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A Framework For Establishing A Self-Service Program

METRIC INSIGHTS

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As with many terms in the analytics space, "self-service" tends to have many meanings, depending on the vendor using the term. Self-service is used to describe both business intelligence and (advanced) analytics, and is frequently comingled with a number of other terms, including "data democratization," "citizen data scientist" and, more recently, "data literacy."

In general, this collection of terms points in the direction of a conscious strategy to have more employees in an organization, with broader and deeper access to data, use those data sets to make better, more timely data-driven decisions with little or no intervention from a centralized BI or analytics function, or IT professionals.

Innumerable vendors and consultancies have spent, and are spending, significant market resources to position themselves as the key supplier of self-service solutions, and with good reason — the promised business benefits, both in terms of employee enablement and resource reallocation, are considerable.

However, in IIA's experience, we too often see companies fall into the gap between the promise and the reality of an effective self-service effort as a result of a misunderstanding of what problems it solves and benefits it provides. Buyer expectations are mis-set, and wholly or partially unmet, and "self-service initiatives" become little more than "query and reporting tool replacement" projects.

Central to our objection to the (mis)use of these terms is that they are positioned as solutions (usually technology-centric solutions), or as destinations — "With XXX we will arrive at a state of self-service." In IIA's view, self-service is not technology-driven, nor should its primary driver be to reap the benefits of a workforce deputized to become analytics practitioners.

Self-service is best characterized as a broader business effort to continue the maturation of your enterprise analytics. Core to that maturation is a focus on identifying more and better business challenges against which to apply predictive and prescriptive (advanced) analytics techniques, by reducing the resource expenditure on supporting your organization's reliance on reporting and descriptive business intelligence.

We'd posit that there are two specific scenarios within which the concept of self-service can be an important part of your overall advanced analytics strategy, assisting in increasing your company's analytics maturity:

1. Your team is a reporting/dashboarding/BI team (e.g., a reporting bureau style BI team), in an IT organization or an analytics function, looking to upskill toward developing advanced analytics applications, but prevented from doing so by the drain of demands from "the business" for report creation.

2. Your team is notionally an "advanced analytics" team, tasked with predictive and prescriptive breakthrough work, but the reporting/dashboarding/BI demands from the business on your team are so high that they divert analysts and data scientists from advanced analytics applications into BI report creation and distribution.

In both of these scenarios, assuming there are fixed human resources, an organization needs a self-service effort to (a) tamp down the demand for reporting to only those best served by rearward-looking descriptive analysis, while converting the remaining need to either (b) jettisoned waste (we all have auto-generated reports that nobody looks at anymore) or (c) advanced analytics opportunity, to make significant progress in maturing your enterprise analytics.

The effective result of such an effort will be threefold:

1. Decreased volume of report-requests and descriptive analyses, increasing the focus correctly on those problems where this is uniquely helpful, or where no greater insight is useful
2. Transference of report generation and conducting descriptive analyses to local, federated analysts proximate to the need, increasing the velocity of delivering this insight
3. Increase in predictive and prescriptive analysis resource as a result of 1 and 2, applied to a
4. A broader array of business initiatives being worked on by the advanced analytics team, increasing innovative new insights otherwise unattainable previously

Note — to IIA, self-service is NOT:

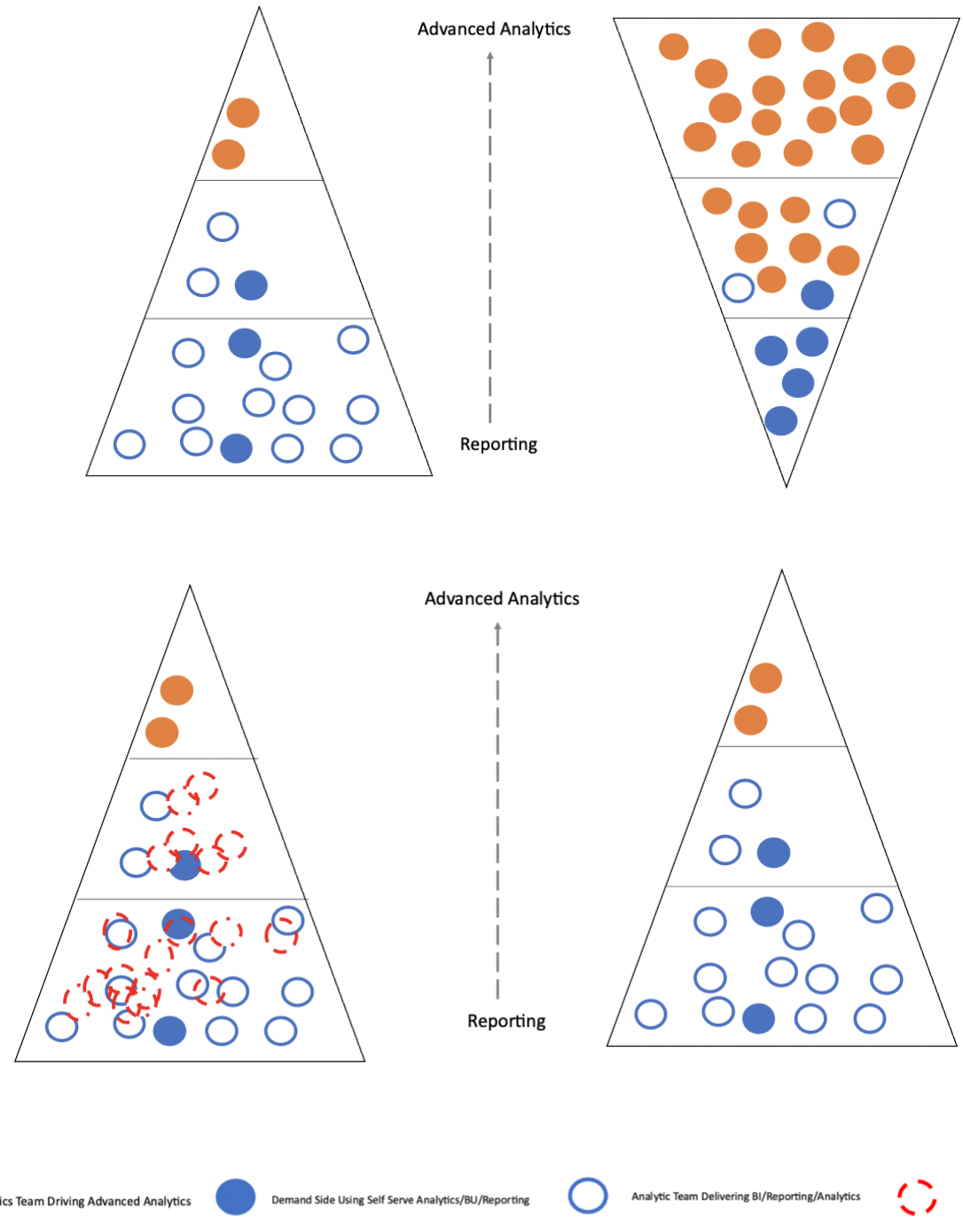
Delivered through any particular tool or technology — the landscape is littered with overlapping vendor offerings, all labeled, more or less accurately, as self-service technology. If your self-service effort is treated as a technology-driven initiative, it will suffer.

STEP 0: CLARIFY YOUR REPORTING REALITY

For most companies, the image on the next page and on the far left (without the red dotted circles) is reality but only on the surface. Look a little deeper and you will find there is likely a proliferation of redundant, semi-redundant, rarely used, and half-built reports littering the landscape, as shown in the image below with the red fractured circles. This is especially prevalent in large companies with multiple reporting tools spread across functions and geographies; this problem can create a real drag on the Analytics and BI teams.

Before proceeding onto the Four Step Framework below, it's wise to examine your total current reporting landscape quickly but thoroughly. You likely have usage statistics and certainly have analysts who know which members of your demand/consumer side are the most active in asking for new reports. By examining these usage statistics, you will begin to understand where the demand is greatest. And by comparing samples of reports you'll likely find areas of the company (functions, levels of hierarchy, individuals) that are most inclined to ask your analysts for "new" reports when current ones already exist. Discussions with users will reveal that many users ask for new reports because they cannot find what they need or do not know which reports to trust. These insights will give you a head start on the segmentation in Step 2 and these are often the people you want to tap into in Step 4 to find current descriptive reports that can be developed into more impactful prescriptive reports.

Goal of a Self-Service Effort



A Straight Forward Framework

The key to executing what IIA believes is a successful self-service effort is rooted in a cultural mind shift across your organization. Can you (a) incent the demand side to behave appropriately and (b) if the incentives fail, can you compel the demand side to change its ways? Without successful execution against these two questions, your self-service effort won't work. (For a refresher on demand and supply constituents in information economies see **Mapping your Information Economy**.)

To enable the change in demand-side mindset, this paper offers a framework focused on what we believe are the four elements you will need to work on to find success with self-service on your analytics maturity journey:

1. Identifying and classifying the underlying assumptions that elevated self-service to be worked on right now.
2. Segmenting the user audience to understand who this effort is truly intended to benefit.
3. Establishing the requisite incentivization structure to support the adoption of the self-service effort.
4. Converting the reporting/dashboarding demand to predictive/prescriptive demand.

1. Surfacing Assumptions

At the beginning of a self-service effort, you need to ground it in an explicit, publicly declared and validated rationale: why you are undertaking the self-service project, and what specific benefits and changes in behavior you expect to produce. Characterize the assumptions — inside the analytics functions, up and down the corporate chain of command, and across the other business (e.g., Sales and Marketing) and technical functions (e.g., IT and Data). What will change, and why will those changes be valuable for the organization? Managing that change effectively is likely to be the biggest determiner of this efforts' success — moving constituents from their place of assumption to the reality of what a self-service effort can deliver.

For example, your head of sales may feel self-service will get her team faster access to data they can use to generate more timely sales calls, more proximate to the market's time of need. While your CFO may

perceive there to be cost savings outcomes via the reduction of outside consultants delivering insights on data sources. It is possible that both assumptions, and others, are achievable, but there are clearly differing design elements of the self-service effort to achieve these results.

Therefore, as you begin to surface assumptions from all the parties involved, there are three questions you will need to understand the answers to in order to move forward successfully:

- **What are the driving forces for self-service to you and/or your organization?**
- **Why is it the right thing for your organization to go from having a reporting bureau BI team to self-service?**
- **Why is it right for your organization's analytics maturity aspirations?**

Then also keep in mind that you need to characterize what is appropriate demand for descriptive self-service, what is waste in the demand system, and where your company should instead perhaps move toward predictive and prescriptive analysis. If in effect you are moving reporting from a central analytics function to federated local analytics, it makes no sense to move wasteful reporting, and if the reporting needs to move toward predictive or prescriptive analysis, it should likely stay with your central analytics team.

What are the driving forces for self-service to you and/or your organization?

This is the biggest and broadest question. You should ask this of as many of your core constituents as possible: those who will be the direct beneficiaries and the funders, as well as strategy leaders, HR team members, etc.

Note that once in a while, a demand-side constituency may surface a need that requires true advanced analytics work, thinking that their problem can be addressed with self-service BI. Document these for exploration at a later time. To be clear, your constituents are not going to present you with Tableau-based advanced analytics use cases — those don't exist. However, in describing their descriptive analysis needs, you are listening, asking and testing to understand your constituents' core business problems and appetites for novel insights — those may prove to eventually be viable advanced analytics use cases to come back to later. But for right now, you are looking to understand:

1. Why now? Where does the pressure come from? What problems is this expected to solve?
2. What do you expect this to do for you and/or your organization?
3. Are the driving forces documented, e.g., company strategy?
4. Do you have any business cases where this effort makes economic sense?
5. What assumptions have been made by whom about the role that self-service technology plays in the efforts? (See The Sidebar About How to Approach Technology with a Self-Service Effort.)

Why is it the right thing for your organization to go from having a reporting bureau BI team to self-service?

This is where you are looking to educate your constituents on what they have right now, understand the limitations and issues with the status quo from their point of view, and determine if they want the same "analyses" delivered in a novel, prettier way that they get to engage with themselves, without going through you. In other words, to see if they are simply frustrated as a result of the current state of business information access, and the backlog coming out of the

A Sidebar About How to Approach Technology in a Self-Service Effort

It should be clear already that technology must not be the centerpiece of your self-service initiative. That does not mean you can ignore the technology component completely. After all, since your self-service efforts are engaged at both improving capability and access to data by business decision-makers and increasing the sophistication of the tools and the ease of access of data professionals in your analytics function, you will need to develop a technical infrastructure than can manage both. And if you're starting a self-service initiative, it's likely it currently cannot.

Unlike other parts of this paper where we recommend engaging with a large variety of stakeholders across a wide spectrum of functions, organizational levels and analytics maturity, with regard to technical areas, we recommend you find a small set of more knowledgeable people to support the decisions going forward.

Generally speaking, Analytics and Visualization tools like Qlik and Tableau are better than they have been in the past and which one is best is specific to your firm. (It could be your current one.) Since this will be the main tool that the majority of your organization will interact with, we recommend engaging some future users in the selection or upgrade process.

These users should be:

1. Medium to medium high in analytics maturity to ensure that basic users who will need to grow in competence can do so. Those very high in the maturity curve should be using different tools.
2. Influential in the functions that do the highest value and volume of reporting and analytics. These tools are by definition "enterprise," but that does not mean they do all types of analytics equally well. If, for example, your company's core competence is sales and marketing, then a tool biased in this direction makes the most sense.
3. Able and willing to support others in their skill development, which means they have the disposition to act as "trainers" and their managers support this work, for the good of the company or the personal development of the co-worker.

If we were to call the tools mentioned above "front-end," then we can classify the technology (data platforms, storage, ETL, etc. that underpins them as "back-end." The legacy technology landscape in the back-end is even more fractured than the maturity of the audience for the front-end tools, so generalized guidance is tricky. The reference group guiding the changes here should be even smaller, with more decision-makers and budget holders than the group supporting with the decision on the front-end tools. With these few people, work feverishly to keep the technical changes in the back-end limited to only the things that most immediately impact the deployment of your self-service effort. Said another way, don't let your self-service initiative become a reason/excuse to modernize your entire tech landscape. Said even another, very cliched way — don't try to boil the ocean!

For more depth on additional data fundamentals supporting a self-service initiative, view **Creating A Data Strategy: A Framework.**

current reporting bureau BI team, but are still just looking for variations on *answers* to questions about who did what yesterday.

Recall, that to you as the analytics leader, there are two scenarios that support the need for this effort and they are tied to freeing up your resources to chase higher value analytical insights while transferring the report bureau BI needs directly to the demand side. If they don't understand what they are getting access to, are unwilling to assume the reporting BI creation and are uninterested in the higher value from reallocated analytical resources, you will face challenges with your effort. You are looking to establish if:

1. Your business constituencies are truly interested in engaging directly with prepared data sets and visualization tools to generate their own customized lists, tables and graphs to inform their daily activities?

2. They know what the end-state of this effort will look like — to ensure your success.

3. They have enough understanding of the limitations of self-service efforts so that they don't suppose it will create data scientists in their respective departments. Because no self-service effort actually makes data scientists out of non-data scientists and if their expectations are this lofty then re-education makes sense at this point.

What role is this expected to play in improving the analytics maturity of your organization?

As the lead of the analytics organization, this should be your responsibility to drive this change effort and then prepare to accelerate your advanced analytics initiatives upon successful self-service rollout. You should look at your function to understand:

1. How do I plan for this effort to convert into a strong enterprise analytics function?

2. How should your role as analytics leader change?

    - To IIA, your role in a self-service effort is to drive toward agreement on the truly necessary self-service BI use cases, which should be a small subset of the current demand, and make that broadly available to the demand side with a high threshold the demand side must clear to make use of your resources.

3. How to manage the expectations of your constituents?

    - Think about conscripting demand-side and supply-side planning committee members, tasked with updating their respective teams and driving their local behaviors to support the self-service effort. Incorporating and using your business constituents to raise small issues before they become big ones helps everybody.

As you progress through conversations with constituents across your organization in this phase of your self-service journey, your objective is to get a good understanding of what your change management effort is going to look like. The answers to the questions above will likely reveal a few things that you will need to address as you develop your strategy:

Self-service means different things to different groups. To data professionals, it means fewer restrictions to the data, tools and platforms they need. To the demand side, it can span from the ability to do their own analyses to the ability to modify existing analyses and dashboards

The desire for self-service (regardless of how they define it as mentioned above) will vary. This variation may be across functions, where, for example, Sales & Marketing are highly energized to take this

journey, while HR seems to be OK with the current on-demand delivery of self-service. It could be that the desire is consistent across levels, where for example midlevel managers are eager for themselves and their teams to make this change, but more senior leaders are wary of one more giant time-sucking initiative.

Finally, you have likely discovered that, despite the fact that this initiative is going to be big and take considerable time and resources, **the reasons for it are not anchored in larger strategy documents**, like an analytics strategy or a digital strategy. Getting it incorporated as necessary in larger corporate initiatives can be helpful to driving it along.

2. Segmenting the Audience

A self-service effort is a change management effort. To be successful, you need to develop a solid understanding of your demand side's motivations and capability to engage in this specific activity. You spent the time in the previous step to socialize your definition of self-service and listened to see if your constituents understood and/or had different expectations.

At this point you need to be conscientious of the amount of truth your company can handle because you are going to be taking a view of individuals and functions. You're going to basically be saying what you think about them — whether, for example, they're super-energetic, "Yes, let's do this!" but as soon as you explain how you build a dashboard they go, "Huh?"

You are going to determine where your demand side fits within four categories of potential partners to the effort:

- Willing and Able
- Willing and Unable
- Unwilling and Able
- Unwilling and Unable

Segmentingthe Demand Side

Once you've plotted your constituents into their category, you need to apply one more subjective layer of segmentation:

- Who has the greatest influence, particularly the ability to get other functions to follow their lead? This presumes that you in the analytics function are not the power center (and if you're reading this you are not) and so need to get that function behind the cause.

It is easy to simply look at your groups that are willing and able as initial partners but that may not be the best strategy. For example, if your sales team is unwilling and able because although they have the skillset, they are at year-end, with all resources pointed toward direct revenue activities. Focusing on this group will give you a measure of change resistance you're up against. So, perhaps, you include them peripherally by socializing efforts with other functions

and even include new skills training over the next three months to organize a federated analyst team that can bootstrap them once they are willing. Do they come back to you at the end of the year or do they now say Q1 is the most important quarter and remain unwilling?

Still, most of your initial partners will be those willing and able with a strategic selection of others. Those you don't work with initially will move toward you once you begin to find success with others.

3. Incentives for Adoption

If you've done these sorts of projects in the past, you already know that forcing users to migrate from a known status quo to an unknown future state is difficult to do, unless you control their compensation plans. You have to develop incentive strategies: 10 carrots for every stick.

We see, commonly, leaders of self-service efforts who have not given adequate thought to carrots or to sticks — who are operating on an often unexamined assumption that everybody wants this self-service capability deployed, as soon as possible. What those project leaders often find is that, for some significant portion of the demand side of the information economy, self-service is a solution to a problem those folks don't have. Finance was perfectly fine sending over their requests for one-off reports to the IT organization. Marketing liked the fact that the enterprise analytics team did ad hoc analyses for them, gratis. The status quo always works for some significant portion of the affected user population. It worked well for them. This is where incentivizing behavior comes up.

Begin by establishing a defined cutover period, with sunsetting of the existing system(s) and process(es). Then prepare your constituents to understand that there will be a system to subsidize the behavior you want and tax the behavior you don't want, with the pain felt as close as possible to those actors not willing to participate.

You need to develop explicit incentive schemes for each segment of your user population. For example, imagine you had already mapped finance as unwilling and able and knew it was going to be challenging to get them to self-service — how would you like to incentivize them to actually participate? Your goal is to get out of the reporting/dashboarding/BI on-demand business, and focus those resources on advanced analytics. Every time one of your constituents, like finance, asks for a custom slice of data or analysis, they are slowing down your important transformation.

For your finance group you can be creative in how you work with them. For example:

<u>Subsidize the behavior you want</u>

- Create a certification for anyone who goes through training on your new self-service platform

Avoid Pain	Achieve Gain
Budget Taxing	Certifying
Compensation Docking	Bonusing
Performance Review Recognition	Public Praise
Etc.	Etc.

- Give greater input on changes to the set of remaining standard reports, during feedback windows from all parties

Tax the behavior you don't want

- Charge finance $5,000 (for example) per month for every month they do not move to the self-service platform and use that money to develop training for more colleagues to advance on the platform
- Ratchet down their on-demand requests allowance coupled with increasing costs over that limit, e.g., Q1 $5,000 for 20 requests, Q2 $7,000 for 15 requests, etc.

A Sidebar About How to create conditions to sustain change

In Step 0, you put in the effort to clean up a legacy of less informed and less empowered Self-Service users. In the remaining steps you guide users along a change journey designed to enable people to be better at Self-Service, including, clarifying assumptions of why Self-Service is valuable to your firm and who your biggest fans and biggest detractors are. You can even build incentive systems to move people further into Self-Service adoption. There are additional efforts to consider in order to support these new ways of working. We have seen two be effective.

One is the development of a **Community of Practice**. A CoP is created so that individuals passionate about a topic, like Self-Service analytics can come together and discuss ideas, develop skillsets, and accelerate knowledge sharing to improve analytics activities within an organization. If your Self-Service efforts are big enough to have a critical mass, they could benefit from a CoP.

Another is the deployment of a **BI Portal**. A Business Intelligence Portal is a technology that provides users with a single interface to discover and interact with all Analytics and Reporting assets in an enterprise. When users have a cleaner, simpler, and more comprehensive way to find the reports and analytics they need then they are less likely to reach out to analysts. Providing Self-Service users with an enabling technology like a BI Portal can provide valuable structure and support to your newly empowered and incentivized Self-Service champions.

4. Identifying Demand for Advanced Analytics

To this point, you've been focusing on enabling your demand side to self-service what had previously been a resource drain on your team and your aspirations to become more focused on the value of advanced analytics. Once that rollout has found its footing, you need to turn your focus to enabling an advanced analytics demand.

Though taking on such an effort to identify and build advanced analytics demand might seem a bit like "chalk and cheese" relative to the self-service effort, we choose to still include it here as important to begin thinking through as a next step. Without a design on moving toward predictive and prescriptive analyses it won't happen naturally on its own.

In step one above, you engaged across your business to unearth the (BI) problem states that these teams are self-identifying. (See sidebar "Questions for Demand Side.") It is time to go back to these problem states, and their business owners, in search of potential projects for your advanced analytics pipeline. Although building out a fully formed pipeline of prioritized projects is likely beyond your current capacity, beginning to characterize advanced analytics opportunities with these motivated partners can help move your advanced analytics aspirations in the right direction.

However, be aware that at this stage, you are selling futures, due to lack of competency, time and perhaps technology, and should further be aware that the projects you chase need an outsized ability to influence those you need to sponsor future efforts.

Right now is about finding internally saleable wins. One way to focus the new "blue sky" of advanced analytics is to think about potential projects as fitting into three categories:

1. Do they have demonstrable (marketable) business value?
2. Can you actually pull it off?
3. Will the project demonstrate the unique value of advanced analytics vs the prior BI efforts?

Questions for Demand Side Constituents

Your self-service initiative is designed to support the growth of your analytics maturity. To that end, your conversations with demand-side constituents that enable the shift from on-demand to self-service play a critical role.

Not only do they help you understand the user/business needs more thoroughly, they help you understand the level of data granularity or tool sophistication to which you might need to enable access. You will discover which reports might be the best to automate or kill and where descriptive analytics are being twisted into having predictive value, and more.

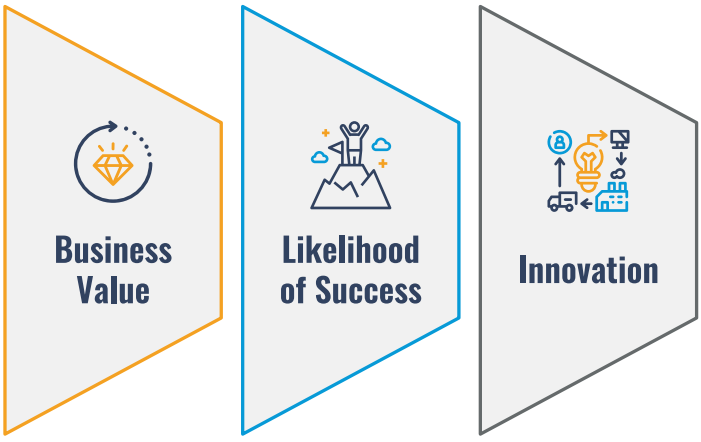
This grid can help you begin the conversations. Open questions, without too much detail, and fewer questions are better. Note: It's likely you have usage statistics and can choose to ignore them in the conversation or revert to them afterward, in effect comparing and contrasting the answers you get to the actual data. Alternatively, you could modify the first question to be "you tend to use these reports consistently and often, can you confirm these are your top reports, the ones you rely on most?"

Questions for Constituent	What are your top reports, the ones you rely on most?	Why are these reports so valuable?	If you could make these better, how would you do so?
Insights From Answer	How many can they name, quickly? They likely have more provided to them than they use. This can create the cull list. What frequency do they tend toward? This will indicate what refresh rate you might need to consider for this constituent group. Do you see, across groups of individuals or functions, genuinely essential reports? These could be candidates for automation or at least time invested to secure the future self-service users who can run them efficiently.	Hopefully the answer is fast for each one. The answers will begin to point toward if the frequency they have stated in the first question makes sense. Are some different reports used for the same thing? Does the frequency of the reporting line up with the frequency of action? It will tilt toward the third question where descriptive analytics are being used, but in ways more suited for more advanced analytics.	Is it about speed, or data granularity or both? Is it about visualization or the wish to "play around" with different views? Or does the constituent not really have a good answer here? In descending order, if it's the first, you have an ally in analytics maturity; if the second, a great self-service customer; and if the third, you need to invest in education about your firm's analytics potential.

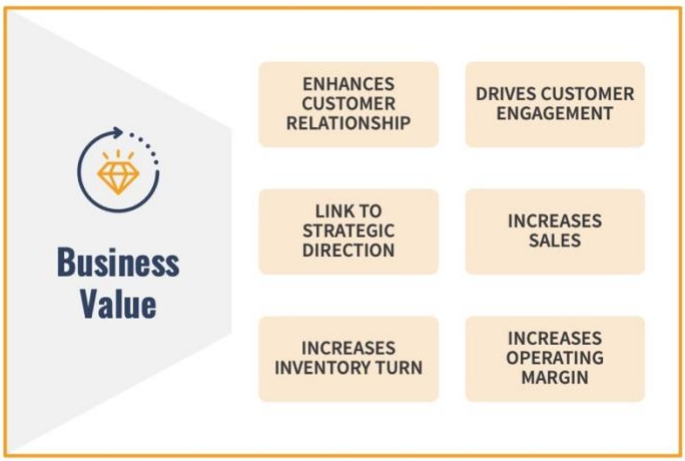
Because this is another step in your movement toward greater analytics maturity, it's key to follow an approach like the one below, which can serve several aims:

1. Clarify the analytics efforts with the biggest business impact and reinforce the understanding that business impact is the key outcome of your analytics efforts
2. Create a means to discuss the potential of analytics with business stakeholders in a relatable way and create an understanding where knowledge gaps exist
3. Enable your team to both focus on delivery in the here and now and develop capabilities for the future
4. Create a visual representation of the discussions between you and your stakeholders, allowing you to return your assumptions about each analytics initiative, and ask if not only the business gains are being achieved but also if your analytics maturity is improving

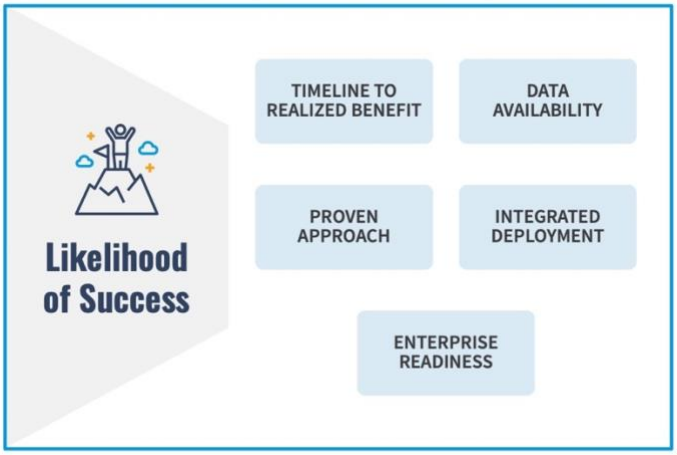
There are three parts to consider as you begin characterizing potential projects:



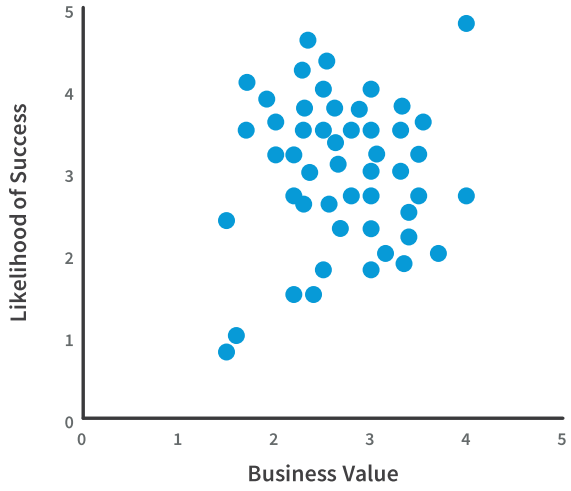
Business value is unique to your organization but generally is a collection of attributes important to your corporate strategies that increase revenue or decrease costs. For example, your attributes of business value may look like the following:



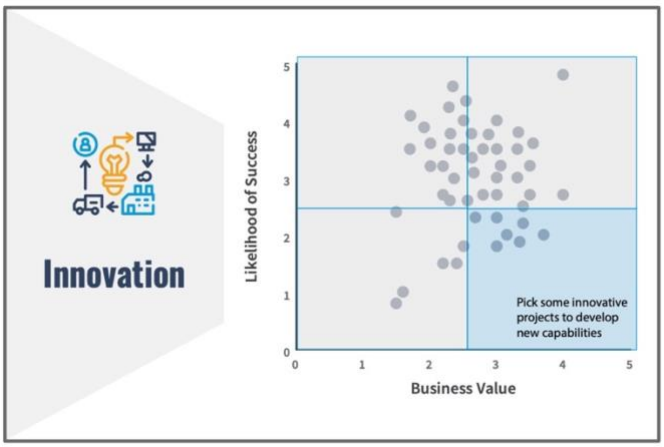
Likelihood of success is tied to your company's ability to execute. That can be a reflection of (a) skills available (b) data available (c) desire to incorporate and promote and take action on the insights on the demand side, etc. For example, your attributes pertaining to likelihood of success may look like the following:



A simple grading mechanism can be applied, grading each of the two categories from 1 to 5, 5 being the highest value and most likely to succeed. You can quickly get to a scatter plot visualization that can help you understand at a high level if you are collecting worthwhile business problems that land in the upper right, or if you need to find some better ones.



Innovation is really important once you establish the advanced analytics practice. Here at the beginning of the effort it is subordinate to the influence you can gain by choosing certain strategic projects. However, innovation is what will keep your team interested and at the same time continue to extend the value your team can bring to your company. Once you've learned how to apply new techniques and technologies you can think of new business problems that create new value — so don't underestimate the importance of projects that extend your competency once you can consider them.



The four quadrants of your project prioritization are your guide to identify those efforts worth your team's time. The above attributes of business value, likelihood of success and innovation should eventually be made transparent to your demand side so they can begin to understand what will get your attention — and in the best case better position their business problems to outcompete other groups to be of higher priority on your list.

Those in the upper right are your projects to work on. Then also choose a few of the low-hanging fruits from the upper left and the ones that engender innovation within your team from the lower right. Abandon those that reside in the bottom left — again, hopefully a transparent ranking will encourage your demand side to refine their projects in the bottom left as they see what lands elsewhere and can compare the value themselves.

Conclusion

It's important for leaders who use this framework to know that the road to self-service is never straight, nor smooth – flexibility, agility and resilience will be needed. After all, deploying a self-service effort is an enterprise wide initiative requiring individuals to change the way they do their jobs in fundamental ways. And while change is never easy, in this case the data is clear – it's worth it.

About Metric Insights

Metric Insights provides a BI engagement and governance platform through a BI Portal that catalogs all existing reports and dashboards, providing self-service and governance across all enterprise BI assets.

The Portal enables both analysts and business users to:

- Easily search through the BI catalog to discover reports and dashboards that are relevant to them.
- Subscribe or burst out content in email, Slack, or MS Teams
- Receive alerts on critical anomalies and exceptions in the data, to focus on the reports that matter most.
- Adhere to enterprise compliance and governance requirements across multiple BI tools

The Metric Insights Portal increases business user self-service and engagement through improved data literacy, freeing up Analysts to focus on high-value advanced analytics.

About IIA

IIA is the industry's leading source of expertise for companies making the transition to data-driven decision-making and advanced analytics. IIA offer four unbiased, client-oriented services designed to help organizations across the entire analytics lifecycle from ideation, through strategy and planning to operationalization.

These services are the Research & Advisory Network, The Analytics Leadership Consortium, Analytics Maturity Assessments as well as our Advisory Services.