

Mobile Enterprise Management: Holly Hunt Case Study

Mobile Devices and Their Management Change
Business Processes and Attitudes to IT



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Purpose and Intent

Holly Hunt, a luxury home furnishings company, introduced mobile devices on the Blackberry platform several years ago. The arrival three years ago of iPads opened up several different opportunities and scenarios. Initially these iPads were thought to be relevant only for the traveling sales force. However, as the experiences described in the case study demonstrate, the potential impact has occurred in all sorts of areas, from customers right through to manufacturing. An altogether unexpected impact was the changing attitude towards IT – from being considered "Doctor No," to one perceived to be constructive.

This case study is the third in a series in which different enterprises discuss the objectives, experiences and benefits that mobility introduces.

Executive Summary

In this report, Neil Goodrich, Holly Hunt's Director of Business Analytics and Technology, discusses the introduction, management and use of smart devices (specifically iPads and to a lesser degree Blackberries). He discusses the changes that occur as people discover that smart devices are opportunities for improving business processes. He describes how a Mobile Enterprise Management (MEM) application helped make sense of what might otherwise have been "IT as usual."

Besides talking through decision processes, Mr. Goodrich also describes how mobility issues have positively altered employees' attitudes towards IT itself.

Behind Holly Hunt's Approach to Mobile Technology

Holly Hunt, based in Chicago, Ill., started business in 1980 as a reseller of luxury home furnishings. It has expanded and diversified over the years, including designing its own line of furnishings. Holly Hunt is now known for a "look that is consistently at the forefront of style and quality." As a result, the company believes its showrooms and collections lead the industry in luxury home furnishings. To maintain this distinction, the company designs, produces and displays custom-made products (which include indoor and outdoor furniture, lighting, rugs, textiles and leathers) as well as distributes those made by others.

Neil Goodrich joined Holly Hunt about 12 years ago. He came up through the business side, undertaking a variety of project work as well as fixing processes. In 2005 he became involved with the introduction of Holly Hunt's new ERP system, initially as its first business analyst. From then on he has increasingly worked within the IT function. Currently he is Holly Hunt's Director of Business Analytics and Technology and in this capacity talked with Constellation Research in March 2012.

Mobile Devices and Their Management Change Business Processes and Attitudes

Neil Goodrich, Director of Business Analytics and Technology, Holly Hunt

"Holly Hunt has a relatively small number of sales staff who travel; most are in our showrooms interacting with our customers. "There is a key difference here: in a showroom our customers can see and experience furniture, materials, lighting, etc for themselves. For the traveling sales people, carrying around furniture is not practical. Even transporting sample books, for materials, is a problem – these are bulky as well as heavy – and furniture (for example) can only be seen in two-dimensional printed pictures, which is hardly ideal.

"When the iPad came out, it crystalized a series of previous internal conversations that had been ongoing about how we should improve the sales tools for those traveling sales people. In essence, the original business problem was what could Holly Hunt offer to its traveling sales people which would better enable them to highlight our new furniture pieces while also reducing the paper (and material) load they had to carry (in some cases those traveling by air would have to have their own mini-trolleys, such as the load).

"While the idea of the iPad seemed good, it also came with issues. For example:

- **Who would own the iPad?** Should it be Holly Hunt or the sales person?
- **What would we put on an iPad?** Should we put pictures or build apps?
- **How should iPads connect to Holly Hunt?** Should they have full connectivity or be restricted in some way?
- **How should Holly Hunt manage such mobile devices?** Was this part of IT's remit or something different?

"What helped us, and this was in the spring/summer of 2011, was that Holly Hunt is located near the Apple Store on Michigan Avenue in Chicago. Looking for answers, we headed down there and started discussions with the Apple business team.

"After an initial visit, we then had a number of deeper and deeper discussions about the implications of managing iPads and mobile devices in general. One issue that particularly perplexed us was the relationship between iTunes and iPads. If we bought (say) 25 iPads, did that mean we had to un-box each one, attach it to its own instance of iTunes in order to activate the device? If this was so (which it was in mid-2011), this was simply unacceptable to us – the amount of repetitive physical work involved was excessive. Over time it became clear that this is exactly what we would have to do, and then that we would have to do something similar every time we wanted to update iPads. To us this was clearly unsustainable, unmaintainable, as well as unscalable, even for a relatively small number of devices.

"We kept going around this for some time. All the while Apple was pushing us towards third-party solutions as the way to solve everything, specifically Good.Com, MobileIron and others. Gradually this approach, to use such third-party mobile enterprise management software, began to appeal to us – especially if our employees would be able to own their own iPads but enable us to control the access from iPads into the Holly Hunt systems. In this way we could be certain that the iPads would not compromise our own systems. Such a BYOD (Bring Your Own Device) approach had the additional advantage that the iPad owner would be the person to manage the individual device through his or her own iTunes account, and keep the basics updated – thereby relieving us of this burden."

Why We Selected BoxTone

"Once we settled on this as a workable principle, we started to make progress. We made the rounds of various mobile enterprise management vendors and, when talking with Verizon (which is our communications provider), their people mentioned that it partnered with a vendor called BoxTone.

"After seeing the BoxTone application in action, we decided this was best for us because BoxTone:

- **offered two purchase models;** we could subscribe for a service or we could license the application and run it in-house (and we could convert from one to the other – which meant that we did not have to pay a fortune for an application until we were sure it met our needs and that we wanted to buy it).
- **would manage both iPads and Blackberries;** this meant we could combine BES management and iPad management through one centralized dashboard. (We had been significant Blackberry users, for work phones, for at least 7-8 years.)

"In effect, BoxTone offered us an extension of cellular device management provided through one common console and we could trial this at low cost to find out if it would do what we wanted and that the mobile enterprise management capabilities did indeed handle both BYOD es as well as corporately purchased devices (which all are Blackberries were). This was a major practical plus for us.

"In addition, we felt that we could both move forwards into new technologies, like tablets, while also bringing forward older, but tried and trusted technologies like the Blackberries – without having to force choices or changes. This was so unlike what has been true of the traditional IT world that it really appealed.

"Now we could contemplate different parallel policies applied to different devices and to different roles (sales people and people on the shop floor have quite different requirements) – according to who owned what and also what job they did. With BoxTone we could simultaneously have corporate devices and BYOD devices, with quite different distinctions as to what was permitted on each and what Holly Hunt could insist on and/or inhibit. Indeed, with something like the BoxTone solution we knew we would be able to support whatever other mobile devices we decided to adopt in the future. No longer would we need to restrict ourselves to (say) iPads and Blackberries. This is important, as I shall talk about later.

"Today we have BoxTone running for our Blackberries and iPads. For instance we lock down the capabilities of iPads on the shop floor so that only the camera and email and a small number of other functions work. In contrast, for two team leads (who are essentially issue solvers) we open up the iPads to a much broader set of capabilities – to assist in the resolution of problems, they need Internet access and more (though they are not enabled to download from the iTunes App Store). What is so good about all this is that the role and the person using the device have a policy associated, which is managed by the mobile enterprise management software. This delivers us great flexibility.

"What has also helped us is that in the Fall of 2011, Apple released iOS 5, which removed the need for individual iTunes instances for activation as well as enhanced various enterprise-relevant functions. iOS 5 has made iPad device management more straightforward and, because BoxTone had been working on iOS 5 before its release, its advantages arrived as soon as Apple made the code available. We, Holly Hunt, had to do little."

Where Are We Today?

"Last year Holly Hunt bought a relatively small number of iPads for our traveling sales people. We decided we, IT, would make the purchases because BoxTone gave us the control, including over activation, that we had worried we would not have.

"Over a six-month period, our sales tested out using iPads in the field. At the end of this period we reviewed progress. Analysis showed us that it had become very clear over the 6 months that iPads alone were not sufficient: sales people needed specific tools to support their activities. We now know that they need specific presentations and visualizations of furniture that are also scaled correctly for the display – to make the most of an iPad as a sales

tool. Today we have people working on creating these tools, though this is proving to be more involved than just having a few photos put on the iPads. But we are getting there.

"Meanwhile, during this development phase for sales, we have re-deployed the iPads into operational areas of the business. We are discovering some quite unexpected benefits.

"Take for example, the fabrics team. They have this big table on which they examine newly arrived fabrics to ensure they are of the right quality. In the past, if they found a problem, they would take a photo on a camera, then have to go to a PC to upload the photos before sending out an email detailing the issue. With an iPad they now take a short video while at the same time describing the fault – and email this from the inspection table to the merchandiser. The merchandiser can then respond more or less immediately. If this sounds simple it is because it is simple. But the practical productivity gain is substantial: receiving throughput has gone up.

"Let me offer some other examples. In the past the problem solvers would have to go back and forth between each problem and our computer systems, most often our ERP. This might mean identifying the problem in (say) a truck or on the shop floor and then finding a terminal. With an iPad, they can access the ERP system from wherever the problem occurs. This immensely speeds up problem resolution.

"Our prototyping team is now looking for additional efficiencies. In the past, time tracking of hours per job, for allocation of costs to specific prototyping work orders has been a problem. Now it seems that a \$15 app, purchased off the iTunes Store and running on an iPad, will capture the additional level of detail (in a number of different formats) to make cost allocation accurate. Even better, we do not have to build the app – and the data generated can then be submitted to the ERP system.

"One last example. In our showrooms we have textiles hanging, much like stores have posters where you can riffle through to see what you like. We have now put QR codes on the rear of each fabric. This means that customers can not only find out the details of a material using the QR code, but also whether it is available and at what price. It is self-service and on the spot (in both time and place senses). It goes even further. Say a designer takes some samples to a client who then makes a choice. The designer can use the QR code to check inventory availability, etc. – from the client's home. Again, ever so simple but also very effective for everybody.

"Mobile devices are continuing to provoke considerable thought about what we can do better in all sorts of different areas of the business – sales floor, traveling sales people, inventory, operations, goods inwards and more. This is proving to be highly constructive. Unexpectedly it is also changing the view that many in the business have of IT."

Lessons Learned and Best Practices

"Holly Hunt is a fashion company at heart. This means that we are by nature progressive and fluid in our thinking and approaches: we need to be to remain competitive. This has many positive aspects – from a broad willingness to try something new through to acceptance of some degree of failure when something new does not quite work out. This has helped us in our iPad experiences.

"In our initial discussions we had IT people worrying about the implications of people with iPads and apps that were not sourced from IT. In one sense you could call this worry a reflection of 'old school IT.' The intention was clearly to protect the organization but the effect was always to seem to say 'No' to new initiatives.

"Our use of iPads has changed the way people think, both within IT and outside IT:

- **IT people have become more flexible.** There is definitely now a more encouraging attitude from within IT about new initiatives, and this stems from our iPad experiences.
- **Non-IT people no longer see IT as the problem.** Instead, we are finding our non-IT colleagues looking to IT as a source for technology guidance and for solutions to their operational problems — which is a major change for the better.

"Our experiences have, therefore, fuelled a profound evolution of attitudes. For me this is probably the biggest impact, and I think it is deep-rooted and will assist us for years to come. It has also allowed IT to say 'Yes' to more than we expected and still be able to deliver.

"There are some intriguing consequences. Take the executive who called one weekend to say that he had just bought an iPad, how it was so cool and would we be able to set it up the following week so that he could start to use it at work. The reaction when we said, 'Don't wait for Monday. Go to this URL now and it will start the process to configure your iPad according to the relevant Holly Hunt policy — and you should have access within 30 minutes of starting,' was positive incredulity, and delight. This is a natural consequence of good mobile enterprise management software.

"Mobility in tablet-form has also kick-started a different lesson learned — that Holly Hunt people now assume responsibility for mobile devices in ways that simply were not true before. People must report stolen devices with corporate data on them much faster — and we do now insist they do this within hours (for fiduciary reasons). We find people are happy to do this because they appreciate the value much more than they seemed to do with other corporate devices like PCs or laptops or assets.

"We have been able to introduce a Holly Hunt BYOD program. This is great. Our people feel they can make their own device choices, not have them imposed. We are even saying to people that if you do not want to use a company Blackberry you can turn it in and use your own choice of phone — and the company will pay a stipend for its use. The connection to Holly Hunt's systems are then handled by policies that the BoxTone application applies. Thus

we have seen an influx of personally owned iPhones and iPads, plus we are in the process of adding an Android management portal for those preferring the Android route.

"The point is that we are now able to offer options (which are managed), rather than mandate only our (IT) choice. This is refreshing for all. In effect IT is now becoming the guide to technology rather than the determinant. What a change for the better."

Actionable Advice: Follow These 10 Steps to Success

Mr. Goodrich describes how mobility can change an organization in constructive ways once an enterprise accepts that mobile technology has arrived, in its many different and varied forms. Already there is a complex matrix required to understand the range of device types (smartphones, tablets, laptops), operating systems and versions (including Android, Blackberry/QNX, iOS and Windows) as well as form factors (from 4" to 7" to 10" and above) and how this affects delivery.

Then there is BYOD, which turned upside down a concept that was sacrosanct to IT – that the enterprise owned the device (like a desktop or even laptop) and could therefore dictate what a device's user could and could not do with it. The device management environment has changed, and enterprises need to change.

Taking the input from Mr. Goodrich and adding parallel Constellation Research experience and findings, if you follow these nine steps you will improve your enterprise's ability to succeed with the new mobility and its associated facets:

1. **Accept that the BYOD and mobility combination are here.** Enterprises can try to resist mobility and BYOD. It might work for a while, but it will not work for long. Better results will arrive if enterprises signal acceptance early and adapt to encourage use of BYOD and its mobile characteristics when working with the enterprise's IT environment.
2. **Open your enterprise's mindset and think about what mobility can improve.** As Holly Hunt demonstrates, mobile devices can deliver impressive benefits in unexpected places – once an organization encourages innovation and thinking outside the traditional box (and this applies, possibly, to IT even more than operations or lines of business).
3. **Assess how urgently action to address mobility is required.** You may think you do not face a BYOD+mobility tidal wave. Find out if you do. Constellation Research offers a Mobility Action/Urgency Questionnaire and supporting approach if you need evidence.
4. **Adopt a mobility management approach that automates as well as secures the enterprise's assets.** Measure BYOD+mobility in terms of numbers of devices (not employees) – remembering that some employees will have more than two smart devices: smartphone, tablet and laptop. Insist that mobile management solutions include high degrees of enterprise-quality security, self support, automation as well as

an internal app store (so that not everything has to go through the Apple iTunes App Store, Android Market, etc.)

5. **Refuse to let support costs rise, even though the number of devices to support is rising.** This is about treating smart device users as being intelligent and enabling a support infrastructure where the knowledgeable can voluntarily assist others – without incurring enterprise support costs. The inverse of this is that support should focus on only those aspects that matter (or add value) to the enterprise and not on solving individual employees' own personal puzzlements with their devices.
6. **Do the necessary legal, compliance and policy preparation up front.** Mobility brings legal, compliance and policy considerations. Do the preparation early and in depth so that those managing mobility can incorporate the results into the mobile management platform (whether on-premise or off-premise).
7. **Look for quick wins to accelerate acceptance of enterprise-imposed constraints.** Constraints on how employees use their devices with enterprise IT are inevitable. Reduce resistance by identifying quick and straightforward “wins” where the employee with his or her device feels empowered. Business intelligence is one obvious example, but there will be many others.
8. **Understand how mobile roaming can devastate your bottom line.** International roaming charges (especially data ones) are extraordinary. When people travel across national borders and want to use their mobile devices for data access, the costs can be prohibitive. (Telefonica, for example, will charge inattentive Spanish users a mere Euros 11.80/MB in parts of Asia.) This can produce horrific and unexpected expenses, incurred (usually unwittingly). Possessing an international-aware mobile management platform can save vast amounts of unnecessary expense as well as avoid personnel recriminations.
9. **Consider BYOD+mobility to be a strategic business opportunity.** BYOD can reduce CAPEX significantly in some enterprises. Mobility beyond simple phone functions opens up information and delivery options. The more open the enterprise “mind,” the greater the payback.
10. **Remember to be friendly.** In the past, IT has prescribed policies and proscribed activities – because it could do so (it owned the technology). That will no longer work and may even be a reason to consider making another, more employee-friendly department responsible for the management of BYOD+mobility (albeit within an IT-designed envelope). A related consideration – do not assume that traditional systems management tools apply to BYOD+mobility; most are inflexible and better suited to datacenters than employees.

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Disclosures

Your trust is important to us, and as such, we believe in being open and transparent about our financial relationships. With our client's permission, we publish a [list](#) on our website.

Analyst Bio: Charles Brett

Mobile and Infrastructure Strategist for Enterprises, Blended with CoIT

Charles Brett is currently Vice President and Principal Analyst at Constellation Research, Inc. For more than 25 years Charles has focused on delivering common sense to the application of technologies, especially software ones, in organizations of all sizes around the world.

Expertise

Charles' initial focus at Constellation is on mobility management in the enterprise including Mobile Device Management (MDM) and Bring Your Own Device (BYOD). He has consulted and worked with users and vendors on high-performance, low-cost processing including organization-specific, cloud-like computing, event processing/complex event processing (especially when combined with GPS), enterprise architecture including automating the discovery and management of applications, plus integration of diverse systems, virtualization, and how to cut costs and electronic publishing. He has an ongoing interest in automated metering for the electricity, gas and water industries.

Specific sectors of interest and experience include finance (especially systems supporting wholesale finance), telecommunications and energy and its conservation.

Media Influence

Previously, Charles was the Editorial Director of *MIDDLEWARESPECTRA* (now published as *INSIGHT-SPECTRA*), a Journal focusing on the use of software, especially integration with its multiplicity of middleware technologies.

Charles has been a regular at multiple industry conferences and has written for numerous publications including *The Times* of London and the *Financial Times*.

He was the General Chair in 2005 of the bi-annual High Performance Systems Workshop.

He is also the author of "Explaining iTunes, iPhones and iPads for Windows Users," (2011) and "The 5 Axes of Business Application Integration," (2004).

Education

Charles has an MA and BA in Modern History from the University of Oxford.

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About Constellation Research

Constellation Research is a specialty research and advisory firm that serves business leaders who seek to unleash the power of emerging and disruptive technologies. Our research analysts start by understanding the business objective, applying real-world experience and insights, and then incorporating disruptive technologies and innovative business models as appropriate.

We cater to board of directors, c-suite executives, and line-of-business leaders looking for an edge in business model and technology innovation. We help our clients combine the disruptive and traditional technologies in solving the tough business problems. Most importantly, our research outputs always provide an insightful buy-side point of view. We look forward to serving you with insight, inspiration, and impact.

We're business-leader and business-value focused. Constellation differentiates itself in the market in two ways by:

1. **Focusing on the boardroom and C-suite point of view.** Constellation's research addresses the needs of boards, CEOs, CFOs, CIOs, CMOs, CHROs, CPOs, CSCOs and COOs.
2. **Addressing the business problem first.** Research starts by addressing business value and then applying where disruptive and emerging technologies may play a role.

Organizational Highlights

- Founded and headquartered in the San Francisco Bay Area, United States, in 2010.
- Named [Institute of Industry Analyst Relations](#) (IIAR) New Analyst Firm of the Year in 2011.
- Serving over 100 buy-side and sell-side clients around the globe.
- Growing firm with 31 members including 14 research analysts and futurists, 5 sales professionals, 5 professional staff and 7 industry-recognized board of advisors.
- Experienced research team with an average of 21 years of practitioner, management and industry experience.
- Creators of the Constellation Supernova Awards - the industry's first and largest recognition of innovators, pioneers, and teams who apply emerging and disruptive technology to drive business value.
- Organizers of the Constellation Connected Enterprise - an innovation summit and best practices knowledge-sharing retreat for business leaders.

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