



scottmadden
MANAGEMENT CONSULTANTS

Smart. Focused. Done Right.®

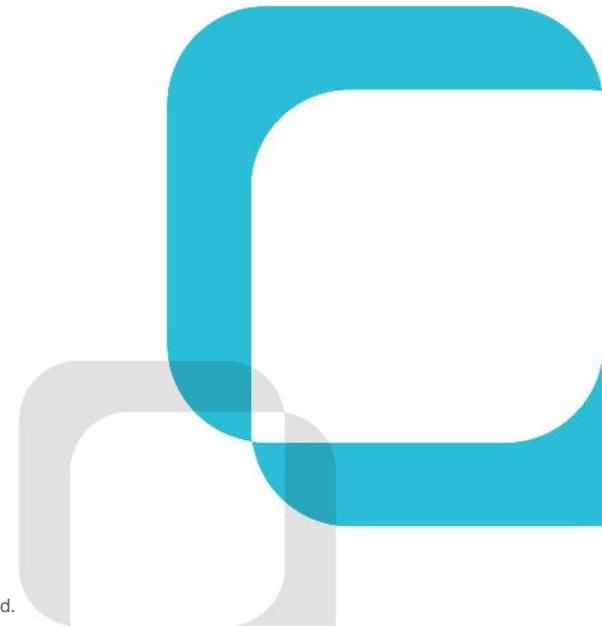


ScottMadden's Corporate & Shared Services Practice

Solutions for Higher Education



April 2020



Who We Are

ScottMadden is a management consulting firm with more than **35 years** of deep, hands-on experience.

We deliver a broad array of **corporate and shared services consulting services**—from strategic planning through implementation—across many industries, business units, and functions.

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WE DO

**WHAT IT TAKES
TO GET IT DONE
RIGHT**

EXPERIENCE

Our experienced team has been a pioneer in corporate and shared services since the practice began decades ago. We employ deep, cross-functional expertise to produce practical, measurable solutions.

SCOPE

We have completed more than 1,900 projects since the early '90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from energy to healthcare to higher education to retail. Our areas of expertise span the spectrum of middle and back office corporate and shared services.

SERVICES

We have helped our clients with governance, operational improvements, technology, organization design, and shared services design, implementation, and improvement.

Our operational and shared services knowledge, expertise, and experience are unmatched—no other firm has helped more clients with more unique solutions.

Areas of Focus

TECHNOLOGY

From IT assessments and strategic direction to governance, cybersecurity, and risk and compliance management, we can help your organization get the most out of its IT investment.

We also help you optimize your projects to focus on delivering outcomes not just installed technology.

HUMAN RESOURCES

We offer HR transformation (including HR shared services), analytics, HR systems (selection, implementation, and optimization), process design and continuous improvement, talent and employee engagement strategy and programs, and payroll—the services your organization needs to excel.

PROCUREMENT

We assist clients across the full range of procurement processes and have the unique ability to create alignment between procurement and its stakeholders. From crafting new strategies to restructuring your organization to improving your daily operations, we help you with every step.

ADMINISTRATIVE SUPPORT SERVICES

We help our clients integrate various administrative services into their shared services model to improve service response performance to the organization. Services often include campus services, facility maintenance, fleet, security, student services, contracts and grants, research, and others.

MULTIFUNCTION

We move shared services to the next generation—integrating finance, human resources, information technology, procurement, research, contracts and grants, and/or other administrative services into a single, multifunction shared services model with effective governance and management.

FINANCIAL SERVICES

We help institutions transform their finance and accounting operations. Through financial services, strategic centers of expertise, intelligent automation solutions, hybrid insource/outsource delivery models, and other solutions, we help you increase value for your institution.



Our Higher Education Service Offerings

ScottMadden offers a range of services designed to help your institution improve performance and stay current with today's changing environment.



Service Offerings – Operational Excellence

Our experts can help you address many foundational elements that impact your operations, including achieving alignment across your institution and projects, establishing effective governance models and decisions rights, and ensuring alignment, standardization, and optimization of your policies and processes. We also help you measure and address ways to improve your internal customers' experience.

Operational Excellence

Establishing the right frameworks and tools for you to manage performance



Institutional Alignment

Governance Models/Decision Rights

Policy Modernization and Alignment

Process Standardization/Optimization

Customer Experience

Service Offerings – Digital Transformation

We bring business knowledge to your technical problems—bridging the gap between your needs and technology solutions—and helping you get the full benefit of your technology investment. We help you select appropriate technologies while serving as an independent advisor and optimize use of technologies you have. We also guide you in strategies for pursuing analytics and automation and for addressing cybersecurity risks.

Technology

Navigating the best systems and approaches so you can harness digital capabilities



Technology Acquisition

Technology Optimization

Analytics

Intelligent Automation

Cybersecurity

Service Offerings – Organizational Optimization

Having the right structure and aligning work with your roles is critical to efficient and effective operations. We can help you assess your structure and determine the best design for your organization. Our experts guide you in how to ensure you are delivering the right work in the right way. By leveraging external benchmarks, we help you understand your current performance and prioritize where to focus your improvement initiatives.

Organizational Optimization

Assessing and improving your structure and performance to optimize your organization



Organization Design

Work Alignment and Optimization

Performance Benchmarking

Service Offerings – Shared Services

Navigating shared services at your higher education institution presents unique challenges stemming from complex structures, diverse objectives and stakeholder groups, and proud, long-standing cultures. We help you plan for a model that will be successful in your environment, develop the detailed design, and implement the new model leveraging decades of expertise in shared services. We also assist you in improving your existing shared services organization to maximize the benefit for your institution.

Shared Services

Designing and implementing
a shared services delivery
model for your needs



Planning

Design and Build

Improvement

How We Differ from Our Competition

	Strategy Firms	The Big Four	Functional Consultancies	ScottMadden
FOCUS	<ul style="list-style-type: none"> ▪ Strategy work ▪ Cost reduction 	<ul style="list-style-type: none"> ▪ Strategy and implementation work ▪ Large system implementations ▪ Outsourcing and offshoring ▪ Long engagements 	<ul style="list-style-type: none"> ▪ Functional program development and/or support (e.g., health and welfare, compensation) ▪ Educational expertise ▪ Delivery systems ▪ Unique products (e.g., surveys) 	<ul style="list-style-type: none"> ▪ Strategy and implementation work ▪ Efficient delivery models ▪ Full SSO lifecycle support ▪ Engagements scoped in manageable phases
APPROACH	<ul style="list-style-type: none"> ▪ Solutions focused on big picture, but not always practical ▪ Not often involved in implementation 	<ul style="list-style-type: none"> ▪ Off-the-shelf methodologies ▪ Client must adapt to consultant's approach ▪ Large project teams ▪ Get in and stay in; take over 	<ul style="list-style-type: none"> ▪ Advisory role ▪ Research and program-based solutions ▪ Implementation of unique technologies 	<ul style="list-style-type: none"> ▪ Customized, practical solutions ▪ Small project teams ▪ Collaborative approach with clients ▪ Sale not mixed with delivery of work
PROJECT TEAMS & PEOPLE	<ul style="list-style-type: none"> ▪ Leverage reputation ▪ Teams comprised of mix of senior and junior resources ▪ Generalists ▪ Strong business acumen, weaker functional skills 	<ul style="list-style-type: none"> ▪ Sales team is not involved in delivery ▪ Teams comprised of junior, inexperienced resources with oversight by senior resources 	<ul style="list-style-type: none"> ▪ Leverage reputation ▪ Deep, functional knowledge; narrower focus 	<ul style="list-style-type: none"> ▪ Working partners meet with prospective clients ▪ Senior, experienced consultants with business acumen and functional knowledge

Sample of Clients in Higher Education



ScottMadden Knows Higher Education

Colleges and universities have complex organizations, diverse objectives and stakeholder groups, and proud, long-standing cultures. ScottMadden understands these unique aspects.



Financial Constraints

State funding is dwindling, and universities are faced with cutting administrative costs



Complex Governance

Decision-making takes time and often must include various stakeholders, including central administration and deans



Changing Student and Staff Expectations

Faculty, staff, and students have diverse needs and evolving expectations in the modern service environment



Long-Standing Cultures

Institutional traditions and long-tenured faculty can make change seem even more difficult



We use a disciplined assessment and implementation approach proven in higher education settings.

Why ScottMadden?

DEEP EXPERTISE

- ScottMadden has been a pioneer in corporate and shared services since the practice began decades ago
- Our Corporate & Shared Services practice has completed more than 1,900 projects since the early '90s
- Our clients span a variety of industries from energy to healthcare to higher education to retail

PERSONALIZED APPROACH

- Before we begin any project, we sit down and listen to our clients' needs and challenges
- We engage with our clients like no other firm does, working side by side to create practical, real results
- We don't employ canned methodologies or cookie-cutter solutions. We work to solve the right problem in the right way

PHILOSOPHY

- We are personally invested in every project and measure our success by our clients' success
- We listen to our clients' needs and put their best interests ahead of our own
- We work with integrity, tenacity, and a genuine passion for what we do
- We do what it takes to get it done right

**Our expertise helps create
the right solution.
Our experience ensures
that it works.**



Our Values

Our success is the direct result of our people. The work of ScottMadden's employees is guided by these values:



We will be **accountable to our clients and each other** and operate in a manner that conveys a **genuine focus on service** founded on **mutual respect and trust**



We will place the **long-term good of our clients** above our own interest and conduct our business **ethically with humility, empathy, and fairness**



We will **exceed our clients' expectations**, we will do what we say we will do, and we will do it extraordinarily well



We will each be **stewards of ScottMadden's reputation**, and we will preserve and enhance it






We will maintain a **challenging work environment** centered on client success while **promoting collegiality, creativity, responsibility, and an overall esprit de corps**



We are personally invested in every project we take on.

ScottMadden's Proprietary Toolbox

ScottMadden has a dedicated research function that studies and maintains critical data on trends, metrics, and regulations that impact shared services organizations. Our toolbox includes many resources we will leverage when working with you:

ASSESSMENT TOOLS	<ul style="list-style-type: none">▪ Voice of the customer surveys▪ Work activity assessment▪ Competency builder▪ Spans and layers analysis	
RESEARCH	<ul style="list-style-type: none">▪ Primary functional research▪ Proprietary shared services benchmarking studies▪ Leading practice database▪ State regulations database	
PROJECT ACCELERATOR	<ul style="list-style-type: none">▪ Project management toolkit▪ Templates and collateral materials▪ Change management toolkit▪ Training methodology and toolkit	

We employ a variety of tools built over years of experience to support our work and develop the best solution to meet your needs.

Finance Assessment and Alignment with Strategic Vision

CHALLENGE

A private university, with an affiliated healthcare system, engaged ScottMadden to evaluate the finance organization to ensure it is well positioned to support the ambitious growth and long-term strategic plan for the institution.

PROCESS

- Engaged with key stakeholders from across the institution, including the board of trustees, university school and healthcare leaders, and leaders from related administrative functions (e.g., research, academic affairs, IT, etc.)
- Created a comprehensive view of the current state of finance operations compared to leading practices; identified key gaps hindering achievement of desired financial outcomes for the institution
- Prioritized function-specific (e.g., treasury, controller) opportunities for operational improvements
- Recommended strategic changes to the overall financial architecture, including financial reporting capabilities, organizational structure, governance model, talent, and process and technology improvements

RESULTS

- Establishment of key design principles for stakeholders to anchor institutional changes
- Creation of future state organizational structure that enables finance to better support the mission of the institution and the long-term strategic plan
- Formulation of new budget framework and establishment of long-term, integrated operating and capital planning structure and board reports
- Development of a cohesive, balanced road map with detailed steps and timelines to successfully implement the changes



Multifunction Work Activity Assessment for a Public Research University

CHALLENGE

A Canadian public research university sought to improve support for its critical mission of teaching and research and to develop a model that better positioned the university for future growth and success. The first step was understanding where various types of administrative work was performed across campus and how best to restructure that work into a multifunction shared services model.

PROCESS

- Collaborated with the university to develop and deploy a work activity assessment to more than 2,000 employees. This survey focused on advancement, facilities, financial services, HR, information systems, research services, and student services
- Conducted one-on-one meetings with academic and functional leaders to gain further context into organization, services, and current service delivery models
- Shadowed select individuals to gain a deeper understanding of existing processes and enabling technologies

RESULTS

- The university formed a multifunction service center to initially support finance, HR, and research with plans to expand into advancement, facilities, and information systems at a future date
- Staffing ratios (administrative staff per customer) were high compared to benchmarks as a result of process inefficiencies and skillset gaps. We implemented a new organizational structure that included “strategic business advisors” embedded in each college to serve in a more strategic capacity for key stakeholders



Public Sector Multifunction Shared Services Implementation

CHALLENGE

ScottMadden worked with a large state university to streamline policies and processes across finance, HR, and contracts and grants. This university wanted to find a cost-effective way to increase service in these academic support areas without sacrificing its “R1 – Highest Research Activity” status with the Carnegie Classification of Institutions of Higher Education.

PROCESS

- Completed a multifunction work activity assessment to determine who performs the functional area activities and the level of effort needed to complete that work within a very decentralized environment
- Helped the management team clearly define its shared services vision to improve service to deans, faculty, and students; efforts included standardizing policies and processes, enhancing technical solutions, realigning work across the institution, and selecting a facility
- Designed the future state operating model, including a multifunction shared services center providing HR, finance, and contracts and grants administrative support
- Assisted the university in defining and executing a change management plan which included targeted leadership and staff meetings as well as university-wide digital and in-person communications

RESULTS

- Redesigned and documented key policies and hundreds of processes across finance, HR, and post-award contracts and grants; the redesigned processes are now customer focused and supported end-to-end
- Deans (key stakeholders) were engaged in periodic reviews in order to provide imperative customer feedback
- Newly assigned grants managers in each college oversee the financial management, allowing researchers to focus on securing additional awards while the service center handles the administration



Assessing HR Alignment for Improved Strategic Focus

CHALLENGE

A small public, comprehensive university, with a total enrollment of approximately 5,000 students, expected their enrollment to double within five years. The university's HR organization had grown with the university, but budget constraints, lack of supporting technology, and outgrown processes had resulted in diminished customer satisfaction. Leadership asked ScottMadden to assess the HR functions across campus and make recommendations for improvement.

PROCESS

- Completed a systematic review of the HR department. This comprehensive assessment focused on HR budgets, services, customers, volumes, request cycles, service delivery model, processes, organization and staffing, and supporting technologies
- Conducted a work activity analysis of HR and payroll employees as well as administrative staff in other units that touched HR processes. This analysis provided recommendations to move HR to a more strategically focused organization
- Collaborated with staff to develop the most impactful opportunities and options for implementation. The developed recommendations enabled HR to provide higher-level support for their growing institution

RESULTS

- Client identified needs for strategic talent management, a streamlined organization, specific service process opportunities, a customized shared services delivery model, and service management technologies
- Client is in the process of evaluating recommendations and plans with the intent to walk through an incremental implementation that can be accomplished within budgetary and HR constraints





Scott Manning

Partner and Corporate & Shared
Services Practice Leader

ScottMadden, Inc.

3565 Piedmont Road
Building 4, Suite 500
Atlanta, GA 30305

sbmanning@scottmadden.com

O: 404.814.0020

M: 404.456.1176



Courtney Jackson

Partner

ScottMadden, Inc.

2626 Glenwood Avenue
Suite 480
Raleigh, NC 27608

courtneyjackson@scottmadden.com

O: 919.781.4191

M: 919.672.7521



Betsy Curry

Manager

ScottMadden, Inc.

2626 Glenwood Avenue
Suite 480
Raleigh, NC 27608

betsycurry@scottmadden.com

O: 919.781.4191

M: 302.747.8881

Locations

**Smart.
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ATLANTA

3565 Piedmont Road, NE
Building Four, Suite 500
Atlanta, GA 30305
404.814.0020

RALEIGH

2626 Glenwood Avenue
Suite 480
Raleigh, NC 27608
919.781.4191

WESTBOROUGH

1900 West Park Drive
Suite 250
Westborough, MA 01581
508.202.7918



Appendix



Spotlight: Our Human Capital Practice

HR is a core specialty at ScottMadden and has been since our inception in 1983. As such, we have a dedicated human capital practice that consults across geographies and industries, including aerospace, consumer products, defense, higher education, energy, entertainment, healthcare, manufacturing, pharmaceuticals, retail, technology, telecommunications, transportation, and others.

Whether we are improving talent management programs, revamping processes to ensure effectiveness and regulatory compliance, designing and implementing new service delivery models, expanding existing operations, or evaluating outsourcing opportunities, we ensure our clients achieve the business value desired.

ScottMadden has extensive experience supporting clients across the employee lifecycle, including:

- Workforce planning
- Talent acquisition
- Onboarding
- Workforce administration
- Compensation
- Payroll
- Performance management
- Learning and development
- Succession planning
- Employee engagement
- Workforce analytics

HUMAN CAPITAL SERVICES

HR Transformation

- HR transformation strategy
- Service delivery model design
- Business case development
- Implementation planning/support/project management
- Analytics organization launch
- Analytics model development and dashboard creation

Systems

- HR technology advisory services
- Systems requirements identification
- Vendor selection facilitation
- Configuration design
- Testing design and facilitation

Process Design and Continuous Improvement

- Process redesign
- LEAN implementation
- Continuous improvement program design

Talent and Engagement

- Talent management strategy
- Program development
- Organization design and build
- Competency development
- Implementation planning

Payroll

- Payroll delivery strategy and design
- Implementation planning/support/project management
- Governance and vendor management

Spotlight: Our Finance and Accounting Practice

Finance and accounting is a core specialty at ScottMadden and has been since our inception in 1983. As such, we have a dedicated finance and accounting practice that consults across geographies and industries, including aerospace, consumer products, defense, higher education, energy, entertainment, healthcare, manufacturing, pharmaceuticals, retail, technology, telecommunications, transportation, and others.

Whether we are designing and implementing new service delivery models, expanding existing operations, or evaluating outsourcing opportunities, we ensure our clients achieve the business value desired.

ScottMadden has extensive experience supporting clients across finance and accounting functions, including:

- Accounts payable, including travel and expense
- Billing, credit, collections, and cash application
- Payroll and time collection
- General accounting and fixed assets
- Tax and treasury
- Financial planning and analysis
- Budgeting and forecasting

In addition, we have dedicated expertise across end-to-end, cross-functional processes comprising:

- Procure-to-pay
- Record-to-report
- Order-to-cash

Finance Transformation

- Finance transformation strategy
- Multifunction strategy and expansion planning
- Benchmarking and leading practices evaluation
- Service delivery model design or redesign
- Business case development
- Implementation planning/support/project management
- Analytics, metrics, and performance management

Digitization Strategy and Implementation

- RPA and Artificial Intelligence (AI) strategy and application
- RPA and AI opportunity identification and business case
- Vendor selection and implementation management
- Governance and vendor management

Financial and Service Management Systems

- Finance technology advisory services
- Systems requirements identification
- Vendor selection facilitation
- Configuration design
- Testing design and facilitation

Process Design and Continuous Improvement

- End-to-end process design
- Global process owner creation
- Continuous improvement program design
- Customer satisfaction program development

Other Strategic Initiatives

- Merger and acquisition integration
- Divestiture and transition services
- Cost reduction and operations improvement
- Service expansion

Spotlight: Our Information Technology Practice

ScottMadden helps organizations create measurable IT value, using strategies for engaging business leaders in decision making to optimize enterprise IT investment performance.

Many businesses face a similar IT leadership scenario—the business struggles to understand the value received from their IT investments, and the IT organization struggles to engage business leaders in the IT decision making necessary to deliver strategic outcomes.

IT is inundated in leading practices and industry frameworks. But organizations struggle to determine where to start, what is good enough, and how to involve both IT and non-IT stakeholders to deliver business results. ScottMadden's IT value-creation management approach is different. It focuses on the pain points specific to your organization and provides clear, practical guidance rather than concepts.

The impact of IT on today's businesses is greater than ever before. Companies are facing higher IT costs, managing complex technology and processes, and supporting an increasing number of compliance and regulatory requirements. Organizations with effective IT investment decision-making processes share certain characteristics, including involved business leaders, use of well-defined, repeatable processes, and a common IT direction with actionable objectives.

ScottMadden helps IT organizations transform from order takers and fire fighters to technology leaders. We provide the tools necessary for CIOs to engage their executive peers in providing the technology direction necessary to optimize IT investments and create measurable enterprise value.

IT Assessments

- IT governance and management capabilities evaluation: maturity of IT practices, technical condition and business value of business application portfolios, and efficiency of the IT operations
- IT cost evaluation, including an assessment of the drivers of cost both within the IT operation and external to it (i.e., business-driven cost drivers)
- Development of findings and actionable recommendations tailored to your environment, industry, and corporate strategies

IT Strategic Direction

- Enterprise business technology vision development, including supporting business engagement services
- IT road map development (the plan to deliver your vision)

IT Governance

- Design and implementation of tiered governance structures to evaluate, direct, and monitor IT investments and performance throughout the enterprise
- Design and implementation of PMOs to monitor IT project portfolio performance and provide necessary governance line of sight and controls

IT Risk and Compliance Management

- IT risk and compliance assessments against industry standards and frameworks (e.g., NIST, ISO, ISACA, etc.)
- IT security program development, including policy and process and procedure development and implementation
- IT risk and compliance process improvement and alignment with industry standards

Spotlight: Our Digital Products and Services

Digital Transformation is changing the way our clients do business. Since our inception in 1983, ScottMadden has been advising our clients on ways to leverage technology to deliver efficient processes and services to internal customers.

We provide digital transformation services across geographies and industries, including aerospace, consumer products, defense, higher education, energy, entertainment, financial services, healthcare, manufacturing, pharmaceuticals, retail, technology, telecommunications, transportation, and others.

Whether we are designing a proof of concept or implementing a broader digital strategy, we ensure our clients achieve the business value desired.

ScottMadden has experience supporting clients across a variety of digital automation technologies including:

- Robotics process automation
- Desktop automation
- Attended and unattended robots
- Cognitive robots

In addition, we have dedicated expertise to support digital transformation across functional areas comprising:

- Finance and accounting
- Human capital management
- Supply chain
- Information technology
- Business administration

IT Digitization Strategy

- Guiding principles
- Delivery model design
- Alignment of automation capability to need
- Business case
- Implementation strategy

Proof of Concept Design

- Process identification
- Process design and mapping
- Process scripting and testing
- Production readiness

Digital Implementation

- Digitization advisory services
- Vendor landscape and selection facilitation
- Testing design, cutover, and facilitation
- Training support
- Project management
- Change management

Operations and Governance

- Governance model evaluation
- Center of expertise design and creation
- Roles and responsibilities
- Metrics and analytics

Digital Expansion

- Process identification
- Automation criteria
- Prioritization matrix
- Expansion timeline

Spotlight: Our Payroll Practice

ScottMadden helps organizations transform their payroll operations to the accurate, compliant, stable, low-cost, and customer-focused service desired. Our work in payroll ranges from standalone improvement initiatives to inclusion as part of a broader human resources or finance and accounting transformation.

Whether we are improving the end-to-end process from time entry through escheatment, addressing compliance, improving customer service, implementing new technology, or evaluating outsourcing opportunities, we ensure our clients achieve the results and business value desired.

Our teams assist clients with domestic U.S. and global payroll challenges with assessment, design, and implementation of solutions that include both in-house and outsourced components. In either case, payroll requires an end-to-end view and consideration of the overall functional delivery model objectives.

PAYROLL SERVICES

- Payroll delivery strategy
- Delivery model design
- Opportunity evaluation and business case
- Performance benchmarking
- Leading practice and compliance assessment
- Work activity and customer satisfaction surveys
- Policy modification and harmonization
- Process improvement and end-to-end design
- Organization design and staffing
- Technology optimization
- Technology and vendor selection
- Technology implementation
- System requirements identification
- Implementation planning and execution support
- Governance and vendor management
- Dashboards and reporting

We have assisted a wide range of clients in the assessment, design, build, implementation, and/or improvement of their payroll services functions:

- Advocate Healthcare
- Aramark
- ATT
- BAE Systems Inc.
- BHP Billiton
- Cedar-Sinai
- Domtar
- Dura Automotive
- Enpro
- Entrada
- Exelon Corporation
- HCA
- Kforce
- NASA
- Northrop Grumman
- Oakley
- Pfizer
- Sealy
- Sempra Energy
- Simmons Bedding
- Tarkett
- Time Warner
- Turner
- The University of Akron
- Warner Bros.
- West Virginia University

Spotlight: Our Supply Chain Practice

We've been helping supply chain organizations move beyond their conventional "order taker" role for nearly two decades. Through our deep expertise and practical know-how, we assist clients across the full range of supply chain processes and have the unique ability to create alignment between the supply chain function and its internal customers and stakeholders.

ScottMadden has experience across all functions in the supply chain, including:

- Planning and forecasting
- Sourcing
- Procurement
- Logistics
- Materials management
- Accounts payable

ScottMadden has developed a "supply chain maturity model" to differentiate the phases that companies pass through on their journey to "world class." The model is divided into three "stages," representing a higher degree of performance effectiveness and efficiency as companies advance in their maturity. This model serves as a foundational element of our support services to assist companies in optimizing their supply chains.

Our solutions provide lasting improvements and allow our clients' supply chain organizations to better serve their internal customers.

Supply Chain and Procure-to-Pay (P2P) Transformation

- Supply chain and P2P transformation strategy
- Organization design and staffing
- End-to-end process improvement
- Demand planning improvement
- Leading practice assessments
- Service delivery model and governance process design
- Business case development
- Implementation and change management planning and execution
- Outsourcing evaluations, vendor selection, and transition support

Sourcing and Procurement

- Spend analysis and spend category market research
- Strategic sourcing execution
- Category management program design
- Risk management
- Supplier relationship management

Logistics and Materials Management

- Inventory planning and optimization
- Warehouse location selection and design
- Warehouse facility management improvement
- Storage space optimization
- Lean warehousing
- Automatic identification and data capture opportunity evaluation and implementation
- Transportation management and network design