	Surveys	Benchmarks
Reason to Start	<ul style="list-style-type: none"> Motivation is generally comparison-seeking 	<ul style="list-style-type: none"> Motivation is always performance improvement
Data Management	<ul style="list-style-type: none"> Surveys collect and sort general trend data 	<ul style="list-style-type: none"> Benchmarks collect specific performance data
Expectations	<ul style="list-style-type: none"> Surveys create reports from the data 	<ul style="list-style-type: none"> Benchmarks create specific comparisons to the data
Method	<ul style="list-style-type: none"> Surveys make “observations” as their primary vehicle for analysis 	<ul style="list-style-type: none"> Benchmarks equate business practices to performance rankings, for targeted analysis and payback focus
Outcomes	<ul style="list-style-type: none"> Surveys yield trends and participant practices 	<ul style="list-style-type: none"> Benchmarks uncover fact-based, quantifiable BEST practices
Benefits	<ul style="list-style-type: none"> Surveys offer little* in the way of “what next?” 	<ul style="list-style-type: none"> Benchmarks provide targeted prescriptions for improvement
Reliability	<ul style="list-style-type: none"> Surveys have “participation rates” - 20% is phenomenal 	<ul style="list-style-type: none"> Benchmarks have confidence intervals -- 90% is minimally acceptable
Usability	<ul style="list-style-type: none"> Surveys cost time, sometimes money, point direction 	<ul style="list-style-type: none"> Benchmarks always point to a specific project orientation & have ROIs



Plans and Intentions

Scale 1-5 with 5 = Very Important	Large Corporate	Upper-Middle Market
Add or Change a Controlled Disbursement Site	2.37	2.03
Add or Change ACH Bank	2.18	1.96
Add or Change Lockbox Locations	2.77	2.27
Initiate Internet-based Consumer Bill Payment	2.20	2.02
Expand e-commerce with Suppliers	2.83	2.56
Expand e-commerce with Corporate Customers	2.90	2.52
Expand e-commerce with Consumers	2.35	2.16
Do a Treasury Review	3.04	2.66
Add or Change a Bank for International Services	2.40	1.99

Source: Phoenix-Hecht Cash Management Monitor™



Distribution of Quality Index Grades™

Grade	Middle Market	Upper Middle Market	Large Corporate Market
A+	23%	15%	11%
A	19%	22%	17%
B	13%	38%	40%
C	8%	10%	10%
D	7%	17%	16%

Good to know... but how actionable?

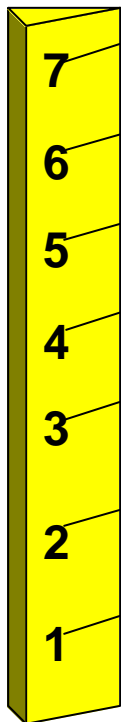
Source: 2002 Cash Management Monitor™



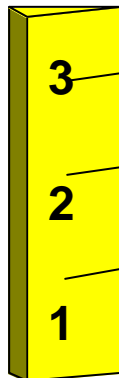
Benchmarking is Different from a *Survey* as Benchmarking Highlights Potential Areas For Improvement

Benchmark Score

Peer
Group



Individual
Participating
Company

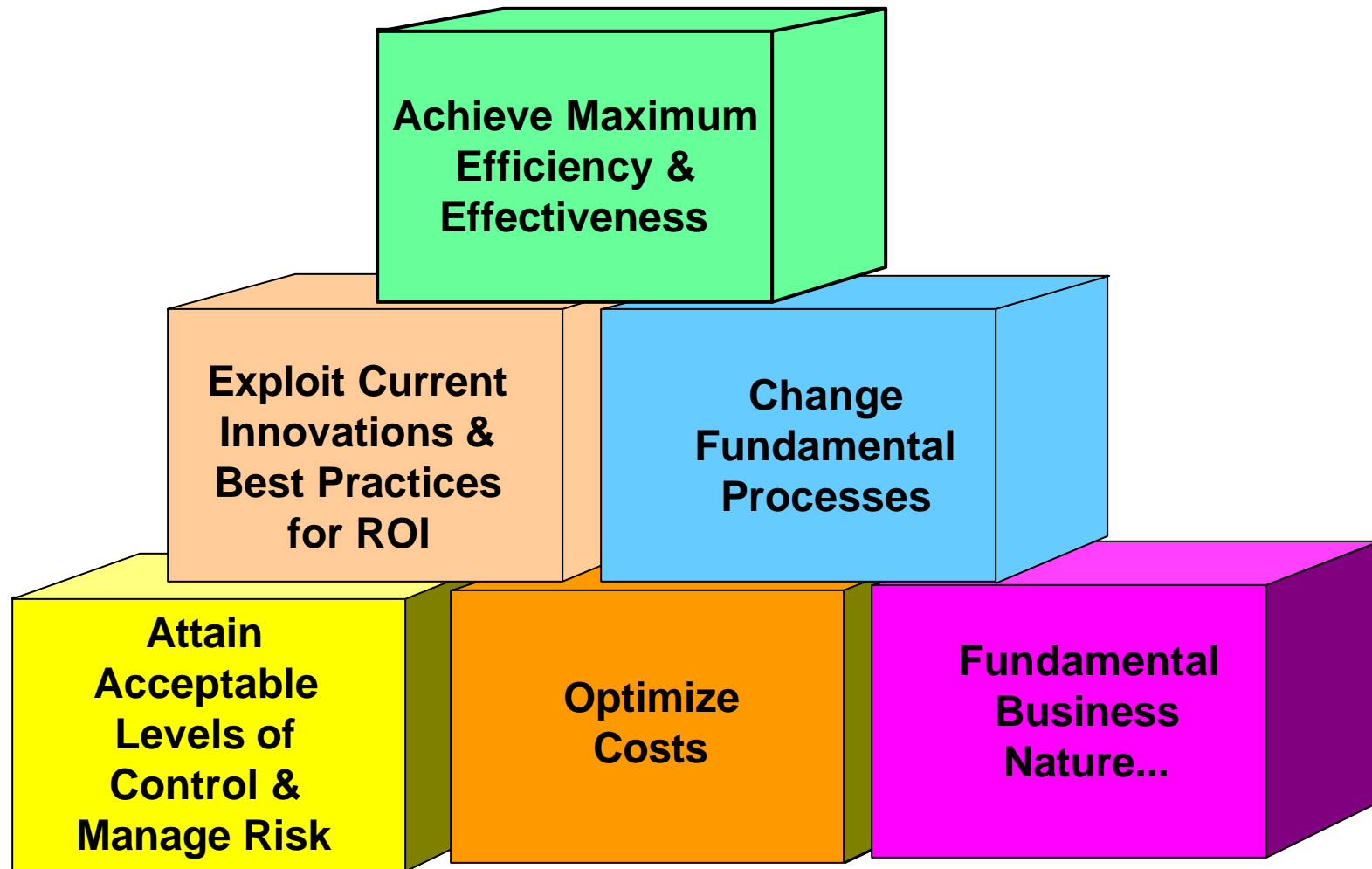


***Best Practice Implementations
Needed for the FI to Improve Score***

- ◆ EFT implementation
- ◆ Ops Staff need become directly responsible for WEB & TEL entries and the certifications of originators
- ◆ Downstream routine investigations, control access, review reports
- ◆ Produce meaningful forecasts
- ◆ Consolidate banking relationships

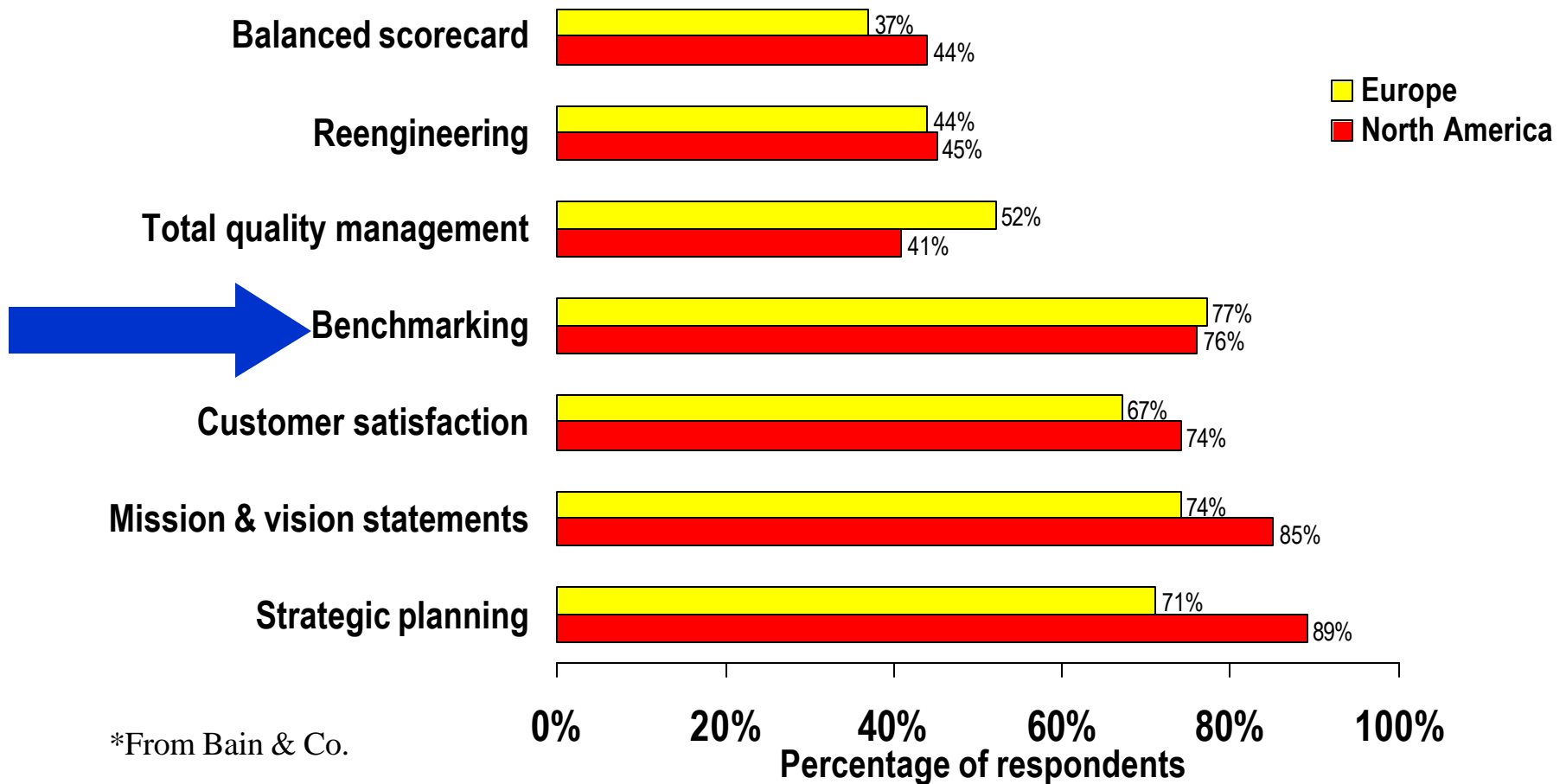


Why Benchmark?



Benchmarking continues to be a key management tool and technique

Management tools and techniques



Linking Benchmark Information and Financial Controls at Case achieved cost savings and...

Benchmark Best Practices Recommendations:

- Installed a single general ledger system and standard simplified chart of accounts worldwide.
- Implemented consistency between internal and external reports.
- Reduced manual journal entries 40%.
- Developed electronic reporting processes.

Key Metrics	<u>Before</u>	<u>After</u>
• Number of computer applications	20	9
• Days to close	7	4
• Billing error rate	80%	15%
• A/R error rate	70%	20%
• Number of assets tracked per FTE	16K	32K
• Annualized cost reductions	N/A	\$11.3M
• General account cost as % of revenues	0.039	0.026

CFO Magazine
January 2002



... Balance Sheet benefits

Treasury Operations Benchmark Best Practices

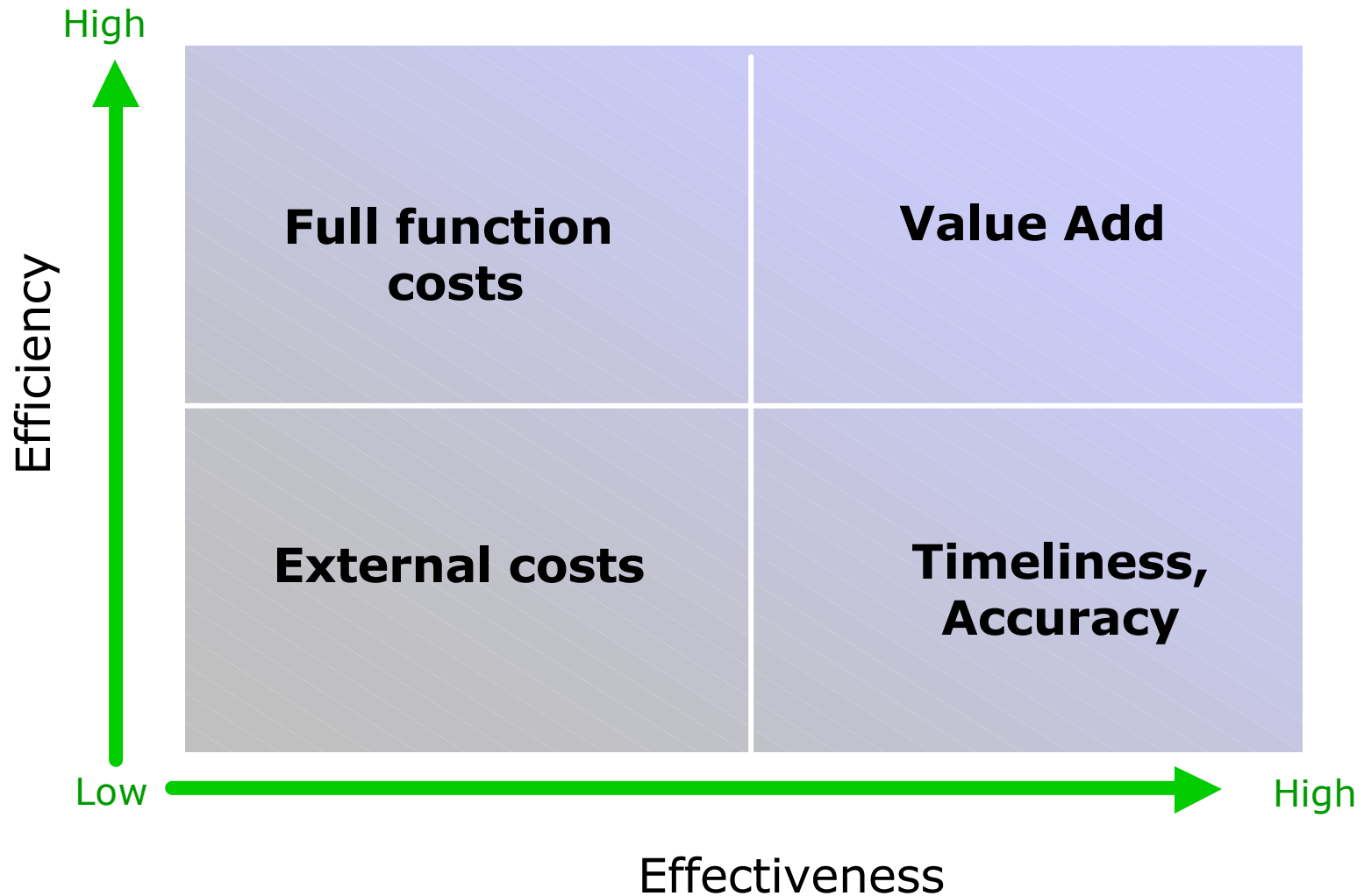
- Centralized treasury function for domestic and foreign operations.
- Integrated treasury management information system achieved cash-flow optimization.
- Coordinated financial risk management strategy corporate wide.
- Integrated processes and management for global banking and capital raising.
- Installed comprehensive interest rate and currency risk management systems.

Key Metrics

	<u>Before</u>	<u>After</u>
• Debt-to-capitalization ratio	61%	27%
• Credit lending banks	58	18
• Cash Management Banks	7	2
• Number of bank accounts (industrial)	194	103
• Foreign exchange hedging volume	\$625M	\$4.0B
• Insurance premium and admin. expense	\$11.9M	\$5.6M
• Corporate debt rating	BB+	A-



Focus On The Important



Our Finance Benchmark & our Risk Benchmark Can Evaluate 31 Key Processes

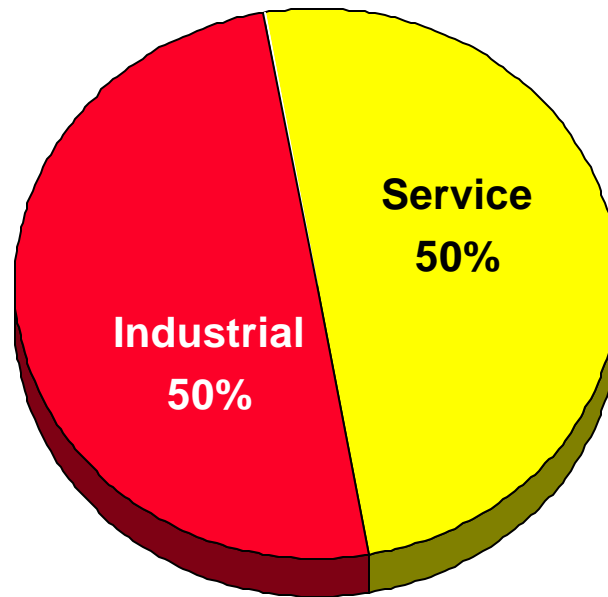
Transaction Processing	Control And Risk Management	Decision Support
<ul style="list-style-type: none"> ◆ Accounts Payable ◆ Travel And Expense ◆ Freight Payments ◆ Fixed Assets ◆ Accounts Receivable ◆ Cash Management ◆ Credit ◆ Collections ◆ Customer Billing ◆ General Accounting ◆ External Reporting ◆ Tax Accounting ◆ Cost Accounting ◆ Tax Filing And Reporting ◆ Payroll ◆ Time Reporting ◆ Benefits Administration 	<ul style="list-style-type: none"> ◆ Budgeting ◆ Outlook/Interim Forecast ◆ Business Performance Reporting ◆ Treasury Management ◆ Risk Management ◆ Tax Planning ◆ Internal Audit ◆ Tax Regulatory 	<ul style="list-style-type: none"> ◆ Business Performance Analysis ◆ New Business/Pricing ◆ Cost Analysis ◆ Strategic Planning Support <hr/> <ul style="list-style-type: none"> ◆ Finance Function Management



The Database Mirrors Industry

Industry Classification/s

- ◆ Automotive
- ◆ Chemicals
- ◆ Consumer Goods
- ◆ High Technology
- ◆ Industrial Products
- ◆ Lumber & Paper Products
- ◆ Metals



- ◆ Financial Services
- ◆ Information Services
- ◆ Insurance
- ◆ Publishing
- ◆ Restaurants
- ◆ Telecommunications
- ◆ Utilities



Some of the Companies in Database

Selected participants, total database approaching 600

- ♦ AAA of Michigan
- ♦ AlliedSignal / Honeywell
- ♦ Allina Healthcare
- ♦ American Express Company
- ♦ Bally Total Fitness Corporation
- ♦ Bausch & Lomb
- ♦ BestBuy
- ♦ Blockbuster Inc.
- ♦ Brinker International, Inc.
- ♦ British Telecommunications, PLC
- ♦ Bull Information Systems, Ltd.
- ♦ Case Western Reserve University
- ♦ CBS
- ♦ Computer Sciences Corporation
- ♦ De Lage Landen
- ♦ Disney
- ♦ Eastman Kodak
- ♦ Educational Testing Service
- ♦ Electronic Data Systems Corporation
- ♦ Entergy Corporation
- ♦ Entertainment Technologies & Pgms
- ♦ Equus Gaming Company
- ♦ Eskom
- ♦ Florida Power & Light Company
- ♦ Harrah's Entertainment, Inc.
- ♦ The Hartford
- ♦ Hertz Corporation
- ♦ Hewlett-Packard
- ♦ H&R Block
- ♦ Kawneer Company, Inc.
- ♦ Lockheed-Martin Energy Systems
- ♦ Los Alamos National Laboratory
- ♦ Major League Baseball
- ♦ McGraw-Hill
- ♦ Medtronics
- ♦ Millenium Sports Management
- ♦ Modern Engineering
- ♦ Morrison Knudsen Corporation
- ♦ National Data Corporation
- ♦ Novamex
- ♦ PCS Health Systems, Inc.
- ♦ PECO Energy
- ♦ PG & E Corporation
- ♦ Reliant Energy Inc
- ♦ Rosenbluth International.
- ♦ Royal Caribbean Cruises Ltd.
- ♦ Six Flags Corp.
- ♦ SaraLee corporation
- ♦ Southern California Edison Company
- ♦ Sprint Corporation
- ♦ Times Mirror Company
- ♦ Tribune Company
- ♦ United Healthcare
- ♦ USAA
- ♦ Waste Management
- ♦ Winter Sports, Inc
- ♦ Workplace Safety and Insurance Board



The benchmark process flow:

The first step in the process is the decision to deploy the benchmark tool. Factors influencing the decision and its duration include pressure for performance and resource scarcity.

The review process involves becoming more familiar with the concept, definitions, FAQs, and the general timeline.

Sources of data for the benchmark include departmental reports, account analysis summaries, ops volumes reports, TQM/KPI reports and phone queries to other departments in the company.

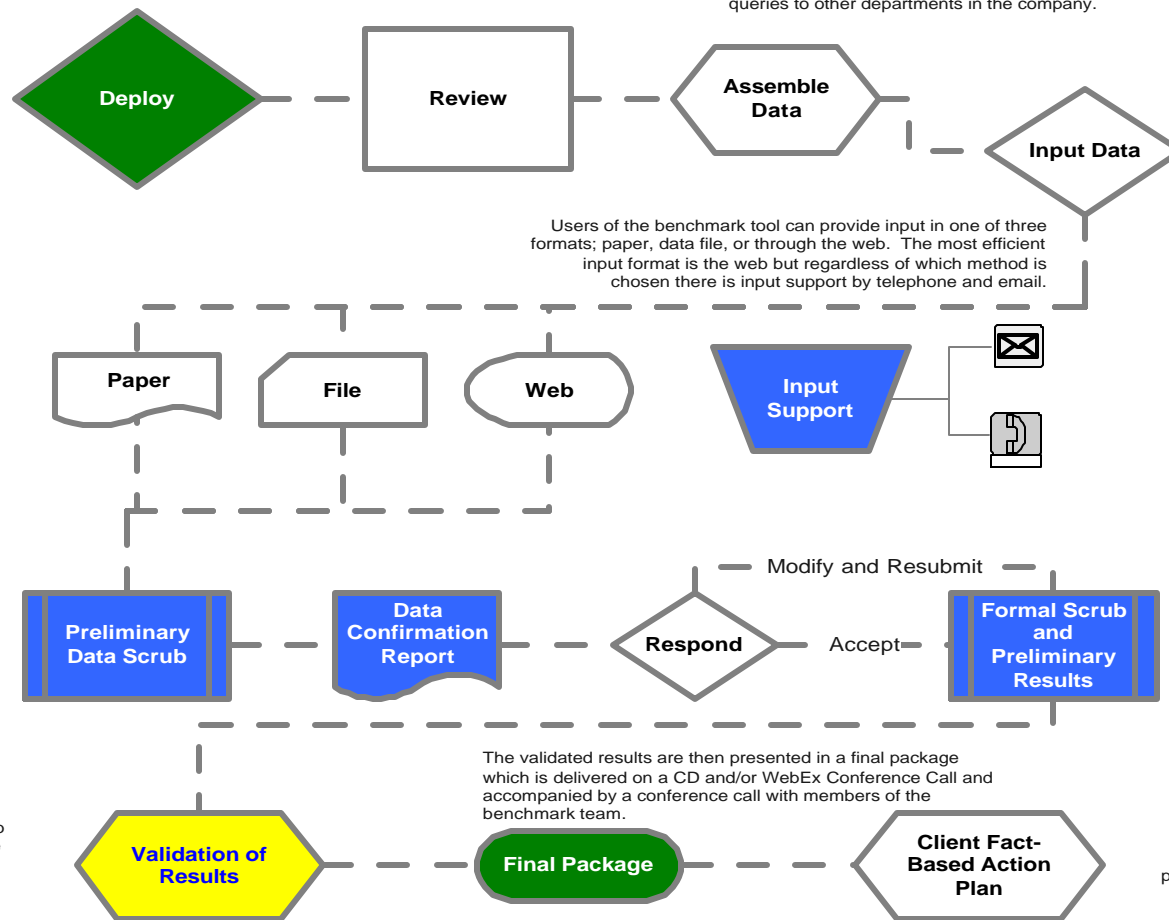
Following receipt of the data from the participant, the PPR team reviews the input to ensure understanding of the question set and identify errors in data input. The data is also placed in a data file from which a confirmation report is generated for review by the participant.

Users of the benchmark tool can provide input in one of three formats: paper, data file, or through the web. The most efficient input format is the web but regardless of which method is chosen there is input support by telephone and email.

Results of the formal scrub and preliminary results are then carefully validated against a qualitative "prior" and statistical norms from the database.

The validated results are then presented in a final package which is delivered on a CD and/or WebEx Conference Call and accompanied by a conference call with members of the benchmark team.

Perhaps the most significant elements of the benchmark process are the actions which participants take with respect to the results.



We used a combination of quantitative and qualitative approaches to measure finance & treasury risk attributes against five dimensions:

Liquidity Risk

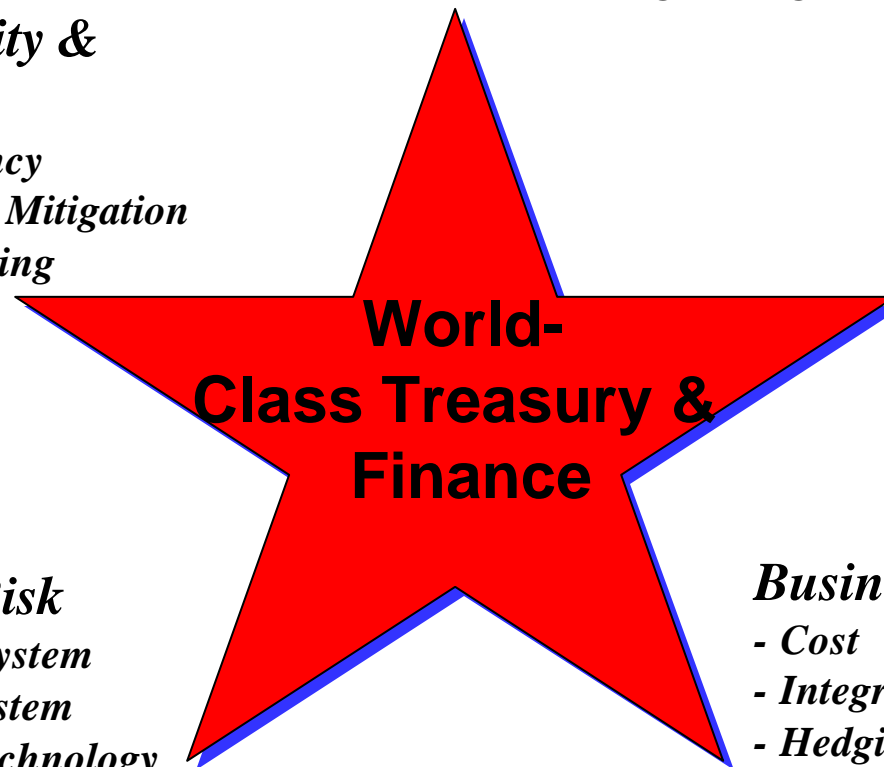
- *Cash Visibility*
- *Horizon Management*
- *Forecasting*
- *Revenue / Sourcing Management*

Business Continuity & Security Risk

- *Recovery / Redundancy*
- *Fraud Control / Risk Mitigation*
- *Privacy & Safeguarding*

Management & Operational

- *Quality*
- *Timeliness*
- *Human Resources*
- *Scope & Span of Controls*
- *Compliance / Regulatory*



World-Class Treasury & Finance

Systemic Risk

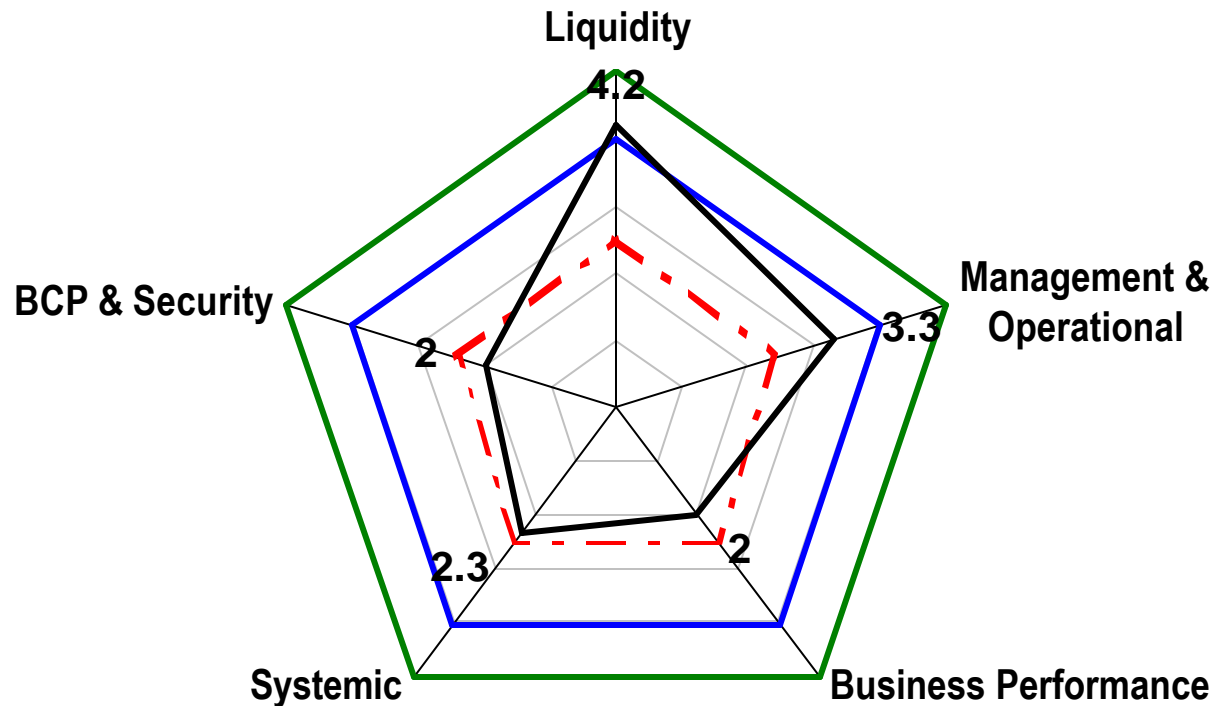
- *Payments System*
- *Banking System*
- *External Technology Infrastructure*

Business Performance

- *Cost*
- *Integration to “ERP”*
- *Hedging/Trading*
- *Debt Cost / Investment Yield*



Here's a sample performance profile, using this Benchmarking / Assessment Methodology



— World Class — 1st Quartile - - Average — Sample Co.

This company is in first quartile in its in its collection efforts, and above average in day-to-day operations & liquidity, but its efforts in disbursements and business partnering can improve



Let's begin:

- For each performance dimension, first some industry benchmarks and data
- In concluding each dimension, we'll present some specific performance attributes for it, and ask you to privately rate your treasury performance in those attributes:
 - ◆ 0 = Non-existent....not done at all
 - ◆ 1 = We need to know more and do more
 - ◆ 2 = We know about it and/or we've looked at it or perform it now & then
 - ◆ 3 = Part of the regular routine, performed satisfactorily
 - ◆ 4 = #3, AND we're "SMEs" -- we can teach it!
 - ◆ 5 = Absolutely #3and #4, AND we're best-in-class, we have people who win bonuses for it....John McLaughlin's "Metaphysical Certitude!"
- ◆ Then, at your convenience, transfer the five individual dimension scores, and plot the final rating page, i.e., the "radar chart," at the conclusion of the session



So...what are we really doing in this session? A benchmark, a survey or something else?

- If you self-assess, its NOT a Benchmark product...because we have not spent time on common definitions, not collected any specific data, not measured you against that data, nor is there objective input or confidence intervaling of the data...but it will “scope” or point out areas for your attention
- If you self-assess, its NOT a survey....because we’re not collecting OUR answers today and crunching numbers or discovering outcomes or trends...but you do see yourself in relative position to the industry, as you would in a survey
- If you self-assess...you ARE really participating in a self-diagnostic, and your actions from it will range from doing nothing to a re-prioritization of current initiatives to the implementation of a benchmark and a transformation project



Important Note:

- The complete Risk Benchmark has over 30 observations and comparisons for EACH of the five major risk dimensions, about 150 in total.
- This session only shows only about 10% -- or 3 or so, exhibits in each risk dimension



Liquidity Risk

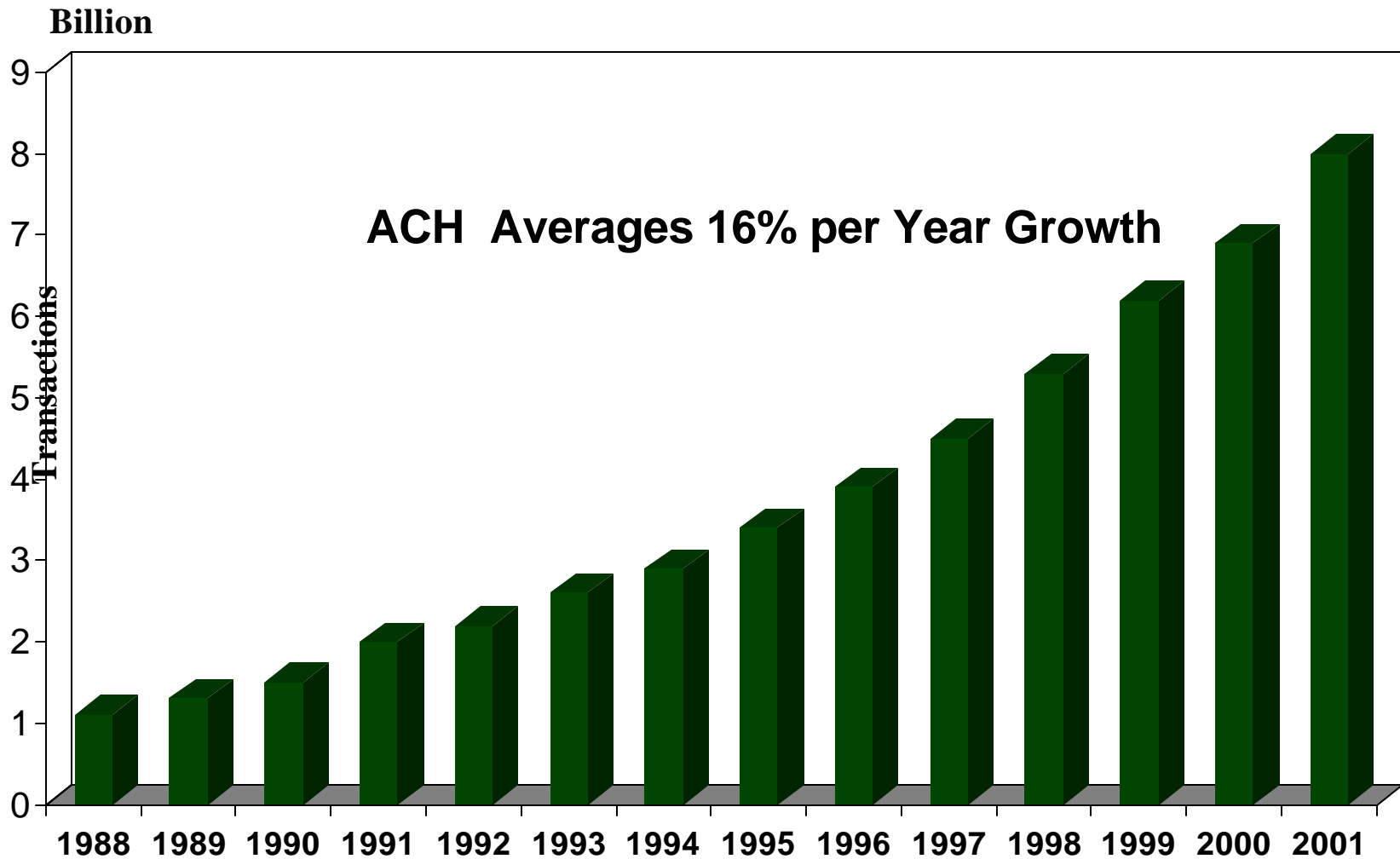


Liquidity Risk has six attributes that, when well performed, indicate efficiency & effectiveness:

- Float management
- Remittance production & return information management
- Strategic Sourcing integration
- Integration of collections to / with overall financial philosophy & approach...e.g., attaining the “right” DSO target
- Forecasting & Horizon Management
- Cash Visibility



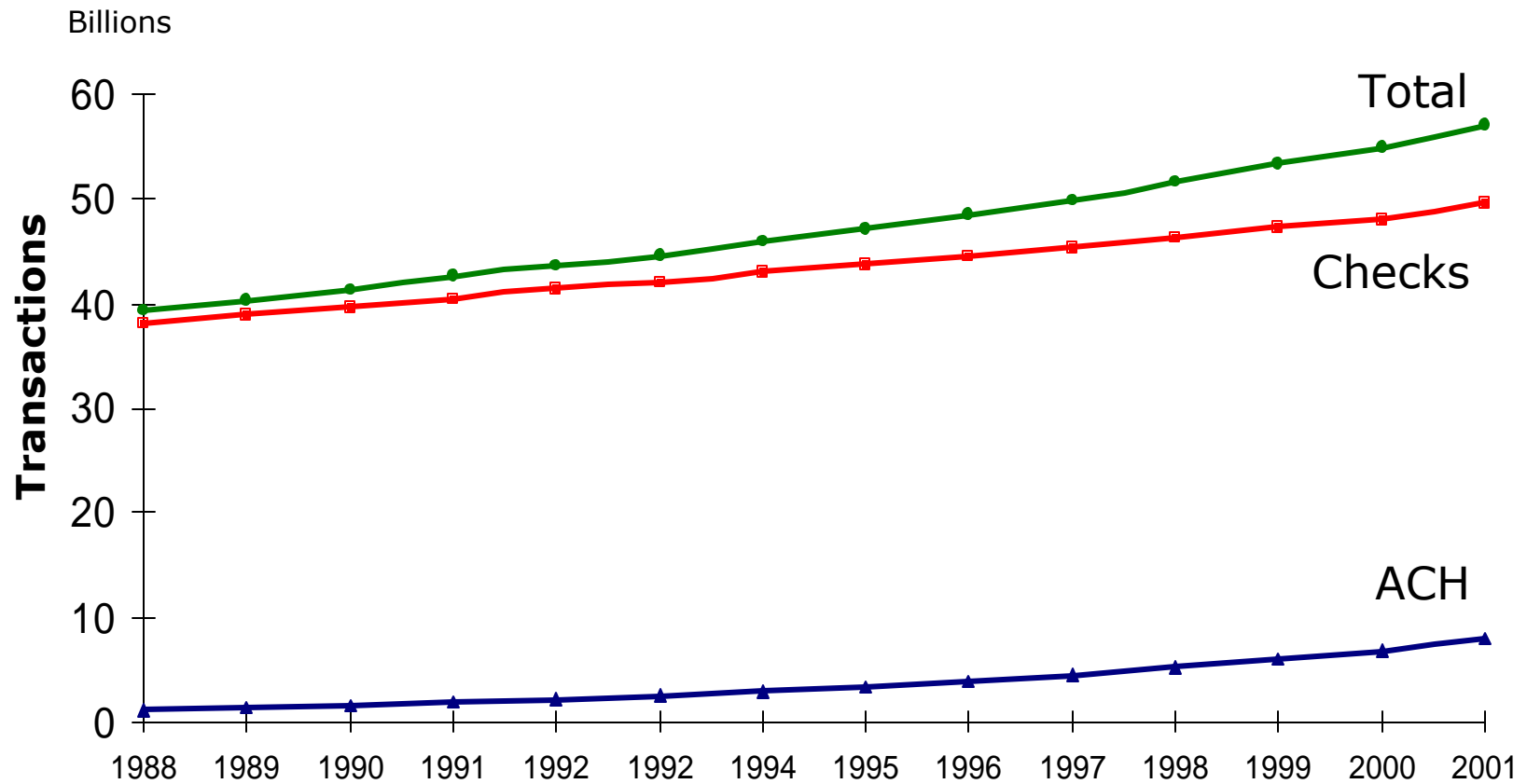
Electronic Payment Growth



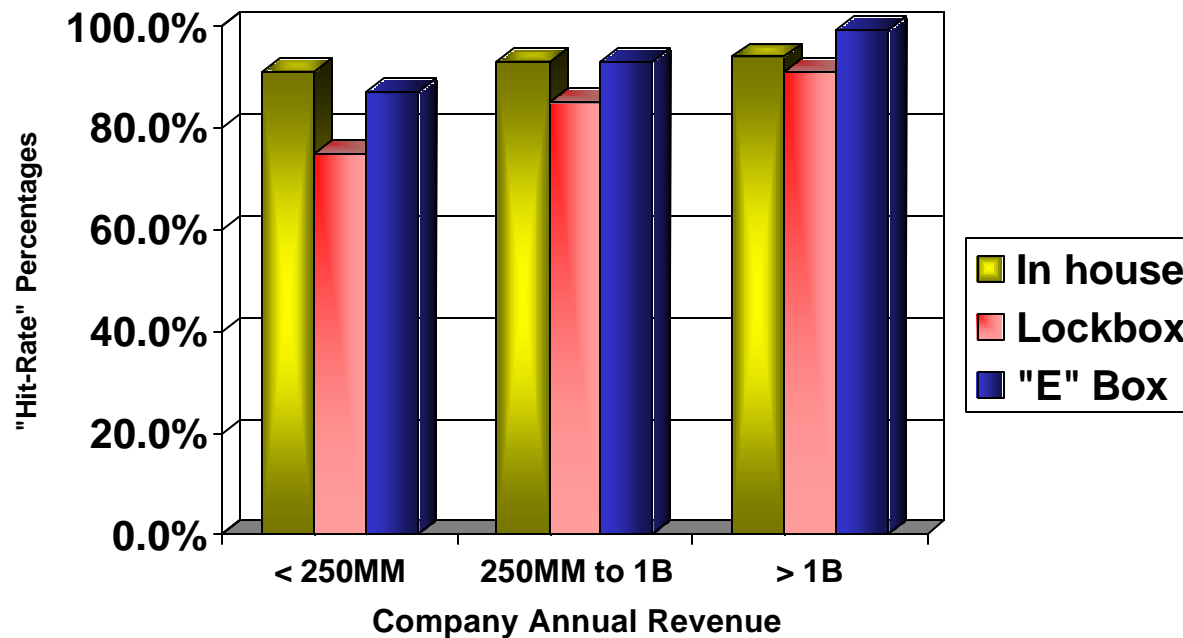
Source: NACHA



ACH and Check History



There's something about "pushing" electronics in collections....



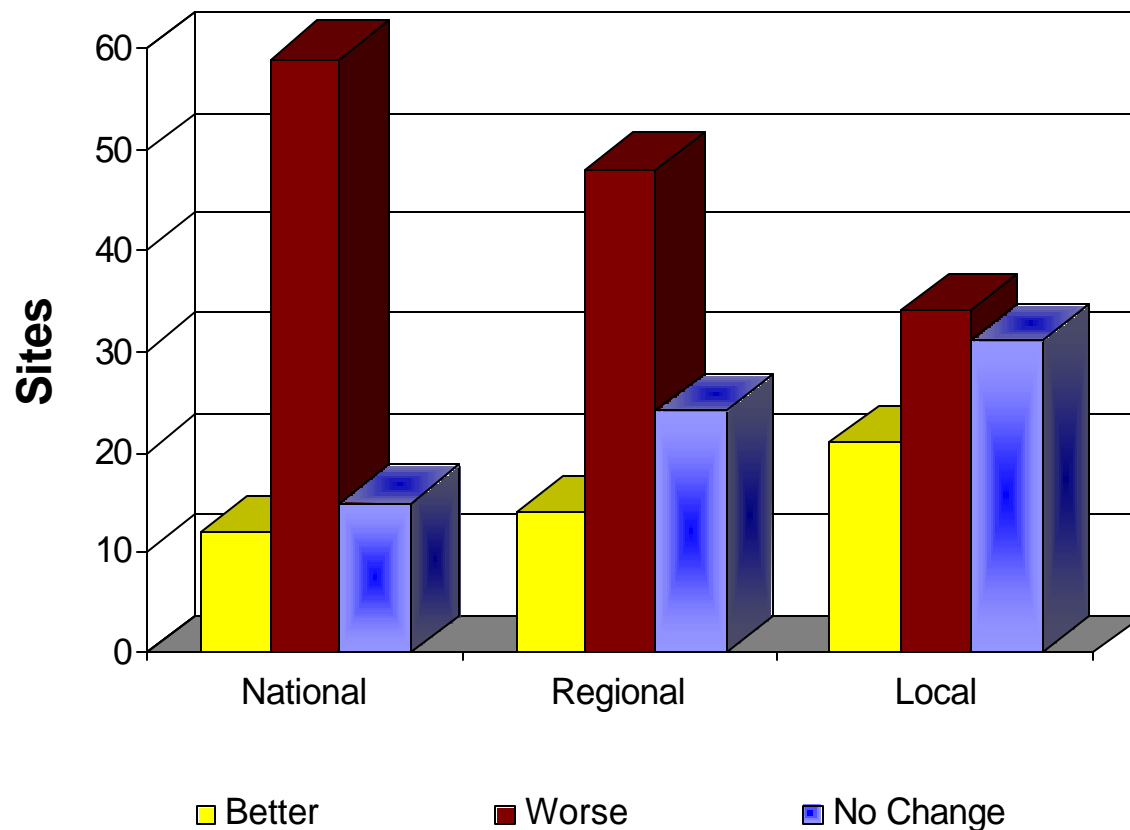
Source: DecisionGauge



Study Highlights

5-Year Trends: Lockbox Mail Float

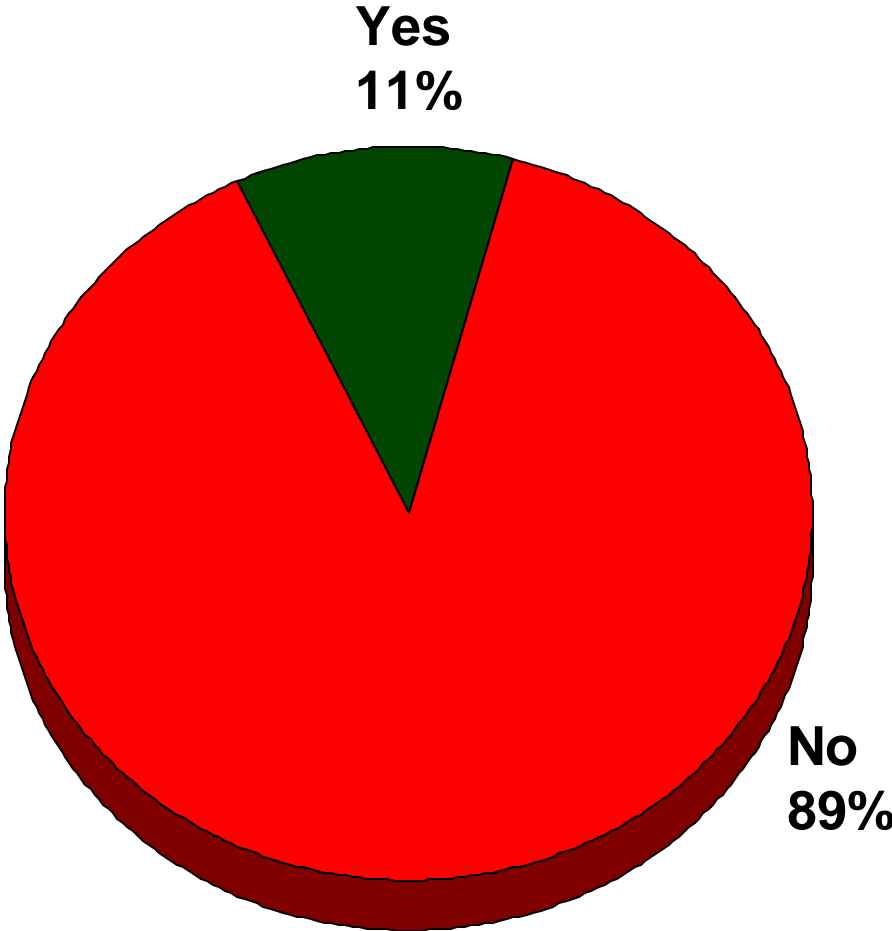
Site 5-Year Trends Phoenix-Hecht Postal Survey



Source: Phoenix-Hecht Postal Survey™



Does your company review the operations of Billing & AR in the light of treasury's mission & skillset?

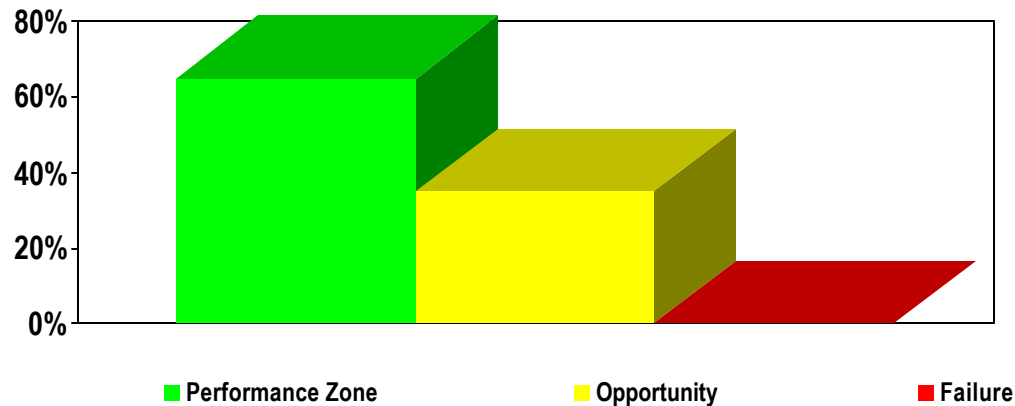


Source : Decision **Gauge**



EFT Disbursements / “Primary” Vendors

Aggregated Database: Supply Chain Management

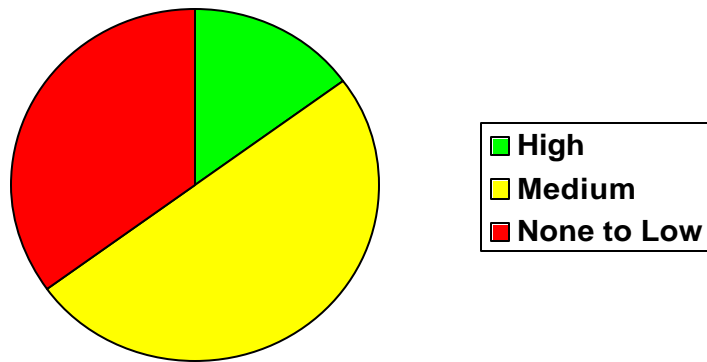


- **Observation:** Companies who identify “primary” vendors also tend to pay those vendors electronically
- **Implication:** Lack of awareness or indifference to benefits of negotiated timing of payments, coupled with the reductions of costs in electronic settlement and payments, can cost a key vendor relationship
- **Action:** Consider electronic disbursements in conjunction with an overall A/P best practices and cost reduction effort *Source : DecisionGauge*

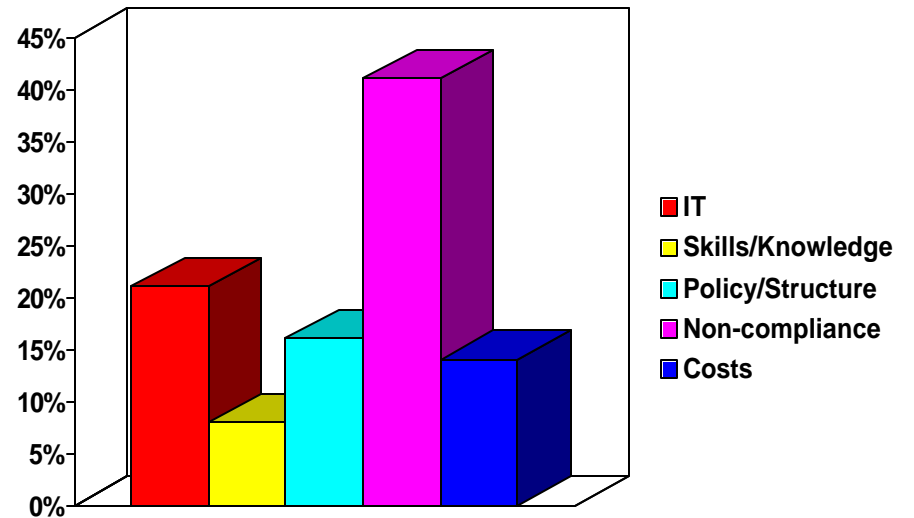


Cash “visibility” remains a challenge for many....

Aggregated Database



Is all of the company’s cash visible to you at HQ?



For what is NOT visible, what’s the root cause of why cash is not visible?

Source : Decision **Gauge**



Now, please rate your Liquidity efforts:

Attribute	Your 0 to 5 Rating	Weighting	Extension
Remittance total float is known and managed		.2	
Payment media match BOTH customer AND corporate approaches on remittances		.1	
AP / Strategic Sourcing acts on the advice of treasury		.1	
Collection efforts translate to DSO metrics, integrated to ERP		.2	
Cash Forecasting is within 5% tolerance, and appropriate horizons managed		.2	
All cash is visible		.2	
TOTAL			<input style="border: 2px solid red;" type="text"/>

Summary Score.

Enter here and plot on the spider grid axis line: "Liquidity"



Management & Operational



Management & Operational sees five attribute areas that, when combined, indicate performance:

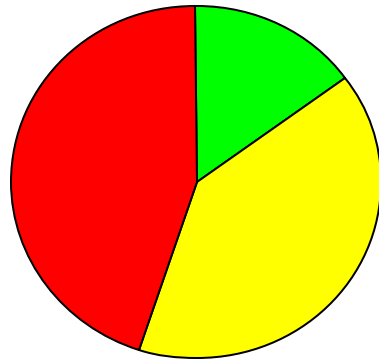
- Performance reviews, including yours, are timely, fact-based & fair
- Performance & Quality are measured and managed, e.g. bank report cards
- Scope and Span of Controls are appropriate to the function AND staffed appropriately
- Regulatory compliance issues are inventoried, on calendar and dimensioned
- Treasury's deliverables, e.g. DCPW, are on time, or within tolerance



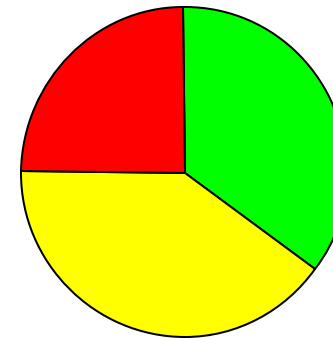
Treasury & Finance still lags other areas of the company....

My manager has the people skills needed for our area...

Aggregated Database:
Treasury & Finance



Aggregated Database:
Sales, Production & IT



Source : Decision **Gauge**



Credit Influence

	Upper-Middle	Large Corp
Have any credit banks reduced or withdrawn credit commitments in the last year?	15.4%	38.6%
If your credit banks reduced or withdrew credit commitments, have you moved cash management services?	16.5%	33.5%

Source: 2002 Cash Management Monitor™



Main Reason that Determines Company's Most Important Cash Management Bank

Large Corporate	2000	2002	Diff
Most important credit bank	13.9%	20.9%	7.0%*
Our major concentration bank	36.7	34.7	(2.0)
Provides the greatest number or volume of services	27.3	22.9	(4.4)*
Our primary lockbox bank	4.6	4.9	0.3
Our primary disbursement bank	7.2	7.0	(0.2)
In the most important geographic location	6.1	4.4	(1.7)
Most competitively priced	4.2	5.2	1.0

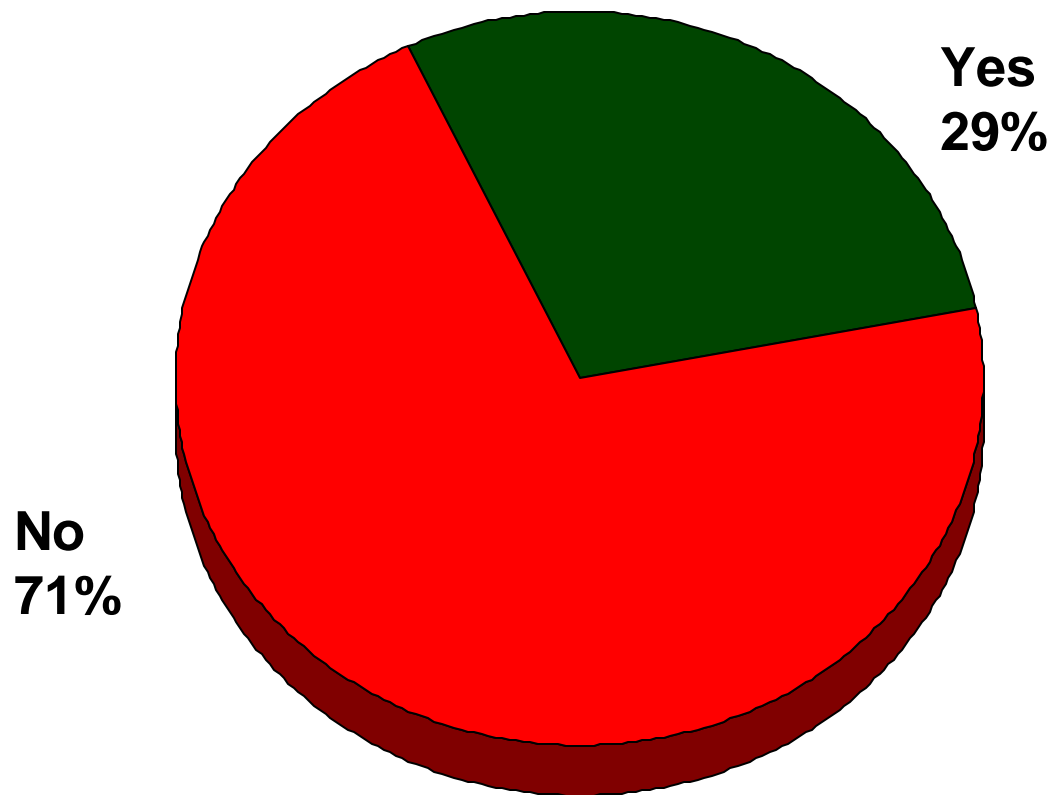
*Statistically significant change

Source: 2002 Cash Management Monitor™



Does your company use a “bank report card?”


Existence of a formal, documented bank report card



Source : Decision **Gauge**



Now, please rate your Management & Operations:

Attribute	Your 0 to 5 Rating	Weighting	Extension
Performance reviews, including yours, are timely, fact-based & fair		.1	
Performance & Quality are measured and managed, e.g. bank report cards		.2	
Scope and Span of Controls are appropriate to the function AND staffed appropriately		.2	
Regulatory compliance issues are inventoried, on calendar and dimensioned		.2	
Treasury's deliverables, e.g. DCPW, are on time, or within tolerance		.3	
TOTAL			

Summary Score

Enter here and plot on the spider grid axis line: "Management & Operations"



Business Performance



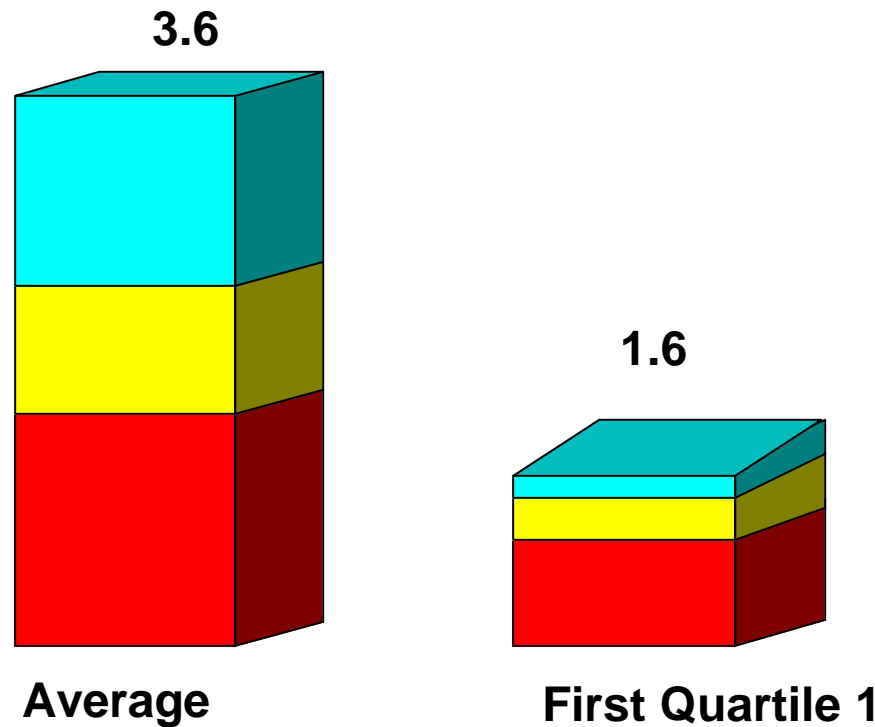
Business Partnering has these five attributes:

- Function Cost
- Integration to ERP / Technology Utilization
- Hedging / Trading
- Debt Cost / Investment Yield
- Perception of “Value Add”



“Back-Office” Processing Drives Treasury Staffing

FTEs Per \$ 500 Million Of Revenue



■ Cash Management

■ Treasury Management

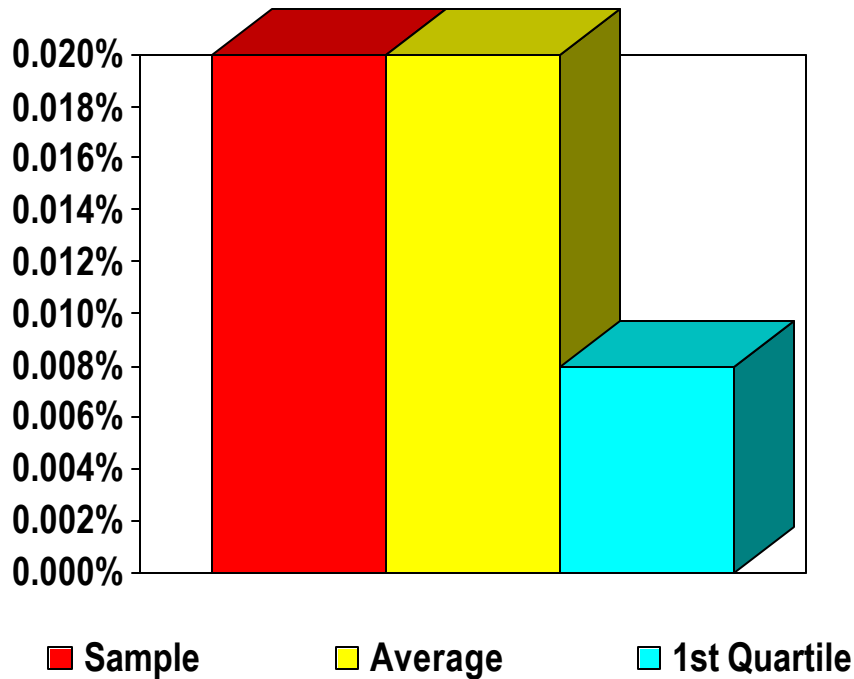
■ “Interface” Functions

Source : Decision **Gauge**

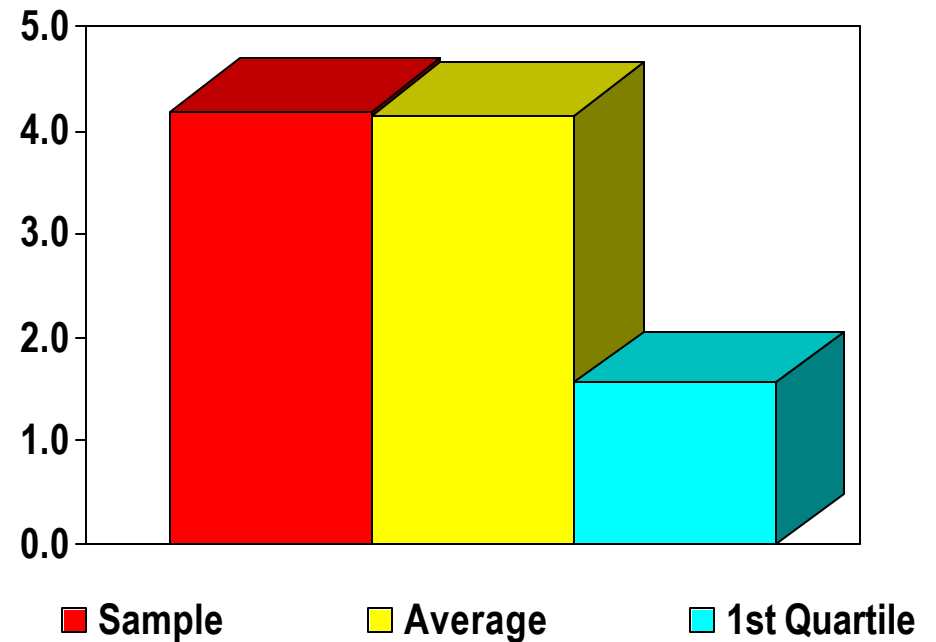


Treasury management costs

Cost as a % of revenue

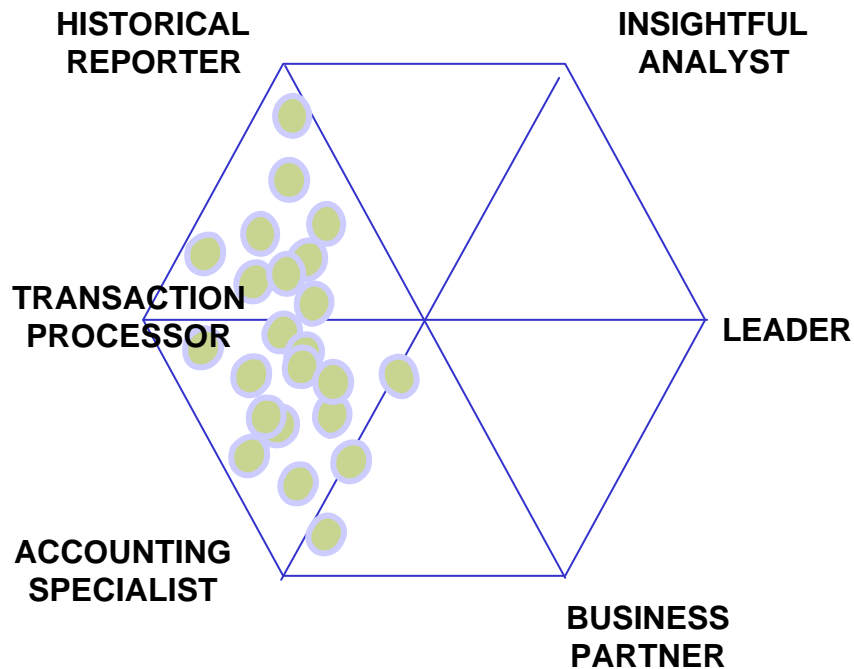


FTEs per HRB's revenue

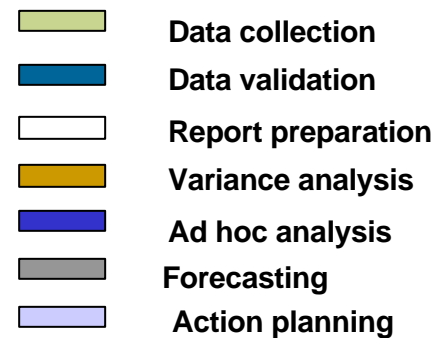
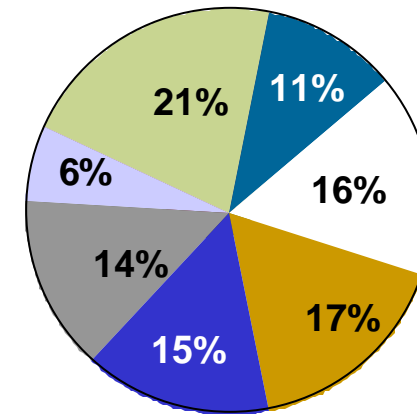


Typical Practices Have Focused on Non-Value-Added Activities

Concentration of Skills



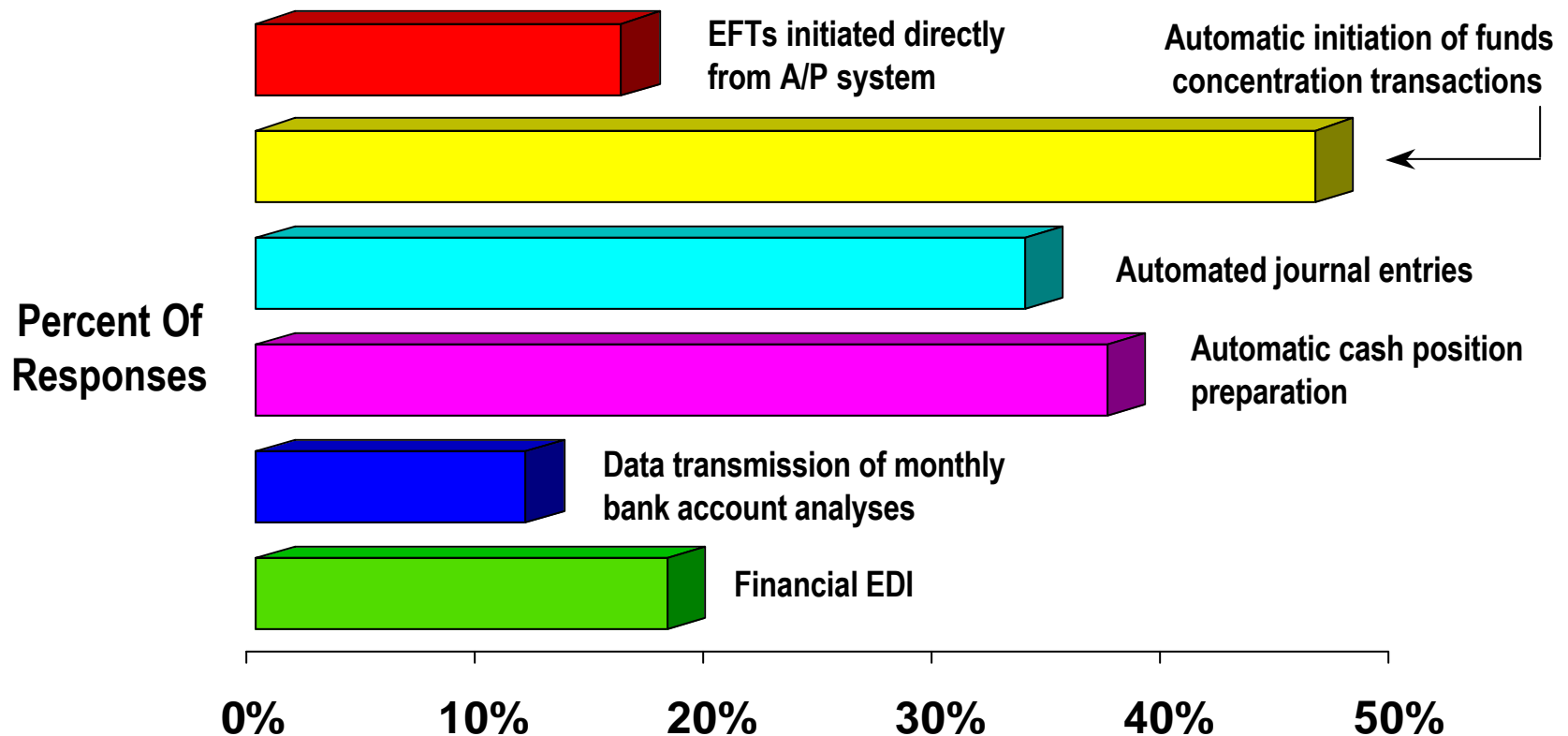
Commitment of time by reporting activity



Source: DecisionGauge



Limited Use Of Best Practices in Treasury Impedes Treasury's Effectiveness

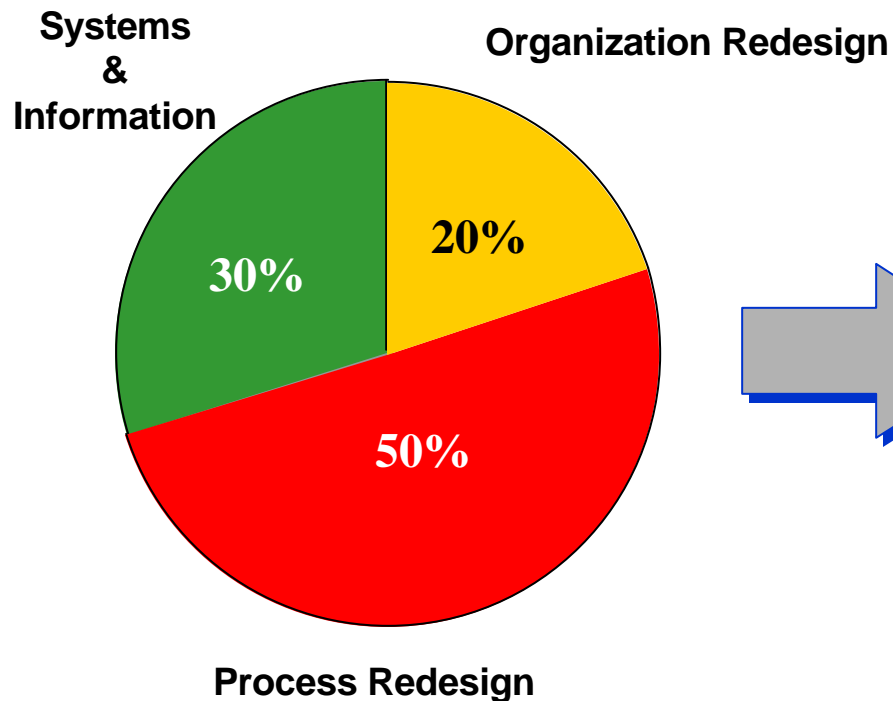


Source : Decision **Gauge**, (updated from initial Hackett Benchmarking/solutions)

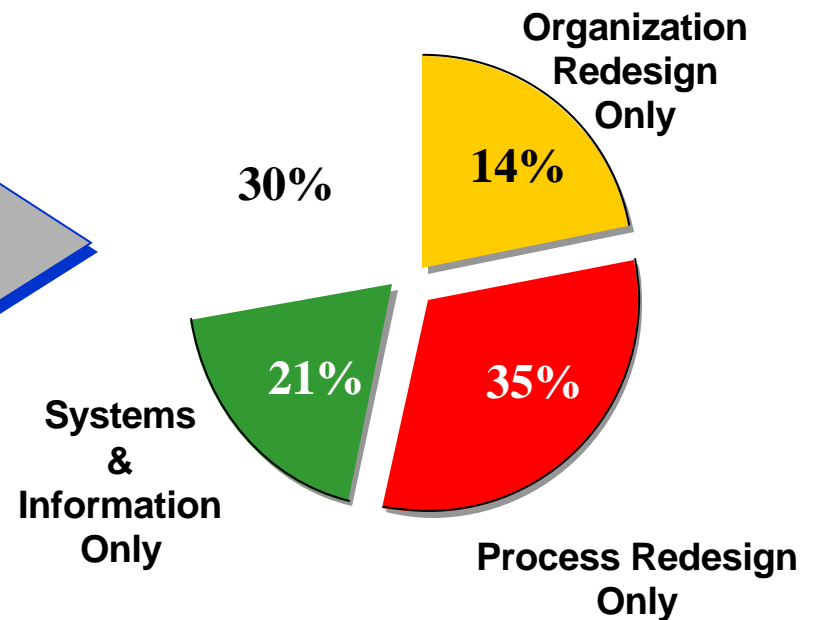


As historical results reveal maximum value will not be achieved through fragmented efforts

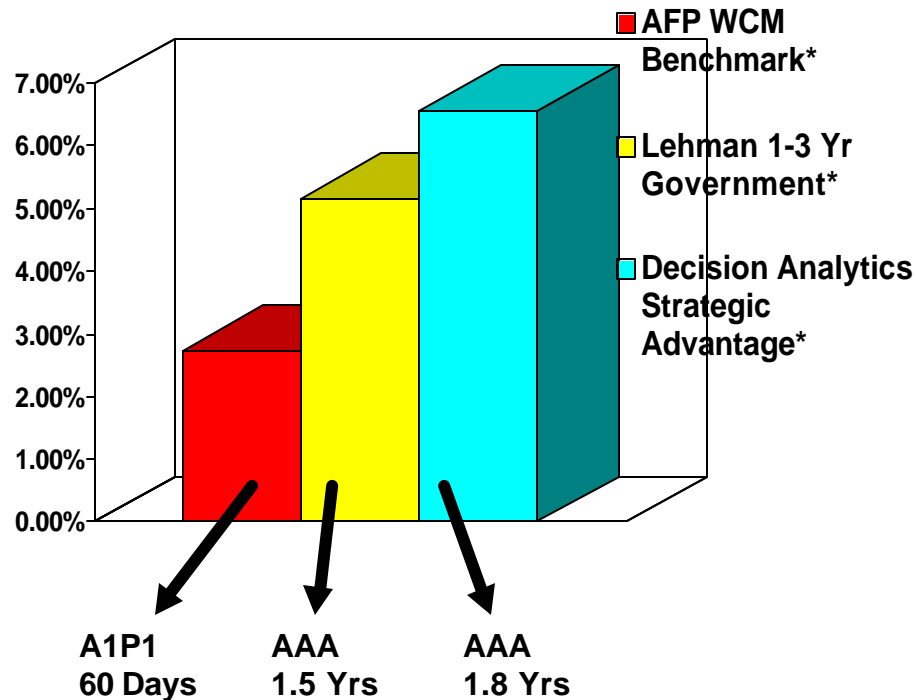
Coordinated Efforts



**Fragmented Efforts -
Approximately 30% Of Benefits
Are Lost**



The data, and the results, support a well managed effort in ANYONE'S investment practices...



*as of September 2003

Tips from the best performers:

- Don't confuse maturity with duration!
- Use AVERAGE credit in the portfolio
- Sectors, Sectors, Sectors.... There's more performing sectors out there than governments!

Source : Decision Analytics
www.decisionanalytics.com



Best practices analysis for business performance analysis

Best practices	Sample	Strong performance
<ul style="list-style-type: none"> ◆ Percent of analysis staff is experienced in both finance and your company's operations 	Medium	High
<ul style="list-style-type: none"> ◆ Percent of time both financial and non-financial performance measures are utilized in analyzing the relative success of the business 	Medium	High
<ul style="list-style-type: none"> ◆ Percent of time the analytical focus is on proactive decision-making and planning rather than historical reporting 	Medium	Medium
<ul style="list-style-type: none"> ◆ Percent of time goals and critical success factors are established at each level of the business 	Medium	High
<ul style="list-style-type: none"> ◆ Percent on internal customers would describe the output of this process as on target 	80%	83%



Now, please rate your efforts in Business Performance:

Attribute	Your 0 to 5 Rating	Weighting	Extension
Function costs		.1	
Integration to ERP		.2	
Hedging / Trading		.2	
Debt Cost / Investment Yield		.2	
Perception of "Added Value"		.3	
TOTAL			<input type="text"/>

Summary Score

Enter here and plot on the spider grid axis line: "Business Performance"



Systemic

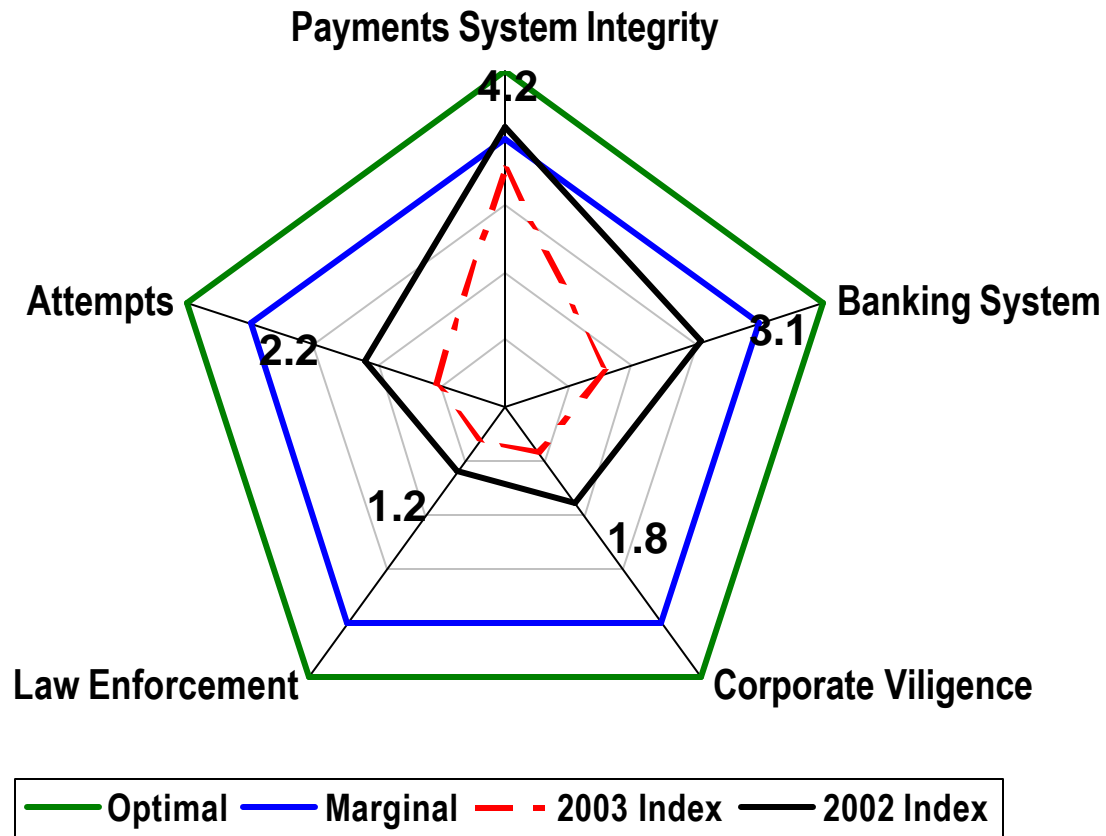


Systemic Risk Management's attributes that indicate performance:

- **Positive Pay is fully utilized**
- **The payments system is fully understood and matched to customer and supplier processes**
- **There is a “back-up” lead operating bank**
- **Every externally managed technology and information source is redundant, and secure**
- **Knowledge management and best practice efforts are in place and valued**



Here's an indexed view of the payment fraud landscape....and the growing probability for payment fraud

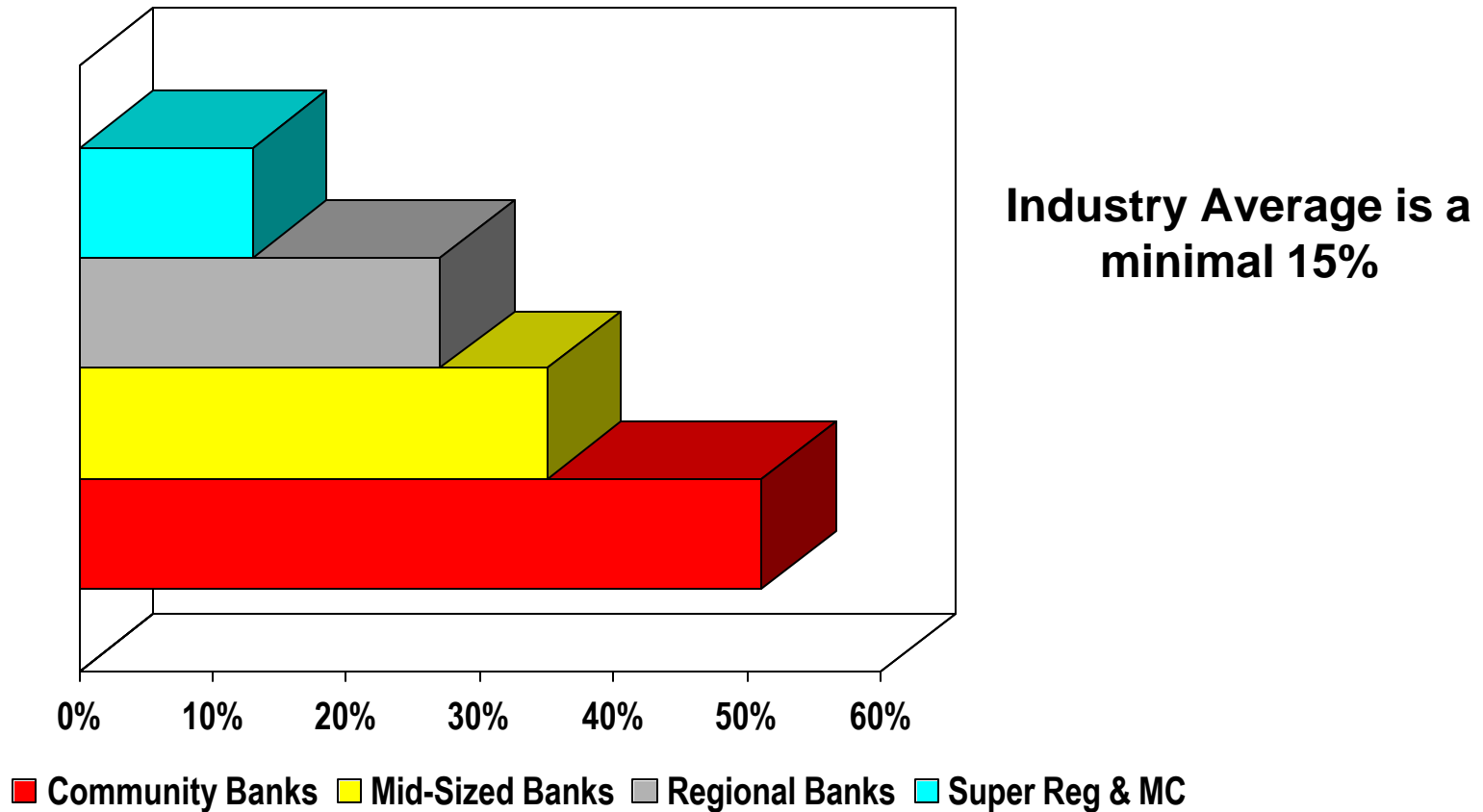


Source:
Decision **Gauge's**
Annual Fraud & Risk
Index

In this case, the lower the score, the closer to center. The closer to center, the relative certainty that payment fraud will be perpetrated



Fraud Growth at Banks, by Asset Size....

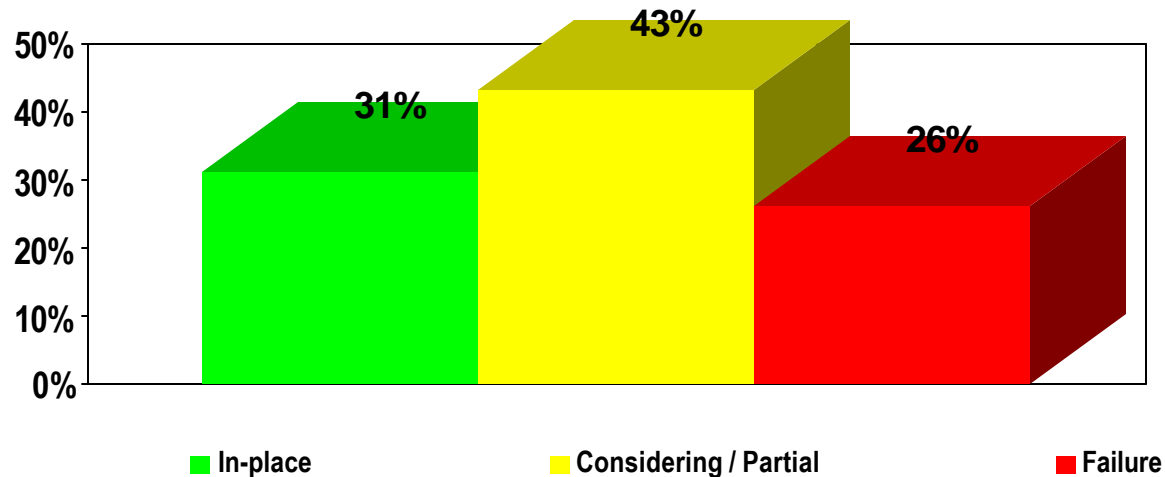


Source: ABA 2001 Study



Positive Pay Utilization

Aggregate Database



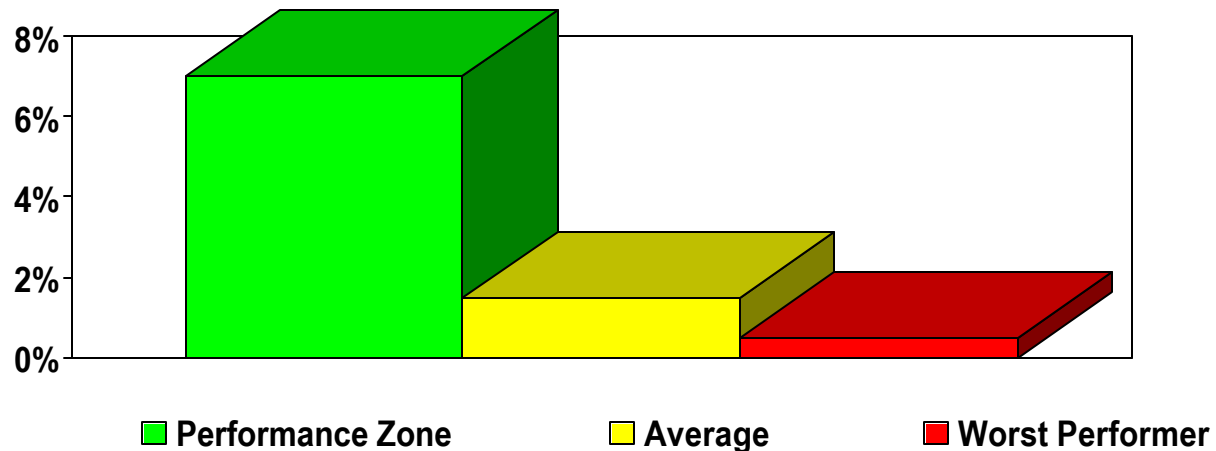
- Observation: Are you using positive pay?
- Implication: Lack of awareness or indifference to risks of check fraud
- Action: Immediately implement positive pay, if not already implemented

Source : Decision **Gauge**



Payment Fraud Focus, as a percentage of time, treasury & finance professionals

Aggregated Database



Payment Fraud Activities are dramatically different depending on the volume of transactions handled....with little time spent on fraud prevention or detection, in the aggregate



Now, please rate your Systemic Risk Management efforts:

Attribute	Your 0 to 5 Rating	Weighting	Extension
Positive Pay is fully utilized		.3	
The payments system is fully understood and matched to customer and supplier processes		.2	
There is a “back-up” lead operating bank		.2	
Every externally managed technology and information source is redundant, and secure		.2	
Knowledge management and best practice efforts are in place and valued		.1	
TOTAL			

Summary Score.

Enter here and plot on the spider grid axis line: “Systemic”



Business Continuity & Security



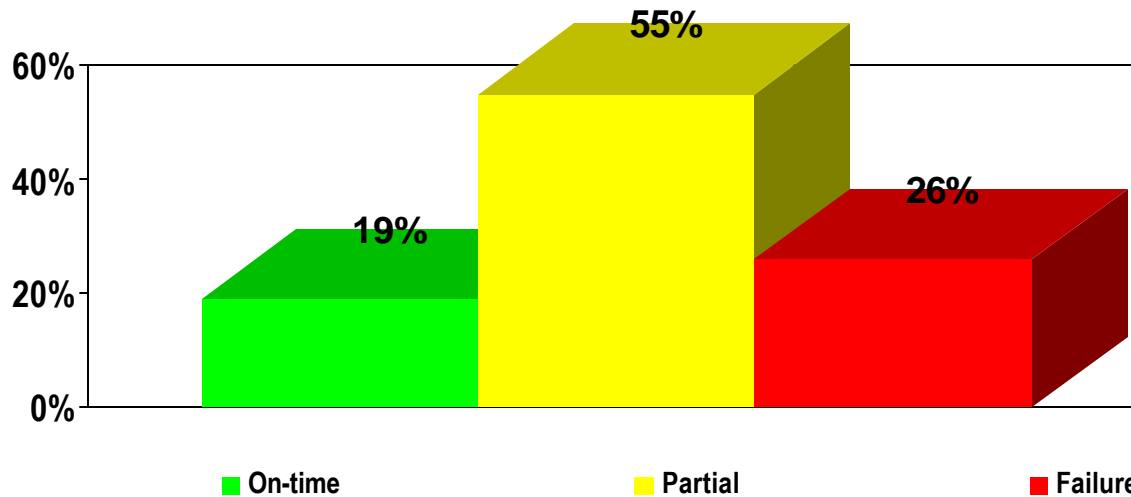
Business Continuity & Security has five attributes that, when combined, that indicate performance:

- Recovery Plan in place, and tested
- Fraud control program in place and effective
- Financial privacy policy implemented, transparency components identified and managed
- Risk management activities centrally coordinated and visible at the Board level
- All reconcilements are completed with timeliness standards



Reconcilements completed timely

Aggregate Database



- The potential detrimental effect of the lack of performing timely account reconcilements, trial-balances, and other control measures intensifies as electronic payments and drives to shorten closing cycles, occurs in the company

Source : Decision **Gauge**



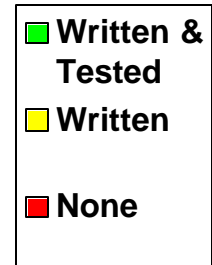
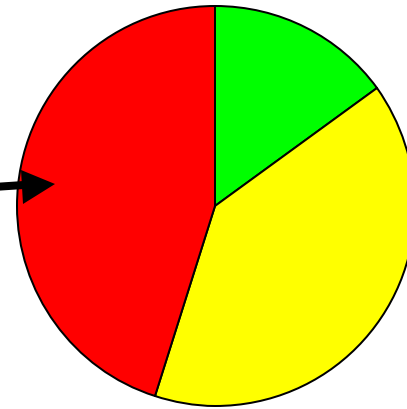
Business Continuity Plan

Observation: Many companies have not even finalized Business Continuity Plans

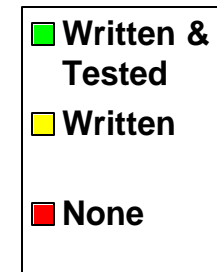
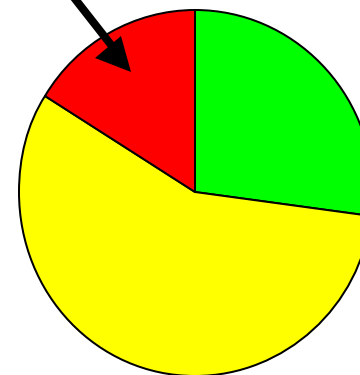
Implication: Major business or liquidity risk exists, particularly if the plan is not tested

Action: Review Business Continuity Plans & Disaster Recovery Plans. Write draft plan immediately, schedule test of plan within the calendar quarter

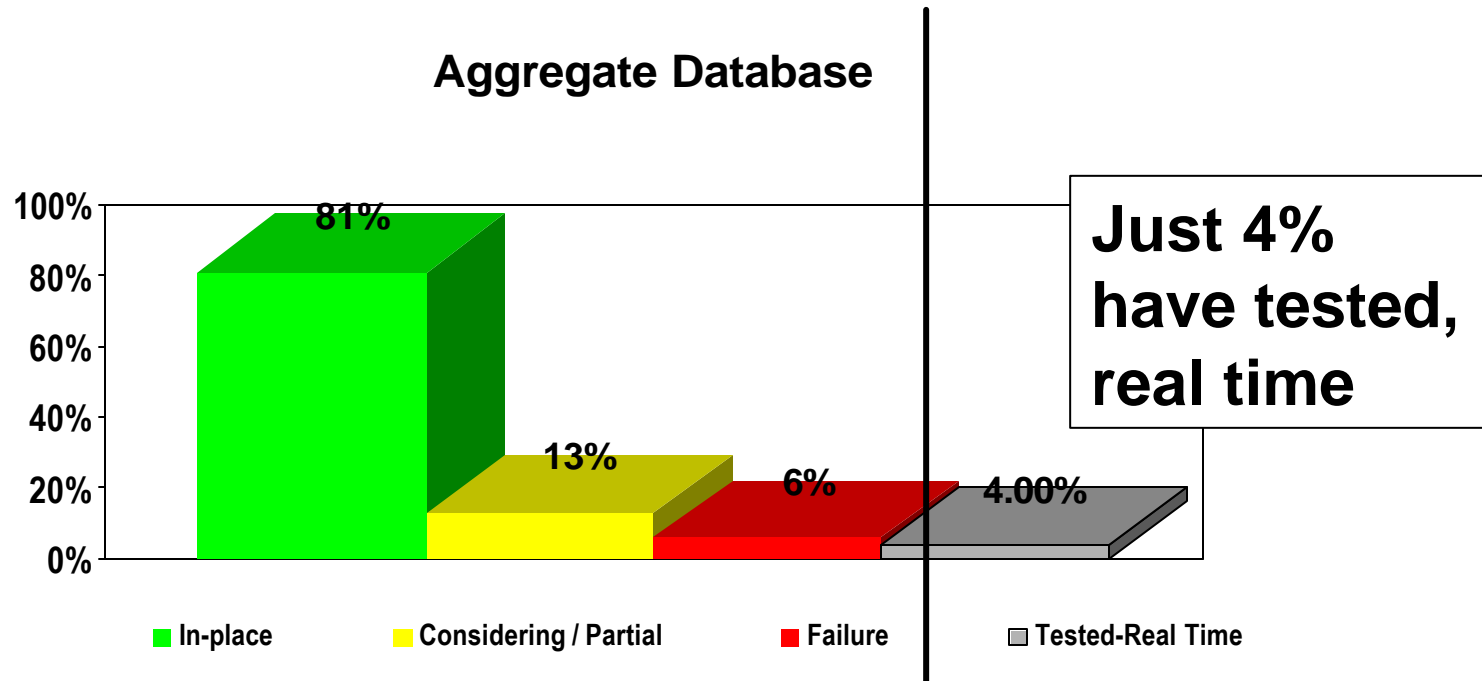
Aggregate Database



Special Set



Business Continuity Plan



- There's still widespread reluctance to adequately address Business Continuity Issues

Source : Decision **Gauge**



Now, please rate your BCP & Security effort:

Attribute	Your 0 to 5 Rating	Weighting	Extension
Recovery Plan in place, and tested		.3	
Fraud control program in place and effective		.2	
Privacy & Transparency Policies implemented and managed		.2	
Risk management activities visible at the Board level		.2	
Reconcilements within standard		.1	
TOTAL			<input style="border: 2px solid red;" type="text"/>

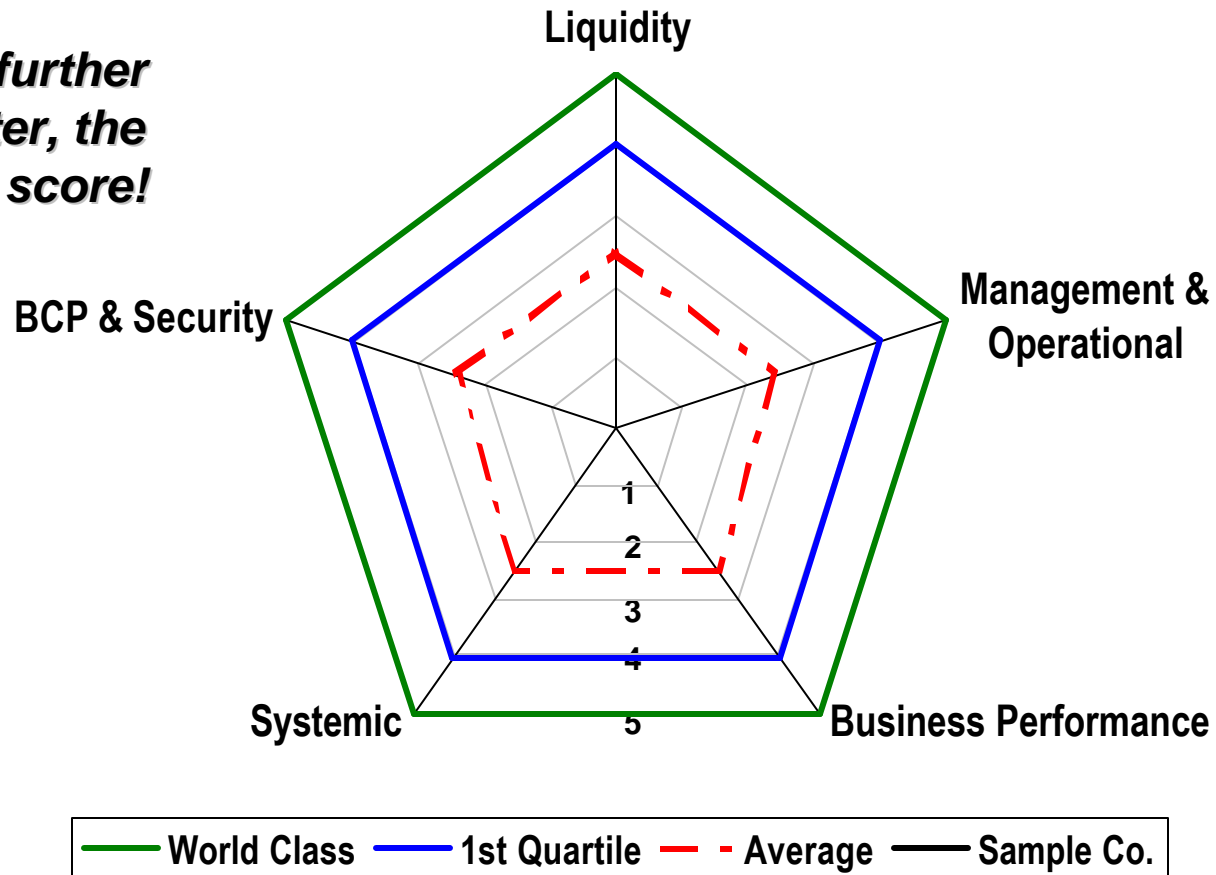
Summary Score

Enter here and plot on the spider grid axis line: "BCP & Security"



Please plot your five summary scores from each dimension rating page...and “connect the dots”

Here, the further from center, the better the score!



Treasury's Challenges are to Now Possess Significantly Different Skills and Lead!

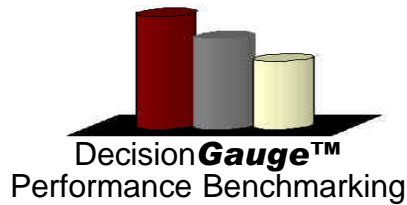
- **Working Capital Guru!**
- **Flexible, creative problem-solvers**
- **Customer service and advocacy**
- **Strong ability to exploit technology**
- **Ability to see the vision, take initiative and lead change**
- **Cross-business and multi-disciplinary skills**
- **Global business-process capability**
- **Strong team-building and interpersonal skills**
- **LEADERSHIP, LEADERSHIP, LEADERSHIP**





AnalyticResults

- Founded in 1998...mostly Hackett alumni
- Partners with DecisionGauge Performance Benchmarking
- Contractors, Benchmark Providers and Consultants on matters related to:
 - Financial Process Efficiency & Effectiveness
 - Treasury operations
 - Treasury performance
 - Treasury technology
 - Bank Product Management
 - Payment systems
 - Liquidity management
- Clients include users and providers of treasury & cash management services
- Offices in PA, Chicago and UK



About DecisionGauge

- The Benchmark data comes primarily from DecisionGauge
- DecisionGauge is a consortium of faculty and consultants with the UNC at Chapel Hill & the UC at Berkeley programs, therefore academic, as well as professional, orientations
- Statistics are “refereed” -- West Chester University
- Approaching 600 participant companies in database
- Observations on database are 2 years old, or less, therefore fresh data and best practice information
- Mission of the Consortium is to provide objective benchmarking and statistics on a reasonable cost basis, for use in diagnostic-oriented business process improvement
- AnalyticResults is a co-manager of the consortium



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