



# BCG IT UPDATE

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## Letter from Christian Burger



I believe we are now moving into a next generation of technology in construction... or beginning the transition at least. Whether this is a third or fourth transition for your company depends on when you entered the fray and how ambitious you have been. A number of factors have led me to develop this view and the ideas have been maturing slowly. However, many of the signs are there.

- 1) In construction, we have an aging group of ERP vendors that have expensive products to maintain. If the vendors/developers are not on current technology, the process of updating or rewriting their code in order to keep pace with today's leading edge products will be nearly impossible, especially with limited capital.
- 2) New point solutions (e.g., payment portals, CRM, plan rooms, bid solicitation) are coming into the market often and competing for seats (license revenue) and attention. Once established in their primary niche functionality, the footprint for these solutions begins to grow. Just look at the number of estimating systems that now also provide cost reporting, field productivity reporting and equipment reporting.

- 3) Today, most ERP vendors are offering a native document management (ECM) solution and PM solution. At the same time, more sophisticated third-party solutions are emerging and competing for seats, while offering integrations back to the ERP system.
- 4) Some of the tool sets available for Business Intelligence, report writing and web development are increasingly sophisticated. This is a good thing (i.e., more power) but also carries with it some drawbacks (i.e., increased staffing in IT).
- 5) BIM and ECM are relatively new functions that are competing for greater IT investment and energy. Selecting and implementing these functions from among the products available is made more challenging because these solutions are less mature and are evolving rapidly.

This quarter's newsletter is dedicated to some of the developments that are occurring and how they could impact a contractor's information systems. We are noticing differences in staffing levels, outsourcing strategies, web and integration strategies and the pressures many contractors are feeling from external and internal sources. At any time, feel free to call our office to discuss these developments in greater detail.

## Burger Consulting: Going "Green"

In an effort to keep clients and friends informed of significant industry developments, Burger Consulting has started a blog at our website [www.burgerconsulting.com](http://www.burgerconsulting.com). We will maintain regular updates on top trends with specific threads regarding software products, technology and contractors.

The trends initially tracked are:

- 1) Enterprise Content Management (ECM)
- 2) Finance and Human Resources (ERP)
- 3) General Trends
- 4) Integrated Project Delivery/BIM
- 5) IT Infrastructure and Staffing
- 6) Pre-construction (not BIM)
- 7) Product Integration
- 8) Vendor Community

Finally, following the lead of many organizations in the industry that are making "green" behavior a priority, we would like to cut down on or eliminate our printed newsletter. We will be publishing subsequent newsletters quarterly and distributing via email to those contacts for which we have email addresses on file. The newsletter will also be available for downloading from our website.

Newsletter subscription preferences can be submitted via our website from the Resources--Newsletter page. Of course, no one but us will receive your email address and we will not share it with anyone outside of Burger Consulting.

If you would prefer not to receive the newsletter in the future, please email Jennifer Stastny at [jstastny@burgerconsulting.com](mailto:jstastny@burgerconsulting.com).

## Burger Consulting Staffing: Developing a Deeper and Broader Bench

Burger Consulting is pleased to announce the promotion of Angus Frost to Managing Director for the firm. Angus has been working with the firm in a consulting capacity for the last four years and recently has been taking on a greater management role. Angus' immediate responsibility is day-to-day management as well as development of internal infrastructure and tools. Christian's role is shifting to business development, strategy consulting and direction of the marketing function. Angus will continue for the time being in his consulting capacity with an emphasis on BIM, ECM and Field Data Collection. This change could not happen at a better time as the firm and the market make important transitions.

Natalie Abshier was an important addition to the Burger Consulting team in 2008. Natalie came to Burger Consulting through an industry referral and brings with her considerable contracting and software development experience. She is from a long-line of mechanical contractors (family) and is knowledgeable with the project management and estimating requirements of specialty contractors. Natalie was responsible for the development of *ConstructJob*, a Project Management application that is immensely popular with specialty contractors. **Accubid Systems** acquired *ConstructJob* and Natalie held a key position with the **Accubid** organization before leaving to become an independent consultant. Natalie is a welcome addition to our staff and has already contributed to a number of important engagements, especially in the area of Project Management and web strategy.

Two new team members joined Burger Consulting in 2009. Stephanie Reese joined the firm as a Senior Consultant following her distinguished career at **Oracle**. If one doubted that it is a small industry, one only need look at Stephanie's background to see that both Stephanie and Christian started their careers together over twenty years ago within FMI's Systems Group. Stephanie left a year or two after starting at FMI to join **Computer Guidance Corporation (CGC)** and then ultimately went to **JD Edwards** as a Senior Consultant (where she worked with Christian again) and eventually as Consulting Group Manager. Stephanie has already contributed to several Burger Consulting projects and is eager to get back into a consulting role. Her awareness of **CGC** and **JD Edwards** will be a significant asset to our clients.

Carol Moynes has also joined the senior consulting ranks at Burger Consulting. Carol joined Burger Consulting after deciding full retirement did not provide the intellectual stimulation that consulting does. Carol was a senior member of the **Viewpoint Construction Software** management team for over twenty years, most recently having been in the position of Chief Product Architect before retiring. Carol's experience with ERP systems and **Viewpoint** in particular is proving very helpful during the selection and implementation processes our clients go through.

## ECM and Construction Imaging: Trends and Direction

Burger Consulting was invited to present at the recent **Construction Imaging (CIS)** User Conference held in North Carolina. Christian made two presentations on overall ECM direction in the construction industry to CIS users and some CIS staff, all eager to better understand where ECM is heading and how that will impact the CIS product and development. Tools to facilitate electronic discovery, records management, compliance, forms capture and email management were among the topics covered.

Of particular interest, Christian had an opportunity during the conference to talk with Chad Stigall, Product Marketing Manager for **Cranel Imaging**, a hardware supplier in the ECM space and partner with CIS. Chad felt that though the presentation was appropriately forward-looking for the construction industry, even with a significant investment in ECM, the industry is still two years behind other industries including finance and healthcare in their use and implementation of ECM.

Christian and Angus also recently previewed the *Formatta* product (Christian at the CIS conference and Angus at a client demonstration), which works with the CIS product to capture data entered into an electronic form rendered on the screen. This technology allows a company to create a time sheet that looks like the current time sheet and have superintendents complete the form on screen. When complete, the form is simultaneously stored as an imaged record and the data sent to the Payroll application. With the proper technology, a digital picture of the signature could be saved as well. This additional benefit is typical of an ECM solution and has great potential for contractors by allowing them to leverage their ECM investment across a broader reach of their organization including remote field staff.

## Burger Consulting Out and About: Industry Presentations and Topics

### Upcoming

Christian has been invited to moderate an IT panel on Industry Trends at the 2010 CFMA Annual Conference in Hawaii. The most popular topics among the conference planners seem to be Trends, BIM, ECM, Integration and IT Cost Management among others. Check our website for the most recent listing of upcoming presentations.

### 2009

Burger Consulting presented at a number of important association and user group conferences around the country over the last year. Some of you may have seen Christian present at the following events:

- Meridian Prolog Summit in Nashville
- ABC Annual Conference in Honolulu
- Construction Imaging User Conference in Rocky Mount
- Louisiana's Regional CFMA Conference

If you would like a presentation for your association, please contact Jennifer Stastny at our Glen Ellyn office.

## Building Information Modeling: Where to Start? *By Angus Frost*

According to the recent McGraw Hill Smart Market report, “over 50% of the industry is using BIM”. However, the report indicates that the largest user group appears to be from architecture rather than engineering or construction. Why is this? Does this suggest that BIM is not important to Engineering and Construction?

One theory holds that many of the BIM tools available have focused more on the design aspect than on construction. Another theory is that while many contractors recognize that implementing a BIM strategy is important, many are struggling with how to pay for the investment without fully understanding the potential return on investment (ROI), such as reduced change orders, shorter lead times, less waste or improved safety for example. Many companies are investing in **Autodesk’s Revit** but it requires a steep learning curve if the experience does not exist in-house, takes a long time to build models, and third party tools are required to leverage fully. Without proper training and regular use, *Revit* can quickly become shelf-ware.

For contractors starting to evaluate the potential of BIM, other solutions are available that require less training and provide a quicker return on investment and better awareness of BIM capabilities. The following represent just a few of the solutions currently in the market.

First are two conceptual modeling and estimating tools, *DProfiler* and **Google SketchUp**. *DProfiler* from **Beck Technologies** can help a contractor render a building model very quickly for an owner and help owners and contractors understand the cost impact of major decisions (e.g., LEED certification, four stories versus three). **Google SketchUp** is another quick conceptual modeling tool, though it does not provide the same level of cost estimating as that of *DProfiler*.

**Autodesk’s Navisworks** is another good entry into the world of BIM. Navisworks provides visualization and clash detection capabilities allowing the contractor to combine, view and analyze multiple 3D models in a single application without the need for a fully featured design application. **Bentley’s Navigator** and **Oracle’s AutoVue** provide similar functionality.

**Vico Software’s Vico Office** is a BIM neutral platform (meaning that it does not matter which tool was used to create the design or model) for collaboration combining cost and schedule with 3D modeling.

Any one tool or a combination of the above technologies can provide a contractor with a relatively low cost, low risk entry into the world of BIM. However, the strategy should really start with the end in mind and a clear sense of the source of payback.

## Document Management Seminar: Direction and Considerations *By Angus Frost*

Enterprise Content Management (ECM) (or document management) for contractors is quickly emerging as one of the more significant trends for 2010 and beyond. Contractors are finally beginning to think of ECM in terms beyond invoice scanning, routing and approval. Moreover, with the emergence of ECM-light solutions in many ERP solutions, the time to make clear long-term decisions is here. Burger Consulting is speaking at a daylong ECM educational seminar focusing

on providing IT decision makers with the background and concepts necessary to understand where ECM is now, where it is heading and, more importantly, why it is critical to Construction. Other industry and technical experts will be presenting as well. The first seminar will be in early March in Chicago. If interested, please email Angus Frost at [ahfrost@burgerconsulting.com](mailto:ahfrost@burgerconsulting.com) for details and a preliminary agenda.

## Burger Consulting Clients and Projects: The Company You Keep

Burger Consulting has had the privilege in the last two years or so to see our client base expand significantly in both size and number. Among the many valued companies that we helped are:

In addition to helping our clients with IT Assessments, Strategic Planning, Software Selection and Implementation Project Management, we have helped a number of companies develop a more actionable BIM strategy including Wight & Company here in Chicago and Mascaro Construction in Pittsburgh.

Substantial growth in revenue and client base notwithstanding, when we take the view of Aesop’s adage that you are known by the company you keep, Burger Consulting is feeling rather good about our success.

Whether with the purchase of a new system, implementation of that system or developing a better long-term vision, our clients have left the process more clear and confident around their direction, strategy and tactic. This is how we measure our success...and by this benchmark, Burger Consulting could not be doing much better.

Sector	Company	
<b>General Contracting Construction Management</b>	<ul style="list-style-type: none"> <li>▪ Glenn C. Barber &amp; Associates</li> <li>▪ Barton Malow</li> <li>▪ Brasfield &amp; Gorrie</li> <li>▪ Force Construction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Perini Corporation</li> <li>▪ Pinkard Construction</li> <li>▪ Shook Construction</li> <li>▪ SpawGlass</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Kraus-Anderson Construction</li> <li>▪ Mascaro Construction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Swinerton, Inc.</li> <li>▪ Woodmeister Master Builders</li> </ul>
<b>Civil Construction Heavy/Highway</b>	<ul style="list-style-type: none"> <li>▪ American Infrastructure</li> <li>▪ Boh Bros. Construction</li> <li>▪ Colas, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lehman-Roberts Company</li> <li>▪ W. Rogers Company</li> <li>▪ The Ruhlin Company</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Dean Word Company</li> <li>▪ Keller Foundations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shimmick Construction</li> </ul>
<b>Specialty Contracting</b>	<ul style="list-style-type: none"> <li>▪ CCC Group</li> <li>▪ Wayne J. Griffin Electric</li> <li>▪ Highland Roofing</li> <li>▪ The Moran Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Performance Contracting</li> <li>▪ Precision Steel</li> <li>▪ Southern Piping</li> </ul>

## Email in the Cloud *By Ben Westendorf*

Technology publications routinely discuss the emerging trend of *Cloud Computing* and its perceived impact on businesses. People refer to **Google's** business applications through geographically distributed computing infrastructure as *Cloud Computing*. However, a distinction should be made that use of "the cloud" as a descriptor is a modern way of describing the internet as a framework for the delivery of technology services to a company and their internal network.

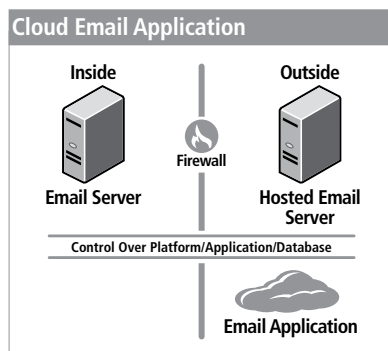
In a recent Forrester study published in *Information Week* magazine, the noted IT research company stated that many companies are evaluating their email systems and examining the alternatives for delivery. The article outlined several options that exist outside the firewall as opposed to the traditional internally hosted email application running behind an organization's firewall. These include typical hosted services and cloud computing models. The following diagram illustrates the difference between internal and external email solutions.

While interesting for large user-based companies in other industries, Burger Consulting is finding medium and large construction companies are somewhat reluctant to migrate to an external solution. The increasing costs of supporting and delivering email seem to be compelling reasons to shift to the cloud. However, it has been difficult for many to justify abandoning existing investments in infrastructure and licensing.

Though delivering email via cloud computing has the advantages of scalability and potential cost reduction over the long-term, most of our construction clients are more concerned with service availability and the potential security risk of email provided outside of their firewall, which is consistent with the results of the report. Of equal importance, integration with other internal/external applications is an additional complicating factor to be considered.

With the delivery of project collaboration suites and CRM solutions, it becomes increasingly difficult to migrate email outside of the internal network and maintain links to internal applications for CRM or ECM.

Outsourcing continues to be an emerging trend for email systems but most have found that a hybrid approach works best to retain the flexibility of an internal system complemented with managed services that provide message filtering, archiving, compliance and communications continuity. Burger Consulting continues to monitor this trend.



## Hard Dollar Expands Software Integration Capability

Building on its core estimating and bidding functionality, **Hard Dollar** now provides a complete project cost management system for owners and contractors in the heavy/civil, oil and gas, and power and process industries. Owners and contractors are increasingly embracing Earned Value Management (EVM) as a way to measure project performance. **Hard Dollar's** budget tracking and progress measurement capabilities drive EVM reporting. Also, to support the growing adoption of BIM, **Hard Dollar** has recently expanded its integration with scheduling and CAD systems to allow seamless "what if" analysis across the scope, cost and schedule of a project.

What is most intriguing to Burger Consulting analysts is **Hard Dollar's** approach to integration. Using their imbedded integration with *MS-Project* and *Primavera* as a model, **Hard Dollar** is pursuing the same sort of integration path with some of the market leaders in BIM (e.g., **Autodesk** and **Intergraph**). When you see *Project* or *Primavera* exchange data real-time with **Hard Dollar** estimating, you realize what is possible. What this could mean for a civil contractor working on a road, bridge or water treatment plant is being able to work with the engineer on a design with the ability to see the changes in cost and schedule as the changes are made.

The challenge for **Hard Dollar** is in the transition from a purely API approach (product to product) to a more generic (product to product type) approach, which would involve not only their API but also some usage of XML, published data schemas and SOA. This could be a few years off from production but the elements are being put in place.

## Meridian and Prolog: New Product Announcement, Cool Technology

During **Meridian's** Annual Customer Summit, Christian presented to a group of IT and Operations personnel, mostly *Prolog* users, on the topic of integration and process improvement. The audience was interested in how construction companies are bringing various process-specific solutions together. The session was well attended as was the conference overall (including many current and past Burger Consulting clients).

**Meridian**, acquired in 2006 by **Trimble**, has to work on an all-important integration strategy as they face intense pressure on two fronts. First, with **Oracle** buying *Primavera*, the *JD Edwards* customer base and new prospects will be offered a more compelling reason to move to Contract Manager with a pre-built integration to the ERP suite. **Oracle** is not expected to do anything to hamper the data bridges that exist with *Prolog* but they may not work too hard to develop further. Second, as integrated Project Management applications from ERP developers like **Viewpoint**, **CMiC** and **Penta** continue to mature, contractors are less inclined to go with a *Best-in-Class* approach.

Also at the conference, **Meridian** was touting their Smart Document technology embedded within the *Prolog* application. This technology is very powerful and popular (as it ties user-based spreadsheets and *Word* documents into the *Prolog* workflow and database) but was heretofore only available in the *Proliance* product.

Finally, just last month **Meridian** announced *Prolog Converge*, a web-based collaborative environment for construction project management that leverages web services built into their core *Prolog* product.

## Oracle's Open World: A Report from the Conference Floor

Angus Frost attended the Open World conference in San Francisco this past October as a guest of Oracle. Having recently evaluated Oracle's JD Edwards software for several clients, Angus wanted to see and hear firsthand Oracle's plans for both the E-1 product and the newly acquired Primavera product suite. Angus also sought a greater understanding of Oracle's Business Intelligence and Electronic Content Management (document management) direction as both processes are among the emerging trends in our industry.

Angus had the opportunity to meet with Oracle's senior management for the Engineering and Construction vertical. Among several topics covered was the need to clarify Oracle's position with regard to their plans for the industry. Both parties agreed on the value of continuing the discussion, with Oracle offering access to additional resources within their organization. In addition to meeting with Oracle's managers of the vertical market, Angus observed the following:

### Desktop Hardware Vendors

Several of the hardware vendors were promoting their multi-touch compatibility (the ability to use multiple touch points on a screen to manipulate the screen image, commonly used for expanding/contracting and rotating) with Windows 7. This capability came from Microsoft Surface and has huge potential benefits to the construction industry with the ability to manually spin, zoom and contract images and models for improved collaboration and visualization. Additionally, several vendors are promoting ultra mobile PCs (UMPC), small devices with full windows computing power that can fit into a pocket but provide greater functionality and bigger screen real estate than smart phones.

### Digital HD Video

Low cost, rugged, compact HD quality digital video cameras were one of the hottest items as giveaways. Network data storage needs

could grow rapidly if digital HD video cameras take on as fast as digital cameras have at the job site.

### BIM

Oracle has developed a BIM data hub for E-Business Suite that integrates procurement with the BIM model. This is essentially a tool for managing the integration of BIM related data between different systems. They are building out links to the schedule as well with their ECM solution called UCM (Universal Content Management) managing all of the versioning. This has already been developed for E-Business Suite but not yet for JD Edwards. Furthermore, Oracle has integrated a 3D viewer (AutoVue) into their BIM hub offering. In addition to allowing users to view 3D models, AutoVue also provides a collaborative space for reviewing all file types (e.g., Word, Acrobat PDF, Excel) including the BIM models. Clash detection, version comparison, markups, etc., can all be done in AutoVue and they are building it into Contract Manager as an additional option instead of the current Brava viewer.

### Stimulus Money

It appears that much of the stimulus money has already been allocated to projects that can start faster but are not necessarily going to provide long-term employment. Certain states are getting a greater percentage of stimulus money than other states. The level of regulatory compliance and reporting capabilities of contractors wanting to take on stimulus-based work is extremely high and may prevent some contractors from being able to participate. This was the word from Steve Jones, Senior Director of Business Development for McGraw Hill, one of the many high-profile speakers at this year's show.

The conference had a strong third-party vendor presence and was well attended by the Oracle user community (though noticeably few construction customers). Overall, it was an enlightening show with pertinent material and information from Oracle.

## IT Expenditures: Cost and Staffing Metrics *By Angus Frost*

An indication that the industry has a renewed focus on cost is that Burger Consulting has had quite a few inquiries and engagements to evaluate IT staffing and cost profiles for some larger construction companies. We have utilized the Burger Consulting database of company IT metrics including costs, staffing and infrastructure data to provide a basis for comparison.

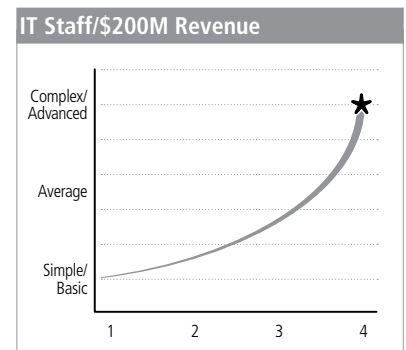
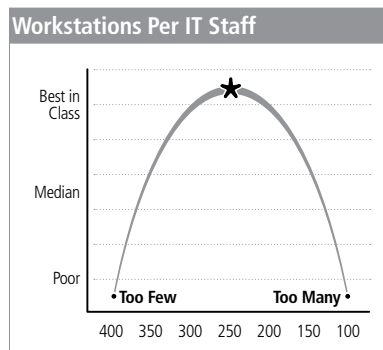
Using this database, Burger Consulting is able to help management better understand the nature of their IT costs: where it is appropriate, where it is providing good value and where it is too high and needs changing.

One interesting finding is that contrary to public opinion, companies are not spending too much in IT. However, they may not be spending those IT dollars as wisely as they could or should. Some companies spend too much on development projects while not investing enough on Disaster Recovery, BIM or training. Companies are also finding savings by reducing maintenance on software that is underutilized or has not been implemented, in addition to deploying a virtualization strategy.

The following slides are examples of IT metrics provided to clients.

In these examples, the first graph compares the number of IT staff against the number of workstations using peer group data. The second graph compares the complexity of the client's environment against the number of IT staff required to support the environment, using the same peer group data.

To find out where your organization stands relative to peers, give Angus Frost a call in our Glen Ellyn office.



## Glossary

Term	Stands for	Meaning
API	Application Programming Interface	API are small applications used by IT to manage data export and imports into a system in a controlled manner (i.e., with data validation rules). Typically, these APIs are designed to support specific areas of an application (e.g., timesheet data into payroll).
Best-in-Class	Best-in-Class	Refers to a solution selection strategy that places more emphasis on a solution meeting the core functional requirements than on providing an integrated solution across multiple departments within an organization.
BIM	Building Information Modeling	Technology that is used to track data that pertains to a building as well as the tools that use that data.
CRM	Customer Relationship Management	A family of software applications focused on the business development and sales function.
ECM	Electronic Content Management	ECM is a set of technologies used to capture, store, preserve and deliver content and documents related to organizational processes.
ERP	Enterprise Resource Planning	A suite of software applications that generally handles all of the accounting and business functions, often fully integrated.
EVM	Earned Value Management	A project management technique for objectively measuring project progress.
SOA	Service Orientated Architecture	Describes a mechanism for systems development and integration where applications/systems group functionality around business processes and package these as interoperable services. SOA architecture allows different applications to exchange data with one another as they participate in business processes.

## Organization/Products Mentioned

Vendor/Organization	Product Name/Service Offering	Company Website
Associated Builders and Contractors (ABC)	National trade association for merit shop construction and construction-related firms	<a href="http://www.abc.org">www.abc.org</a>
Associated General Contractors of America (AGC)	Full service national trade association for commercial construction contractors	<a href="http://www.agc.org">www.agc.org</a>
Autodesk	Revit, Navisworks	<a href="http://www.autodesk.com">www.autodesk.com</a>
Beck Technology	DProfiler	<a href="http://www.beck-technology.com">www.beck-technology.com</a>
Bentley Systems, Inc.	Bentley Navigator	<a href="http://www.bentley.com">www.bentley.com</a>
Computer Guidance Corporation (CGC)	eCMS	<a href="http://www.computerguidance.com">www.computerguidance.com</a>
Computer Methods International Corp. (CMiC)	CMiC	<a href="http://www.cmic.ca">www.cmic.ca</a>
Construction Financial Management Association (CFMA)	National nonprofit organization for construction financial professionals	<a href="http://www.cfma.org">www.cfma.org</a>
Construction Imaging Systems (CIS)	Invoice Router, Construction Document Manager (CDM), Formatta, Chameleon	<a href="http://www.construction-imaging.com">www.construction-imaging.com</a>
Design-Build Institute of America (DBIA)	National association for design and construction practitioners utilizing design-build and integrated project delivery methods	<a href="http://www.dbia.org">www.dbia.org</a>
FMI	Management Consulting/Investment Banking for the construction industry	<a href="http://www.fminet.com">www.fminet.com</a>
Google	Google SketchUp	<a href="http://sketchup.google.com">http://sketchup.google.com</a>
Hard Dollar Corporation	Hard Dollar	<a href="http://www.harddollar.com">www.harddollar.com</a>
Intergraph	Multiple	<a href="http://www.intergraph.com">www.intergraph.com</a>
Meridian Systems	Prolog, Proliance, Prolog Converge	<a href="http://www.meridiansystems.com">www.meridiansystems.com</a>
Oracle	JD Edwards EnterpriseOne (E-1)	<a href="http://www.oracle.com/us/products/applications/jd-edwards-enterpriseone">www.oracle.com/us/products/applications/jd-edwards-enterpriseone</a>
Oracle	Oracle E-Business Suite	<a href="http://www.oracle.com/us/products/applications/ebusiness">www.oracle.com/us/products/applications/ebusiness</a>
Oracle	Primavera P6 and Contract Manager (formally Expedition)	<a href="http://www.oracle.com/applications/primavera">www.oracle.com/applications/primavera</a>
Oracle	AutoVue	<a href="http://www.oracle.com/us/products/applications/autoVue">www.oracle.com/us/products/applications/autoVue</a>
Oracle	Universal Content Management (ECM)	<a href="http://www.oracle.com/products/middleware/content-management/universal-content-management.html">www.oracle.com/products/middleware/content-management/universal-content-management.html</a>