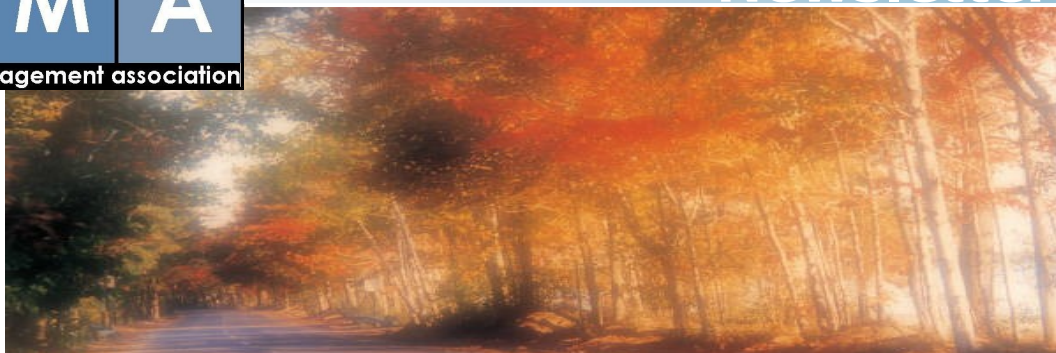




www.eccma.org

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From the Executive Director

Some days I feel like Bill Murray in *Groundhog Day* responding to Andie MacDowell’s description of the perfect husband; me, me, me and me, or in our case it is the answer to so many of the serious issues surfacing in the media and at conferences; data, data, data and data. By the way if you have not seen *Groundhog Day* you should, it is one of my favorite films of all time. Over the last few months I have been increasingly asked to look into data quality in the financial, insurance and real estate industries. It is safe to say that not only are our issues with the quality of our material master data small by comparison to their challenges, but the rigor with which we have been developing a solution is clearly leading the way to the general application of data quality measurement.

In ISO 8000 we have learned that quality data is data that meets requirements, nothing more, nothing less. So it follows, that the solution to a data quality problem must start with improving the quality of the data requirement statement. Another term for a data requirement statement is a “form”. We all know that the quality of the answer depends on the quality of the question. Ask a vague or ambiguous question and you are not likely to get any reliable data back. This has major implications for all of us. Every time we are asked to fill in a form, whether it’s on-line or by hand, we should be looking for the ISO 8000 logo to tell us that this is a quality form, a form where all the terminology has been clearly defined. To illustrate my point take a look at the SEC form 144 (www.sec.gov/about/forms/form144.pdf), this is a typical example of a form with very obvious flaws. In many countries, including the USA, governments have taken action to reduce the proliferation of forms and to simplify those that exist; this is a major step forward. In the USA there is a form to register a form and it goes by the name of 83-I (www.whitehouse.gov/sites/default/files/omb/inforeg/83i-fill.pdf), a quick look shows the extent of the problem but also that it would be easy to fix.

You may be wondering where I am going with this, and I am glad you asked, basically your scope as a Master Data Quality Manager has just grown to include all data capture, including online and manual forms. As an ECCMA certified Master Data Quality Manager, you should be able to convert a form to eOTD-i-xml (22745-30), register it in the ECCMA Data Requirements Registry (eDRR) and authorize the addition of the ECCMA ISO 8000-110 Master Data Quality certification logo to a form. Given the size of the current logo, I am sure Melissa would welcome any suggestions for a new logo.

Just as everyone is getting familiar with ISO 8000-110 data quality, it is time to move up a notch to ISO 8000-120. We are already seeing the first companies that have gone through data cleansing projects starting to question the “provenance” of the data. I am starting to see a growing awareness of the difference between locally stored (cached) data and data resolved through integration with an “authoritative source,” as well as, a realization that it is not enough to have the data, now you need to know where it came from and when it was extracted, this is provenance.

(Continued on page 2)

KEY DATES:

Conferences

- **May 9-13, 2011**
ISO TC 184/SC 5 Mtg.
Doubletree Resort
N. Redington Beach, FL
- **May 22-27, 2011**
ISO TC 184/SC 4 Mtg.
Crowne Plaza
Portland, Oregon
- **October 25-27, 2011**
ECCMA 12th Annual Data Quality Conference
TBA
Poconos, Pennsylvania

Meetings

- **October 26, 2010**
eOTD Implementers Meeting
Conference Call
- **October 26, 2010**
ECCMA Board Meeting
Conference Call
- **December 7, 2010**
ECCMA Board Meeting
Conference Call
- **March 8, 2011**
ECCMA Board Meeting
Conference Call

(Continued from page 1)

The bottom line is that it would appear that we are on the right track with ISO 22745 and ISO 8000. Sheron is working on the concept links and measuring the use of concepts and terminology. We can expect that the eOTD will start to coalesce around the better terminology. We can also expect to see more diverse terminology as more forms are registered in the eDRR. The race is on for the first form to carry the ECCMA data quality logo, of course this presupposes Melissa gets one developed.

Respectfully submitted,



Peter R. Benson, ECCMA Executive Director

The eOTD Implementers Committee Adds Two New Members

The eOTD Implementers Committee was developed in November of 2009 with 8 members and has grown to 18 members in a year. ECCMA is very pleased to have the support of the individuals who have taken the time to improve the eOTD. The committee tries to meet at least once a month and is responsible for continuous improvements in the eOTD. We are happy to announce 2 new members who will be supporting this committee, **Chris Roberts of DATAForge LLC** and **Gerardo Leal of Kontenix**, both have been members of ECCMA for some time. Chris Roberts is also certified as an ISO 8000-110:2009 Master Data Quality Manager and Chair of the Automotive Industry Content Standards Council (AICSC). With the help of Jackie Roberts of DATAForge LLC, they are in the process of creating a website (www.aicsc.org) for anyone interested in this council. Once the website is live, ECCMA will announce it in a future newsletter.



Photo courtesy of Chris Roberts

Chris Roberts of DATAForge LLC has joined the eOTD Implementers Committee.

The following are members of the eOTD Implementers Committee:

- Peter Burwise, PiLog
- Johan Fourie, PiLog
- John Graham, DLIS
- Casey Guehl, DLIS
- Ondrej Janak, AURA, s.r.o.
- Sheron Koshy, ECCMA India
- Gerardo Leal, Kontenix
- Nicos Leon, Self Employed Consultant
- Miroslav Padalik, AURA, s.r.o.
- Gerald Radack, PiLog
- Stanislav Rejman, AURA, s.r.o.
- Chris Roberts, DATAForge LLC
- Melissa Phillips, DLIS
- Henriette Schromm, ESG
- David Stroud, sparesFinder
- Emily Williams, DLIS
- Stacey Woodruff, DLIS

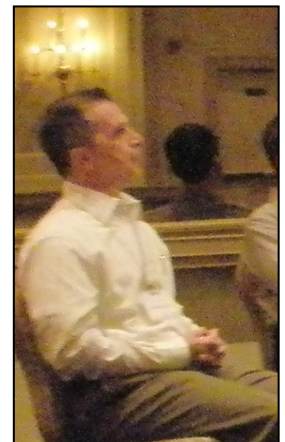


Photo courtesy of ECCMA

Gerardo Leal of Kontenix has also joined the eOTD Implementers Committee.

Etra Controls Product Items and Product Flows Between Manufacturers and Users

By *Modultek Oy*

Etra Oy – a company importing and manufacturing products for the industry – has gone through a fair share of changes, both structurally and technologically. Separate units have been merged together in order to form a nationwide system for warehousing and logistics.

The Etra of today is a truly nationwide company, which serves its customers locally through its Megacenter wholesale outlets. The road to the current service concept has been long, however, and has required significant efforts and investments.

The Etola Group, in general, has expanded considerably since 2005. At that time, the wheels were put in motion to mold Teollisuus-Etola – Etola Group’s branch operating in the field of industry – into an extensive array of services for the industry by means of company acquisitions.

Among the largest acquisitions were TKA-yhtymä and Pohjolan tekniikka, each with roughly a dozen places of operation. Teollisuus-Etola alone had operations at 17 locations. Each of the units functioned independently, and there was no common knowledge as to the inventories of the respective units.

Harmonization is a Complex Affair

Early 2007 was the culmination of Etra’s transformation into its current form. Teollisuus-Etola changed its name to Etra Oy, and the company implemented a new ERP system that encompassed Teollisuus-Etola’s 17 places of operation. At the beginning of the same year, a new process aiming to harmonize and merge operations nationwide was initiated. The idea was to create a comprehensive service network that would function transparently within the framework of a common information system.

A product register had been in the making for some time. When the transition from the old system was made, there were some 150,000 so-called master items. Moreover, roughly a fourth of the product codes did not match the national master codes, which created an additional 60,000 removal codes.

Etra’s Development Manager, Mr. Pekka Pönttiö, admits that the time that was used for the harmonization process was too short. “The harsh reality of the situation with the master items was revealed to us at this point. We were simply unable to prepare for everything beforehand. The schedule proved far too tight at the end. Getting to know the ERP system and “putting out fires” expended nearly all of our resources,” Pönttiö describes.

However, at no point was there a desire to hit the brakes and call for a timeout. The first larger mergers of acquired companies were carried out in May 2007, and the framework for the current Etra was up in June.



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Etola Group comprises 30 companies whose total turnover is EUR 415 million. The turnover generated from industrial products is EUR 380 million. The group's total number of personnel is 1,600. Etra Oy's turnover is EUR 160 million, and the company employs some 500 people.

Development Manager Pekka Pöntiö is in charge of product management, operational processes, logistics, and warehousing as well as specific customer projects. Logistics Engineer Pöntiö previously garnered professional experience in the employment of Sanmina and Metso Corporation.

At this point, the number of items increased extremely rapidly, as there were differences between the items being used by the merged companies and Etra. There was no time to standardize the entire product range before the merger, which meant that duplicates were created and new removal codes had to be introduced. The unification process was a full-time job for several people. At this time, the number of items climbed to a whopping 270,000. "If no steps had been taken to standardize the items at this point of the merger, the number would have been triple that," Pöntiö estimates.

"The actual harmonization process was initiated after the implementations. The first step was to look for overlapping items manually and through Excel spreadsheets. At the same time, operational methods were adjusted and the opening of new items locally was prohibited. The change in our methods of operation was a big and somewhat hindering issue at first," Pöntiö admits.

Moduletek to the Rescue

Around this time, Etra was contacted by Moduletek. Moduletek had extensive experience in item management in the field of industry. Moduletek was well equipped to develop item management for wholesale and distribution and to handle the lifespan of a product or spare part all the way to the end user.

Pöntiö recalls that, amidst all the turmoil, there seemed to be no time or desire to obtain a completely new system.

However, Moduletek saw what Aton CodeMaster could do to improve Etra's situation and offered to prove the efficiency of the system with a batch of test material.

"Test material containing two item ranges was prepared for Moduletek, and the system was used to merge the ranges. The test material also proved that even a so-called layperson could find the overlapping items. When this had been established, the purchase decision was made quickly and the harmonization tool was in operation within a month," Pöntiö says.

Company mergers continued until the end of September, and, over the course of that period, ten mergers took place and three new Megacenters were established. After September 2007, there was no need to create any more removal codes. The CodeMaster solution was used to harmonize all of the products of the combined companies.

Increased Efficiency and New Opportunities

"Now, the situation has stabilized and there are no more obvious gaps in knowledge or expertise. We can operate on a nationwide level using unified pricing, and we can keep track of the inventories in the respective outlets in real time," Pöntiö describes.

Etra's selection now includes 315,000 product codes 25,000 of which are customer-specific. The company's inventory contains 120,000 products with harmonized item names. Pöntiö believes that, for inventory products, the harmonization process is nearly complete.

Etra's entire logistics system has been brought to a new level. The harmonization of the items has enabled a new kind of

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transparency with regard to the inventories of the different outlets. It is in this way that products can be quickly transported between outlets. The company can now provide its customers with unified pricing and nationwide services.

It has also been able to unload surplus inventories and eliminate unnecessary purchases. As a rough estimate, inventory value has reduced by a quarter within a year. This amounts to several millions euro.

“Reduced inventory value, as such, was never a primary goal for us. We need to be able to sell products directly from our warehouses and to ensure a sufficient level of services and availability. If a customer needs a product immediately, an empty shelf is not the best place to look. In other words, we are looking for an ideal balance between quantity, selection, and location.”

CodeMaster Enables New Innovations

Etra has acknowledged the significance of item management. The process of harmonization, however, will never be entirely complete. A wide and ever-changing range of products creates continuous challenges for product management.

“We have found excellent opportunities to utilize CodeMaster in those cases where there is a need to find product codes. We have been able to reach our customers and provide them with better service. We seem to constantly find new ways to use CodeMaster. We have also developed new practices for maintaining basic registers.”

According to Pönttiö, cooperation with Modultek has been smooth. The software has been developed collaboratively, and Modultek has been eager to tackle the challenges involved. The pace was so swift that not many actual meetings were held and there was no need to go over things on location. Comprehensive telephone conferences were the method of choice.



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3D Part Catalog Technology + Part Standardization - The New De Facto Standard in Manufacturing Design

By Tim Thomas, CEO of *PARTsolutions*

We all have a jar of nuts and bolts in the garage, and most of us can recall an instance when we unsuccessfully sought out a specific nut, bolt or fastener. And while we have the luxury of throwing in the towel and simply purchasing a new part at the local hardware store, design engineers trying to locate parts clearly cannot afford to give up, nor can they afford an inefficient, antiquated process. Fortunately, there is an emerging technology in the market that is solving this problem. Next generation solutions for managing and hosting 3D standard and commercial part catalogs are saving manufacturing companies both time and money.

By providing solutions which optimize how “standard parts” are managed and procured, manufacturers can reduce their direct material spend relative to standard parts by an average of 2 percent in the first year, while leveraging the on-going benefits of a leaner inventory and introduction of a formal parts standardization program.

3D part catalog management complements PDM by enhancing the management of 3D part catalogs with the aim of enabling parts or commodity reuse. By enabling configuration of 3D parts in native CAD formats within a larger PDM context, it also allows designers the confidence to find, reuse, and control standard parts more effectively. The reuse provided by CAD-native 3D part catalogs can be expected to reduce both IT management costs and overall product costs, including design, manufacturing, and support costs.

Survey Says!

PARTsolutions conducted an industry survey that examined the importance of CAD-native 3D product catalogs to design engineers for product selection. Compiled by polling more than 500 companies – including 3M, Lockheed Martin, Ford Motor Company, Goodrich, Cessna Aircraft Company and Bose Corporation – the data reveals that supplying catalogs in paper, PDF or neutral file formats is no longer adequate, with 85 percent of design engineers preferring part downloads in their CAD-native format.

CAD-native 3D product catalogs are rapidly becoming a critical business component for manufacturers and necessary to get their products selected, designed in and purchased, with 80 percent of design engineers indicating that multiple units will be purchased for production once downloaded. What’s more, the technology supports classification systems, including EC-CMA, eClass, UNSPSC and internally developed systems.

Why use 3D Parts catalogs? “Just in Time” vs. “Just in Case”

For large OEMs in today’s competitive marketplace, it is more important than ever to utilize a single source of part data for standard part geometry, and allow automatic standard parts model creation “just in time” instead of “just in case.” CAD-native 3D parts catalog management technology preserves 3D standard part catalog content independent of any CAD system or version. This allows for stability in the ongoing cataloging of parts, and gives designers the ability to find approved standard parts fast and with confidence, thereby reducing product development, catalog management and inventory costs.

Take The Boeing Company for example. Product standards define an estimated 40 percent of the aerospace giant’s product definition. Part standards are one classification of product standards and provide the specifications for nearly 4.5 billion standard parts. But the design environment has become increasingly more complex and dynamic with multiple CAD and PDM systems. As a result, designers are challenged with evolving designs, reducing cost, reducing part proliferation, working multiple programs and managing major CAD system upgrades.

Part standards are expected to be available when needed, in a format allowing preferred selection, and providing standard part geometry in a configuration that works for a specific CAD system. Not tomorrow, not in an hour, not even in a minute – but delivered just-in-time. Enterprise go-forward tools and processes are enabling the company to overcome interoperability issues for supporting part standards, including its internally-defined standards and industry supplied up-to-date parts.

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The 'How-To'

If you decide to explore and implement a CAD-native 3D part catalog solution, there are a few elements you need to consider. A good solution is designed to complement open PDM, ERP and CAD systems, which will simplify getting started. Integration costs and timeframes are small when comparing to PLM and ERP implementations, and will typically enable a rapid time to value.

The following features are also critical:

- **Part Consolidation** – Use of geometric and textual attribute comparison to provide a complete part duplication analysis.
- **Extended Search across Supply Chain** – Rapid search for parts by any attribute, shape or any known descriptive information provided, centrally accessible parts repository consisting of potentially your inventory (custom) and various supplier, commercial and industry standards 3D parts catalogs. Parts are delivered in CAD native format, thus, forever eliminating any time or effort associated with the remodeling, translation or data migration of any standard part.
- **Rules for Control (Standardization)** – The ability to flag approved or preferred parts to ensure maximum reuse and enforce compliance. As well as, to lock-down or retire parts to prohibit any further reintroduction of parts to your enterprise while maintaining the ability to reference information.
- **Value-driven Purchasing** – Automated linkages to ERP/PDM to enable procurement to perform vendor/part replacement feasibility studies. Provides valuable, necessary information for procurement to negotiate better contracts and leverage volume-based purchasing opportunities associated with ordering more parts from fewer vendors, or adopting a “just in time” approach to ordering.

The Bottom Line

In today's competitive environment, operational efficiency is a strategic imperative for manufacturers. More and more companies are finding 3D part catalog management technology saves time, reduces costs, enhances customer service and increases lead generation. So, when planning your 2011 business goals and objectives, why not plan to leverage the technology in your organization?



Tim Thomas is the CEO of PARTsolutions® LLC, a leading provider of PLM solutions for next generation 3D part catalog management and hosting, delivering solutions since 1992. For large manufacturers, the PARTsolutions product suite provides centralized 3D standard part catalogs making it easy for global design teams to find, reuse, and control standard and proprietary 3D parts. For component manufacturers, the PARTcatalog product suite provides web hosting of 3D part catalogs to increase lead generation, and to ensure that components get “designed in” to OEM products. Information about PARTsolutions can be found at <http://www.partsolutions.com>.

11th Annual ECCMA Data Quality Conference

Tuesday, October 12, 2010 - Thursday, October 14, 2010



Photo courtesy of ECCMA

Delphine Clément receiving her ISO 8000 MDQM certificate.



Photo courtesy of ECCMA

Dr. Peter Aiken during his presentation on "Monetizing Data Management".



Photo courtesy of ECCMA

(L to R): Mark Dahl, *The Boeing Company*, Delphine Clément, *A.I.D.*, Peter Benson, *ECCMA*, George Halkias, *Johnson & Johnson*, during a panel discussion on "Developing, Managing and Promoting a Corporate Business Language".

Highlights

As the year is almost coming to an end, the ECCMA conference delivered fresh and innovating perspectives for the upcoming new year. There were many new faces and speakers that brought critical insights and solutions to the ever growing issues in the data quality industry. The interactive roundtable discussions gave a more personal experience with the speakers and answered attendee's specific questions.

Prior to the conference, an ISO 8000-110:2009 Master Data Quality Manager certification course took place and successfully certified 5 individuals and their company's. The following individuals and company's were: **Delphine Clément of A.I.D.**, **Jim Hart of DataFlux, Inc.**, and **Chris Roberts and Jackie Roberts of DATAForge LLC.** **Janne Jansson of Modultek Oy** was also certified. His company had been MDQM certified prior to this course. Mr. Peter Benson, Executive Director of ECCMA, gave an introduction into ISO 8000 and the importance of being certified as a Master Data Quality Manager. Following the morning session, Dr. Gerald Radack, Chief Technical Officer of ECCMA, began the certification process and assisted the attendees along the way.

Attendees had the opportunity to experience some exciting events including a historic walking tour of Bethlehem with an added haunted flare. A complimentary shuttle service to the Sands Casino to experience various restaurants and entertainment. The annual awards dinner provided a unique social experience with a "magical" approach given by magician and illusionist, **Tom Yurasits**. Mr. Yurasits marvelously made a rabbit appear, a ring disappear and escaped from a straight jacket. The awards dinner is meant to recognize an ECCMA member for their exceptional work with ECCMA and the eOTD. This year, ECCMA has awarded AURA, s.r.o. with the 2010 ECCMA Fellow Membership Award. Upon acknowledgement of being awarded, AURA made a generous statement provided on the next page.

(Continued on page 10)

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Our ref.
MCC-10-31

Executed by
S. Rejman

Brno
11 October 2010

Re: Acknowledgement

We would like to express our thanks to ECCMA for presentation of AURA with the ECCMA Fellowship Award this year. We highly esteem the possibility to be a member of ECCMA and participate in the project of improving data quality according to ISO 8000 and using the ECCMA Open Technical Dictionary.

The company AURA as a leading producer and vendor of the cataloguing solutions for the NATO Codification System considers this Award as the acknowledgment of its long-term effort to support new and modern trends in Master Data quality management using ISO standards and the newest information technology. The proper way of AURA's activities in the area of eOTD cataloguing was confirmed by several successful pilot projects (e.g. Smart STEP Codification III in the cooperation with BAE Systems and UK NCB, or the IVECO project with the participants from five countries). All these projects have used the ECCMA Open Technical Dictionary and the consultations with the ECCMA team were very helpful.

We also have appreciated the possibility to join the international group of eOTD implementers organized by ECCMA and contribute to solving issues related to practical implementation of eOTD, especially in the area of generation of IG with complex data types.

AURA continues in propagation of ECCMA and eOTD at many events and meetings with our current and potential customers and business partners.

Unfortunately, this year our tight time schedule does not allow us to attend the 11th Annual Data Quality Conference. We will closely follow the conference from the Czech Republic and we will look forward to receiving interesting information and materials related to eOTD and its implementation in practice.

We send our regards to all participants of the ECCMA conference. Enjoy the conference and have a good time in Bethlehem.

Yours faithfully,



Filip Engelsmann
General Director

(Continued from page 8)

ECCMA would like to thank the following people for speaking at this year's conference:



Dr. Suzanne Acar, Co-chair, Federal Data Architecture Subcommittee, U.S. Government



Dr. Peter Aiken, President of DAMA International, Founder of *Data Blueprint*



Robert Gaylord, President & CTO, *IDEA Solutions*



Mary Shaw, Director of Standards, *IDEA Solutions*



Dr. Donald Hillman, ECCMA Board Director, Professor of Computer Science and Engineering, *Lehigh University*



Dr. John Talburt, Advisor to the IAIDQ Board of Directors, *International Association for Information and Data Quality*



Ross Downing, Principal Engineer, PSDD Principal Technology Lead, *The Boeing Company*

Dr. Jonathan Melunsky, Sales Finance & Operations Director, *sparesFinder Ltd.*



Dr. Salomon de Jager, Chief Executive Officer, *PiLog*



Dr. Gerald Radack, Chief Technical Officer, *PiLog*



Jacqueline Roberts, VP Customer Care and Implementation Services, *DATAForge LLC*



George Halkias, Technology Manager of Data Architecture, *Johnson & Johnson*



Delphine Clément, Data Quality Consultant, *A.I.D.*



Mark Dahl, Associate Technical Fellow, *The Boeing Company*



(Continued from page 9)

ECCMA will begin planning next year's conference and hopes to get more and more members and non members involved. Currently, we are looking to hold next year's conference October 25-27, 2011 in the Pocono area of Pennsylvania. Registration will be available on the ECCMA website in the next couple of months.



Conference presentations are available at www.eccma.org/resources/presentations.php

Who's Who?

New Members

Thank you for your support!

IDEA

Our deep category knowledge was born of the electrical industry in 1998. IDEA was founded through a partnership rooted in the collective leadership, vision, wisdom and expertise of the National Association of Electrical Distributors (NAED) and the National Electrical Manufacturers Association (NEMA) members. IDEA is the official eCommerce standards creating and setting body for the electrical indus-

try and those same standards translate to other industries. Our eCommerce and Business-to-Business, Synchronization, Standards Adoption, and Professional solutions and services optimize your business to run lean, gain efficiency, synchronize data flow, streamline processes and standardize systems. Our knowledge of the players, realities, challenges, and



opportunities provide a powerful consulting partner to make the right decisions to Unleash the Power of e and position you solidly for success in today's business environment.

To learn more visit www.idea-esolutions.com.

Kumba Iron Ore

To learn more visit www.kumba.co.za.

Pretoria Portland Cement (PPC)

To learn more visit www.ppc.co.za.

To become an ECCMA member please visit www.eccma.org/membership/membership.php



Who's Who?

Renewed Members

Thank you for your continued support!

Defense Information Systems Agency (DISA)

To learn more visit www.disa.mil.

Rockwell Automation, Inc.



Rockwell Automation (NYSE: ROK) is a leading global provider of industrial automation power, control and information solutions. The company helps customers across a wide range of end markets achieve a competitive advantage for their businesses through leading technologies and a comprehensive portfolio of products, software and services.

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To learn more visit www.ra.rockwell.com.

SAP, Inc.

To learn more visit www.sap.com.

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West Virginia University

West Virginia University is a land grant institution and the flagship research

university in the state of West Virginia.

To learn more visit www.wvu.edu.

To view all current ECCMA members please visit www.eccma.org/Member_Directory/Directory_index.php.



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- Donald Hillman, *Lehigh University*
- Sheron Koshy, *ECCMA India*
- Pieter Strydom, *PiLog*
- Bern Werner, *Salar Inc.*



Online Store

ISO 8000-110:2008 standard is available for purchase at ANSI eStandards Store! To purchase visit <http://webstore.ansi.org> and enter ISO/TS 8000-110:2008 in the search tool bar under document number.

About ECCMA

Formed in April 1999; the Electronic Commerce Code Management Association has brought together thousands of experts from around the world and provides them a means of working together in the fair, open and extremely fast environment of the Internet to build and maintain the global, open standard dictionaries that are used to unambiguously label information. The existence of these dictionaries of labels allows information to be passed from one computer system to another without losing meaning.

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Upcoming Newsletter Issue

If you are a member of ECCMA in good standing, we invite you to submit articles for our viewers to read. It can be anything in the data quality industry, cataloging projects or interesting news and tips you'd like to share with our fellow members and audience. If you are interested please send an email to editor@eccma.org. Thank You!

| Next Article Due By | Next Release Date |
|---------------------|-------------------|
| December 6, 2010 | December 20, 2010 |