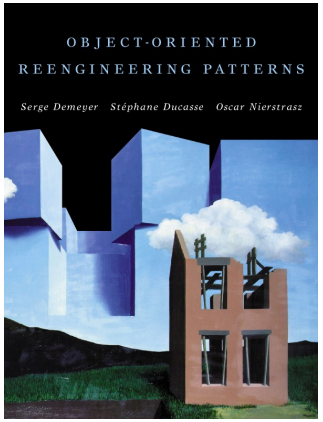
Software Reengineering & Evolution



Serge Demeyer
Stéphane Ducasse
Oscar Nierstrasz

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http://scg.unibe.ch/download/oorp/

Schedule

1. **Introduction**
   There are OO legacy systems too !
2. **Reverse Engineering**
   How to understand your code
3. **Visualization**
   Scalable approach
4. **Dynamic Analysis**
   To be really certain
5. **Restructuring**
   How to Refactor Your Code
6. **Code Duplication**
   The most typical problems
7. **Software Evolution**
   Learn from the past
8. **Going Agile**
   Continuous Integration
9. **Conclusion**

Goals

We will try to convince you:

- Yes, Virginia, there are *object-oriented legacy systems* too!
- Reverse engineering and reengineering are *essential activities* in the lifecycle of any successful software system. (And especially OO ones!)
- There is a large set of *lightweight tools and techniques* to help you with reengineering.
- Despite these tools and techniques, *people must do job* and they represent the most valuable resource.

What is a Legacy System ?

"legacy"

A sum of money, or a specified article, given to another by will; anything handed down by an ancestor or predecessor.
— Oxford English Dictionary

A **legacy system** is a piece of software that:
- you have *inherited*, and
- is *valuable* to you.

Typical **problems** with legacy systems:
- original developers *not available*
- *outdated* development methods used
- extensive patches and *modifications* have been made
- *missing* or outdated documentation

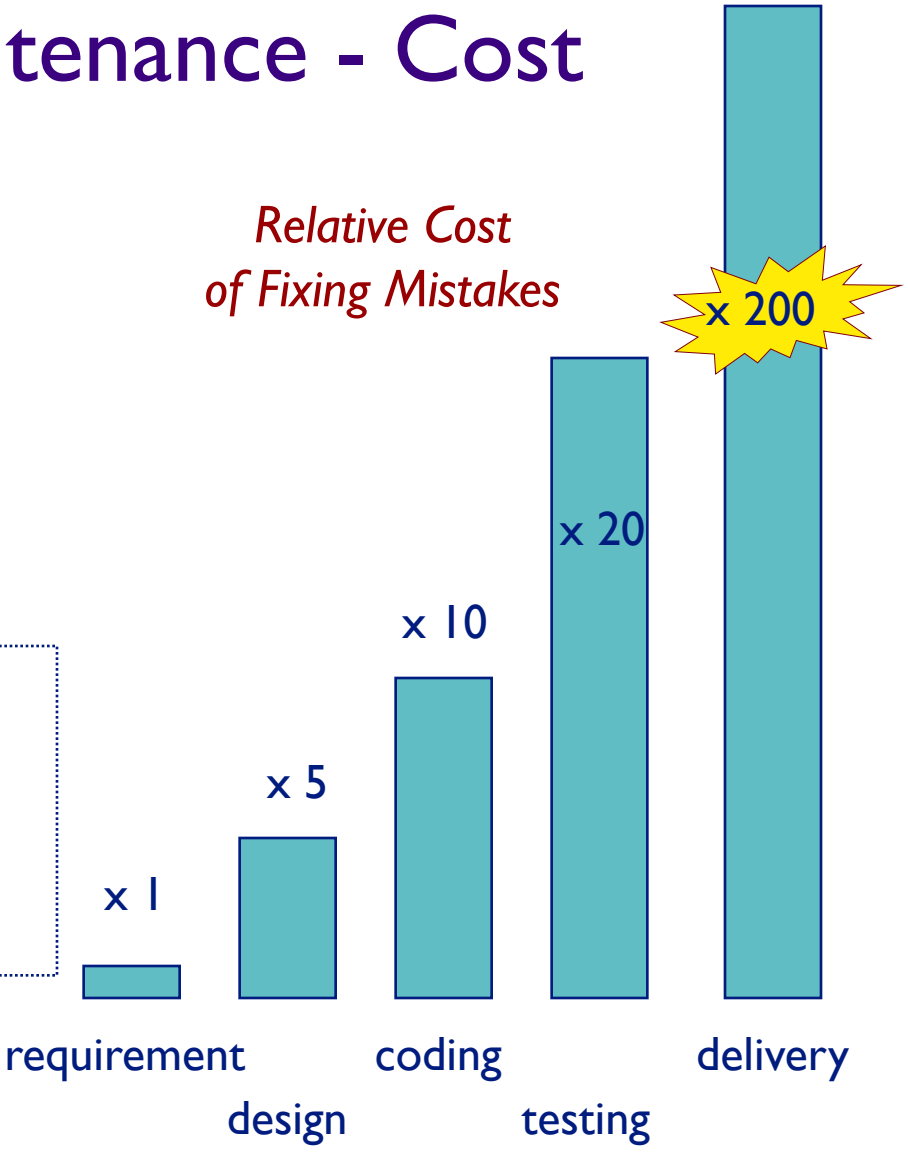
⇒ *so, further evolution and development may be prohibitively expensive*

Software Maintenance - Cost

Relative Maintenance Effort

Between 50% and 75% of global effort is spent on "maintenance" !

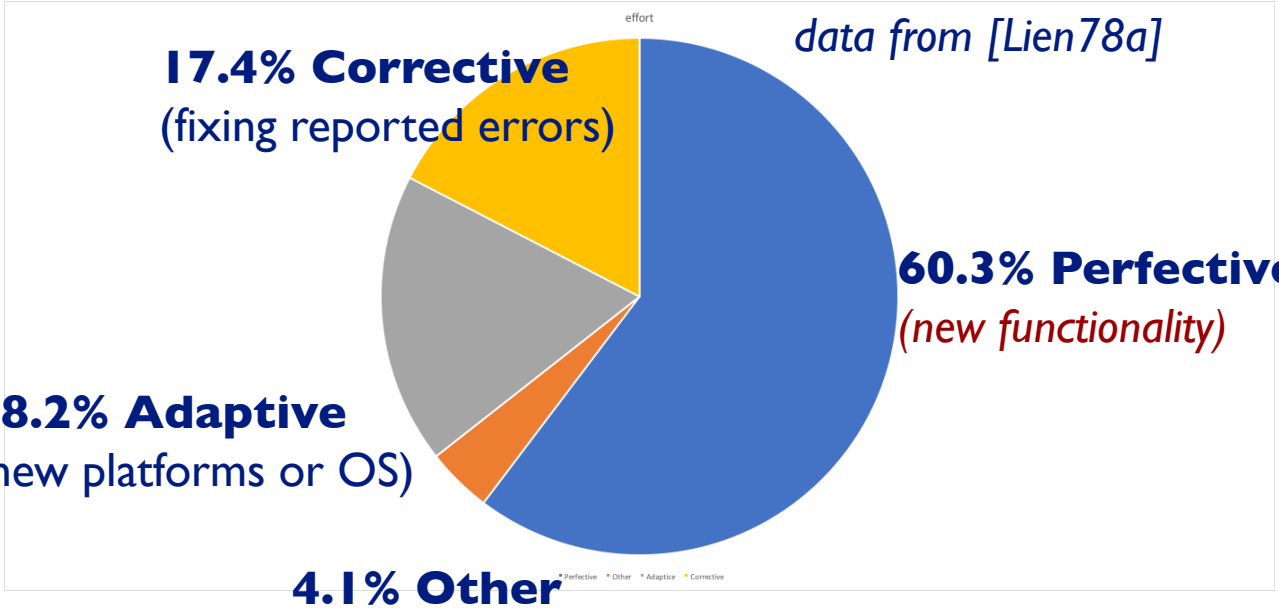
Relative Cost of Fixing Mistakes



Solution ?

- Better requirements engineering?
- Better software methods & tools (database schemas, CASE-tools, objects, components, …)?

Continuous Development



The bulk of the maintenance cost is due to *new functionality*
⇒ even with better requirements, it is hard to predict new functions

Modern Methods & Tools ?

[Glas98a] quoting empirical study from Sasa Dekleva (1992)

- Modern methods(*) lead to more reliable software
- Modern methods lead to less frequent software repair
- and ...
- Modern methods lead to more total maintenance time

Contradiction ? *No!*

- modern methods make it easier to change
  ... this capacity is used to enhance functionality!

(*) process-oriented structured methods, information engineering, data-oriented methods, prototyping, CASE-tools – not OO !

Lehman's Laws

A classic study by Lehman and Belady [Lehm85a] identified several "laws" of system change.

Continuing change

- A program that is used in a real-world environment *must change*, or become progressively less useful in that environment.

Increasing complexity

- As a program evolves, it becomes *more complex*, and extra resources are needed to preserve and simplify its structure.

Those laws are still applicable…

What about Objects ?

Object-oriented legacy systems

- = successful OO systems whose architecture and design no longer responds to changing requirements

Compared to traditional legacy systems

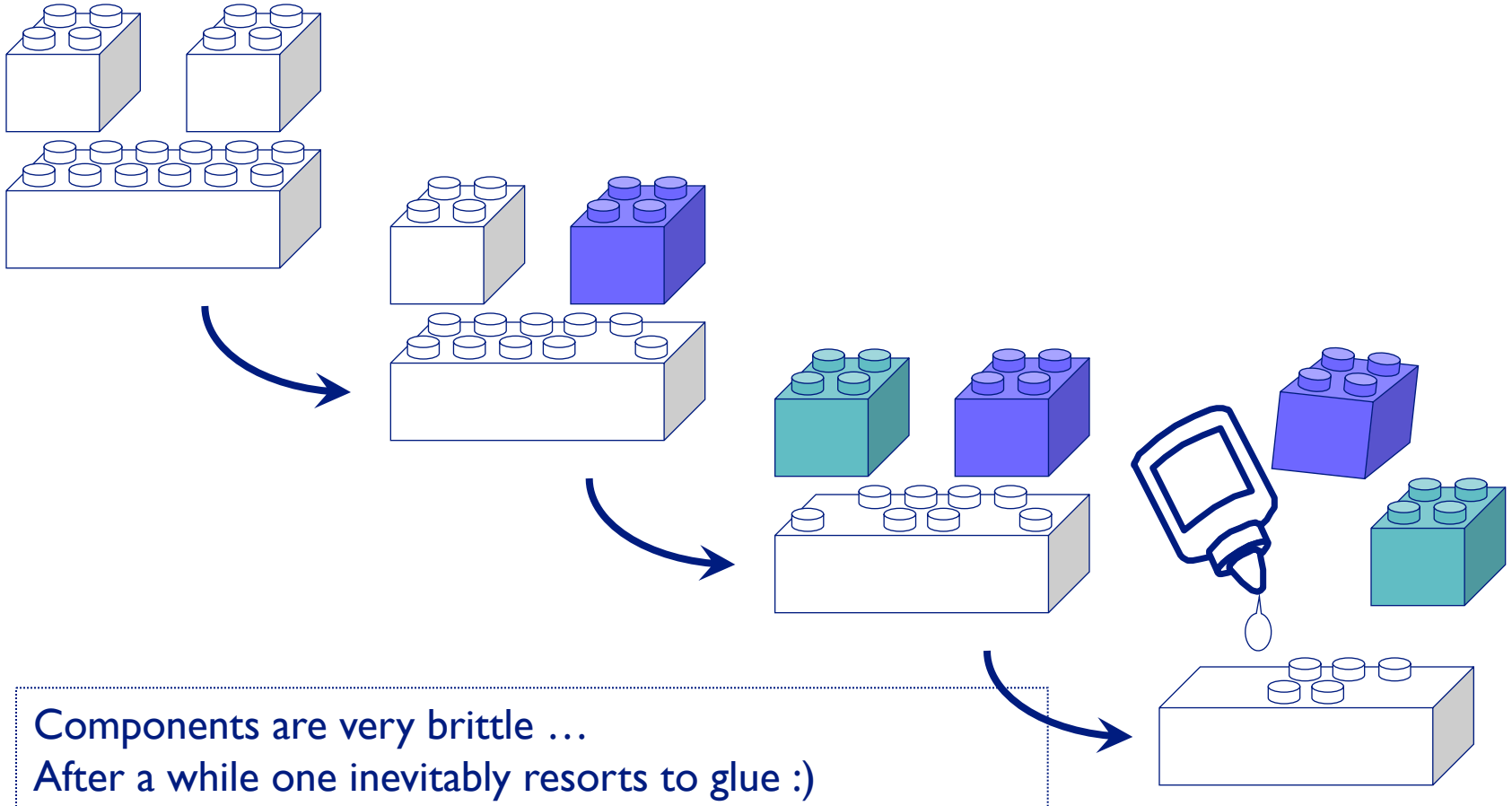
- The *symptoms* and the source of the problems are the *same*
- The *technical details* and solutions may *differ*

OO techniques promise better

- flexibility,
- reusability,
- maintainability
- …

} ⇒ *they do not come for free*

What about Components ?



Components are very brittle …
After a while one inevitably resorts to glue :)

Soccer Field Metaphor

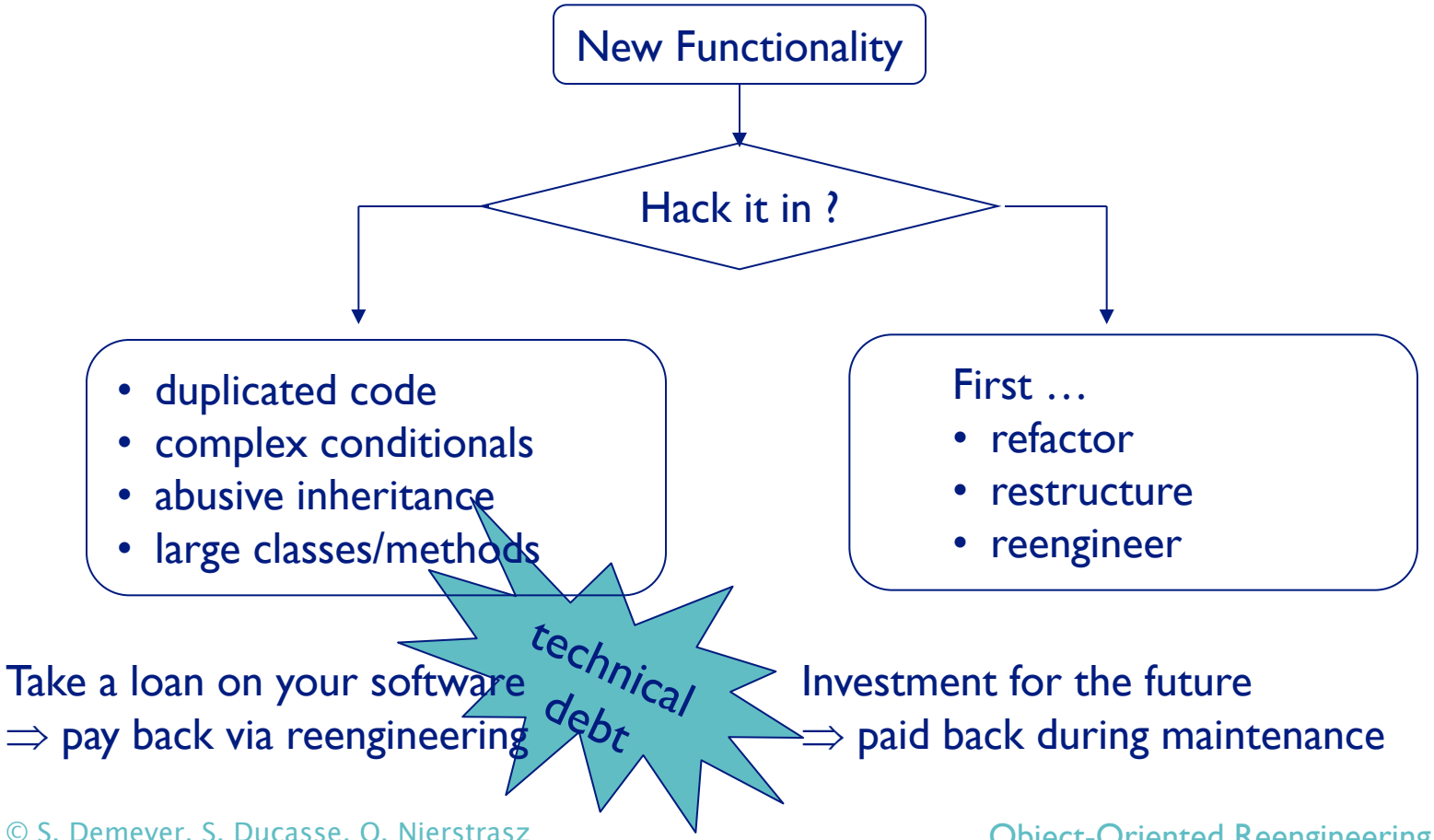
- Assume 10 lines of code
  = 40 tiles of 1 x 1 cm
- 12.5 million lines of code
  ≈ 40 soccer fields

Imagine 400 developers concurrently moving tiles around on 40 soccer fields …

A. van Deursen, De software-evolutieparadox
Intreerede TU Delft, 23 feb 2005

How to deal with Legacy ?

New or changing requirements will gradually degrade original design
… unless extra development effort is spent to adapt the structure



Common Symptoms

Lack of Knowledge

- *obsolete* or no documentation
- *departure* of the original developers or users
- *disappearance of inside knowledge* about the system
- *limited understanding* of entire system

⟹*missing tests*

Process symptoms

- *too long* to turn things over to production
- need for *constant bug fixes*
- *maintenance dependencies*
- *difficulties separating* products

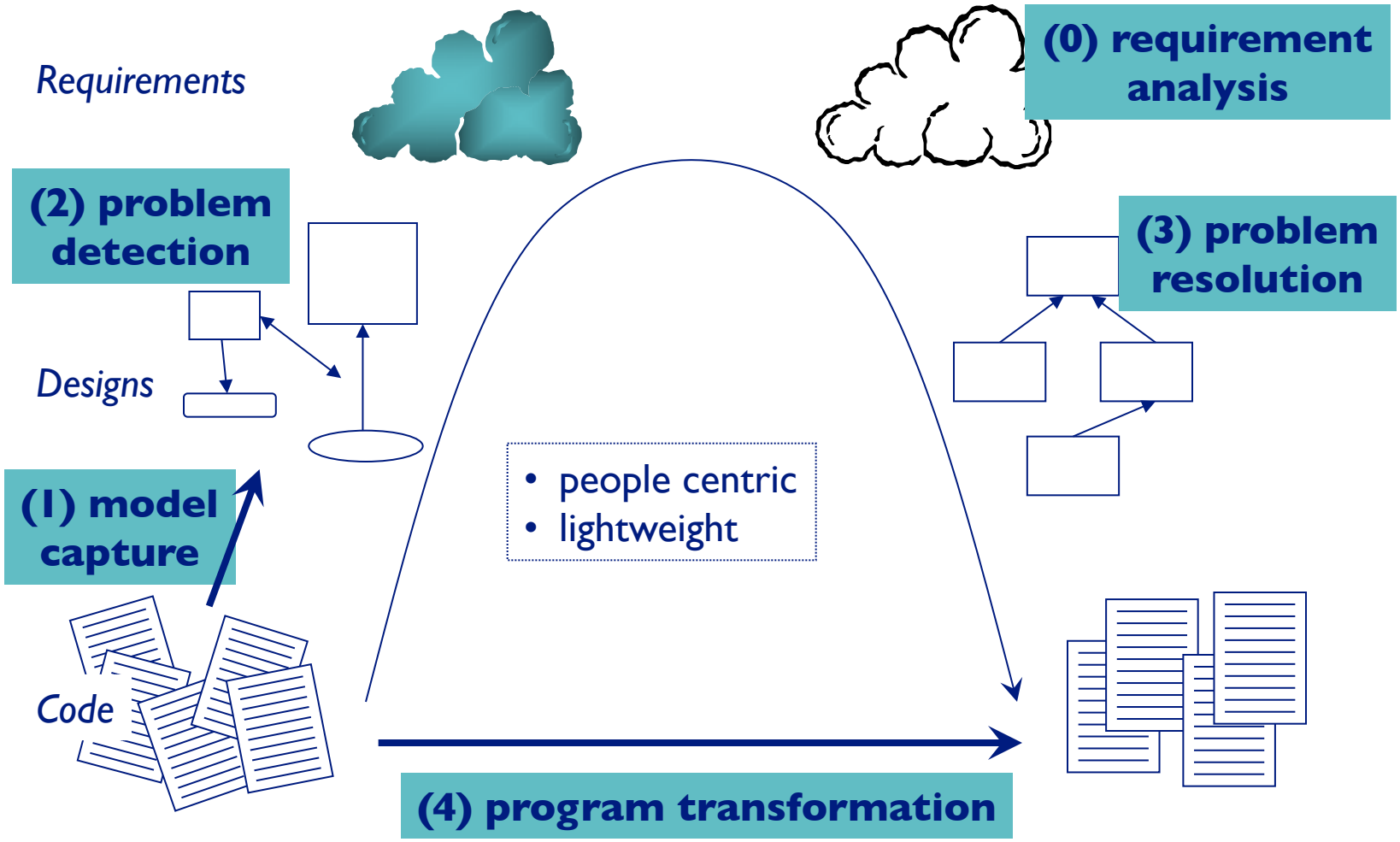
⟹*simple changes take too long*

Code symptoms

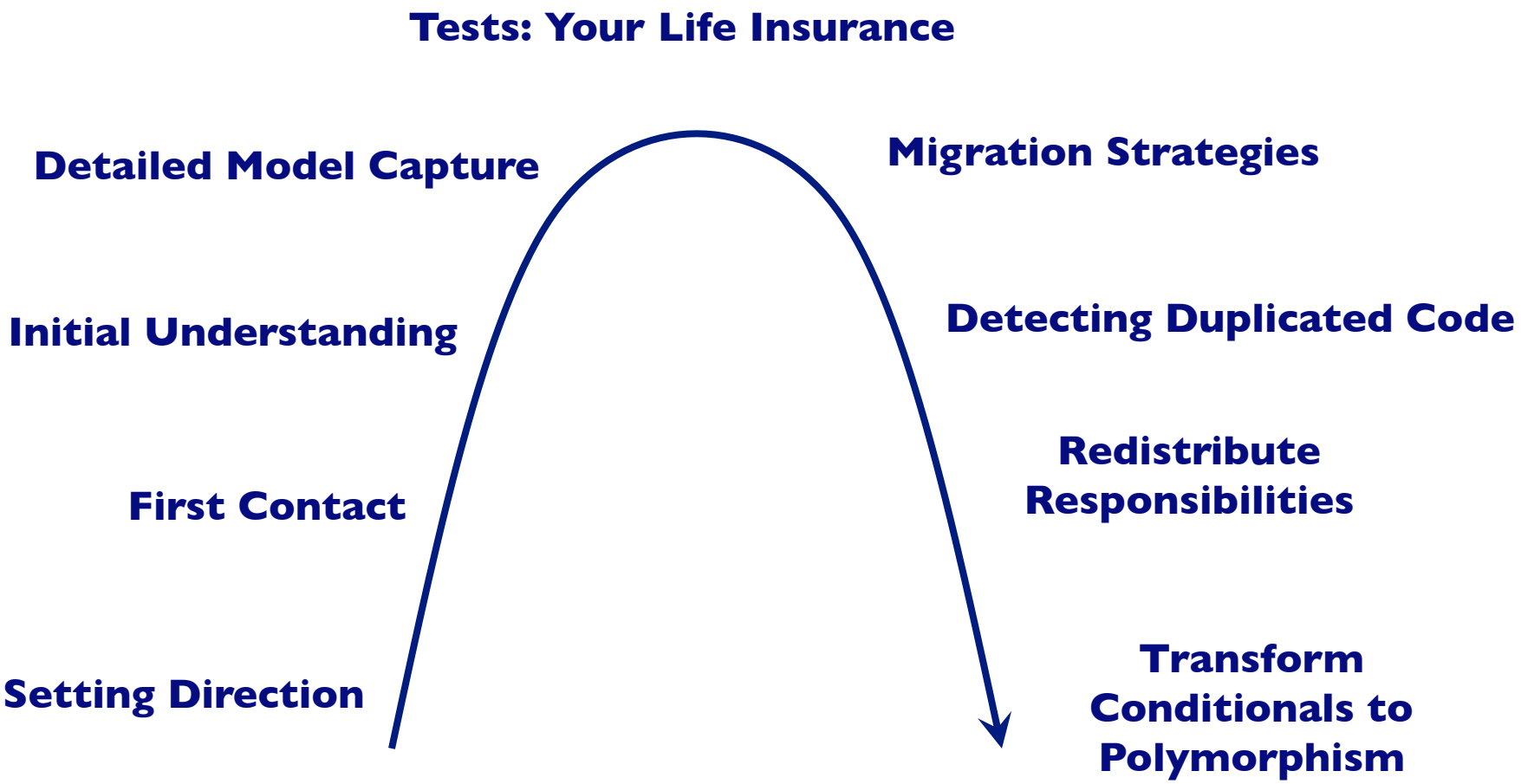
- *duplicated* code
- *code smells*

⟹*big build times*

The Reengineering Life-Cycle



A Map of Reengineering Patterns



2. Reverse Engineering

- What and Why
- First Contact
  - ☞ Interview during Demo
- Initial Understanding

What and Why ?

Definition

Reverse Engineering is the *process of analysing* a subject system

- to identify the system's components and their interrelationships and
- create representations of the system in another form or at a higher level of abstraction.

— Chikofsky & Cross, '90

Motivation

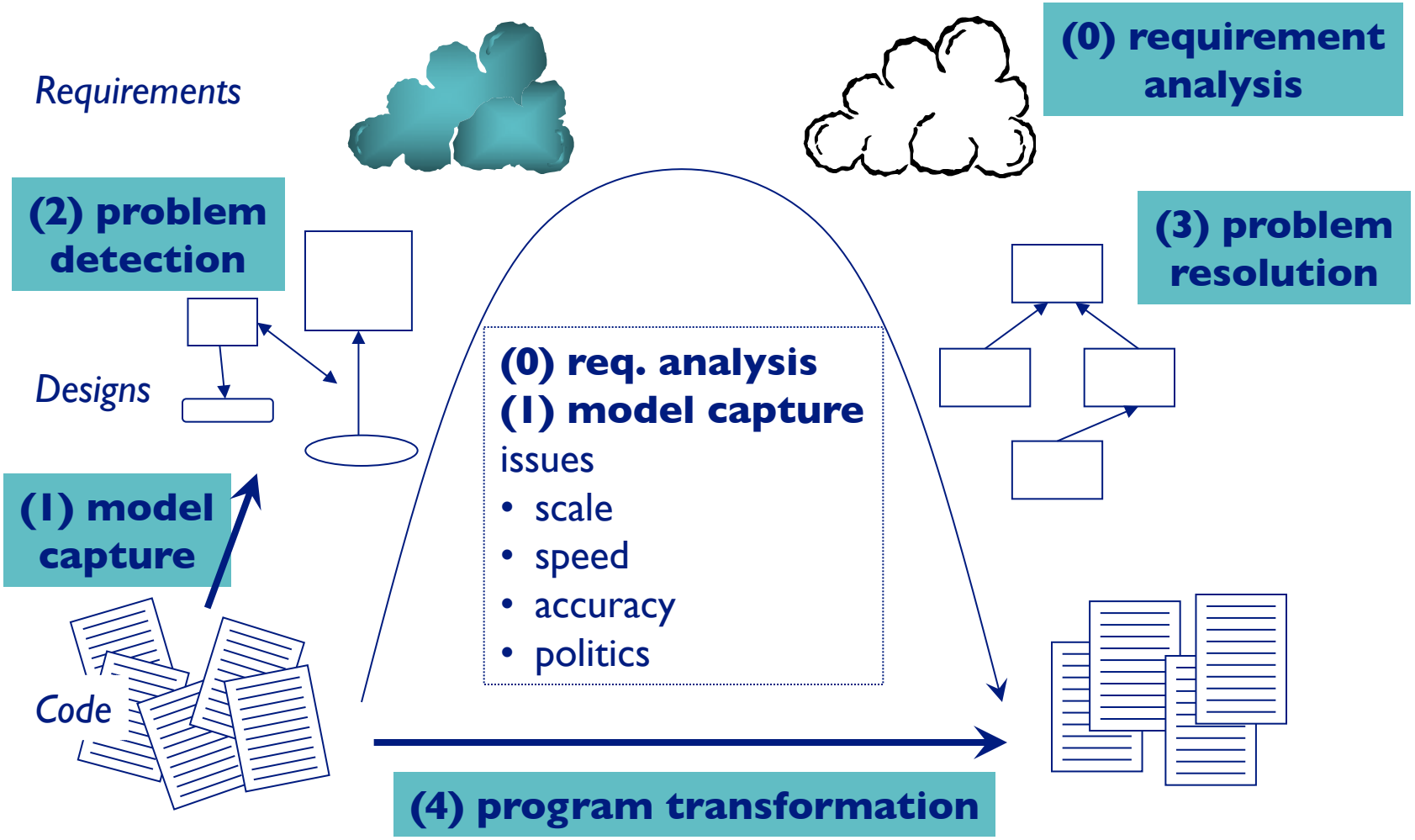
Understanding other people's code

(cfr. newcomers in the team, code reviewing,

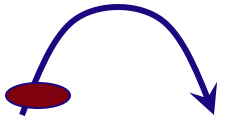
original developers left, ...)

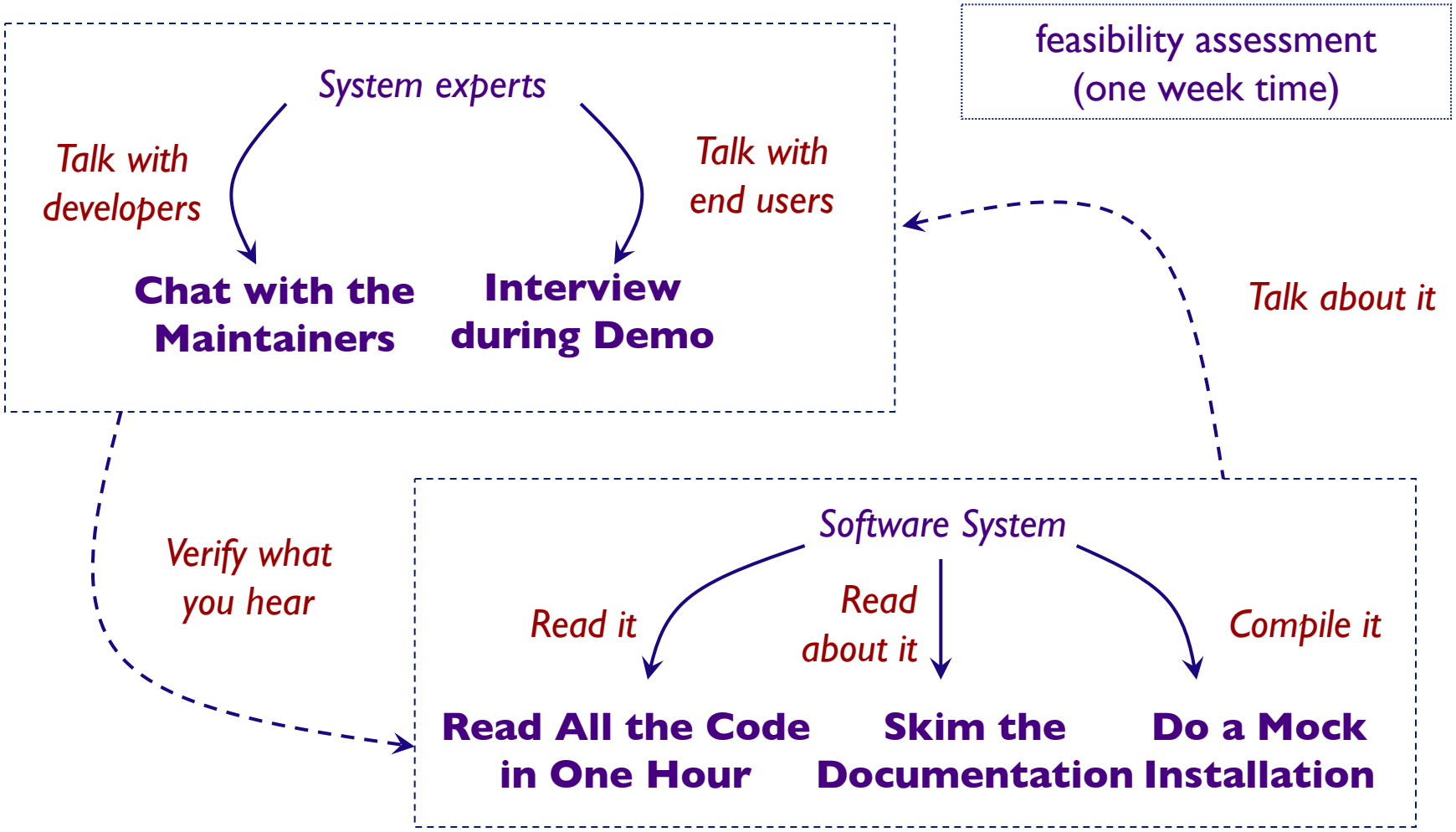
Generating UML diagrams is NOT reverse engineering
... but it is a valuable support tool

The Reengineering Life-Cycle



First Contact





First Project Plan

Use *standard templates*, including:

- project scope
  - ☞ see "Setting Direction"
- opportunities
  - ☞ e.g., skilled maintainers, readable source-code, documentation
- risks
  - ☞ e.g., absent test-suites, missing libraries, …
  - ☞ record likelihood (unlikely, possible, likely)
    & impact (high, moderate, low) for causing problems
- go/no-go decision
- activities
  - ☞ fish-eye view

Interview during Demo

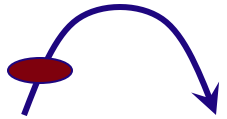
Problem: What are the typical usage scenarios?

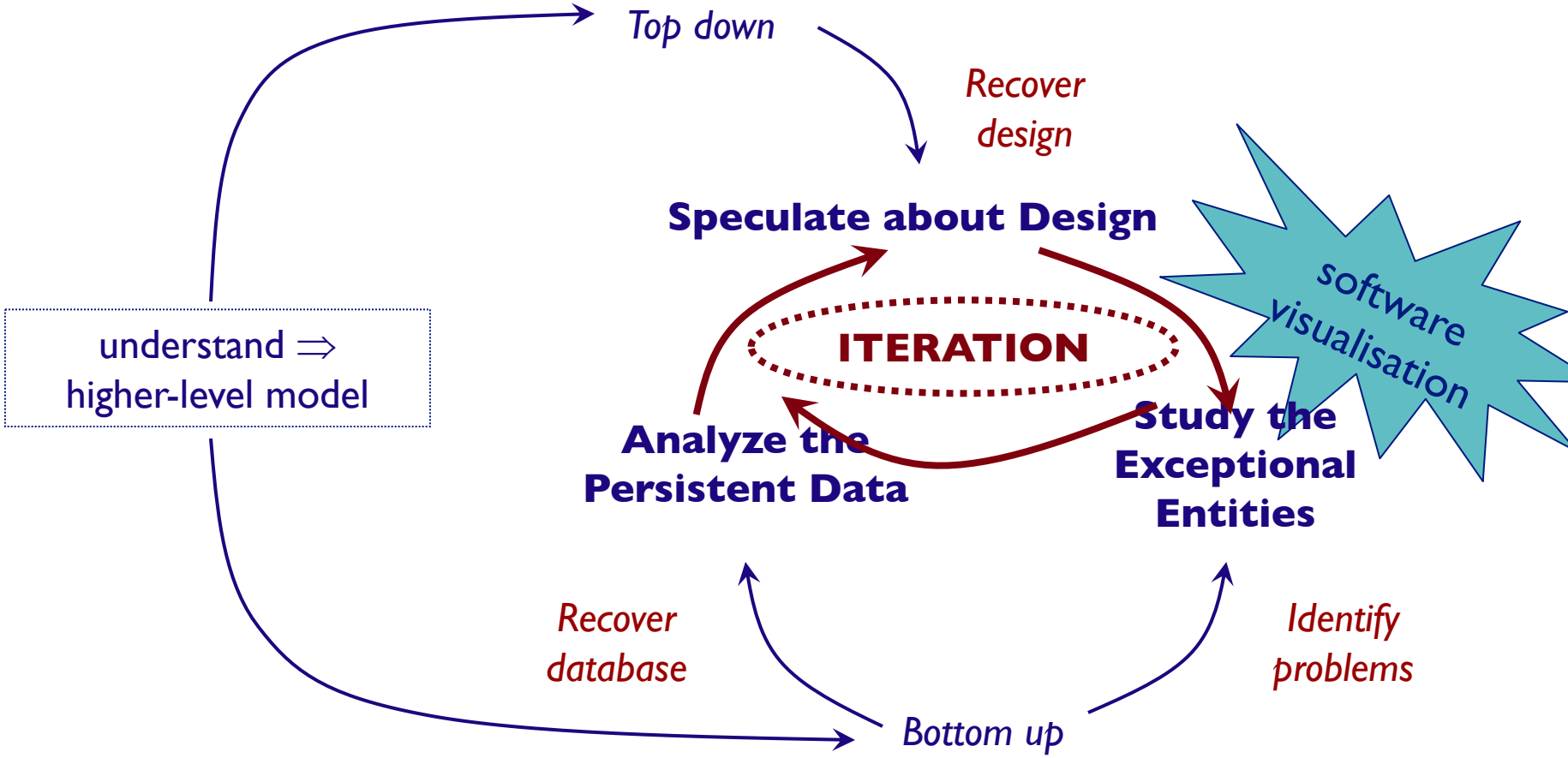
Solution: Ask the user!

- Solution: interview during demo
  - select several users
  - demo puts a user in a positive mindset
  - demo steers the interview

- ... however
  - ☞ Which user ?
  - ☞ Users complain
  - ☞ What should you ask ?

Initial Understanding

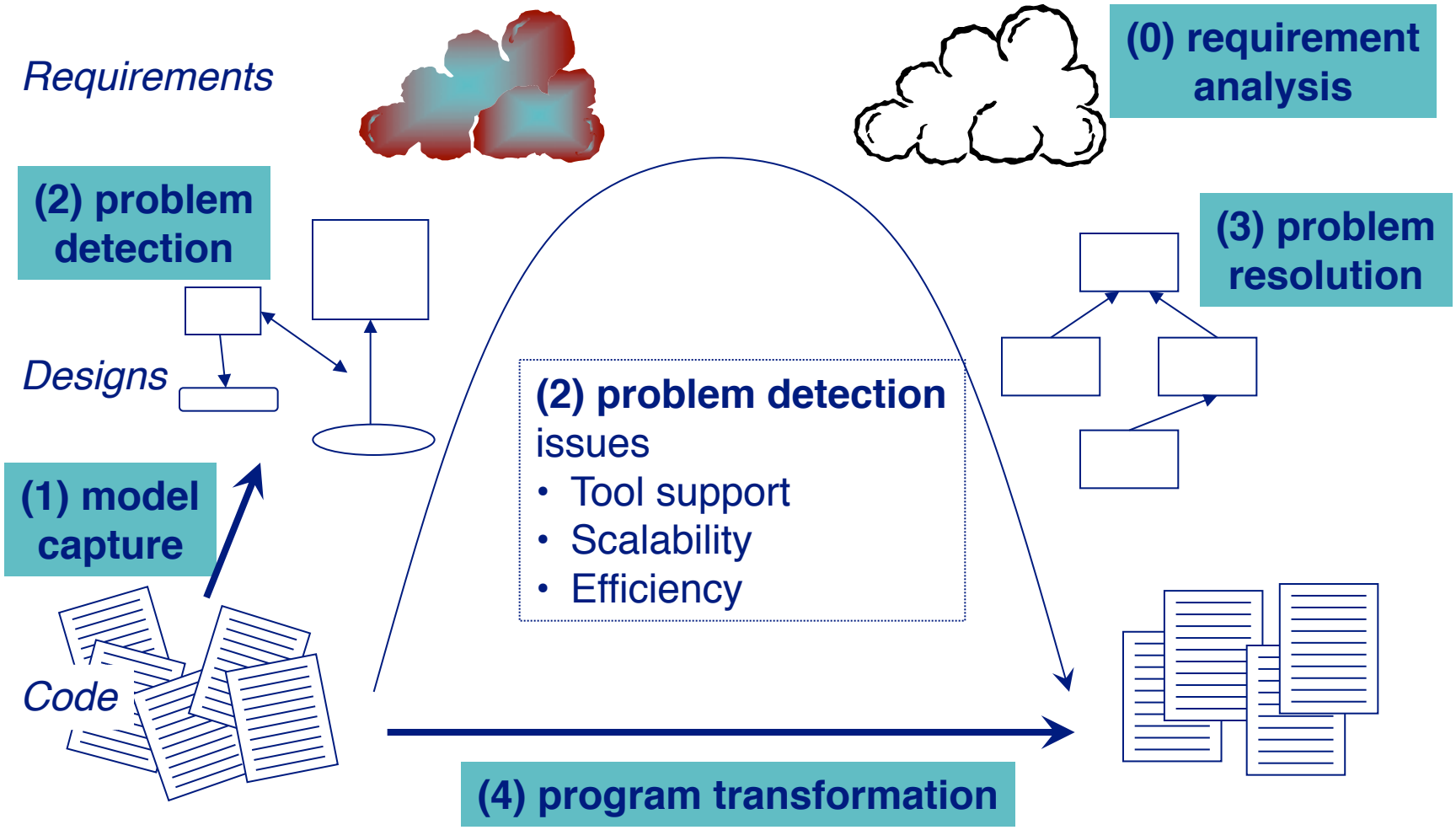




3. Software Visualization

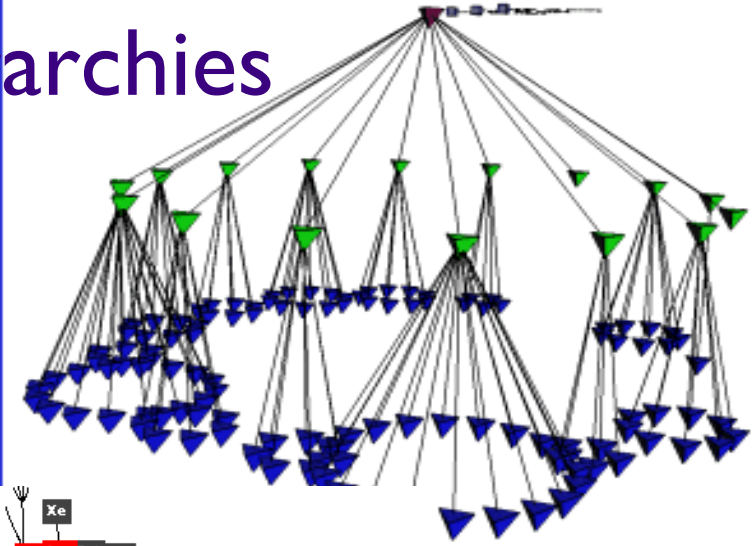
- Introduction
  - ☞ The Reengineering life-cycle
- Examples
- Lightweight Approaches
  - ☞ CodeCrawler
- Dynamic Analysis
  - ☞ Key Concept Identification
  - ☞ Feature Location
- Conclusion

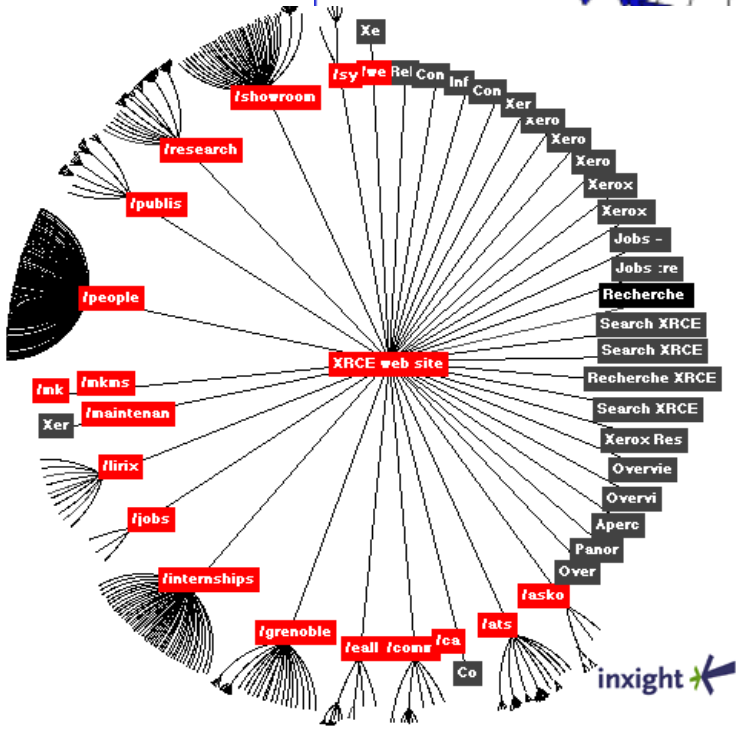
The Reengineering Life-cycle



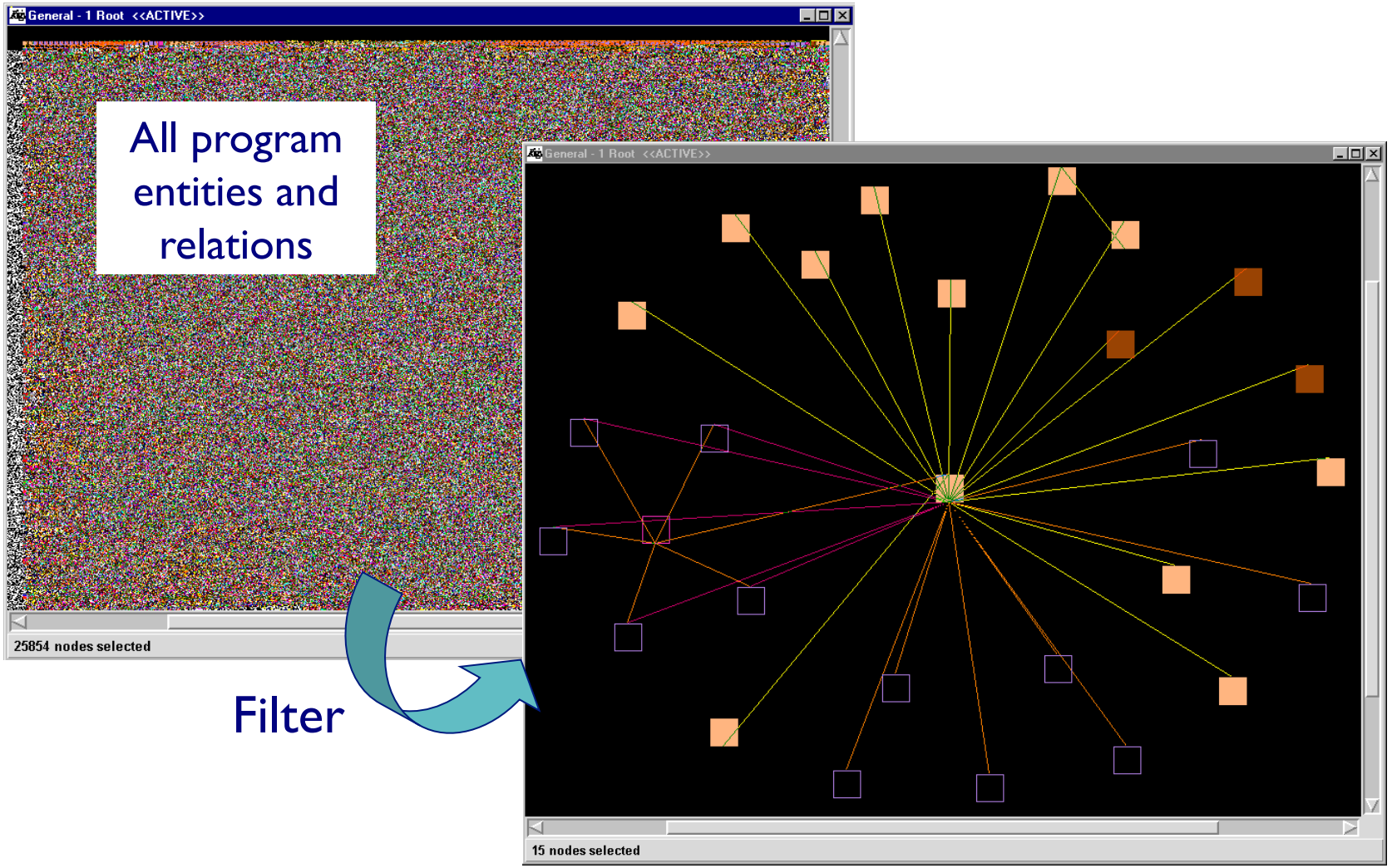
Visualising Hierarchies

- Euclidean cones
  - ☞ Pros:
    - More info than 2D
  - ☞ Cons:
    - Lack of depth
    - Navigation
- Hyperbolic trees
  - ☞ Pros:
    - Good focus
    - Dynamic
  - ☞ Cons:
    - Copyright



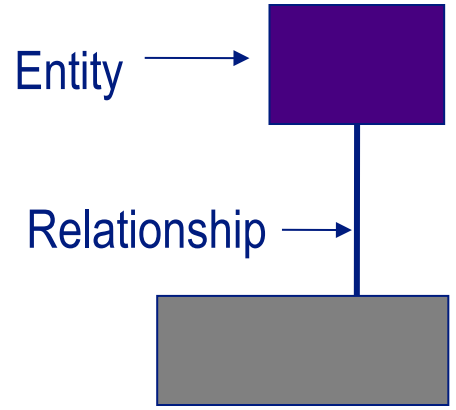


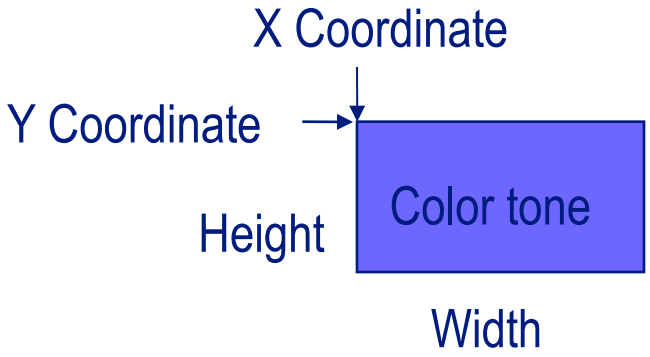
Bottom Up Visualisation



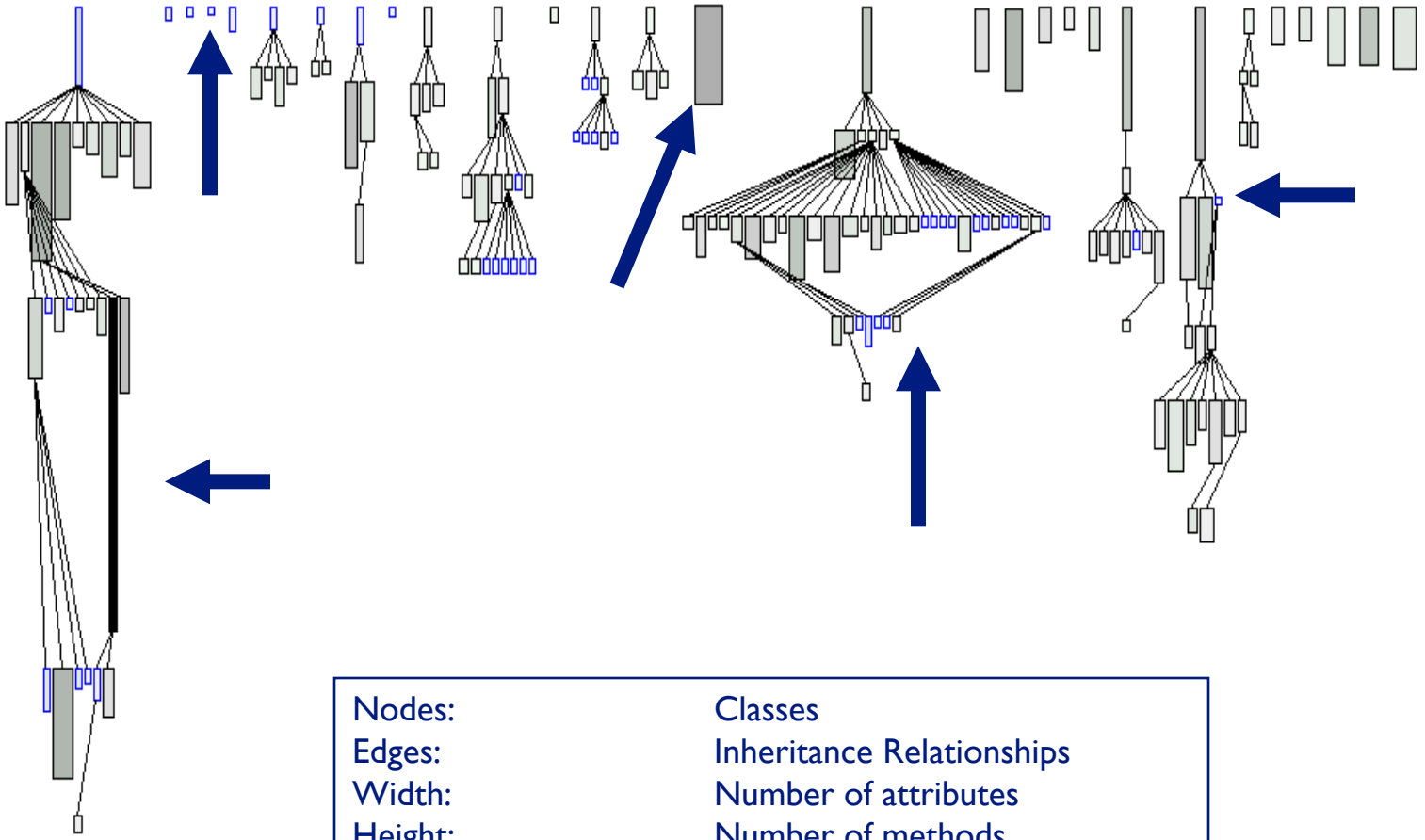
A lightweight approach

- A combination of metrics and software visualization
  - ☞Visualize software using colored rectangles for the entities and edges for the relationships
  - ☞Render up to five metrics on one node:
    - Size (1+2)
    - Color (3)
    - Position (4+5)



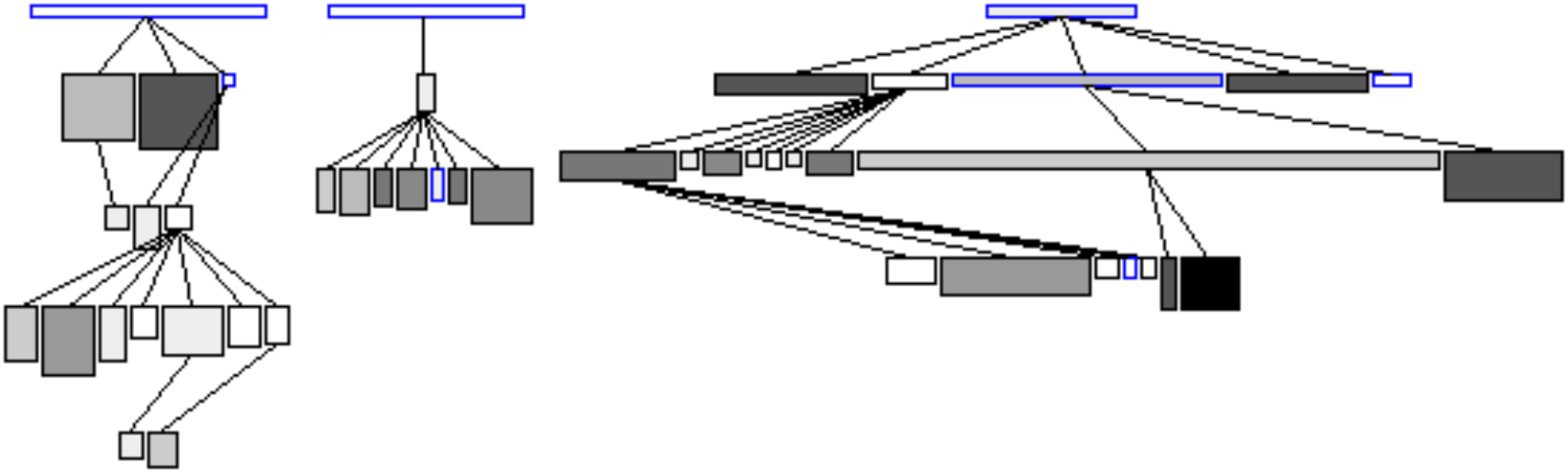


System Complexity View



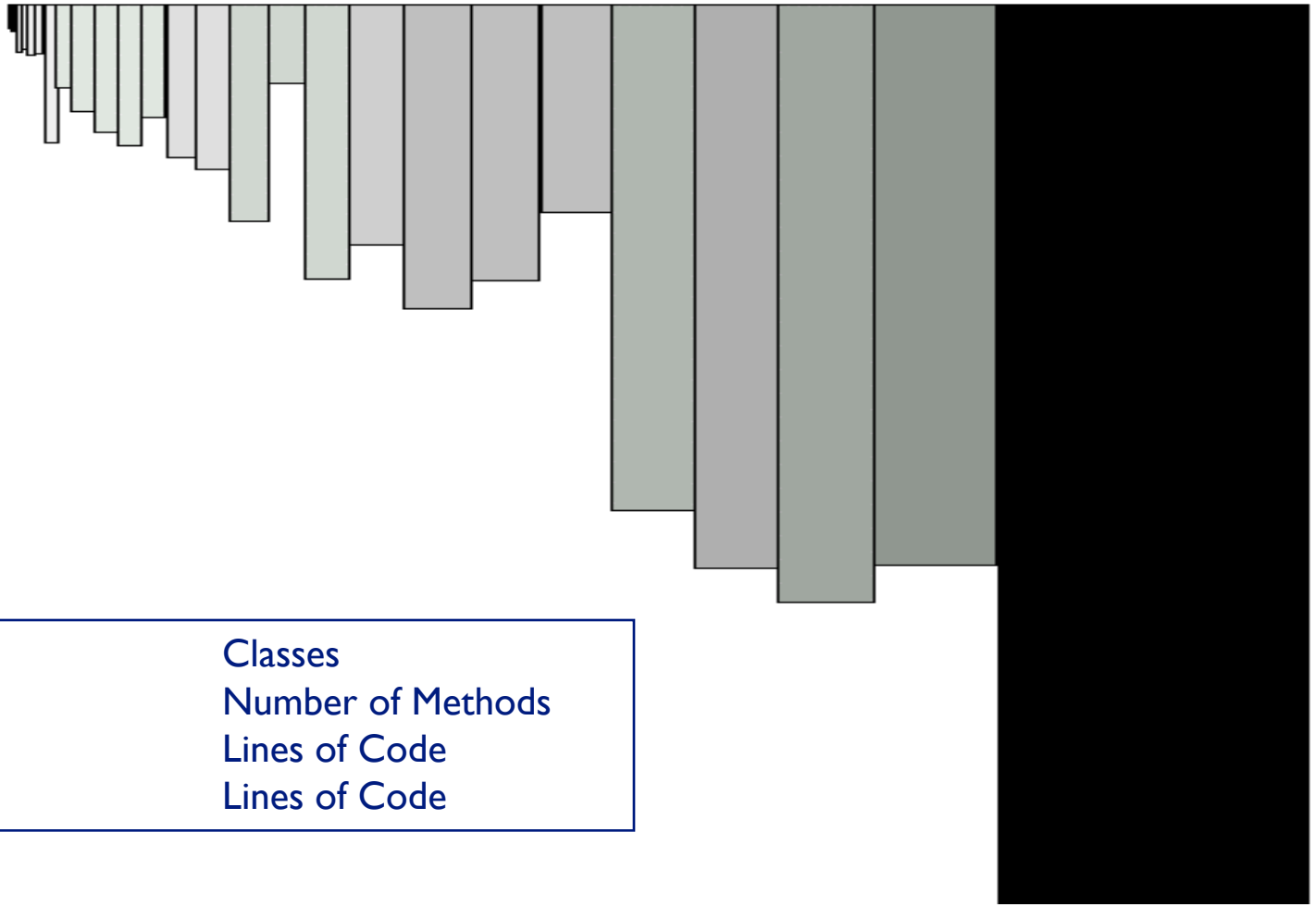
Nodes:	Classes
Edges:	Inheritance Relationships
Width:	Number of attributes
Height:	Number of methods
Color:	Number of lines of code

Inheritance Classification View



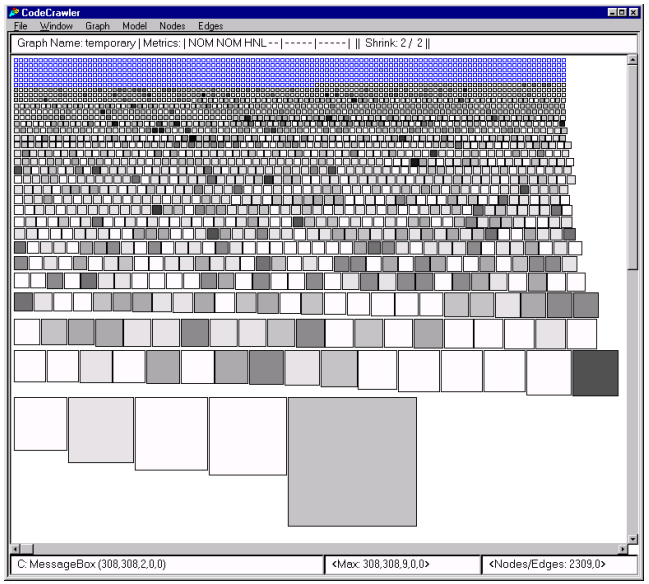
Boxes:	Classes
Edges:	Inheritance
Width:	Number of Methods Added
Height:	Number of Methods Overridden
Color:	Number of Method Extended

Data Storage Class Detection View



Boxes:	Classes
Width:	Number of Methods
Height:	Lines of Code
Color:	Lines of Code

Industrial Validation

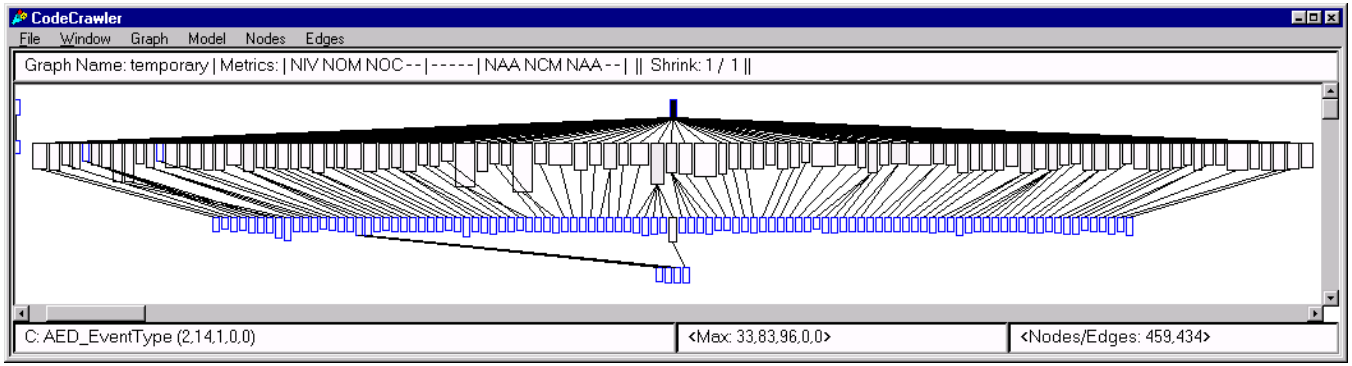


Personal experience

2-3 days to get something

Nokia (C++ 1.2 MLOC >2300 classes)
Nokia (C++/Java 120 kLOC >400 classes)
MGeniX (Smalltalk 600 kLOC >2100classes)
Bedag (COBOL 40 kLOC)
...

Used by developers + Consultants



State of the Art Tooling

1. source{d}
   - https://sourced.tech
   - https://github.com/src-d/engine

2. teamscale
   - https://www.cqse.eu/
   - https://github.com/cqse

3. codescene
   - https://codescene.io
   - https://github.com/empear-analytics

4. Dynamic Analysis

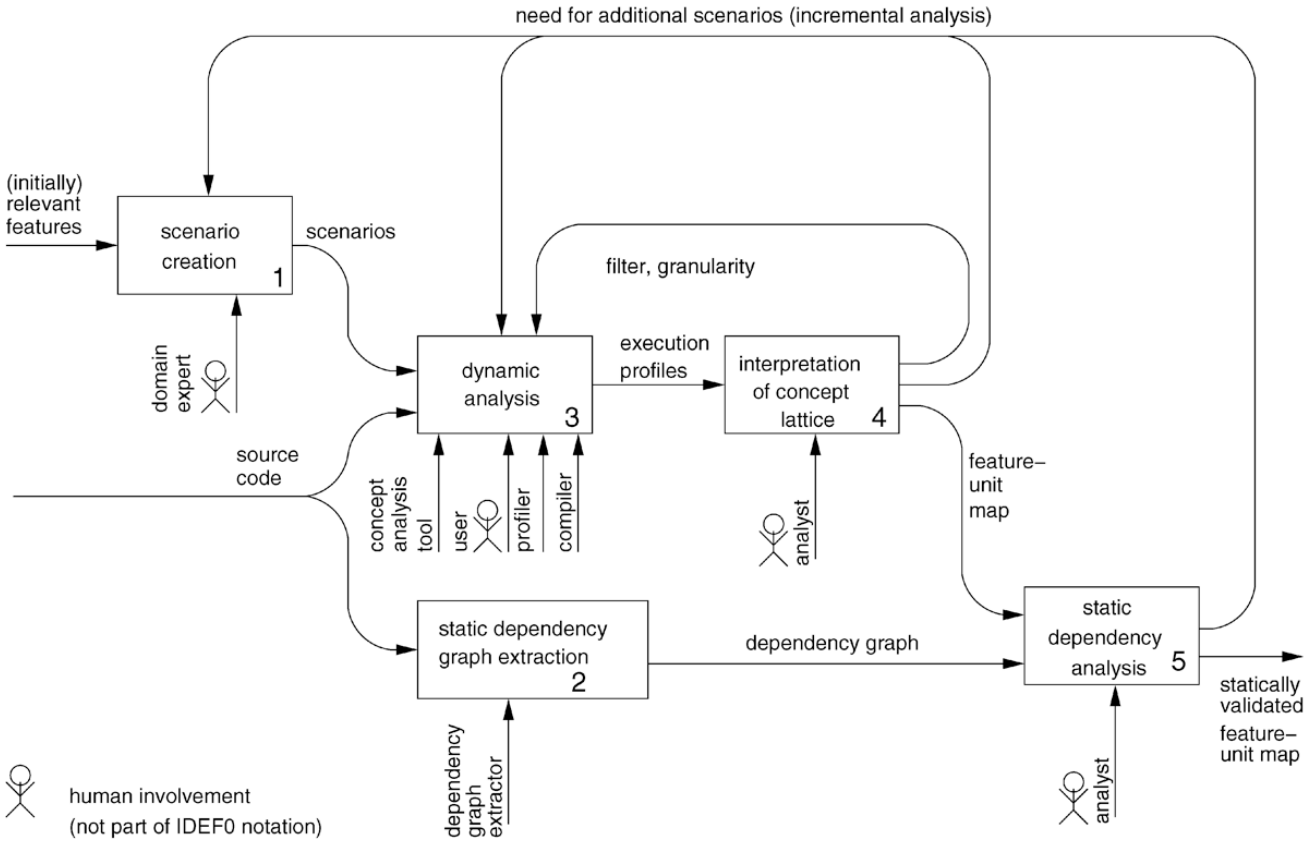
- Key Concept Identification
- Feature Location

Key Concept Identification

Class	IC_CC' + web-mining	Ant docs
Project	√	√
UnknownElement	√	√
Task	√	√
Main	√	√
IntrospectionHelper	√	√
ProjectHelper	√	√
RuntimeConfigurable	√	√
Target	√	√
ElementHandler	√	√
TaskContainer	×	√
Recall (%)	**90**	**-**
Precision (%)	**60**	**-**

- Extract run-time coupling
- Apply datamining ("google")
- Experiment with documented open-source cases (Ant, JMeter)
  - ☞ recall: +- 90 %
  - ☞ precision: +- 60 %

Feature Location



T. Eisenbarth, R. Koschke, and D. Simon. Locating features in source code. IEEE Transactions on Software Engineering, 29(3):210–224, March 2003.

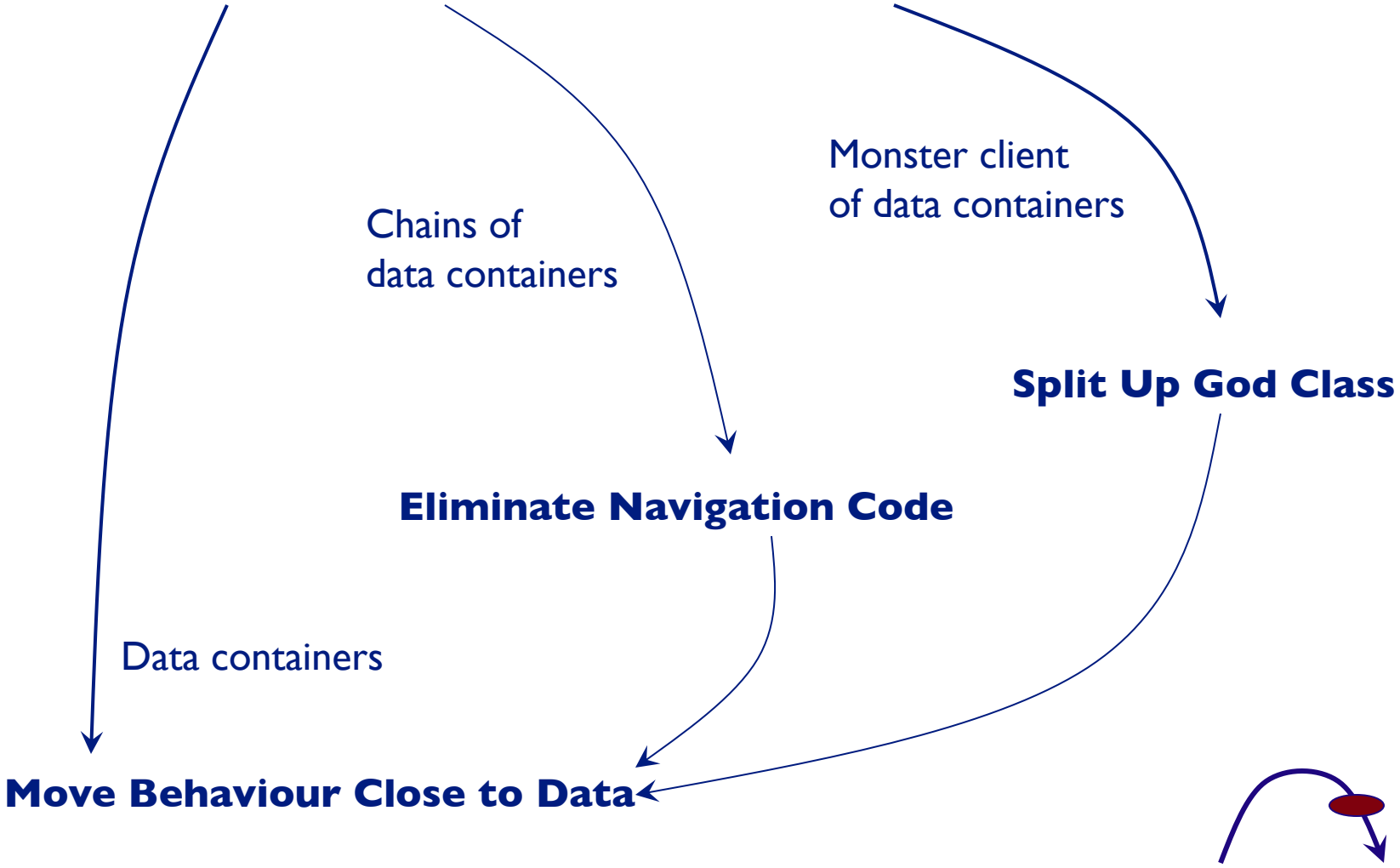
Replication is not supported, industrial cases are rare, …. In order to help the discipline mature, we think that more systematic empirical evaluation is needed.
[Tonella et. Al, in Empirical Software Engineering]

5. Restructuring

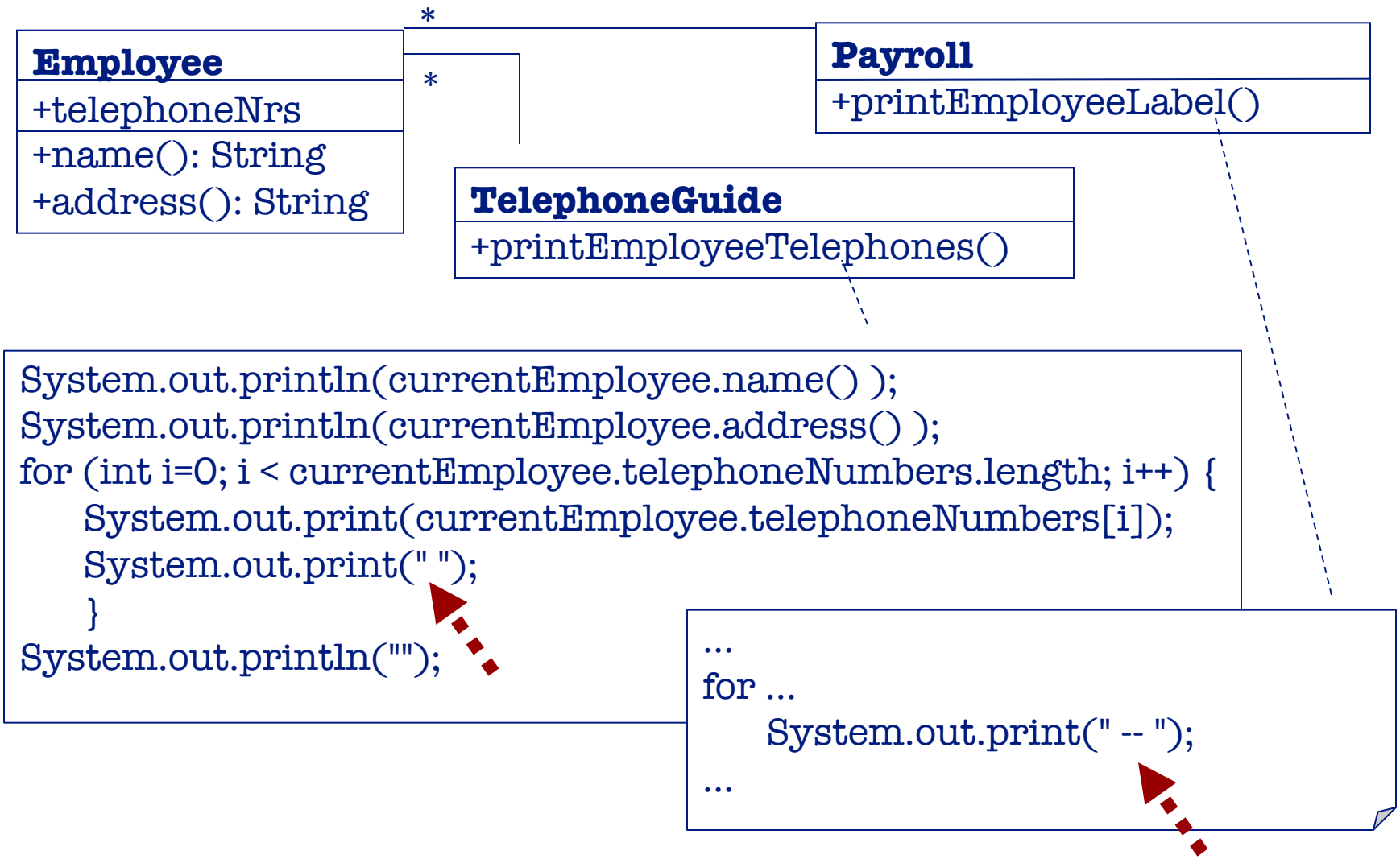
Redistribute Responsibilities

- Move Behaviour Close to Data
- Eliminate Navigation Code
- Split up God Class
- Empirical Validation

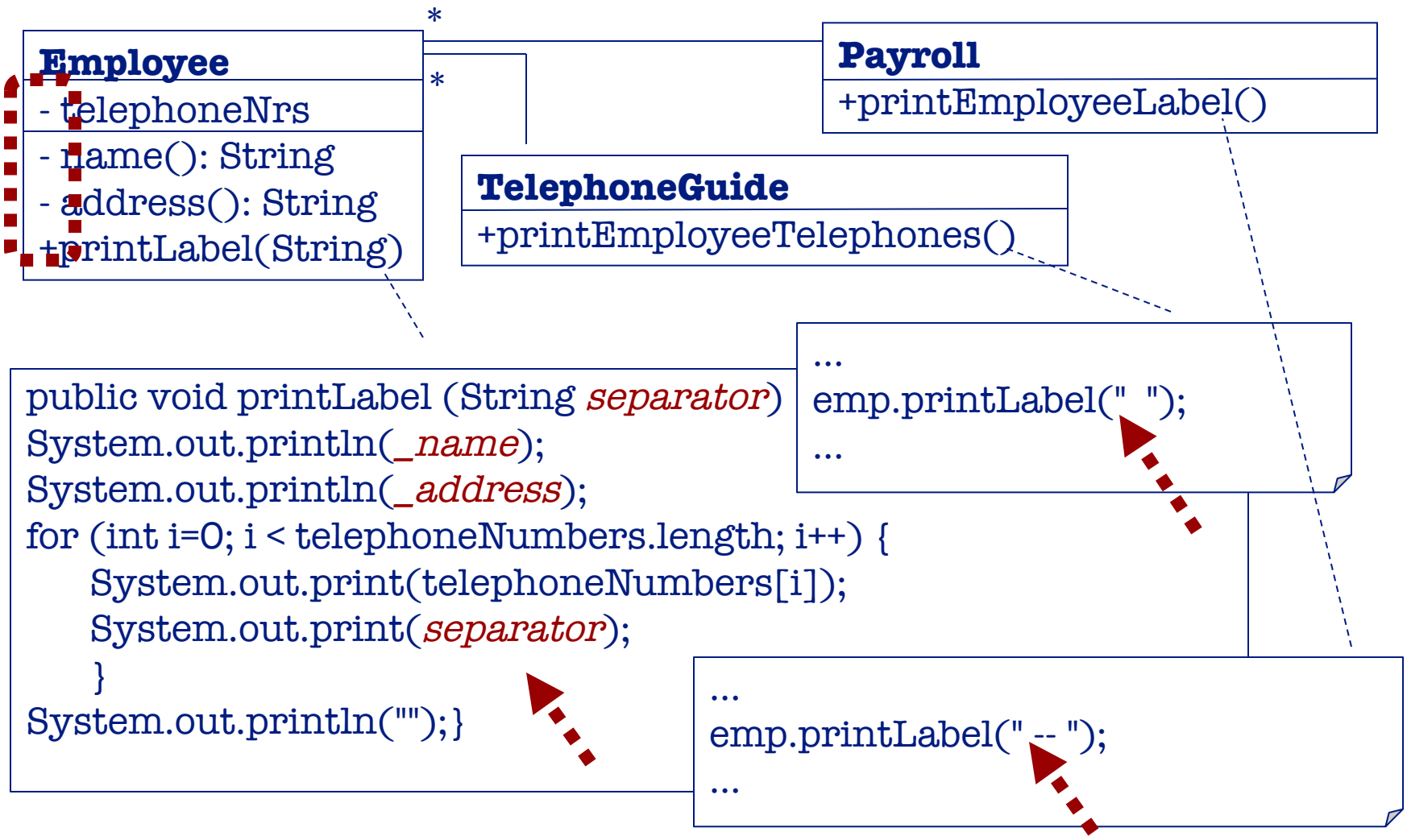
Redistribute Responsibilities



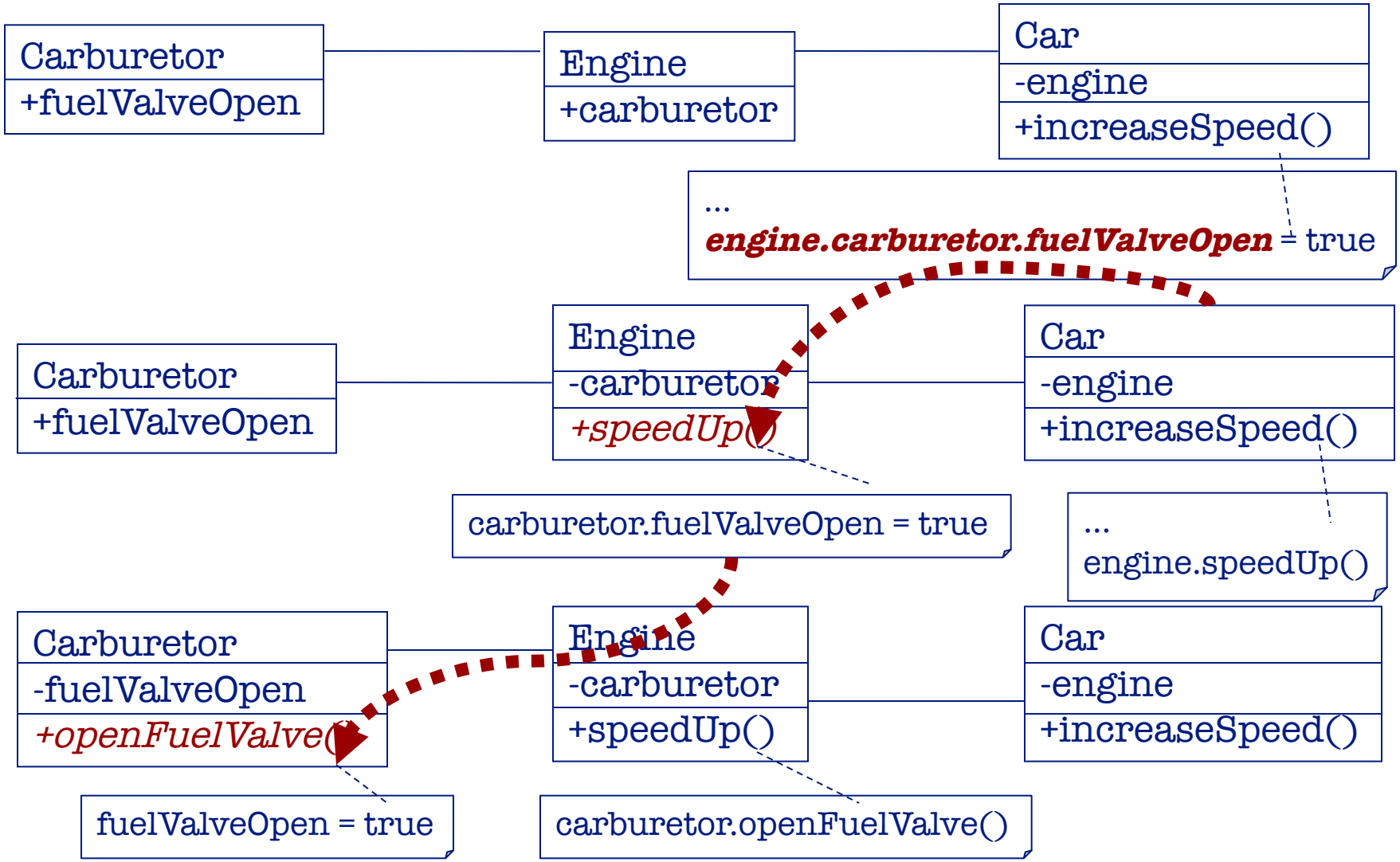
Move Behavior Close to Data (example 1/2)



Move Behavior Close to Data (example 2/2)



Eliminate Navigation Code



Split Up God Class

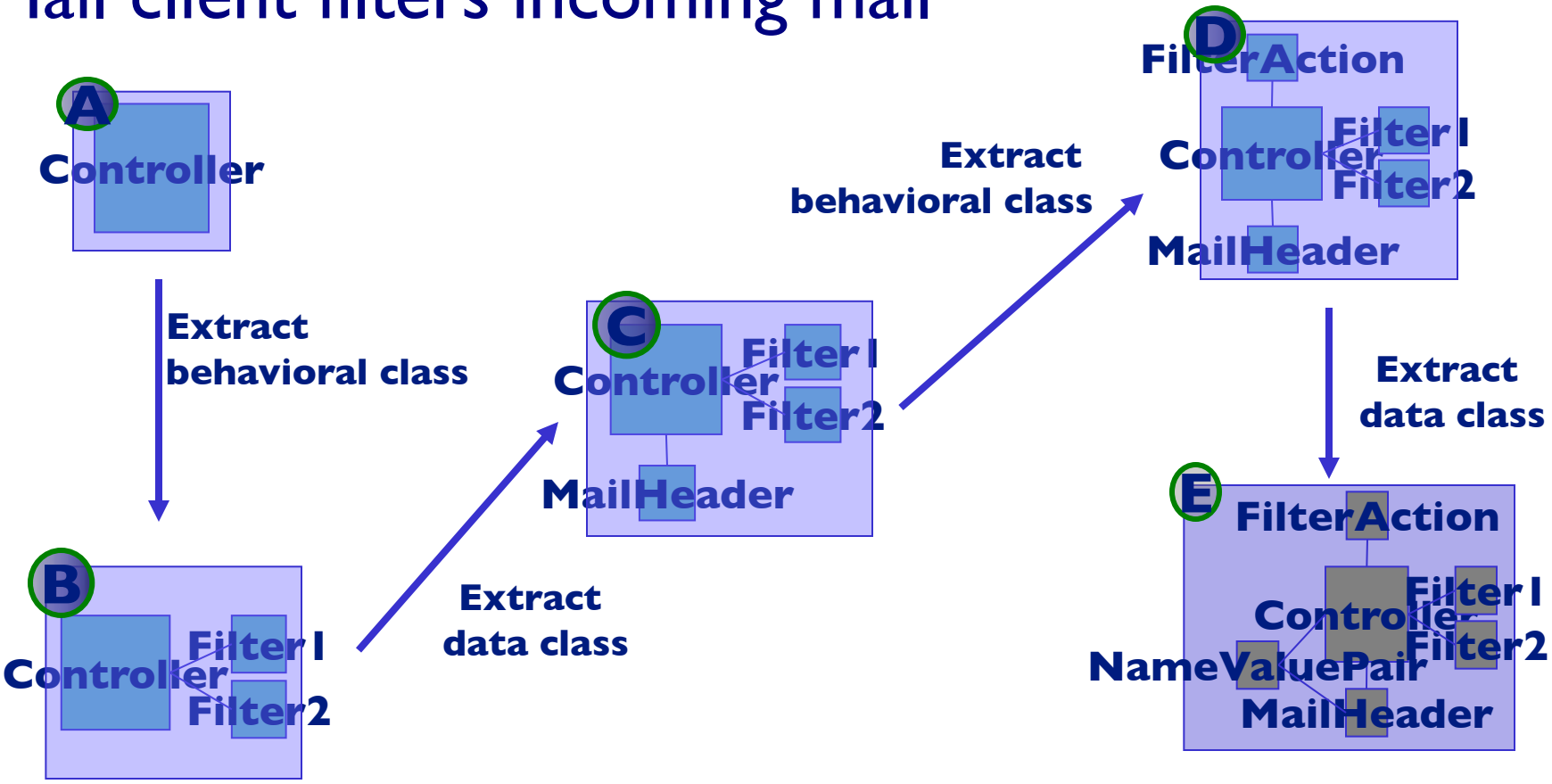
Problem: Break a class which monopolizes control?

Solution: Incrementally eliminate navigation code

- Detection:
  - measuring size
  - class names containing Manager, System, Root, Controller
  - the class that all maintainers are avoiding
- How:
  - move behaviour close to data + eliminate navigation code
  - remove or deprecate façade
- However:
  - If God Class is stable, then don't split
    $\Rightarrow$ shield client classes from the god class

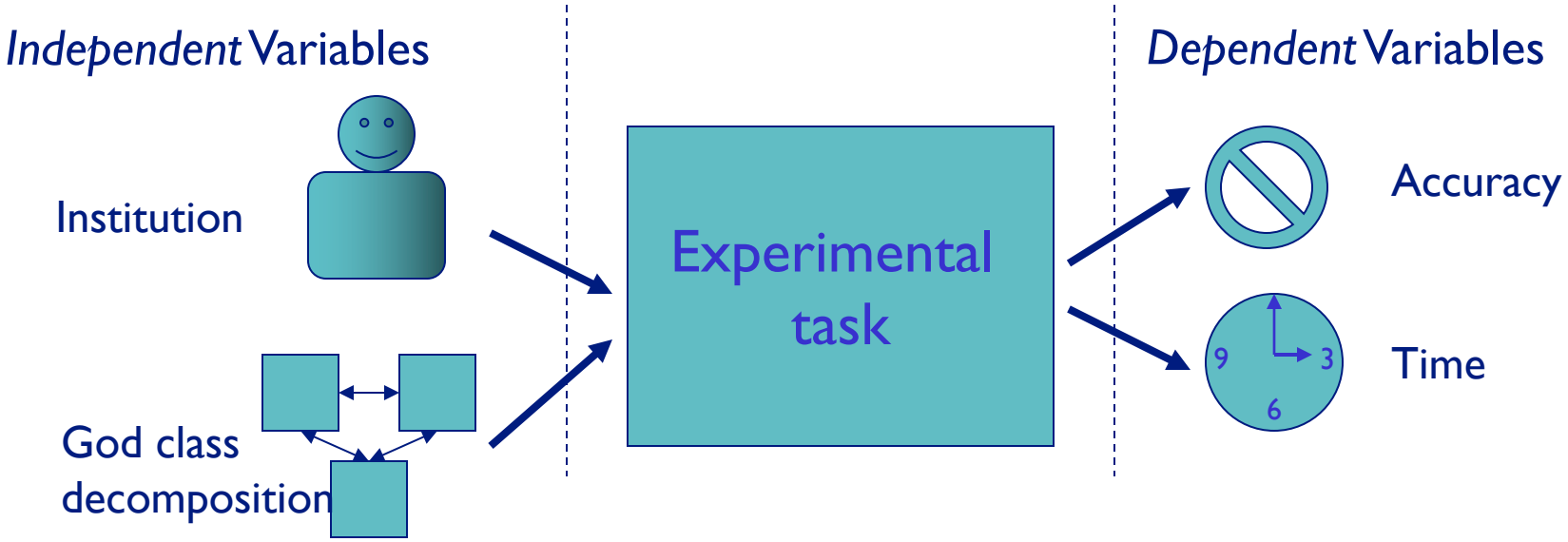
Split Up God Class: 5 variants

Mail client filters incoming mail



Empirical Validation

- **Controlled experiment** with 63 last-year master-level students (CS and ICT)



Interpretation of Results

- *"Optimal decomposition"* differs with respect to training
  - ☞ Computer science: preference towards C-E
  - ☞ ICT-electronics: preference towards A-C

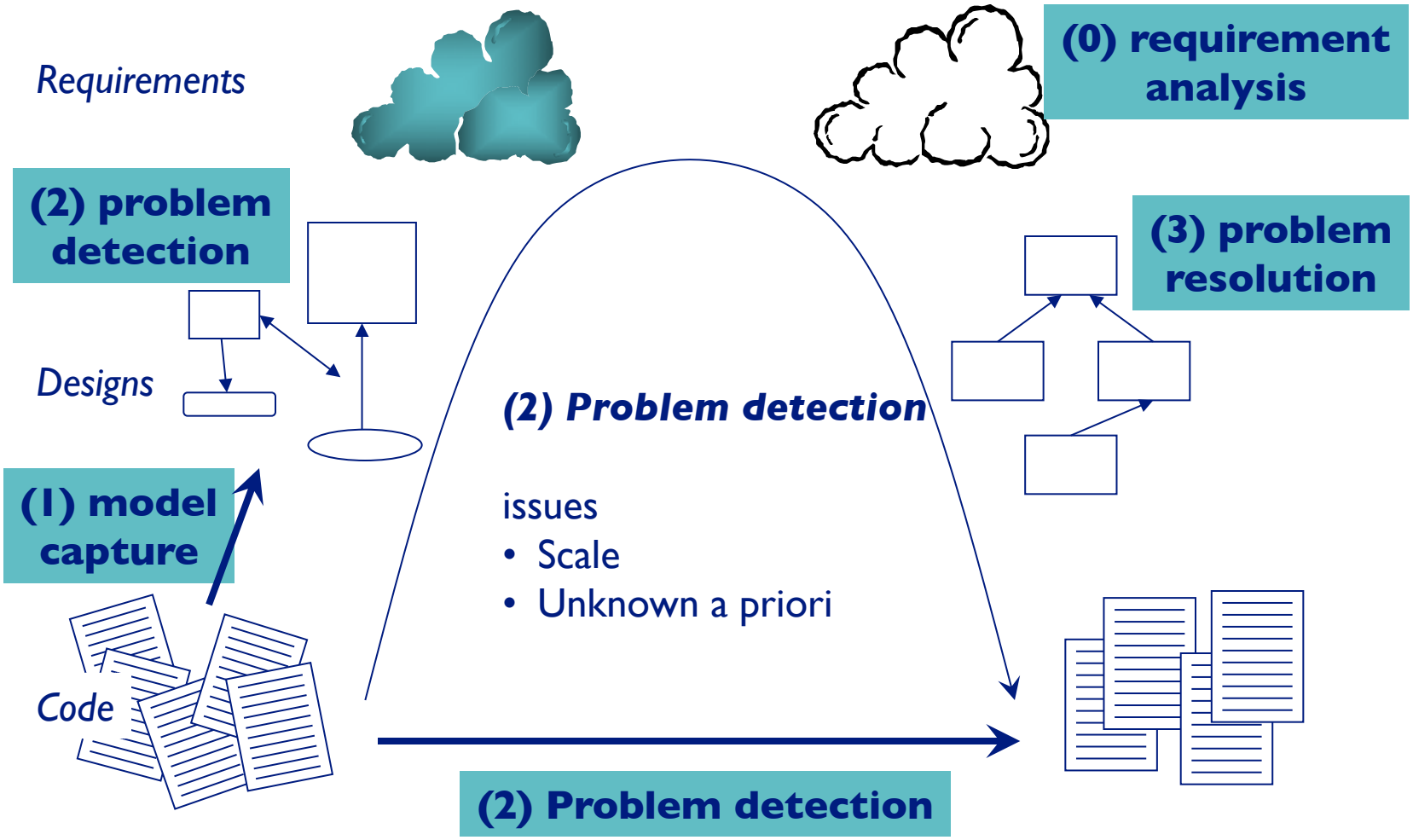
- Advanced OO training can induce a preference towards particular styles of decomposition
  - ☞ Consistent with [Arisholm et al. 2004]

6. Code Duplication

a.k.a. Software Cloning, Copy&Paste Programming

- ***Code Duplication***
  - What is it?
  - Why is it harmful?
- Detecting Code Duplication
- Approaches
- A Lightweight Approach
- Visualization (dotplots)
- Duploc
- Recent trends

The Reengineering Life-Cycle



Code is Copied

Small Example from the Mozilla Distribution (Milestone 9)
Extract from /dom/src/base/nsLocation.cpp

```
[432] NS_IMETHODIMP
[433] LocationImpl::GetPathname(nsString
[434] {
[435]   nsAutoString href;
[436]   nsIURI *url;
[437]   nsresult result = NS_OK;
[438]
[439]   result = GetHref(href);
[440]   if (NS_OK == result) {
[441] #ifndef NECKO
[442]     result = NS_NewURL(&url, href);
[443] #else
[444]     result = NS_NewURI(&url, href);
[445] #endif // NECKO
[446]     if (NS_OK == result) {
[447] #ifdef NECKO
[448]       char* file;
[449]       result = url->GetPath(&file);
[450] #else
[451]       const char* file;
[452]       result = url->GetFile(&file);
[453] #endif
[454]       if (result == NS_OK) {
[455]         aPathname.SetString(file);
[456] #ifdef NECKO
[457]         nsCRT::free(file);
[458] #endif
[459]       }
[460]       NS_IF_RELEASE(url);
[461]     }
[462]   }
[463]
[464]   return result;
[465] }
[466]
```

```
[467] NS_IMETHODIMP
[468] LocationImpl::SetPathname(const nsString
[469] {
[470]   nsAutoString href;
[471]   nsIURI *url;
[472]   nsresult result = NS_OK;
[473]
[474]   result = GetHref(href);
[475]   if (NS_OK == result) {
[476] #ifndef NECKO
[477]     result = NS_NewURL(&url, href);
[478] #else
[479]     result = NS_NewURI(&url, href);
[480] #endif // NECKO
[481]     if (NS_OK == result) {
[482]       char *buf = aPathname.ToNewCString();
[483] #ifdef NECKO
[484]       url->SetPath(buf);
[485] #else
[486]       url->SetFile(buf);
[487] #endif
[488]       SetURL(url);
[489]       delete[] buf;
[490]       NS_RELEASE(url);
[491]     }
[492]   }
[493]
[494]   return result;
[495] }
[496]
```

```
[497] NS_IMETHODIMP
[498] LocationImpl::GetPort(nsString& aPort)
[499] {
[500]   nsAutoString href;
[501]   nsIURI *url;
[502]   nsresult result = NS_OK;
[503]
[504]   result = GetHref(href);
[505]   if (NS_OK == result) {
[506] #ifndef NECKO
[507]     result = NS_NewURL(&url, href);
[508] #else
[509]     result = NS_NewURI(&url, href);
[510] #endif // NECKO
[511]     if (NS_OK == result) {
[512]       aPort.SetLength(0);
[513] #ifdef NECKO
[514]       PRInt32 port;
[515]       (void)url->GetPort(&port);
[516] #else
[517]       PRUint32 port;
[518]       (void)url->GetHostPort(&port);
[519] #endif
[520]       if (-1 != port) {
[521]         aPort.Append(port, 10);
[522]       }
[523]       NS_RELEASE(url);
[524]     }
[525]   }
[526]
[527]   return result;
[528] }
[529]
```

How Much Code is Duplicated?

Usual estimates: 8 to 12% in normal industrial code
15 to 25 % is already a lot!

Case Study	***LOC***	***Duplication without comments***	***with comments***
gcc	460'000	8.7%	5.6%
Database Server	245'000	36.4%	23.3%
Payroll	40'000	59.3%	25.4%
Message Board	6'500	29.4%	17.4%

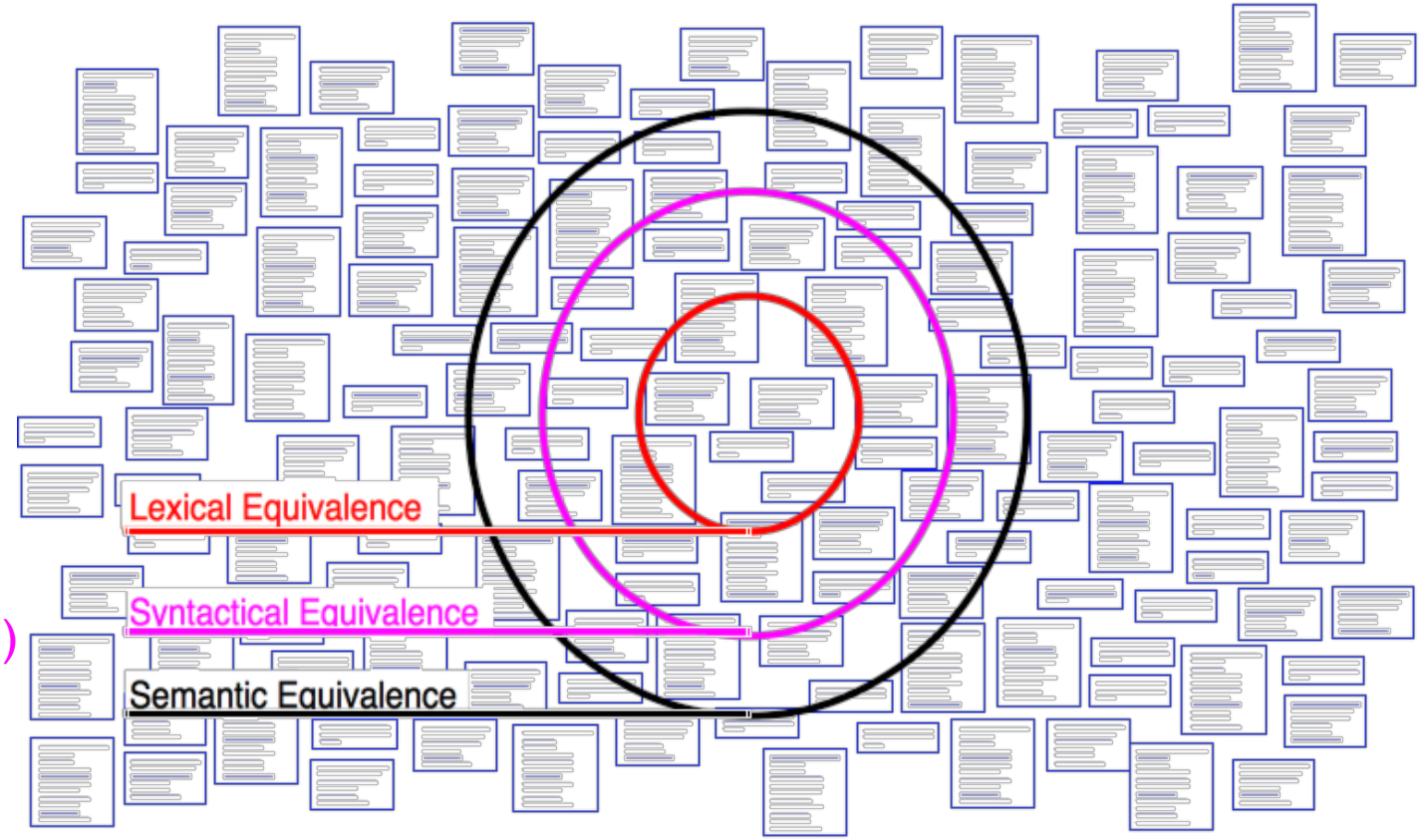
Copied Code Problems

- General negative effect:
  - Code bloat
- Negative effects on *Software Maintenance*
  - Copied Defects
  - Changes take double, triple, quadruple, ... Work
  - Dead code
  - Add to the cognitive load of future maintainers
- Copying as additional source of defects
  - Errors in the systematic renaming produce unintended aliasing
- Metaphorically speaking:
  - Software Aging, "hardening of the arteries",
  - "Software Entropy" increases even small design changes become very difficult to effect

Code Duplication Detection

Nontrivial problem:

- No a priori knowledge about which code has been copied
- How to find all clone pairs among all possible pairs of segments?

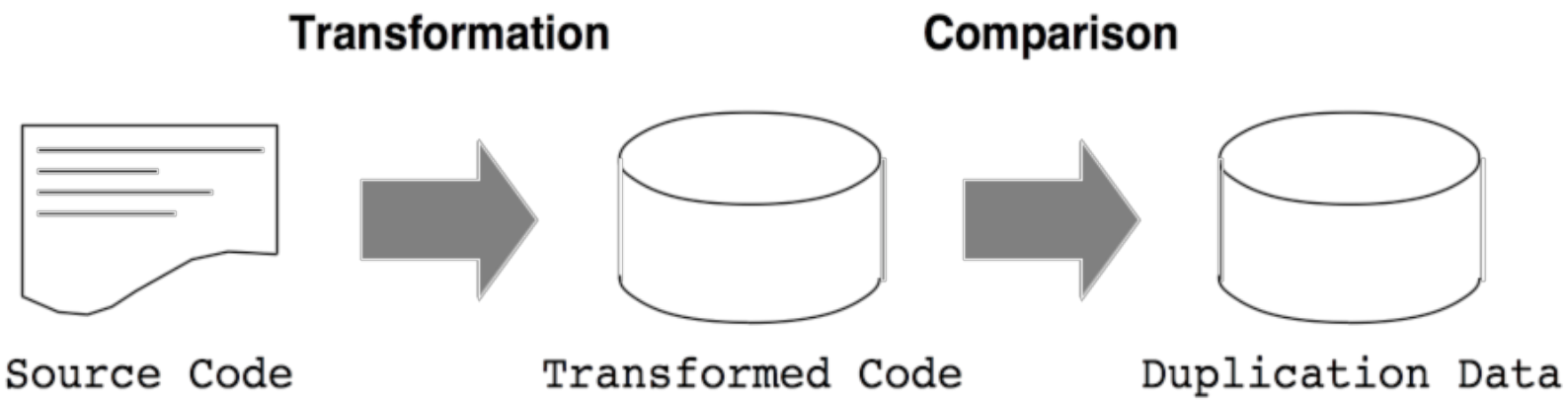


Type I

Type II
(& Type III)

Type IV

General Schema of Detection Process



Author	*Level*	*Transformed Code*	*Comparison Technique*
[John94a]	Lexical	Substrings	String-Matching
[Duca99a]	Lexical	Normalized Strings	String-Matching
[Bake95a]	Syntactical	Parameterized Strings	String-Matching
[Mayr96a]	Syntactical	Metric Tuples	Discrete comparison
[Kont97a]	Syntactical	Metric Tuples	Euclidean distance
[Baxt98a]	Syntactical	AST	Tree-Matching

Simple Detection Approach (i)

- **Assumption**:
  - Code segments are just copied and changed at a few places
- **Code Transformation Step**
  - remove white space, comments
  - remove lines that contain uninteresting code elements (e.g., just 'else' or '}')

```
…
//assign same fastid as container
fastid = NULL;
const char* fidptr = get_fastid();
if(fidptr != NULL) {
  int l = strlen(fidptr);
  fastid = newchar[ l + 1 ];
```

```
…

fastid=NULL;
constchar*fidptr=get_fastid();
if(fidptr!=NULL)
intl=strlen(fidptr)
fastid = newchar[l+]
```

Simple Detection Approach (ii)

- **Code Comparison Step**
  - Line based comparison (Assumption: Layout did not change during copying)
  - Compare each line with each other line.
  - Reduce search space by hashing:

    1. Preprocessing: Compute the hash value for each line

    2. Actual Comparison: Compare all lines in the same hash bucket
- **Evaluation of the Approach**
  - Advantages: Simple, language independent
  - Disadvantages: Difficult interpretation

A Perl script for C++ (1/2)

```
$equivalenceClassMinimalSize = 1;
$slidingWindowSize           = 5;
$removeKeywords              = 0;
@keywords      = qw(if
   then
   else
  );

$keywordsRegExp = join '|', @keywords;


@unwantedLines = qw( else
    return
    return;
    {
    }
    ;
);
push @unwantedLines, @keywords;
```

```
while (<>) {
  chomp;
  $totalLines++;

  # remove comments of type /* */
  my $codeOnly = '';
  while(($inComment  && m|\*/|) ||
(!$inComment && m|/\*|)) {
    unless($inComment) { $codeOnly .= $` }
    $inComment = !$inComment;
    $_ = $';
  }
  $codeOnly .= $_  unless $inComment;
  $_ = $codeOnly;

  s|//.*$||; # remove comments of type //
  s/\s+//g;  #remove white space
  s/$keywordsRegExp//og if
$removeKeywords;  #remove keywords
```

A Perl script for C++ (2/2)

```
$codeLines++;
  push @currentLines, $_;
  push @currentLineNos, $.;
  if($slidingWindowSiz e < @currentLines) {
    shift @currentLines;
    shift @currentLineNos;}
  #print STDERR "Line $totalLines >$_<\n";
  my $lineToBeCompared      = join '',  @currentLines;
  my $lineNumbersCompared   = "<$ARGV>"; # append
the name of the fi le
  $lineNumbersCompared  .= join '/', @currentLineNos;
  #print STDERR "$lineNumbersCompared\n";
  if($bucketRef = $eqLines{$lineT oBeCompared}) {
    push @$bucketRef, $lineNumbersCompared;
  } else {$eqLines{$lineT oBeCompared} = [
$lineNumbersCompared ];}
if(eof) { close ARGV } # Reset linerumber-count for next
file
```

- Handles multiple files
- Removes comments and white spaces
- Controls noise (if, {,)
- Granularity (number of lines)
- Possible to remove keywords

Output Sample

Lines:
create_property(pd,pnImplObjects,stReference,false,*iImplObjects);
create_property(pd,pnElttype,stReference,true,*iEltType);
create_property(pd,pnMinelt,stInteger,true,*iMinelt);
create_property(pd,pnMaxelt,stInteger,true,*iMaxelt);
create_property(pd,pnOwnership,stBool,true,*iOwnership);
Locations: </face/typesystem/SCTypesystem.C>6178/6179/6180/6181/6182
</face/typesystem/SCTypesystem.C>6198/6199/6200/6201/6202
Lines:
create_property(pd,pnSupertype,stReference,true,*iSupertype);
create_property(pd,pnImplObjects,stReference,false,*iImplObjects);
create_property(pd,pnElttype,stReference,true,*iEltType);
create_property(pd,pMinelt,stInteger,true,*iMinelt);
create_property(pd,pnMaxelt,stInteger,true,*iMaxelt);
Locations: </face/typesystem/SCTypesystem.C>6177/6178
</face/typesystem/SCTypesystem.C>6229/6230

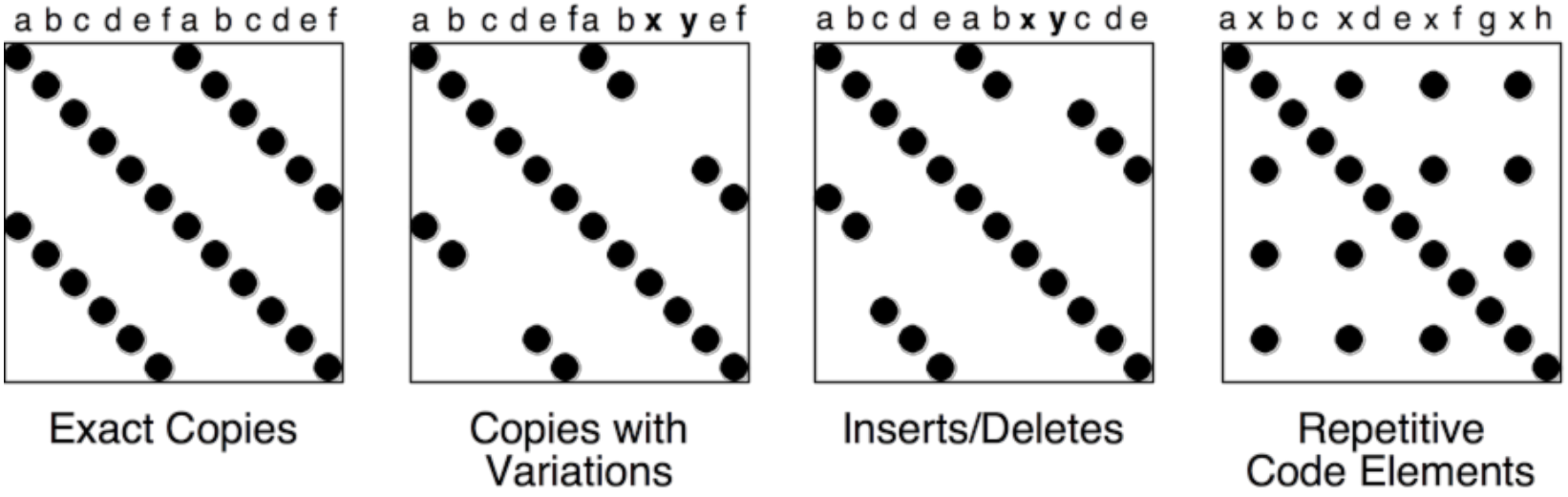
Lines = duplicated lines

Locations = file names and line number

Visualization of Duplicated Code

- Visualization provides insights into the duplication situation
- A simple version can be implemented in three days
- Scalability issue

- Dotplots — Technique from DNA Analysis
  - Code is put on vertical as well as horizontal axis
  - A match between two elements is a dot in the matrix



Visualization of Copied Code Sequences

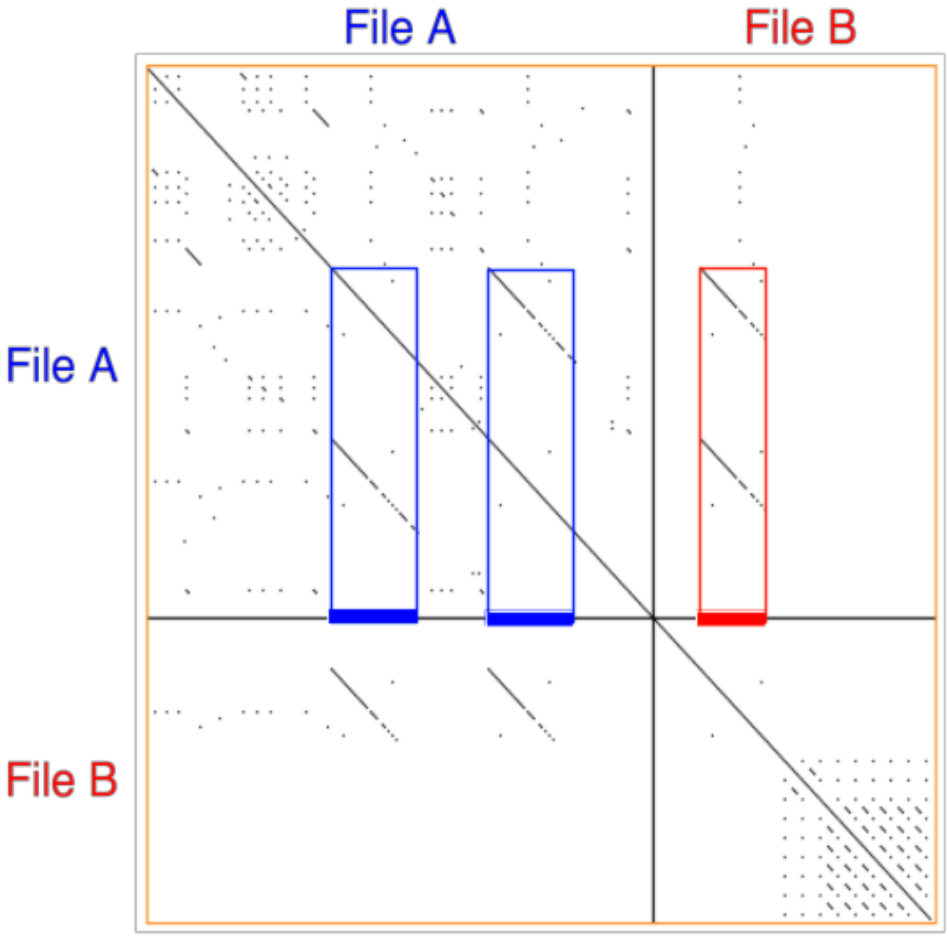
Detected Problem

File A contains two copies of a piece of code

File B contains another copy of this code

Possible Solution

Extract Method



All examples are made using Duploc from an industrial case study (1 Mio LOC C++ System)

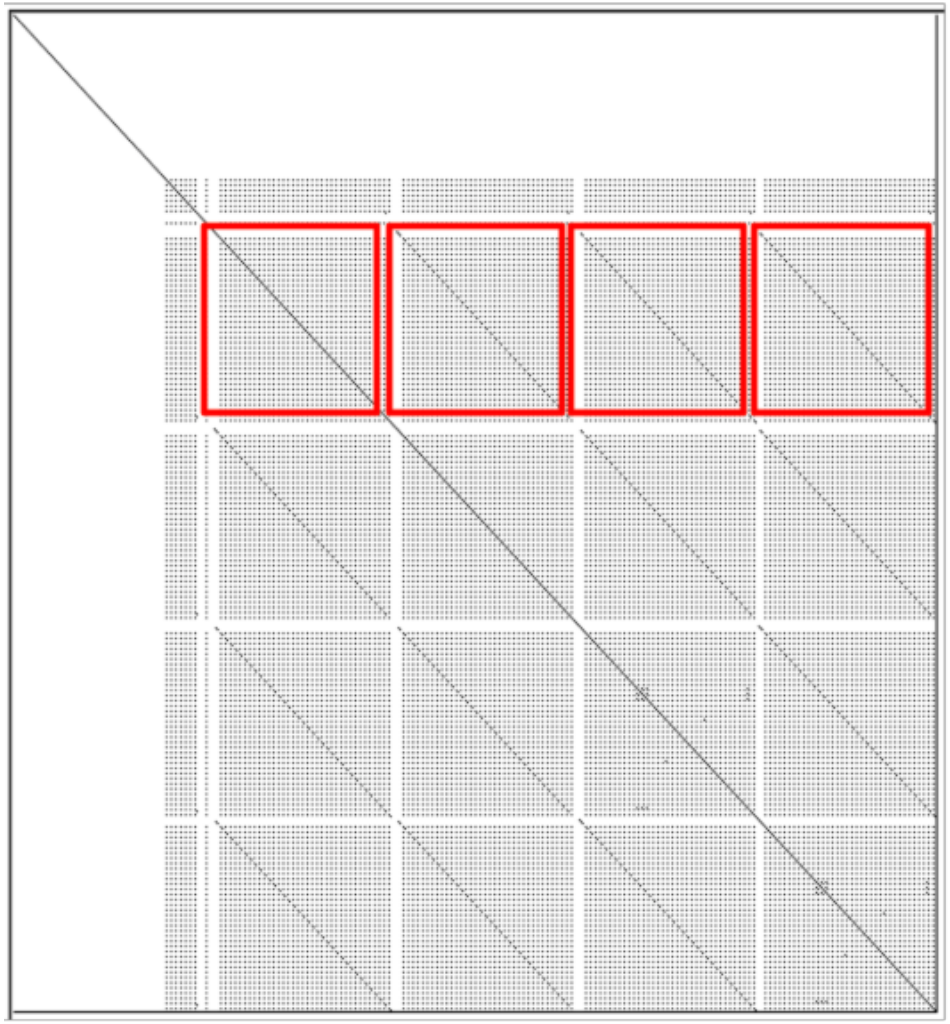
Visualization of Repetitive Structures

Detected Problem

4 Object factory clones: a switch statement over a type variable is used to call individual construction code

Possible Solution

Strategy Method



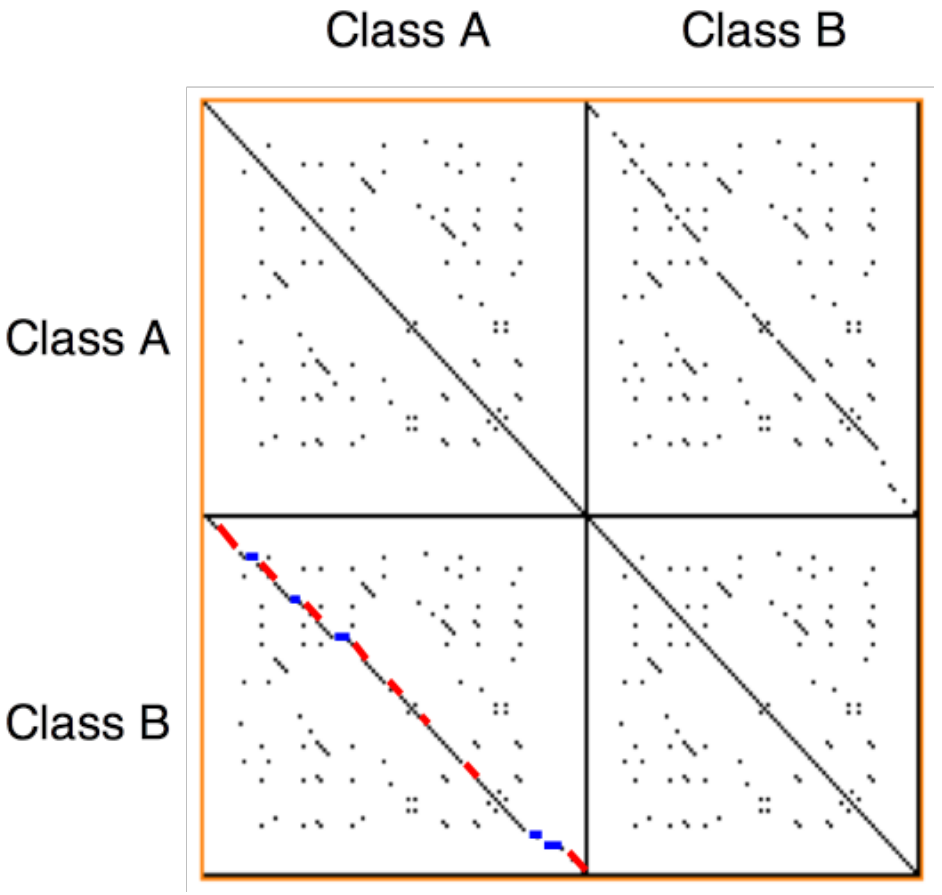
Visualization of Cloned Classes

Detected Problem:

Class A is an edited copy of class B. Editing & Insertion

Possible Solution

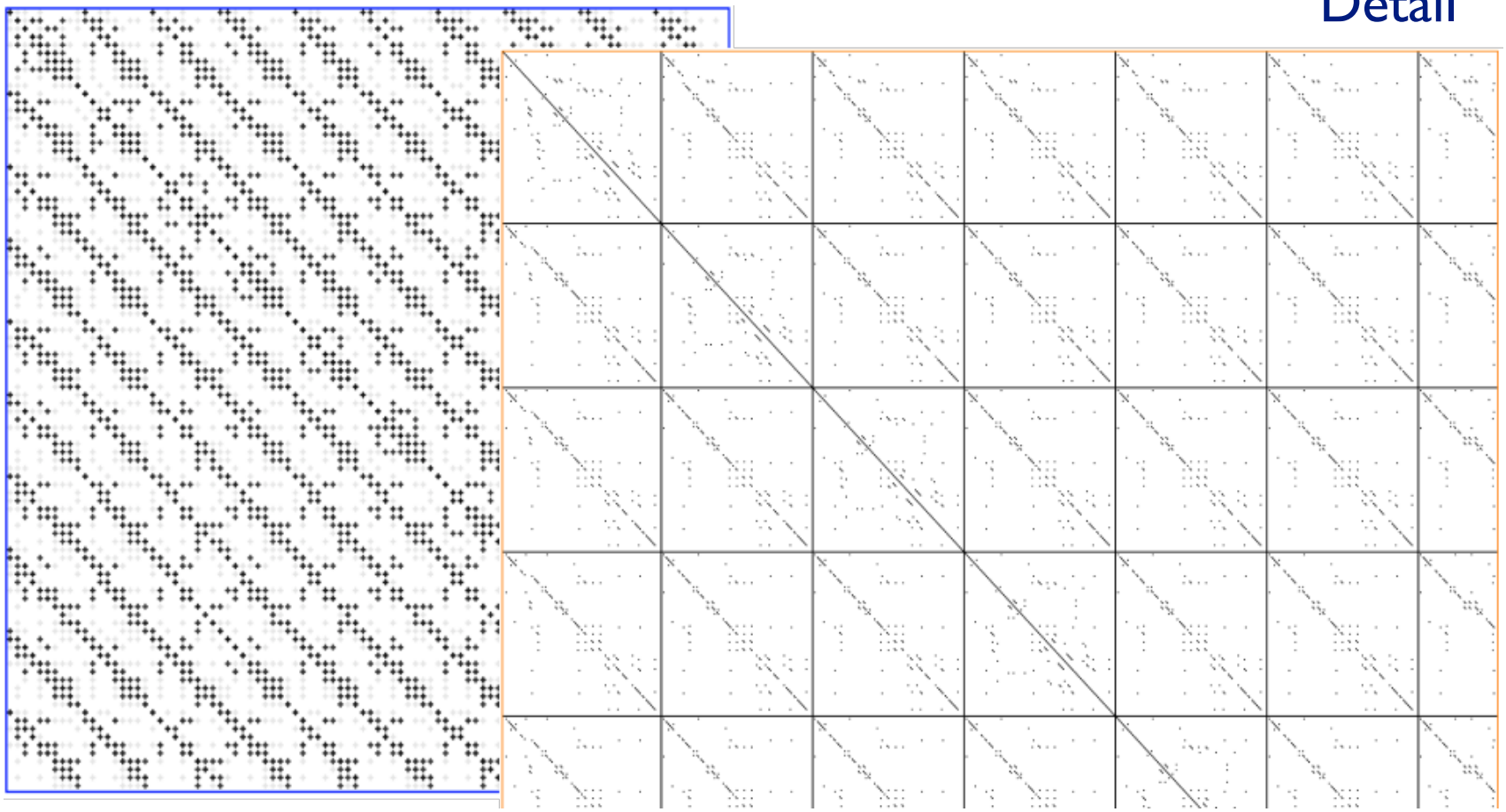
Subclassing …



Visualization of Clone Families

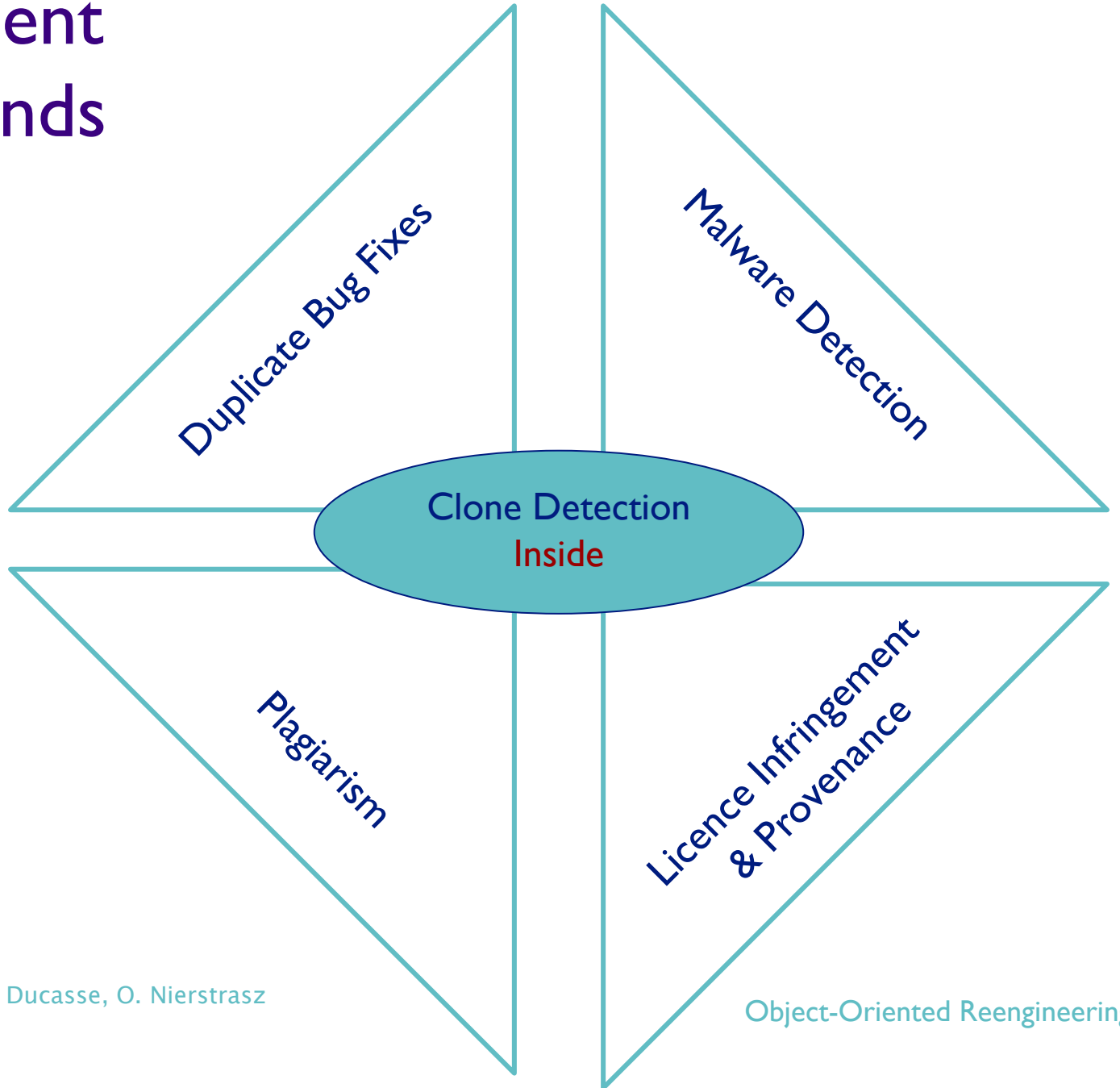
Overview

Detail



20 Classes implementing lists for different data types

Recent Trends



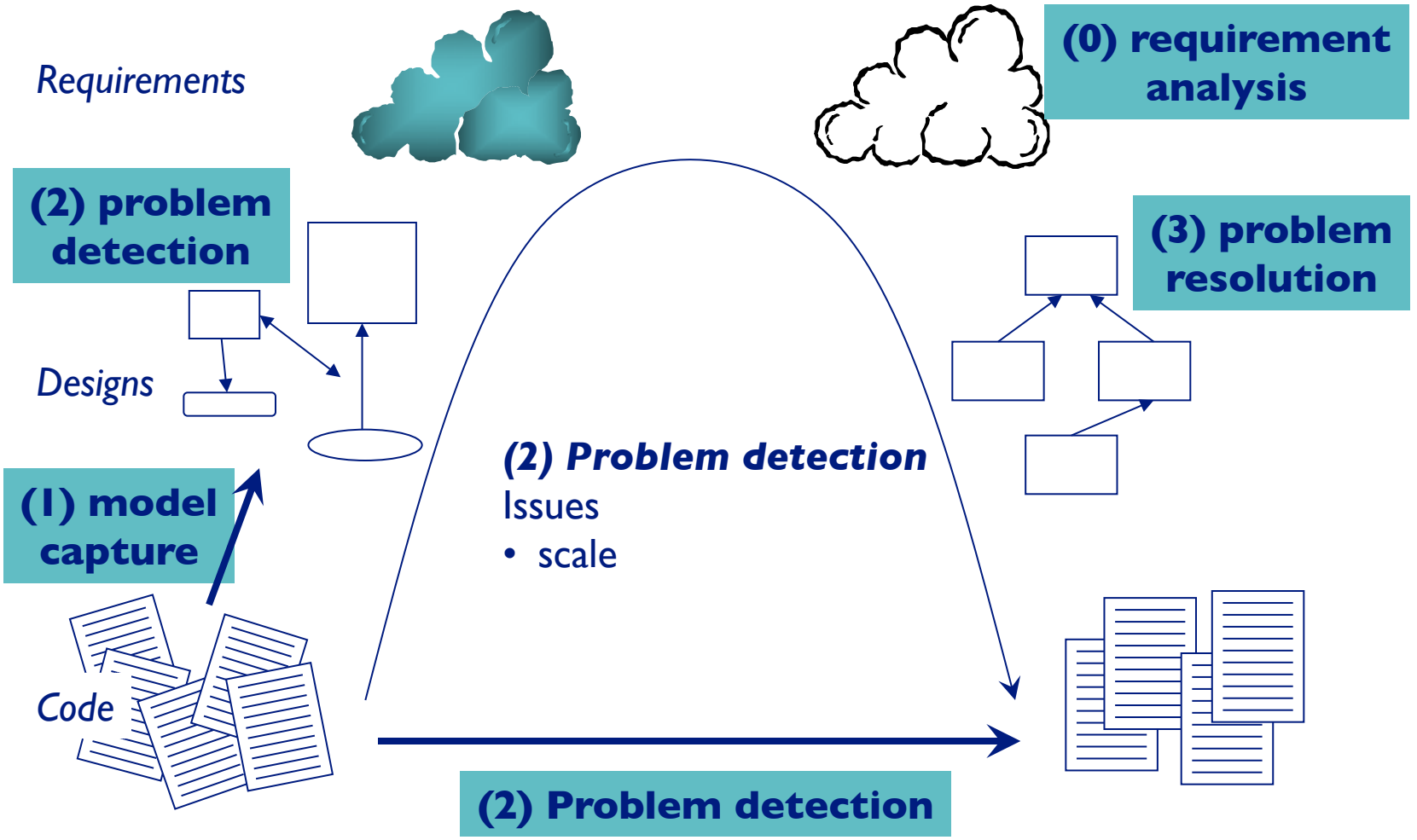
7. Software Evolution

- Exploiting the Version Control System
  - ☞ Visualizing CVS changes
- The Evolution Matrix
- Test History

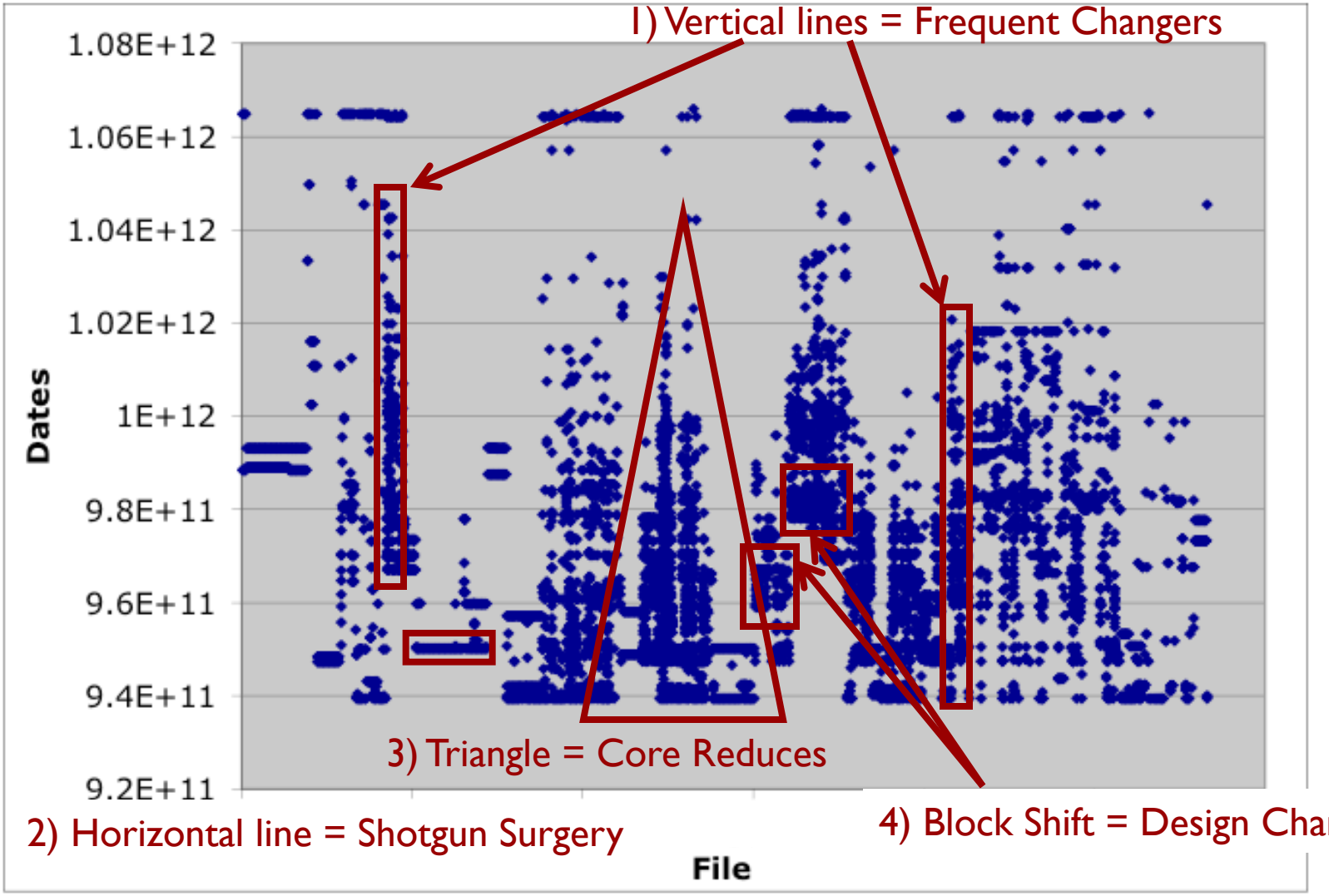
It is not *age* that turns a piece of software into a legacy system, but the *rate* at which it has been developed and adapted without being reengineered.

[Demeyer, Ducasse and Nierstrasz: Object-Oriented Reengineering Patterns]

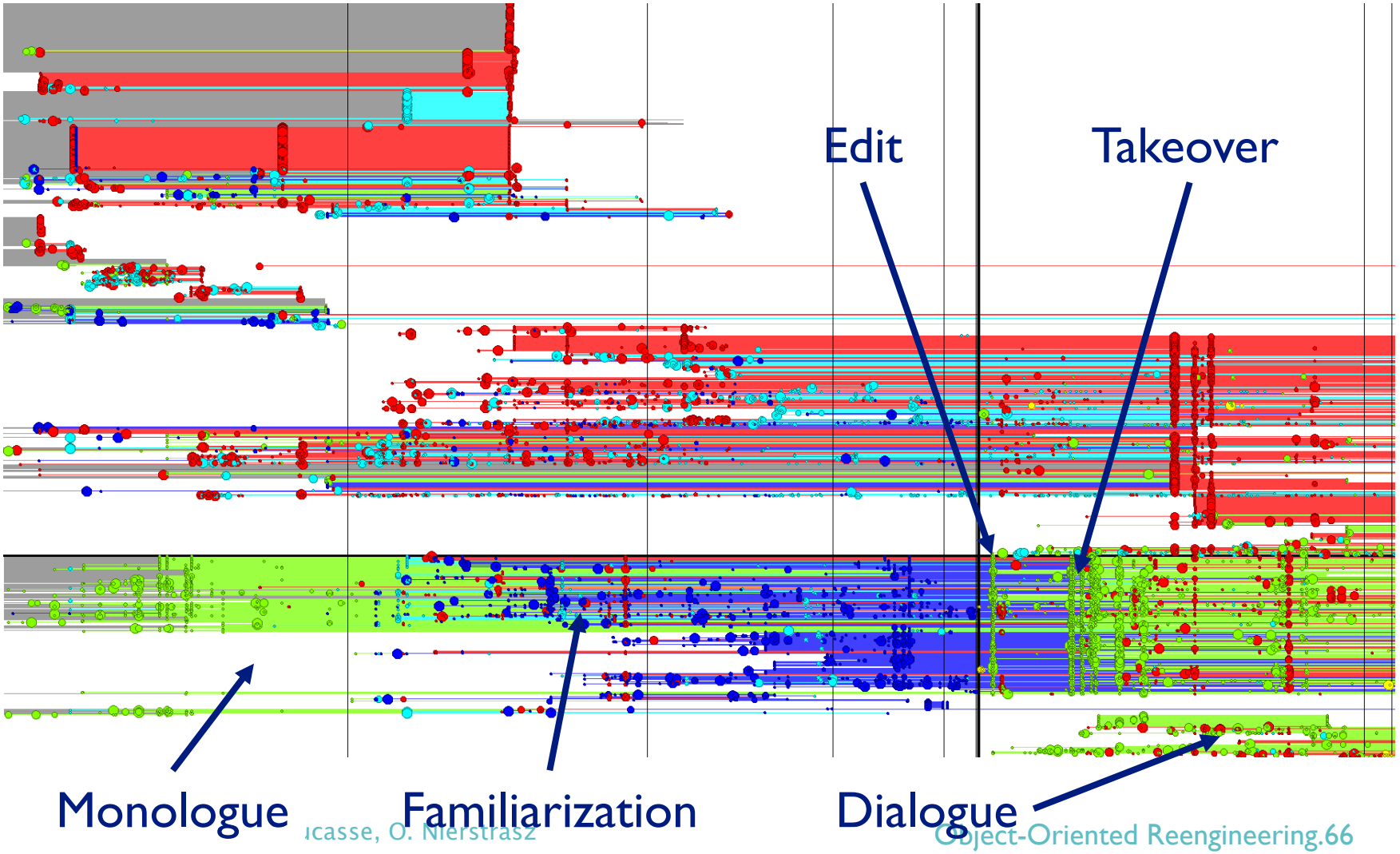
The Reengineering Life-Cycle



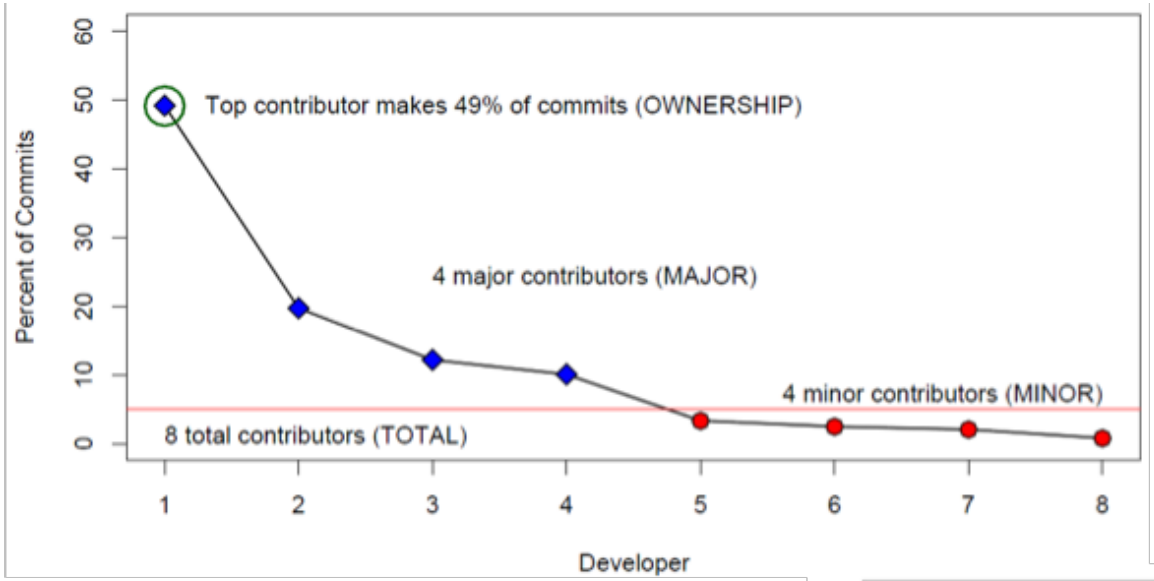
Analyse CVS changes



Ownership Map: Developer Activity

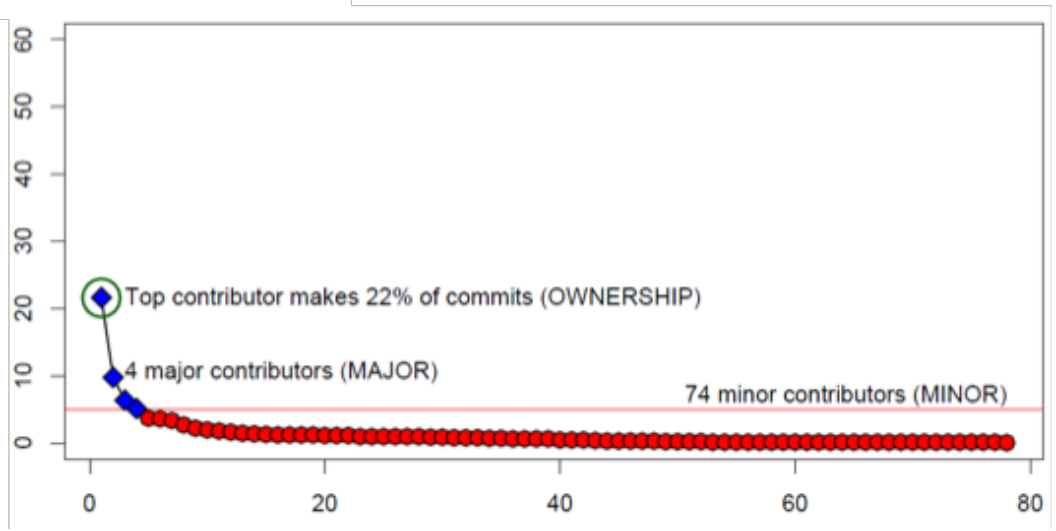


What to (re)test ?

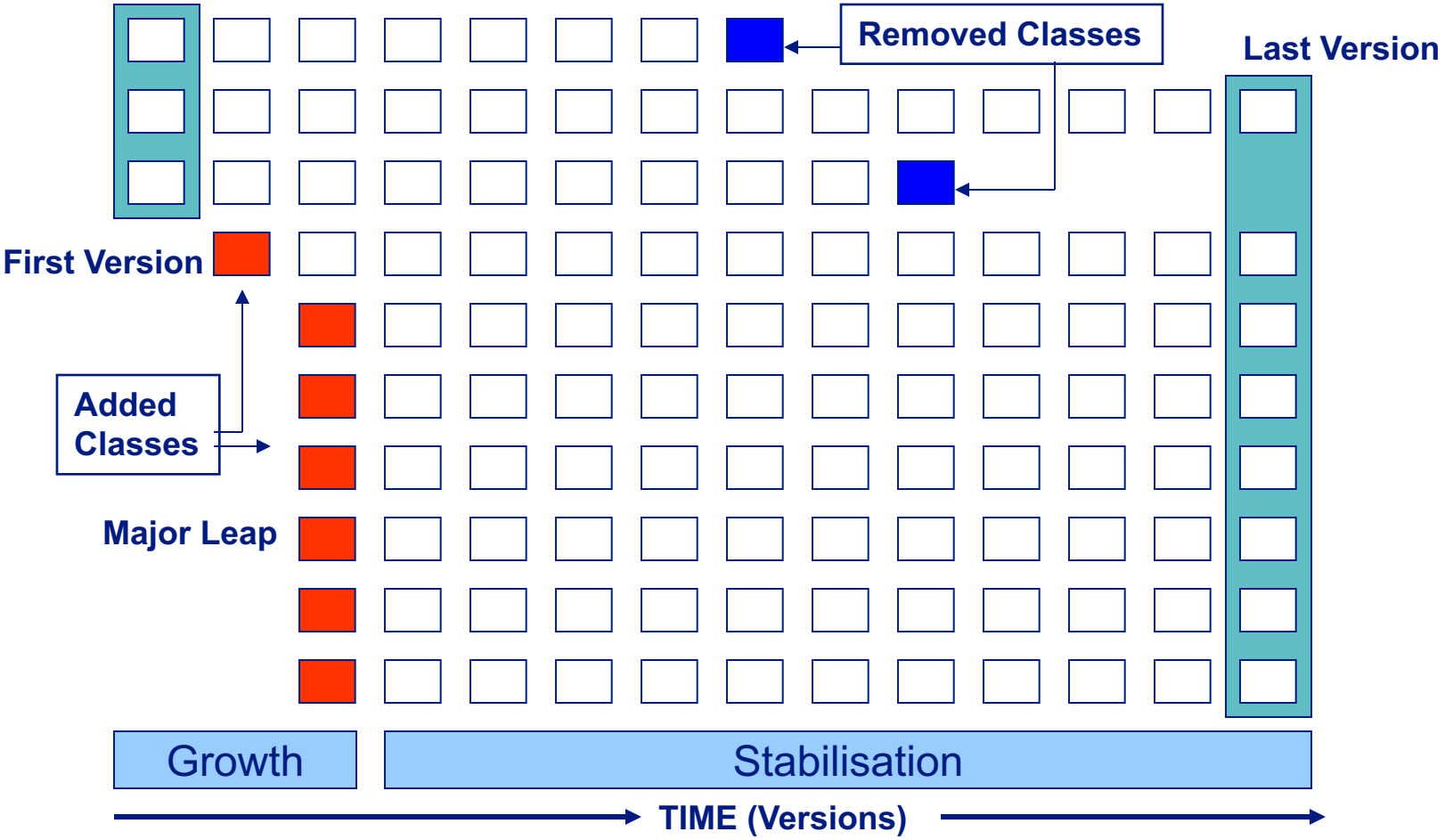


Software components with a high level of ownership will have fewer failures than components with lower top ownership levels.

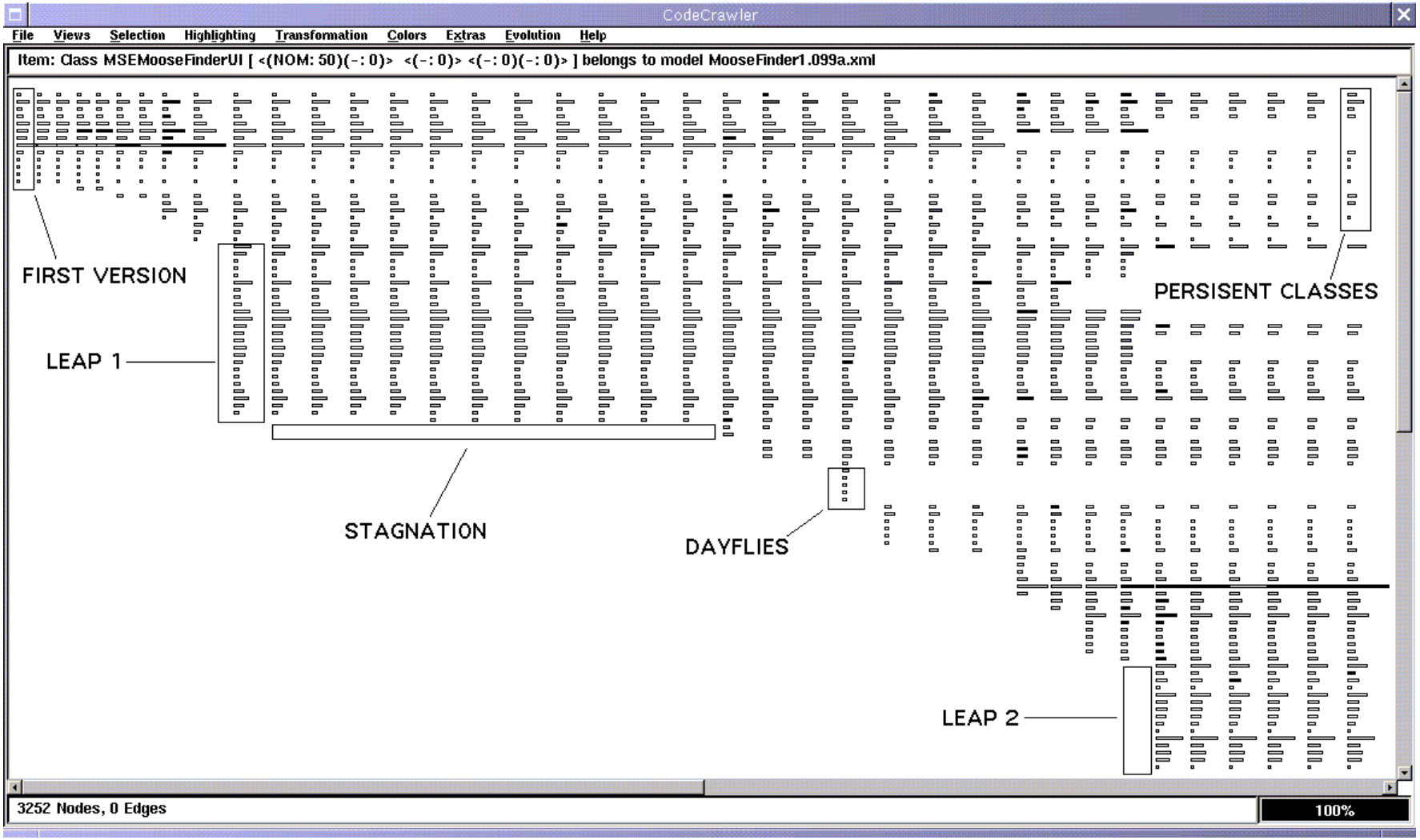
Software components with many minor contributors will have more failures than software components that have fewer.



The Evolution Matrix

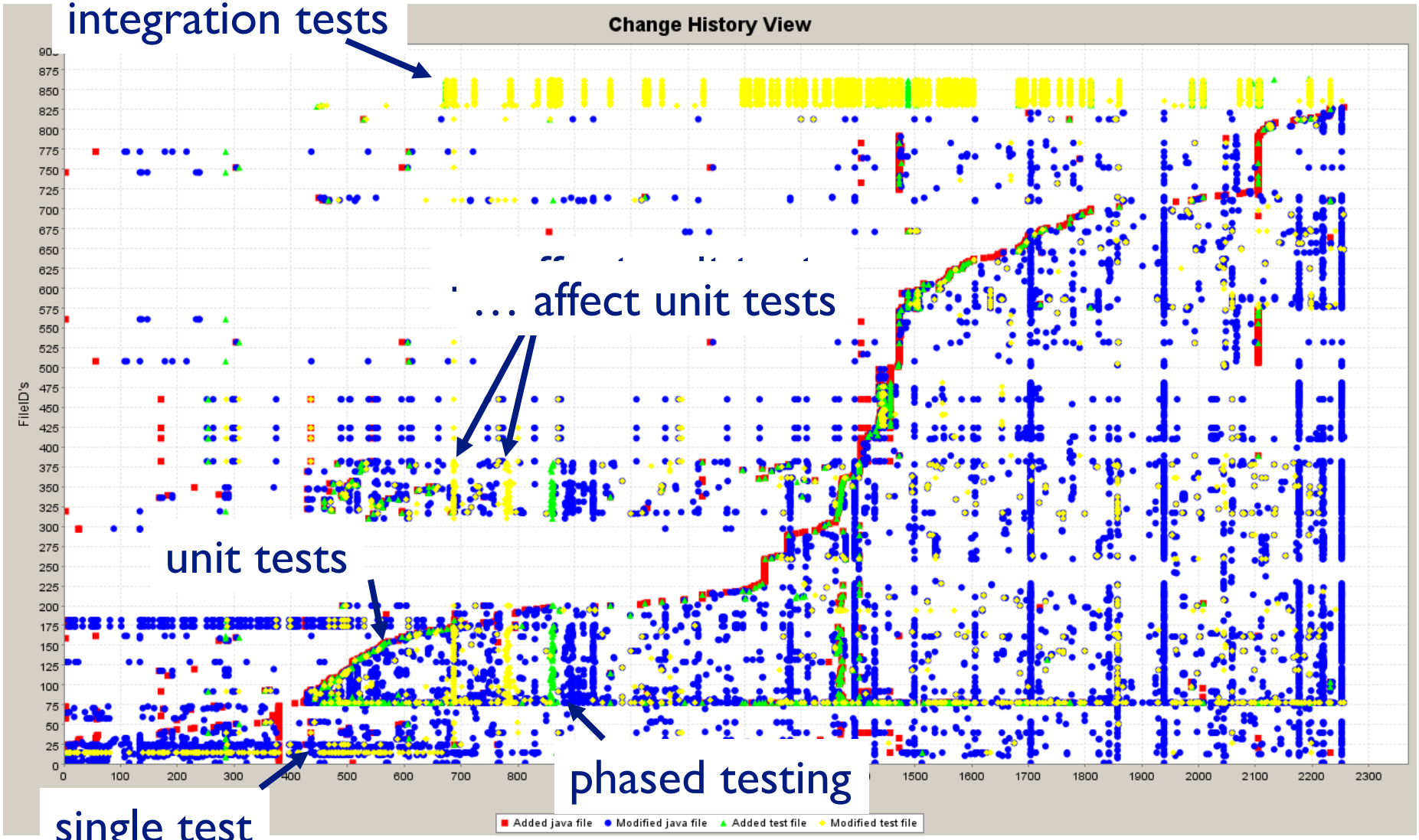


Example: MooseFinder (38 Versions)



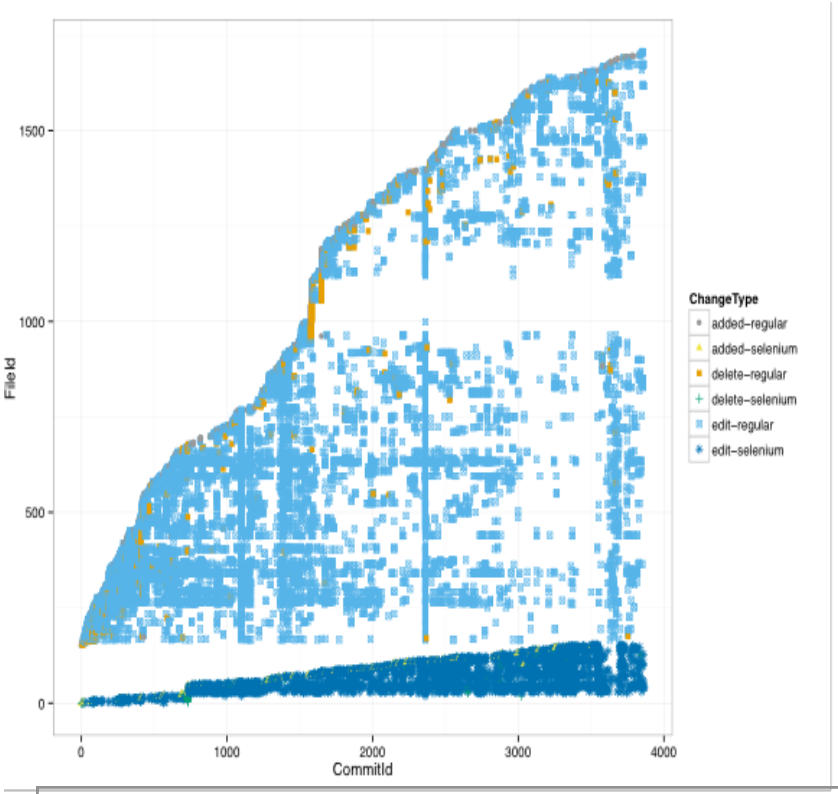
System under study = checkstyle

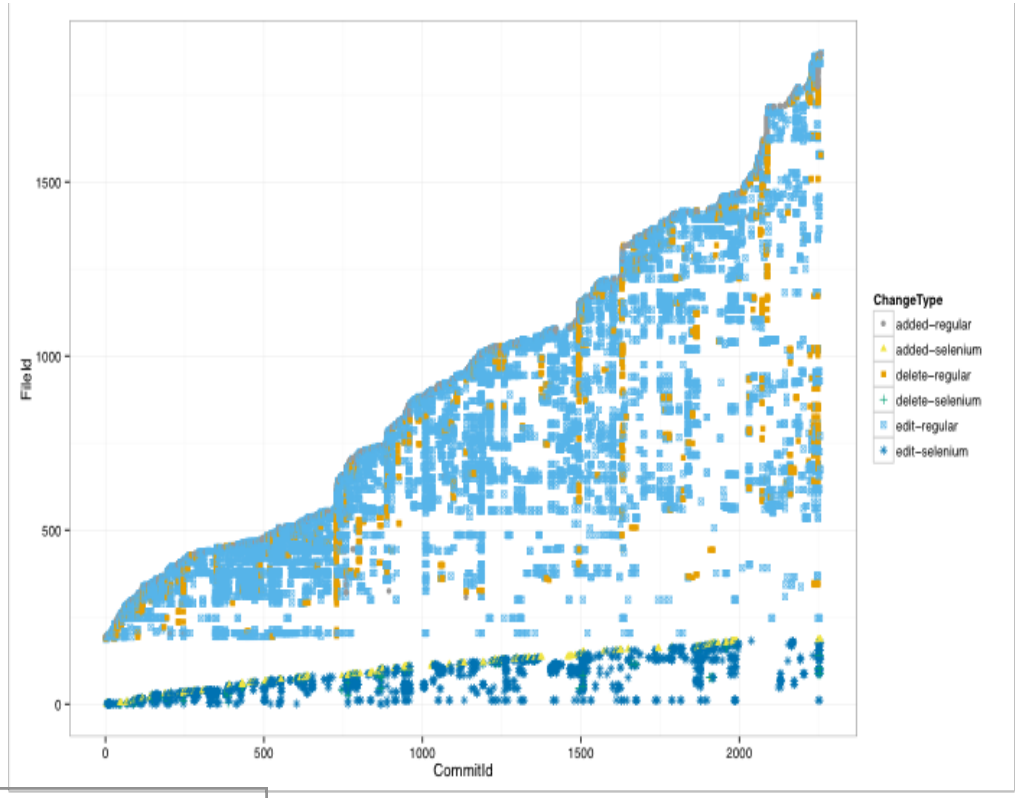
Test history



Selenium Tests

Git repositories of the XWiki, OpenLMIS and Atlas
© Laurent Christophe (Vrije Universiteit Brussel)



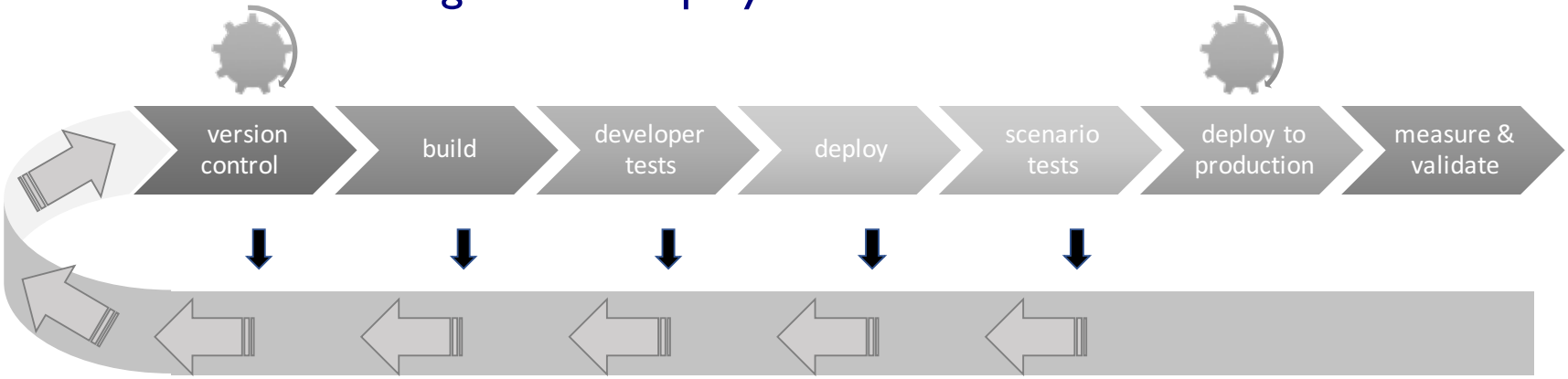


Project	Total	Locator	Command	Demarcator	Asserts
Atlas	8068	90	3	104	3282
XWiki	68665	115	154	24	1490
Tama	31821	95	89	43	36
Zanata	12959	497	119	0	1
EEG/ERP	248	3	0	0	6
OpenLMIS	69792	2550	401	8	3454

Avoid Magic Constants !!

8. Going Agile

- Continuous Integration / Deployment



<<Breaking the Build>>

Mining Software Repositories

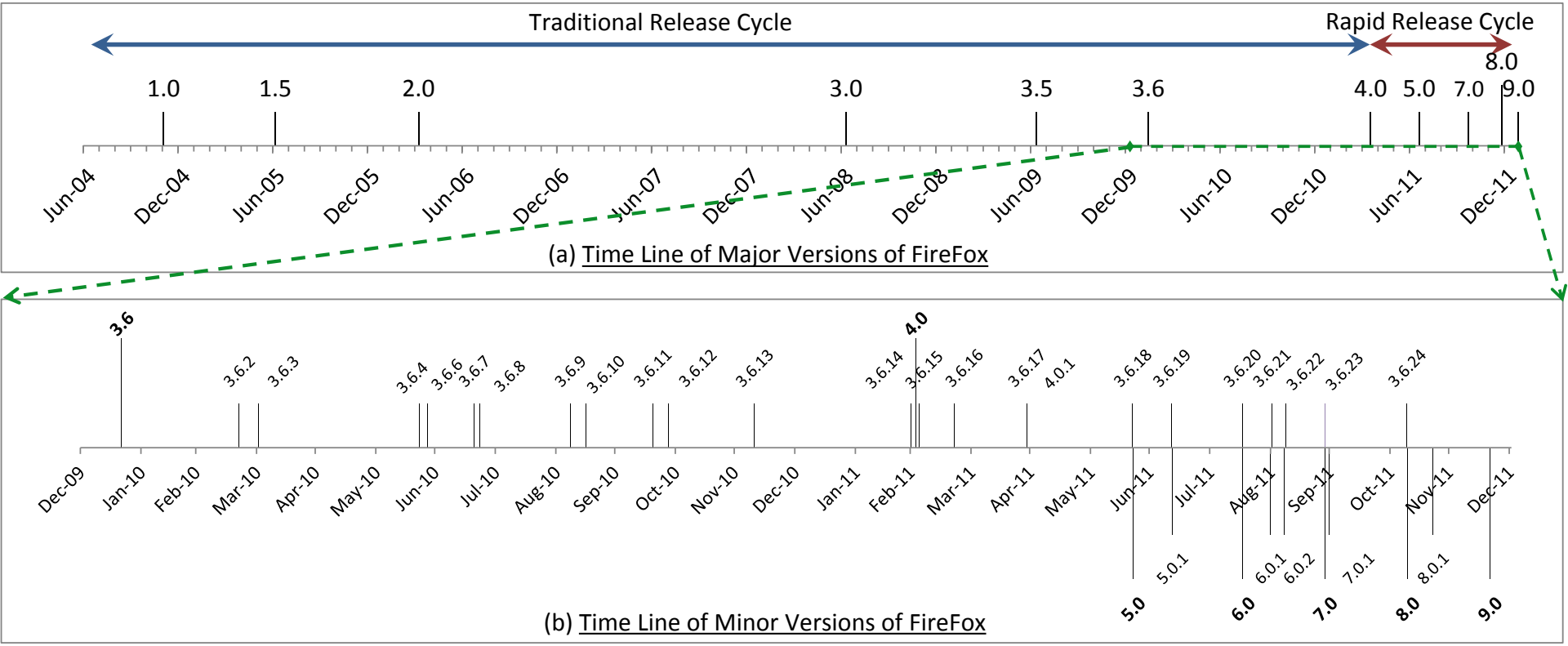
The Mining Repositories (MSR) field analyzes the rich data available in software repositories to uncover interesting and actionable information about software systems and projects.

Conferences

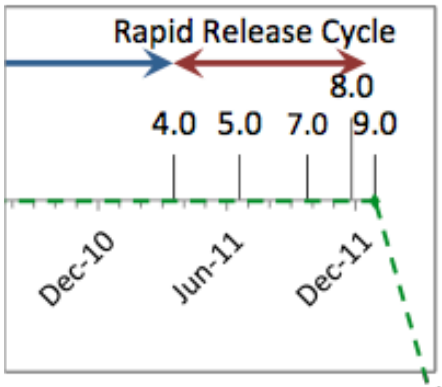
2018—15th edition, Gothenburg, Sweden
2017—14th edition, Buenos Aires, Argentina
2016—13th edition, Austin, Texas
2015—12th edition, Florence, Italy
2014—11th edition, Hyderabad, India
2013—10th edition, San Francisco, USA
2012—9th edition, Zürich, CH
2011—8th edition, Honolulu, HI, USA
2010—7th edition, Cape Town, ZAF
2009—6th edition, Vancouver, CAN
2008—5th edition, Leipzig, DEU
2007—4th edition, Minneapolis, MN, USA
2006—3rd edition, Shanghai, CHN
2005—2nd edition, Saint Luis, MO, USA
2004—1st edition, Edinburgh, UK

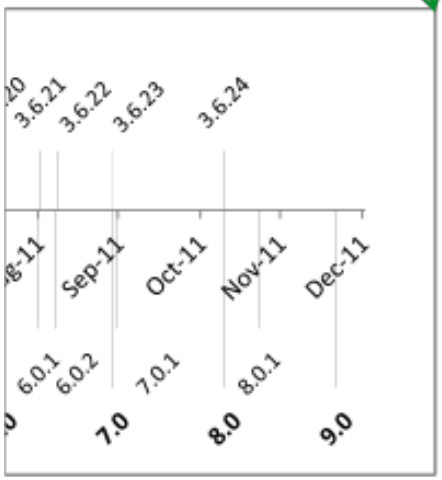
Hall of Fame — Mining Challenge

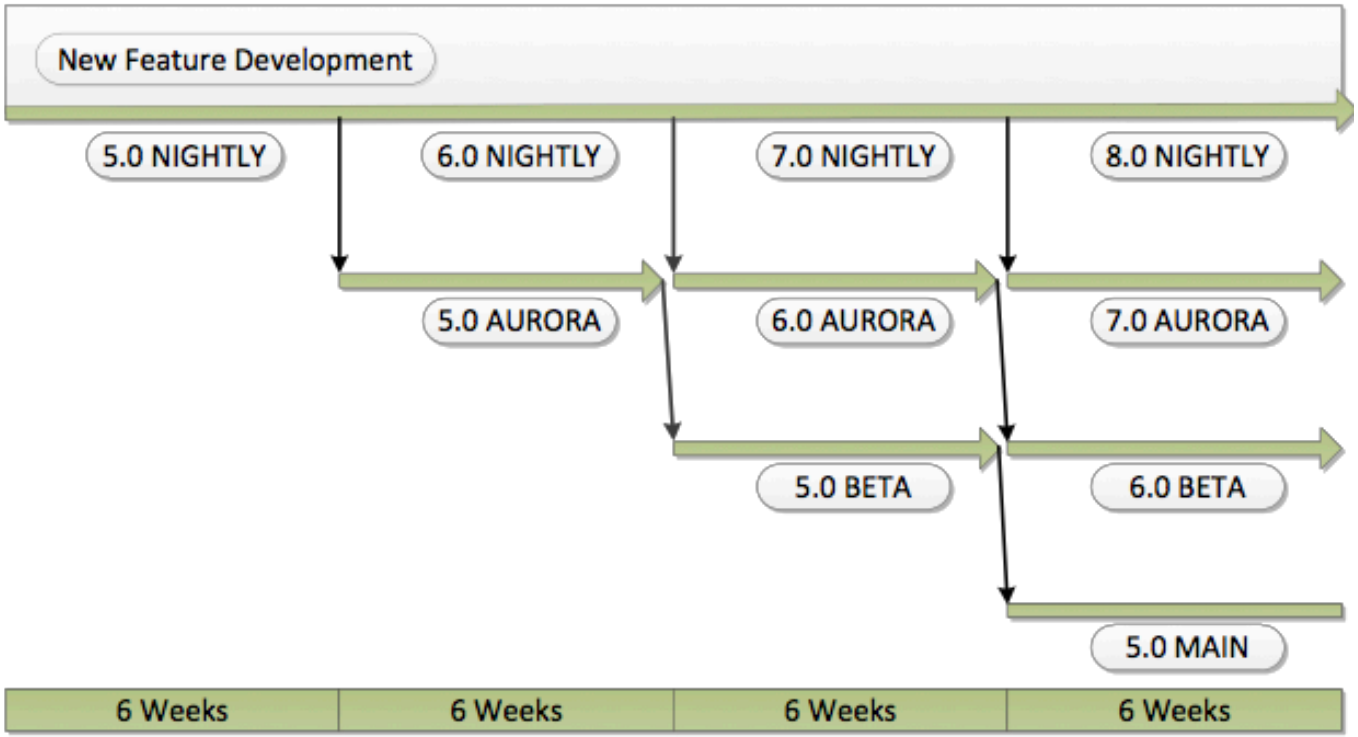
2018 — IDE Event Stream (JetBrains)
2017 — TravisTorrent (Github)
2016 — BOA (SourceForge & Github)
2015 — StackOverflow
2014 — GitHub
2013 — StackOverflow
2012 — Android
2011 — Netbeans+Eclipse
2010 — GNOME Projects
2009 — GNOME project
2008 — Eclipse
2007 — Eclipse Developer
2006 — PostgreSQL



[Khom2014] Khomh, F. Adams, B, Dhaliwal, T and Zou, Y Understanding the Impact of Rapid Releases on Software Quality: The Case of Firefox, Empirical Software Engineering, Springer. http://link.springer.com/article/10.1007/s10664-014-9308-x

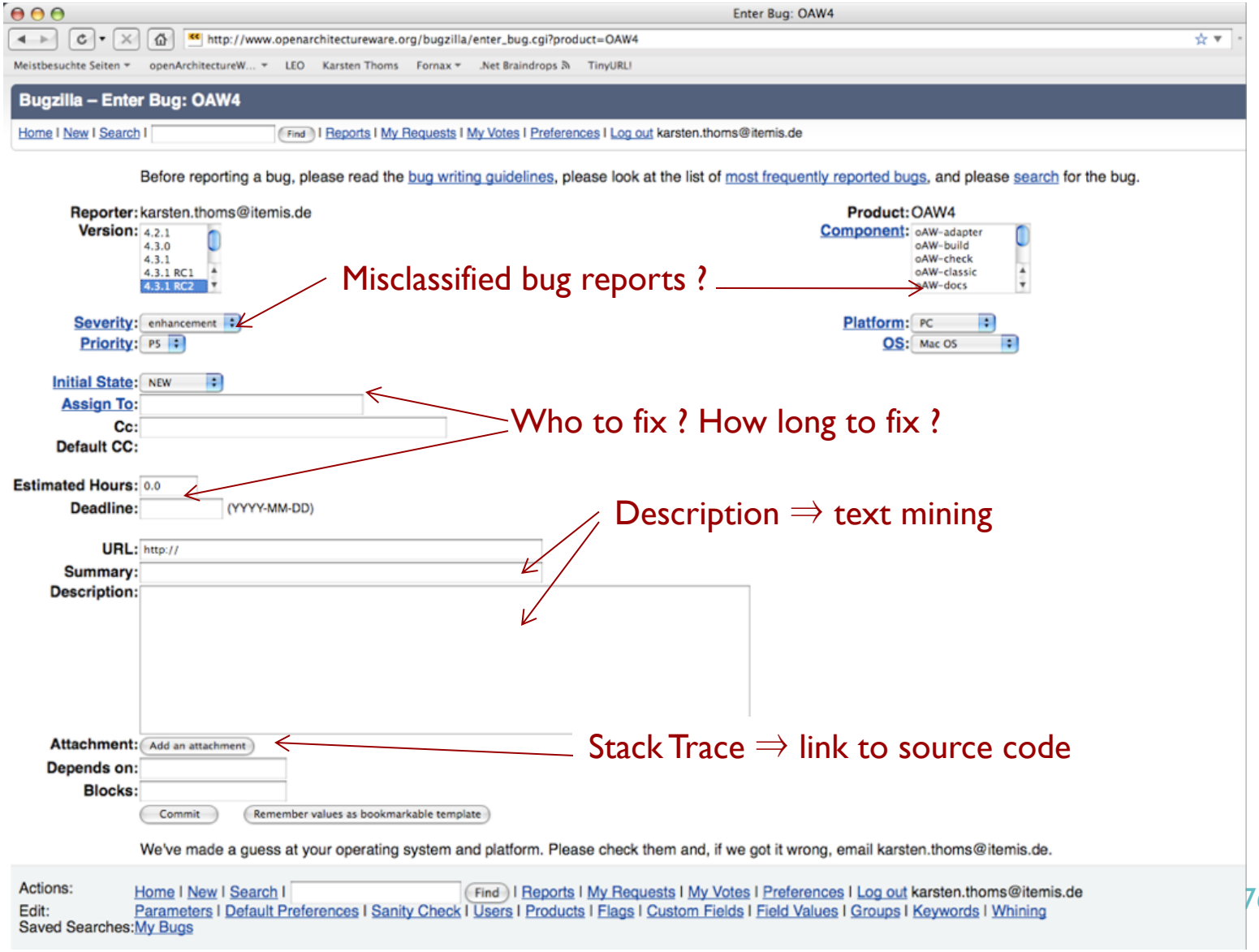






- ✓ bugs are fixed faster
  (but … harder bugs propagated to later releases)
- ✓ amount of pre- & post-release bugs ± the same
- ✓ the program crashes earlier
  (perhaps due to recent features)

Recommender Systems



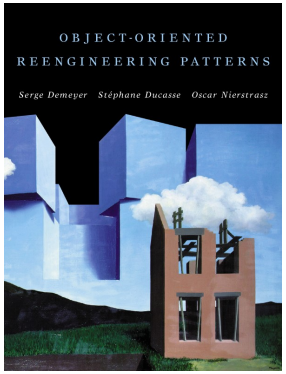
9. Conclusion

1. **Introduction**
   There are OO legacy systems too !
2. **Reverse Engineering**
   How to understand your code
3. **Visualization**
   Scalable approach
4. **Dynamic Analysis**
   To be really certain
5. **Restructuring**
   How to Refactor Your Code
6. **Code Duplication**
   The most typical problems
7. **Software Evolution**
   Learn from the past
8. **Going Agile**
   Continuous Integration
9. **Conclusion**

Goals

We will try to convince you:

- Yes, Virginia, there are *object-oriented legacy systems* too!
  - ☞ … actually, that's a sign of health
- Reverse engineering and reengineering are *essential activities* in the lifecycle of any successful software system. (And especially OO ones!)
  - ☞ … consequently, do not consider it second class work
- There is a large set of *lightweight tools and techniques* to help you with reengineering.
  - ☞ … check our book, but remember the list is growing
- Despite these tools and techniques, *people must do job* and represent the most valuable resource.
  - ☞ … pick them carefully and reward them properly



⇒ ***Did we convince you ?***