BPMSG's AHP Online System

Rational Decision Making Made Easy

Klaus D Goepel - latest update 2019-09-06

AHP-OS is a web-based tool to support rational decision making based on the Analytic Hierarchy Process (AHP). It allows you to define a hierarchy of criteria for a decision problem, to calculate priorities and evaluate a set of decision alternatives against those criteria.

1. Introduction

AHP stands for Analytic Hierarchy Process. It is a method to support multi-criteria decision making, and was originally developed by Prof. Thomas L. Saaty. AHP derives ratio scales from paired comparisons of criteria, and allows for some small inconsistencies in judgments. Inputs can be actual measurements, but also subjective opinions. As a result, ratio scales (weightings) and a consistency index will be calculated. A simple introduction to the method is given here.

Benefits of AHP

Using AHP as a supporting tool for decision making will help to gain a better insight in complex decision problems. As you need to structure the problem as a hierarchy, it forces you to think through the problem, consider possible decision criteria and select the most significant criteria with respect to the decision objective. Using pairwise comparisons helps to discover and correct logical inconsistencies. The method also allows "translating" subjective opinions, such as preferences or feelings, into measurable numeric relations. AHP helps to makes decisions in a more rational way and to make them more transparent and better understandable.

Method

Mathematically the method is based on the solution of an Eigen value problem. The results of the pair-wise comparisons are arranged in a matrix. The first (dominant) normalized right eigen vector of the matrix gives the ratio scale (weighting), the Eigen value determines the consistency ratio.

Programs

We have developed a web based AHP solution, as a supporting tool for decision making processes. Please feel free to try it out. It can not only be helpful in your daily work for simple decision problems, but also support complex decision making problems. Internationally AHP is used in a wide range of applications, for example for the evaluation of suppliers, in project management, in the hiring process or the evaluation of company performance.

To start a program, click on one of the links in the table on the entry page:

1.	AHP Projects (AHP-OS)	Handle complete AHP projects including group decision support	The complete AHP online program package Manage complete AHP projects and <i>group sessions</i> . To use the full functionality, you need to login. Please register as new user, if you don't have an account yet. It's all free!
2.	AHP Priority Calculator	Calculate priorities based on pairwise comparisons	The AHP priority calculator can be used to "translate" individual preferences into numbers. It calculates priorities or weights for a set of criteria based on pairwise comparisons.
3.	AHP Hierarchies	Define complete hierarchies and evaluate priorities and alternatives	With AHP Hierarchy it is possible to handle complete decision problems under AHP. It allows you to define a hierarchy of criteria, calculate weights for all criteria based on pairwise comparisons, and evaluate alternatives.
4.	AHP Group Session	Participate in AHP group sessions.	Participate in AHP group sessions to evaluate criteria or alternatives. The group session code is provided by your session chair.

Please make a reference to the author and website, when you use the tool. For terms of use please see our user agreement and privacy policy.

2. User registration

To use the full features of the program, you need to register as a user.

username or ema pa	ssword	Log	in (forgot?)	Register	
When you click on "	Register" a	registration	form will a	ppear:	
Username (only lette	ers and numb	pers, 2 to 30	characters)		
User's email (please activation link)	 provide a rea	al email addr	ess, you'll ge	et a verification	mail with an
Password (min. 6 cha	aracters!)				
Password repeat	_				

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Provide a user name and your valid email address. You will receive an activation e-mail. When you click on the link in the activation e-mail, your account will be activated, und you can login.

3. AHP project administration

After login the AHP-OS project page is shown:

Stored AHP Project Sessions

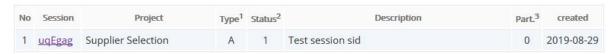
0 projects. Create new hierarchy

No stored sessions

Once you have initiated new projects, they will be shown in the project table:

My AHP Projects

Click on the session link in the table below to open a project. Create a <u>new hierarchy</u>.



A click on the session code will open the project.

Session: Unique session code of the project

Project: Project title

Type: H = hierarchy priority evaluation, A = alternative evaluation

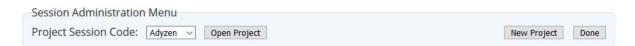
Status: 1 = Open, 2 = Closed

Description: Short description of the project

Part.: Number of participants

Created: Date, when the project was created

You can also open a project by selecting the session code from the selection list in the session administration menu.



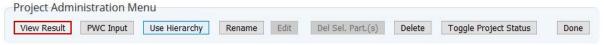
When you open a saved project, a project summary is shown:

- Project Data: session code, project name, description, etc.
- Project Participants: list of participants with name and date of their input (if any)
- Project Alternatives: list of defined alternatives (if any)
- Group Input link: link for other participants, you want to give their judgment
- Decision hierarchy
- Hierarchy definition text

Project Summary Information:

Project Data Project Alternatives Project Participants Field Alternative Content Name Date Session Code arEgAh Klaus 2019-09-06 Supplier 1 Project Name Supplier Selection 2 Supplier2 Description Test Project Author Klaus 2019-08-26 09:52:08 Date Status open Alternatives Type

The project administration menu allows you to manage your existing projects.



- View Result view the group results if the project has participants
- *PWC Input* Input your judgments using pairwise comparisons
- *Use Hierarchy* use the project's decision hierarchy to modify and save as a new project
- Rename Rename project or modify short description
- Edit edit hierarchy, alternatives or project description of a saved project
- *Delete sel. Participant(s)* Remove selected participants input data
- Delete delete the complete project with all its data
- Toggle Project Status Toggle between open and closed. For a closed project no additional pairwise comparison inputs are possible.
- Done- close the currently opened project and go back to the project table

4. How to use the program

The online software is easy to use in five steps:

- 1. Define the objective and relevant criteria of your decision problem and structure them in a hierarchy.
- 2. Compare criteria in categories and sub-categories with respect to the objective to find their weights based on pairwise comparisons.
- 3. View the results.
- 4. Name a set of alternatives.
- 5. Compare, how good they match your decision criteria. Again pairwise comparisons based on the AHP are used.

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Once completed, you will get a total weight for each alternative, which could help you to select the appropriate alternative and make the final decision.

Step 1 – Define a hierarchy

Hierarchies are defined in a text field using the following simple syntax:

Each branch in the hierarchy is defined by its node (the category) and the node's leafs (the sub-categories). The node is followed by a *colon*, leafs are separated by *comma*, and a branch is closed by a *semicolon*:

```
category: sub-category 1, sub-category 2, sub-category 3;
```

If a sub-category branches out in further sub-categories, you add a line, repeating the sub-category's name as a new node (followed by a colon):

```
sub-category1: sub-sub-1, sub-sub-2;
```

Note: Text input is case sensitive.

Input a new hierarchy

Input new text in the text field below. (See examples)

Buy	tablet	computer:	display	size,	battery	life,	weight,	design;		
										//
Hier	archy Inpu	t Menu								
Sul	omit Sav	e/Update Dow	nload (.csv)	dec. co	mma			Reset Priorities	Reset All	Done

Then press *Submit new hierarchy* and the hierarchy table will be displayed:



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Note: If you have a project with already defined criteria, you can skip Step 2 (compare criteria) and go immediately to Step 5 and define your alternatives.

Predefine criteria cam be set by adding a "=" and the priority into the hierarchy definition:

```
Input new text in the text field below. (See examples)

Buy tablet computer: display size=0.46, battery life=0.16, weight=0.31, design=0.07;
```

The predefined weights in each category have to sum-up to 100%.

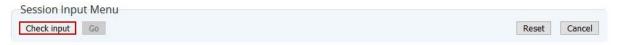
Press Save/Update to save the hierarchy into your project list.

Participant's Session D	ata-		
Session Code:			
rAzAvA			
Please provide your session	code to participate in the AHP group session		
Your Name:			
Klaus			
Logout as session chair to in	put another participant's name.		
New project, click "Go"	to save		

The new project session code (a unique 6 letter identifier for each project) is shown with your login name as project author.

-Project Data				
AHP Project Name:				
Buy tablet computer				
Project Short Description:				
Text will be displayed to participants	f the group session, 400 chars r	max.	-4	

You can add a project short description in the text field below. Then press Go to save the project.

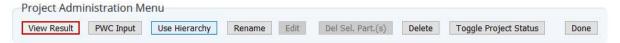


Step 2 - Compare criteria

Open the newly saved project from the project list. Click on *PWC Input* in the Project Administration menu.

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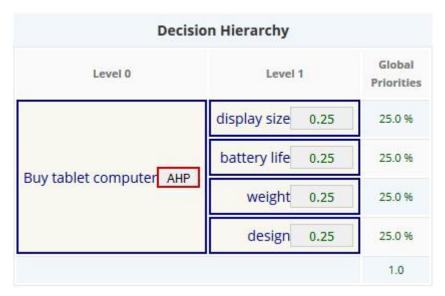
A new page will open showing the project's session code and your name, as well as the Participant's Input Menu.



Note: You need to logout, if you want to input your judgment under a different name.



Click on Go. The hierarchy will now show an additional "AHP" button with red outline:



You can now start to compare the criteria.

To find the weight (importance) of criteria, click *AHP* to start pairwise comparisons. The following form is shown:

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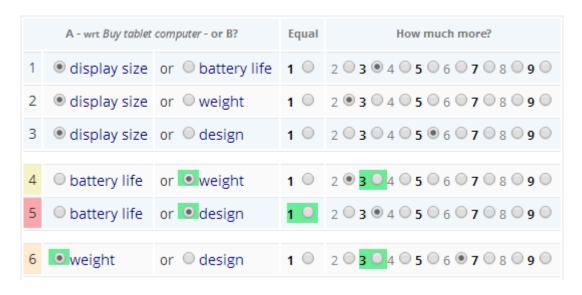
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	A - wrt Buy tablet computer - or B?			How much more?
1	display size	or Obattery life	1 0	2 3 • 4 5 6 7 8 9
2	display size	or oweight	1 0	2 • 3 • 4 • 5 • 6 • 7 • 8 • 9 •
3	display size	or Odesign	1 0	2 O 3 O 4 O 5 O 6 O 7 O 8 O 9 O
4	obattery life	or weight	1 🔍	2 • 3 • 4 • 5 • 6 • 7 • 8 • 9 •
5	battery life	or Odesign	1 🔍	2 0 3 • 4 0 5 0 6 0 7 0 8 0 9 0
6	weight	or Odesign	1 0	2 O 3 O 4 O 5 O 6 O 7 O 8 O 9 O

Compare each pair of criteria with respect to the project and category: which criterion in each pair is more important, and how much more on a 1 - 9 scale? Once you have finished click *Check Consistency*. A table with priorities for each criterion is shown:

Ca	tegory	Priority	Rank
1	display size	46.4%	1
2	battery life	16.3%	3
3	weight	30.8%	2
4	design	6.5%	4

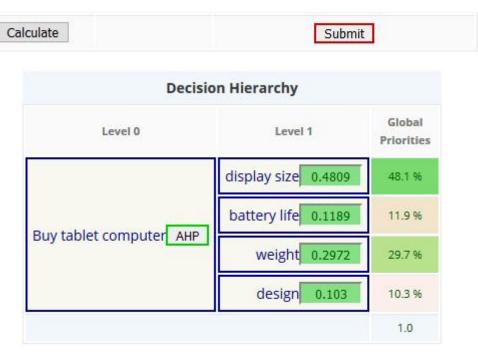
It could happen that your pairwise comparisons are not consistent; then the most inconsistent judgments are highlighted, and the consistent judgments are marked light green:



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In order to improve consistency, check whether you are able to adjust your original mark by \pm two points on the scale. Click *Calculate* to re-calculate. Once finished, and you are satisfied with you answers, press *Submit* to submit.



Completed branches in the hierarchy tree are marked green, and global priorities are calculated and color-coded according to their rankings.



Once you have completed the judgments, click on *Save judgments* to store them with the project.

Step 3 - View the Results

You then can view the (group) result.

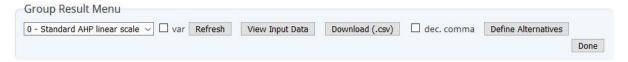


The decision hierarchy will be shown with local and global priorities, and a breakdown by the nodes with their corresponding priority vector and their (consolidated) decision matrix. Data can be downloaded in csv format for further use in a spreadsheet program.

Step 4 – Definition of Alternatives

From the *Group Result Menu* it is possible to use the calculated priorities of the decision hierarchy for further alternative evaluation.

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In the Group Result Menu click on Define Alternatives.

The decision hierarchy will be show with a button *Alternatives*. From there you can define the number and names of alternatives.

Here you can first input the number and names of your alternatives.

Input number and names (2 - 12) 2 Go OK

Enter required number of alternatives and press *Go* to get the following screen:

Please fill out



Input the names of alternatives, then press *ok*. Once defined, save the project with *Save as project* in the Alternative Menu.



The project will be stored under a new session code with Type "A" (Alternative Evaluation).

Step 5 - Alternative Evaluation

Open a project of Type "A" (alternative evaluation) with the group input link, or click on the *Group Input* button. A table with criteria and alternatives will be displayed:

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	Criterion	Node	Glb Priori tles	Compare	Alt-1	Alt-2	
1.	display size	Buy tablet computer	46.9%	AHP	0.5	0.5	
2.	battery life	Buy tablet computer	24.6%	AHP	0.5	0.5	
3.	weight	Buy tablet computer	21.7%	AHP	0.5	0.5	
4.	design	Buy tablet computer	6.8%	AHP	0.5	0.5	
	Total weight of alternatives: 0.5 0.5						

The procedure of pairwise comparisons is exactly the same as for criteria. Each completed comparison is highlighted in green:

	Criterion	Node	Glb Priori tles	Compare	Model 1	Model 2	Model 3	
1.	display size	Buy tablet computer	46.4%	AHP	0.333	0.333	0.333	
2.	battery life	Buy tablet computer	16.3%	AHP	0.667	0.167	0.167	
3.	weight	Buy tablet computer	30.8%	AHP	0.333	0.333	0.333	
4.	design	Buy tablet computer	6.5%	AHP	0.333	0.333	0.333	
	Total weight of alternatives: 0.388 0.306 0.306							

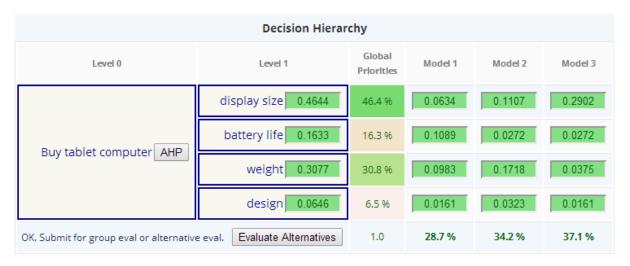
When all evaluations are done, the result is shown:



Click on Submit for group eval to submit and save your judgments.

In this case, alternative 1 (Model 1) gets a weight of 28.7%, alternative 2 (Model 2) 34.2%, and alternative 3 (Model 3) 37.1%.

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6. Download

You might download the data in csv format (comma separated values) for further processing in a spread sheet program.

Download complete project for import in Excel: Download (.csv) dec. comma

Format:

Project: A	HP Project	- bpmsg.co				
Level 1	p (L1)	Glb. Pr.	Alt-1	Alt-2	Alt-1	Alt-2
Crit-1	0.652631	0.652631	0.9	0.1	0.587368	0.065263
Crit-2	0.285112	0.285112	0.1	0.9	0.028511	0.256601
Crit-3	0.062256	0.062256	0.8	0.2	0.049805	0.012451
Total					0.665685	0.334315

Title line, then each row shows one criterion with the columns: (hierarchy level, local priority), global priority, alternatives (local and global priority).

All (decision) matrices are shown below, with category name as heading and criteria for the matrix rows.

AHP Proje	ct		
Crit-1	1	3	8
Crit-2	0.333333	1	6
Crit-3	0.125	0.166667	1

Alternatives show the heading "Alternatives for" and the respective criterion:

Alternatives for Crit-1				
Alt-1	1	9		
Alt-2	0.111111	1		

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7. AHP Group Sessions

The software allows for group inputs, to calculate consolidated weights for priorities or alternatives. When you open a saved project from your project list, the session code and a link is provided in the project summary:

Group Input Link

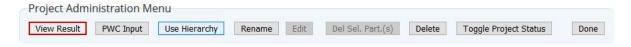
The session code is Egaber. Provide this session code or the following link to your participants: http://bpmsg.com/academic/ahp-hiergini.php?sc=Egaber

Copy and Paste the link and provide it to your participants. **Note:** Participants don't need to register for the software. You can also just provide the session code to them.

Group members can participate by either following the given link, or going to the AHP-OS main site, and click on *AHP Group Session*, providing the session code and their name.

-Participant's Session Data	
Session Code;	
Egaber	
Please provide your session code to participate in the AHP group session	
Your Name:	
Your name as it will be reflected in the group session (3 - 25 alpha num char).	
Please provide name.	
-Participant's Input Menu-	
check input Go	Reset cancel

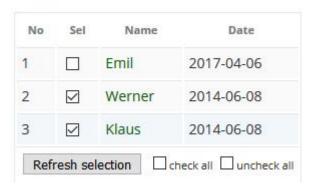
Once they have entered their name, they can start the pairwise comparisons as described under step 2 above. Results can be called from project administration menu by clicking on *View Result*.



Selection of participants

All participants are shown on the project summary page and the group result page. You can select individual participants and, after a click on *Refresh selection*, only the consolidated result of the selected participants is calculated.

Project Participants



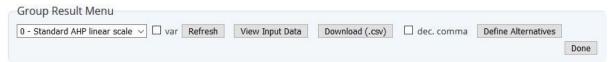
The consolidated result is shown in the hierarchy (local and global priorities), as well as in a diagram for the selected participants only. This is indicated with a message

Selected participants: Werner, Klaus

above the Decision Hierarchy.

A breakdown for each node of the hierarchy is given in table form, showing the resulting priorities for each individual group member, as well as the consolidated priorities under the node.

Click on *Download* (.csv) in the *Group Result Menu* to download the results as csv text file.



View Input Data will display the decision matrices from each participant and make them available for download.

	Category		Consol. riorities	P-1	P-2
1	display size	3	24.4%	25.9%	21.7%
2	battery life	2	29.3%	19.9%	41.2%
3	weight	1	39.6%	47.5%	30.5%
4	design	4	6.7%	6.6%	6.6%
5	Consistency Ratio		3.4%	6.2%	6.1%

(P-1: participant 1, P-2: participant 2 etc,)

AHP Group Consensus

For more than one participant, the software calculates an AHP consensus indicator to quantify the consensus of the group, i.e. to have an estimate of the agreement on the outcoming priorities between participants. This indicator ranges from 0% to 100%. Zero percent

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corresponds to no consensus at all, 100% to full consensus. This indicator is derived from the concept of diversity based on Shannon alpha and beta entropy. It is a measure of homogeneity of priorities between the participants and can also be interpreted as a measure of overlap between priorities of the group members.

If we would categorise group consensus in the three categories low, moderate and high, I would assign the following percentages to these categories:

• Very low consensus: below 50% (disagreement)

• Low consensus: 50% to 65%

Moderate consensus: 65% to 75%

• High consensus: 75% - 85%

Very high consensus: above 85% (excellent agreement)

Values below 50% indicate that there is practically no consensus within the group and a high diversity of judgments. Values in the 85% – 95% range indicate a high overlap of priorities and excellent agreement of judgments from the group members.

References

In your work please cite:

Goepel, K.D. (2018). Implementation of an Online Software Tool for the Analytic Hierarchy Process (AHP-OS). *International Journal of the Analytic Hierarchy Process*, Vol. 10 Issue 3 2018, pp 469-487, https://doi.org/10.13033/ijahp.v10i3.590

The article describes the implementation of AHP-OS with all mathematical calculations and further references.

Other

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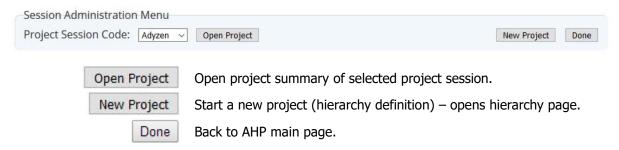
Contact and Feedback

Please feel free to leave a comment or contact me.

Annex 1: AHP-OS Menus

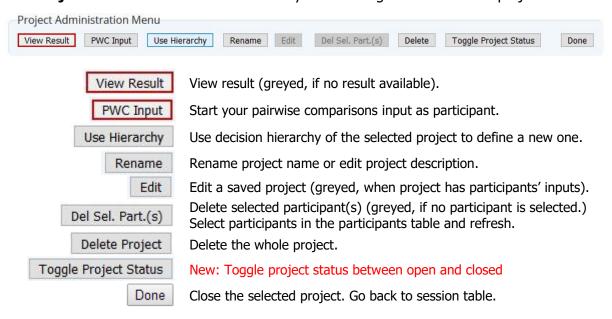
1. Session Administration

The **Session Administration Menu** allows you to open your AHP projects. You can also open a project by *clicking on the link of the session code in the project table*.



2. Project Administration

The **Project Administration Menu** allows you to manage a selected AHP project.



3. Decision Hierarchy

Input new text in the text field below. (See examples)

```
AHP-Project:Crit-1,Crit-2,Crit-3;
Crit-1:a=.6,b=.4;
Crit-2:c,d;
Crit-3:e,f;
```

The syntax is defined as follows:

```
<hierarchy> -> <branch>; [{<branch>;}] <branch> -> <node>: <leafs>, <leafs> [,<leafs>] <leafs> -> {<leaf> [ = <weight>]}
```

For all <leafs> in a
 seranch> the sum of <weight> has to be one. A <node> of the second and any further
 seranch> has to be one of the <leaf> in <leafs>. Each <node> represents a decision matrix, and the corresponding priority vector's dimension is the number of <leafs>. The example shown has defined weights for the two criteria a (60%) and b (40%. For all other criteria weights are automatically set to the default value $1/n_{\text{eaf}}$.

In the **Hierarchy Input Menu** you can define a new hierarchy and save it as new project.



4. Save New/Modified Projects

When you want to save a new or modified project, or rename the project name or description, the AHP Session Input Page will open. You can edit the AHP Project Name and input a Project Short Description. The project short description (max. 400 chars) will be shown to the participants/respondents.

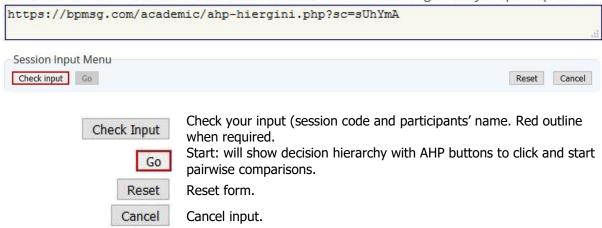
AHP Project Name:	
Vendor Selection	
Project Short Description:	
	-17
Session Input Menu	
Go	Reset Cancel

5. Group Input (Participants)

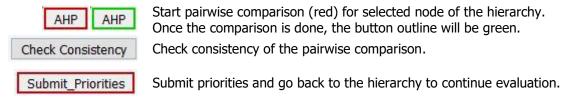
Start project evaluation inputs as participant: Click on *Group Input* in the project administration menu, or follow the group link provided on the project administration page.

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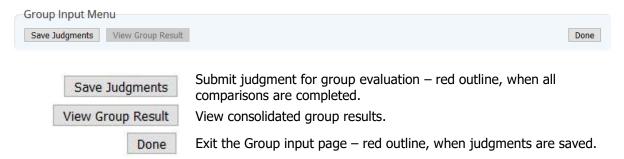
The session code is sUhYmA. Provide this session code or the following link to your participants:



6. Pairwise Comparisons

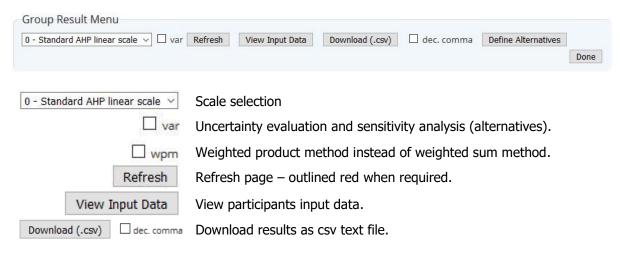


Once all judgments are completed, they can be saved to the database.



7. Group Results

The **Group Result Menu** allows you to analyse the results and download them as csv text file.



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Define Alternatives

Use hierarchy with resulting priorities for definition of alternatives.

Done

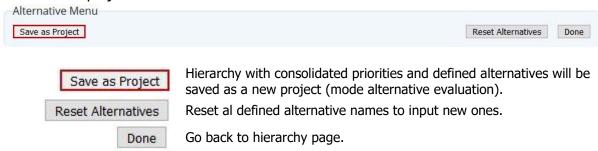
Go back to project list.

8. Define Alternative Project

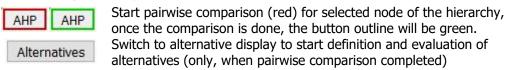
Click *Use Consol. Prio* in the Group Result Menu and click on *Alternatives* in the hierarchy table. Define number and names of alternatives.

Input number and names (2 - 12) 2 Go

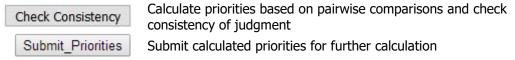
Save as new project.



Decision hierarchy (table)



AHP Pairwise comparison menu



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9. Results Page

On the result page following details are shown:

Project result data	Selected judgment scale, Number of judgment variation for uncertainty estimation, Weighted Product Method (WPM) if selected Project summary table, - Alternative table (if any), - Project participants table with checkbox for selection of individual participants.
Hierarchy with consolidated priorities	"All" or selected participants from participant's table, decision hierarchy table with alternatives (if any) and consolidated weights from all or selected participants.
Consolidated global priorities or weights of alternatives	Graph with priorities and uncertainties (if selected).
Sensitivity analysis	 Weight uncertainties overlap, Robustness (for alternative evaluation).
Alternatives by Participants (alternative evaluation)	Group result of alternative weights, uncertainties and breakdown by participant.
Breakdown by nodes (Details/Hide)	Consistency Ratio CR, AHP group consensus, Table with weights and uncertainties, Consolidated decision matrix, Group result and weights for individual participants.
Global priorities (hierarchy evaluation)	Group consensus and global weights, uncertainties and breakdown by participants.

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Annex 2: AHP Hierarchy Example

Decision Hierarchy (table)

	Dec	ision Hierarchy					
Level 0	Level 1	Level 2	Level 2				
	ii	Product Variety	0.3333	11.1 %			
	Quality 0.3333	Product Quality Features	0.3333	11.1 %			
		Production Quality	0.3333	11.1 %			
	Reliability 0.3333	Management & Organization	0.25	8.3 %			
Supplier Salaction		References	0.25	8.3 %			
Supplier Selection		Capital	0.25	8.3 %			
		Annual Turnover	0.25	8.3 %			
		Communication	0.3333	11.1 %			
	Service 0.3333	Delivery Lead Time	0.3333	11.1 %			
		Customization Capability	0.3333	11.1 %			
				1.0			

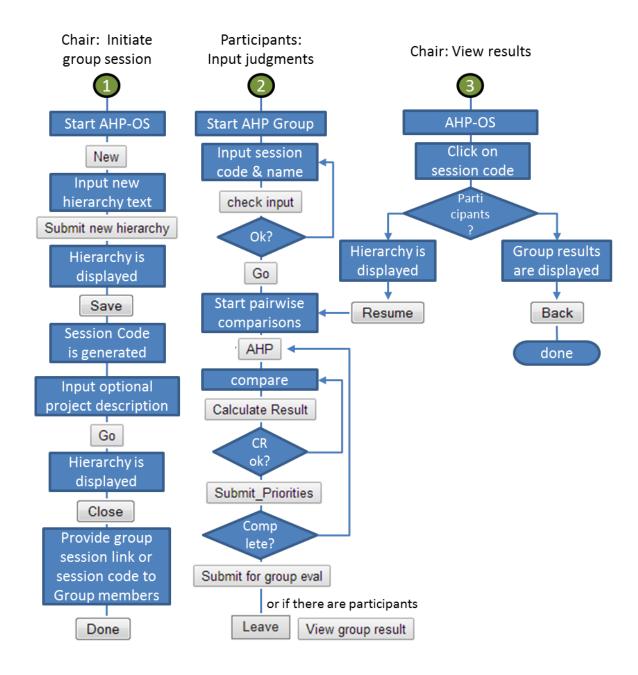
Text field input for hierarchy above

Input new text in the text field below. (See examples)

Supplier Selection: Quality, Reliability, Service;
Quality: Product Variety, Product Quality Features, Production Quality;
Reliability: Management & Organization, References, Capital, Annual Turnover;
Service: Communication, Delivery Lead Time, Customization Capability;

Annex 3: Conducting a group session

The figure below shows how a group session is conducted to determine group priorities using BPMSG's AHP online system. The group session chair must be a registered user to initiate a group sessions. A six character session code is generated. Participants can use this session code to log into the group session and provide their judgements.



Annex 4: Evaluation of Alternatives Example

Evaluation of Alternatives

	Criterion	Node	Glb Priori ties Comp	are House A	House B	House C
1.	Size of house	Satisfaction with house	17.3%	0.333	0.333	0.333
2.	Transportation	Satisfaction with house	5.4%	0.333	0.333	0.333
3.	Neighborhood	Satisfaction with house	18.8%	0.333	0.333	0.333
4.	Age of house	Satisfaction with house	1.8%	0.333	0.333	0.333
5.	Yard space	Satisfaction with house	3.1%	0.333	0.333	0.333
6.	Modern facilities	Satisfaction with house	3.6%	0.333	0.333	0.333
7.	General condition	Satisfaction with house	16.7%	0.333	0.333	0.333
8.	Financing	Satisfaction with house	33.3%	0.333	0.333	0.333
		Total we	ight of alternativ	/es: 0.333	0.333	0.333

How to make a decision? The analytic hierarchy process. Saaty, European Journal of Operational Research 48 (1990) 9 - 26 - Alternative evaluation

Website: http://bpmsg.com

Annex 5: Data Structure

Pairwise Comparisons:

Array['pwc'][\$node]['a']{0,1,0}['Intense']{3,6,2}

'pwc'																				
Delivery 'Color' 'Memory																				
	'A'		'In	ten	se'		'/	۹'		'1	nte	nse'			'A'		'I	nte	nse	۶,
0	1	0	3	6	2	0	1	0	0	2	4	1	7	0	1	0	3	6	1	7

- 1. function convertPwcToString(\$pwc) from Array to SQL
- 2. function convertPwc(\$pwc) from SQL format to Array
- 3. function getPwc(\$sc, \$participant, \$nod)

SQL table pwc					
Project_sc	pwc_part	pwc_timestamp	pwc_node	pwc_ab	pwc_intense
expl02	Klaus	1397794301	Delivery	010	362
expl02	Klaus	1397794302	Color	0100	2417
expl02	Klaus	1397794303	Memory	010	3617

Class ahpGroup

Priorities in ahpGroup->prio

ahpGroup->prio	participant	[\$node]	[branch]	priority
		Color	red	0,6
		Coloi	blue	0,4
			16MB	0,2
	0	Memory	32MB	0,5
			64MB	0,3
		pGlb	all leafs	
ahpGroup->prio	1	Color	red	0,4
		Coloi	blue	0,6
			16MB	0,1
		Memory	32MB	0,6
			64MB	0,3
		pGlb	all leafs	
	2			

Participant with index 0 contains consolidated result

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CR in ahpGroup->cr

ahpGroup->cr	participant	[\$node]	CR
		Color	0,1
	0	Memory	0,05
		pGlb	avg CR
		Color	0,07
ahpGroup->cr	1	Memory	0,12
		pGlb	avg CR
		Color	0,03
	2	Memory	0,05
		pGlb	avg CR

For alternatives

ahpGroup->prio	participant	\$leaf	\$alt	priority
		blue	0	0,6
		blue	1	0,4
	0	red	0	0,2
		Teu	1	0,5
		blue	0	
	1	biue	1	
ahpGroup->prio		Color	0	
			1	
		blue	0	
	2	biue	1	
	2	Color	0	
		COIOI	1	
	3			

Website: http://bpmsg.com