

Vertically integrated
Closed, proprietary
Slow innovation
Small industry



Horizontal
Open interfaces
Rapid innovation
Huge industry



IMS GLOBAL

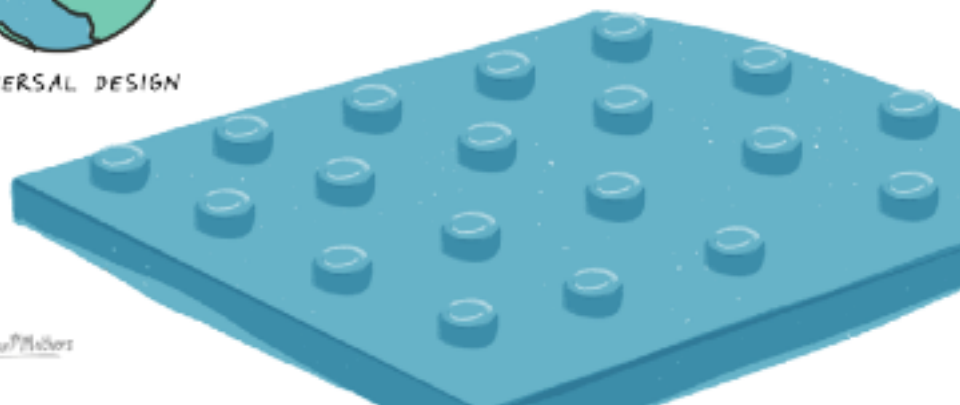


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ALLIANCE

NEXT GENERATION
DIGITAL LEARNING
ENVIRONMENT



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NEXT GENERATION
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UNIVERSAL DESIGN

