Zachman Framework [2] TM
ENTERPRISE
Engineering and Manufacturing

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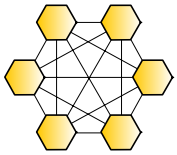
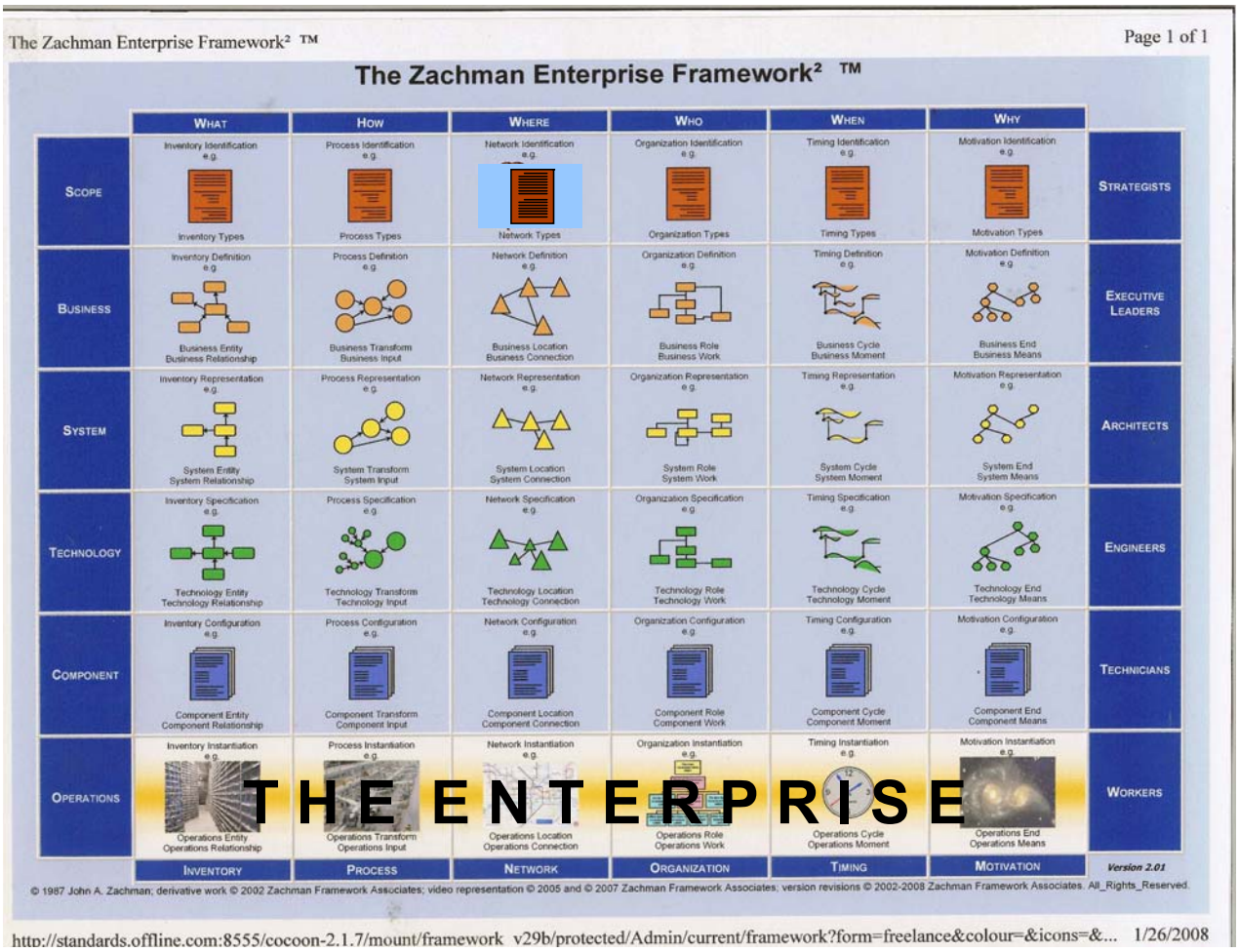




Agenda

I. Why Zachman Framework$^{2\ TM}$ Standards ?
II. Introduction to Changes
    A. New Framework Graphic
    B. Language Support
    C. Reestablish the Forgotten (Implementation) Relationships
III. What Hasn't Changed?
    A. The Underlying Theory
    B. The Classification Concepts
    C. The Normalized Structure of Descriptions
    D. The Framework Is an Enterprise Ontology
IV. Internet Standards Support (10/31/07)
    A. Graphic Navigation
    B. Hyperlinks to Historic Materials and Dictionary Definitions
    C. Framework Graphic Printing Capability
    D. Official Zachman Framework-related Certifications
    E. Access to the other three Meta Framework Standards
V. What's Next?
    A. Certifiable Elaborations
    B. Licensing
    C. Certification (Individuals, Methodologies, Tools, Curriculum, etc.)
VI. Conclusions

Why Framework Standards?

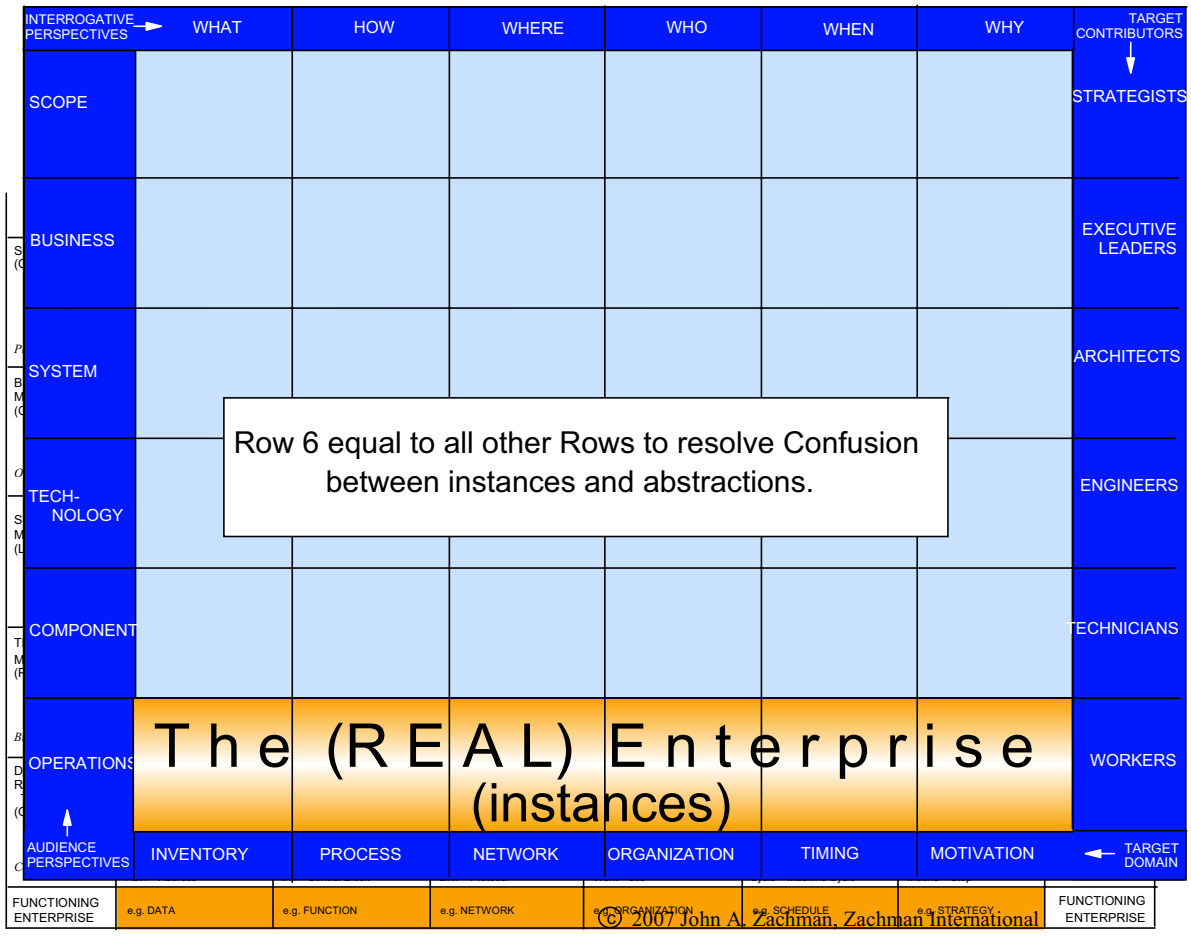
A. CLARIFICATION
More precise expression of the Framework Classification concepts.
B. ENTERPRISE ORIENTATION
As opposed to a systems or technology orientation.
C. CONSISTENCY
Semantic consistency in global communications.
Conceptual consistency within the meta structures.
D. DIFFERENTIATION
Unique vocabulary (to the extent possible) for each of the four Framework meta structures.
E. ELABORATION
Authorized facility for publishing certified elaborations (customized versions of the Framework graphic that do not compromise the concepts of the Framework Classification)
F. CERTIFICATION
Authorized facility for publishing education, methodology, tool and personal certifications (those curricula, methods, tools, architects, etc.) that have been evaluated and declared Framework compliant.

Original Framework Graphic

ENTERPRISE ARCHITECTURE - A FRAMEWORK ™

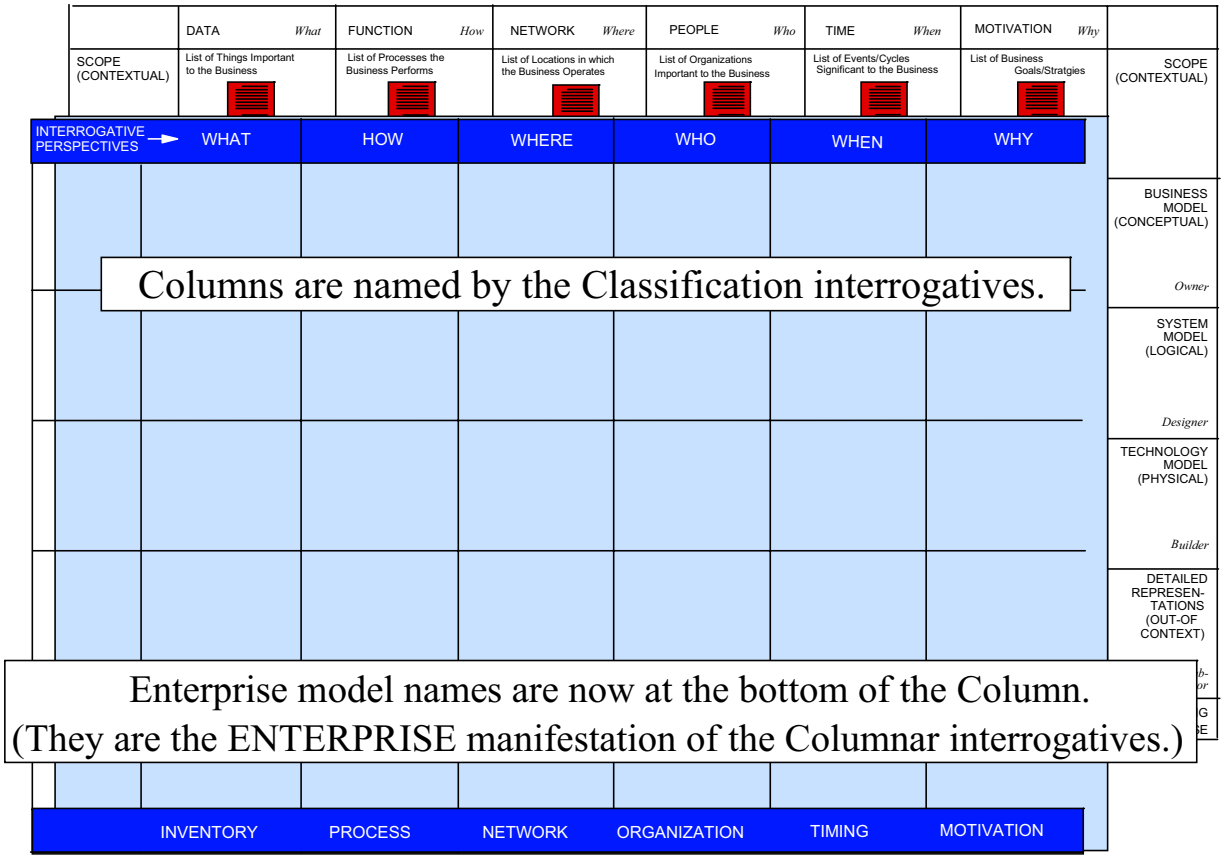
	DATA *What*	FUNCTION *How*	NETWORK *Where*	PEOPLE *Who*	TIME *When*	MOTIVATION *Why*	
SCOPE (CONTEXTUAL) *Planner*	List of Things Important to the Business ENTITY = Class of Business Thing	List of Processes the Business Performs Process = Class of Business Process	List of Locations in which the Business Operates Node = Major Business Location	List of Organizations Important to the Business People = Major Organization Unit	List of Events/Cycles Significant to the Business Time = Major Business Event/Cycle	List of Business Goals/Strategies Ends/Means = Major Business Goal/Strategy	SCOPE (CONTEXTUAL) *Planner*
BUSINESS MODEL (CONCEPTUAL) *Owner*	e.g. Semantic Model Ent = Business Entity Reln = Business Relationship	e.g. Business Process Model Proc. = Business Process I/O = Business Resources	e.g. Business Logistics System Node = Business Location Link = Business Linkage	e.g. Work Flow Model People = Organization Unit Work = Work Product	e.g. Master Schedule Time = Business Event Cycle = Business Cycle	e.g. Business Plan End = Business Objective Means = Business Strategy	BUSINESS MODEL (CONCEPTUAL) *Owner*
SYSTEM MODEL (LOGICAL) *Designer*	e.g. Logical Data Model Ent = Data Entity Reln = Data Relationship	e.g. Application Architecture Proc. = Application Function I/O = User Views	e.g. Distributed System Architecture Node = I/S Function (Processor, Storage, etc) Link = Line Characteristics	e.g. Human Interface Architecture People = Role Work = Deliverable	e.g. Processing Structure Time = System Event Cycle = Processing Cycle	e.g., Business Rule Model End = Structural Assertion Means = Action Assertion	SYSTEM MODEL (LOGICAL) *Designer*
TECHNOLOGY MODEL (PHYSICAL) *Builder*	e.g. Physical Data Model Ent = Segment/Table/etc. Reln = Pointer/Key/etc.	e.g. System Design Proc.= Computer Function I/O = Data Elements/Sets	e.g. Technology Architecture Node = Hardware/Systems Software Link = Line Specifications	e.g. Presentation Architecture People = User Work = Screen Format	e.g. Control Structure Time = Execute Cycle = Component Cycle	e.g. Rule Design End = Condition Means = Action	TECHNOLOGY MODEL (PHYSICAL) *Builder*
DETAILED REPRESEN-TATIONS (OUT-OF-CONTEXT) *Sub-Contractor*	e.g. Data Definition Ent = Field Reln = Address	e.g. Program Proc.= Language Statement I/O = Control Block	e.g. Network Architecture Node = Address Link = Protocol	e.g. Security Architecture People = Identity Work = Job	e.g. Timing Definition Time = Interrupt Cycle = Machine Cycle	e.g. Rule Specification End = Sub-condition Means = Step	DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT) *Sub-Contractor*
FUNCTIONING ENTERPRISE	.g. DATA	e.g. FUNCTION	e.g. NETWORK	e.g. ORGANIZATION	e.g. SCHEDULE	e.g. STRATEGY	FUNCTIONING ENTERPRISE

ZACHMAN FRAMEWORK^{2} ™ FOR ENTERPRISES



Characteristics of Framework Rows

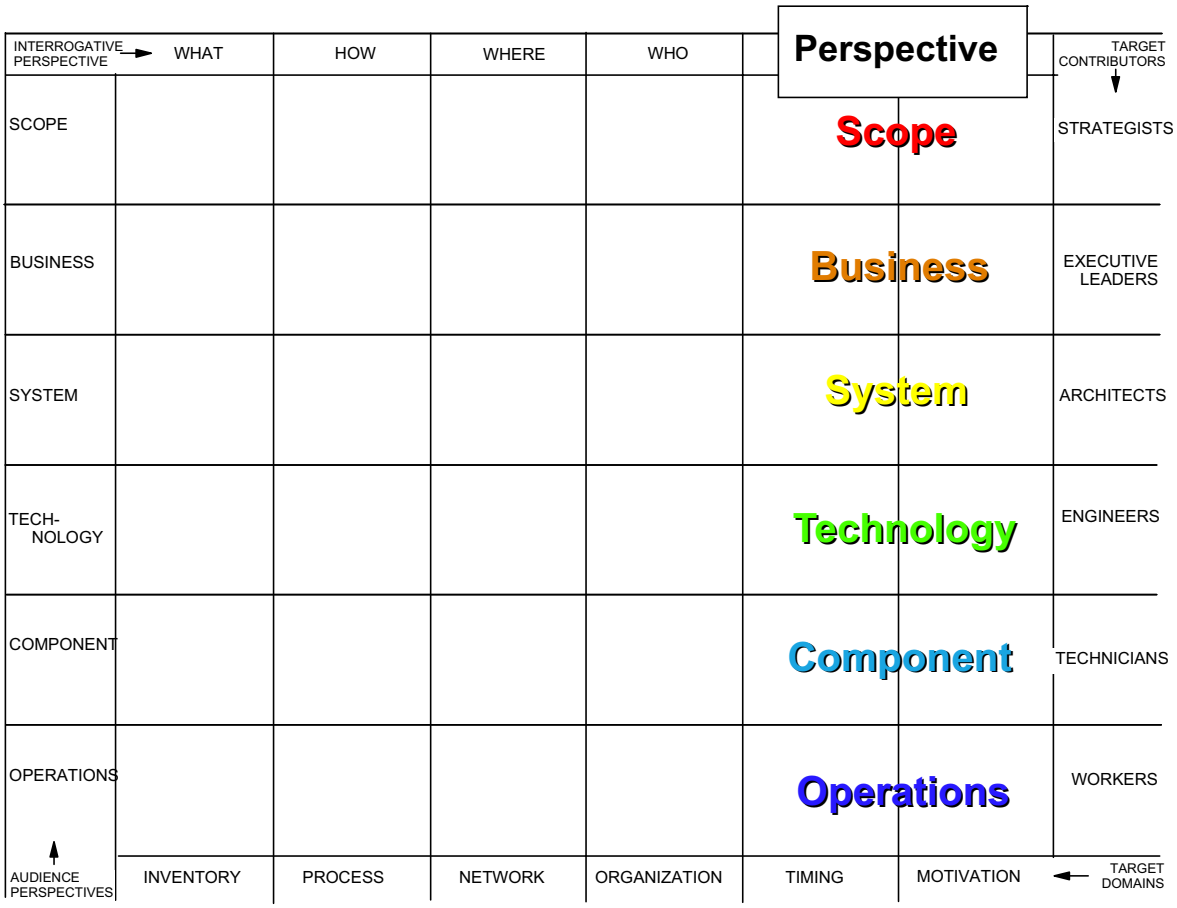
ENTERPRISE ARCHITECTURE - A FRAMEWORK ™



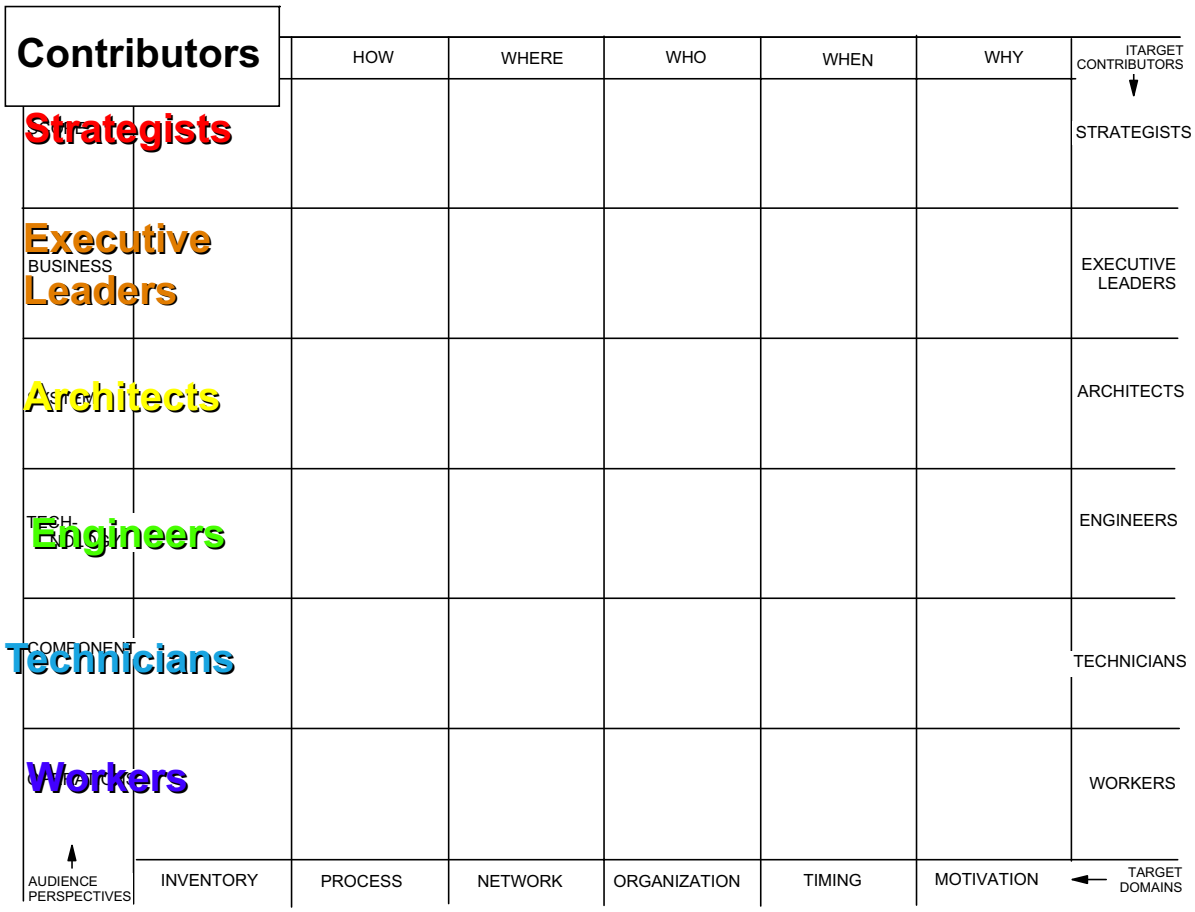
Columns are named by the Classification interrogatives.

Enterprise model names are now at the bottom of the Column.
(They are the ENTERPRISE manifestation of the Columnar interrogatives.)

Characteristics of Framework Rows



Characteristics of Framework Rows



ENTERPRISE ARCHITECTURE - A FRAMEWORK ™

	DATA *What*	FUNCTION *How*	NETWORK *Where*	PEOPLE *Who*	TIME *When*	MOTIVATION *Why*	
SCOPE	List of Things Important	List of Processes the	List of Locations in which	List of Organizations	List of Events/Cycles	List of Business	SCOPE (CONTEXTUAL)
INTERROGATIVE PERSPECTIVES →	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
SCOPE							STRATEGISTS — *Planner* — BUSINESS MODEL (CONCEPTUAL)
BUSINESS							EXECUTIVE LEADERS — *Owner* — SYSTEM MODEL (LOGICAL)
SYSTEM							ARCHITECTS — *Designer* — TECHNOLOGY MODEL (PHYSICAL)
TECH-NOLOGY							ENGINEERS — *Builder* — DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT)
COMPONENT							TECHNICIANS — *Sub-Contractor* — FUNCTIONING ENTERPRISE
OPERATIONS	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	WORKERS

ZACHMAN FRAMEWORK^{2} ™ FOR ENTERPRISES

INTERROGATIVE PERSPECTIVES →	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
SCOPE							STRATEGISTS
BUSINESS							EXECUTIVE LEADERS
SYSTEM							ARCHITECTS
TECH-NOLOGY							ENGINEERS
COMPONENT							TECHNICIANS
OPERATIONS	THE ENTERPRISE						WORKERS
AUDIENCE PERSPECTIVES ↑	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	← TARGET DOMAINS

ENTERPRISE ARCHITECTURE - A FRAMEWORK ™

	DATA *What*	FUNCTION *How*	NETWORK *Where*	PEOPLE *Who*	TIME *When*	MOTIVATION *Why*	
SCOPE (CONTEXTUAL)	List of Things Important to the Business	List of Processes the Business Performs	List of Locations in which the Business Operates	List of Organizations Important to the Business	List of Events/Cycles Significant to the Business	List of Business Goals/Strategies	SCOPE (CONTEXTUAL)
Planner	ENTITY = Class of Business Thing	Process = Class of Business Process	Node = Major Business Location	People = Major Organization Unit	Time = Major Business Event/Cycle	Ends/Means = Major Business Goal/Strategy	*Planner*
BUSINESS MODEL (CONCEPTUAL)	e.g.	e.g.	e.g.	e.g.	e.g.	e.g.	BUSINESS MODEL (CONCEPTUAL)
Designer	Ent = Data Entity Reln = Data Relationship	Proc .= Application Function I/O = User Views	Node = I/S Function (Processor, Storage, etc) Link = Line Characteristics	People = Role Work = Deliverable	Time = System Event Cycle = Processing Cycle	End = Structural Assertion Means =Action Assertion	*Designer*
TECHNOLOGY MODEL (PHYSICAL)	e.g.	e.g.	e.g.	e.g.	e.g.	e.g.	TECHNOLOGY MODEL (PHYSICAL)
Builder	Ent = Segment/Table/etc. Reln = Pointer/Key/etc.	Proc.= Computer Function I/O = Data Elements/Sets	Node = Hardware/Systems Software Link = Line Specifications	People = User Work = Screen Format	Time = Execute Cycle = Component Cycle	End = Condition Means = Action	*Builder*
DETAILED REPRESEN-TATIONS (OUT-OF-CONTEXT)	e.g.	e.g.	e.g.	e.g.	e.g.	e.g.	DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT)
Sub-Contractor	Ent = Field Reln = Address	Proc.= Language Statement I/O = Control Block	Node = Address Link = Protocol	People = Identity Work = Job	Time = Interrupt Cycle = Machine Cycle	End = Sub-condition Means = Step	*Sub-Contractor*
FUNCTIONING ENTERPRISE	e.g.	e.g.	e.g.	e.g.	e.g.	e.g.	FUNCTIONING ENTERPRISE

All of the Cell instance examples (the "e.g.'s") have been removed.
Each Cell now has an absolute name based on the Framework schema.

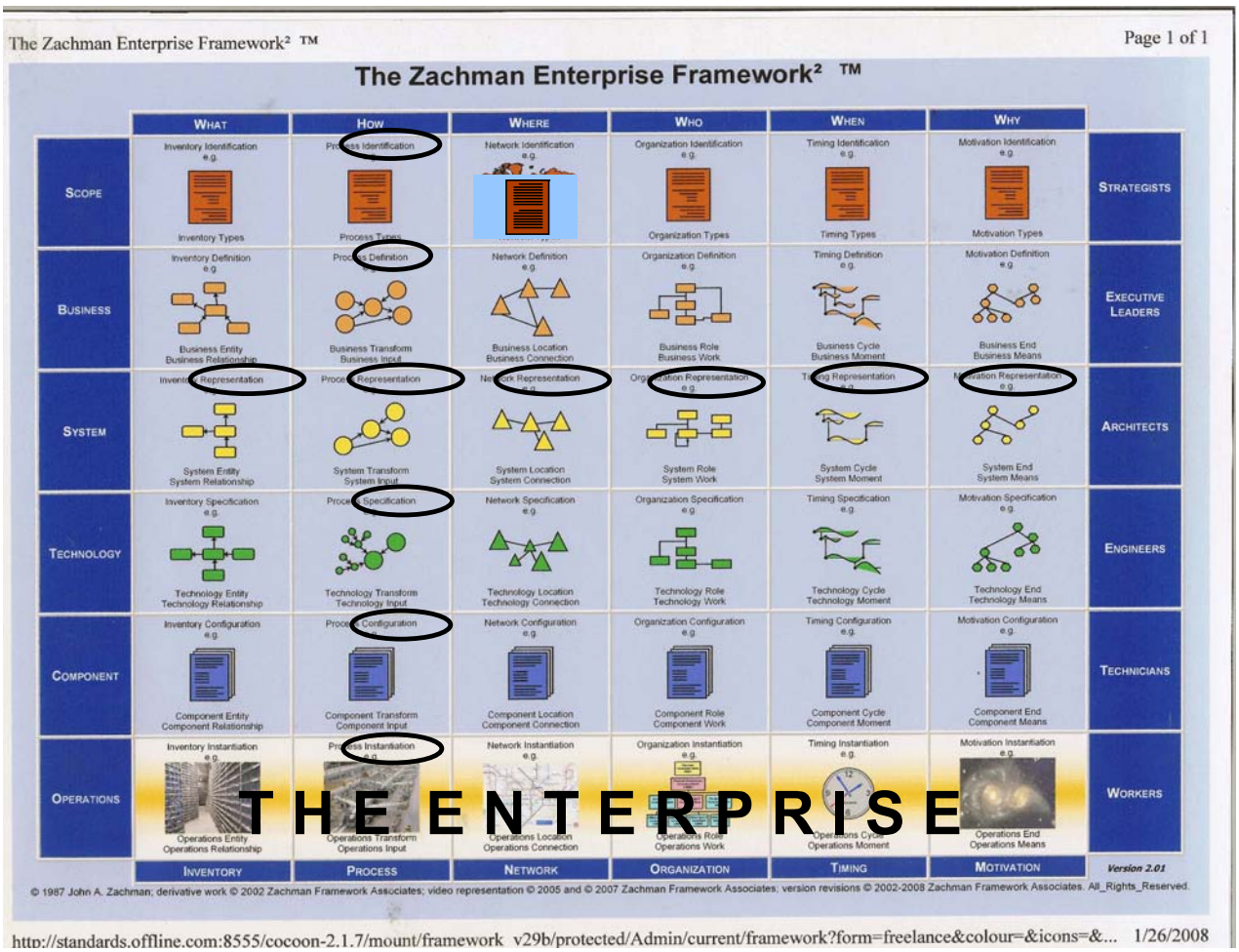
The Zachman Enterprise Framework² ™

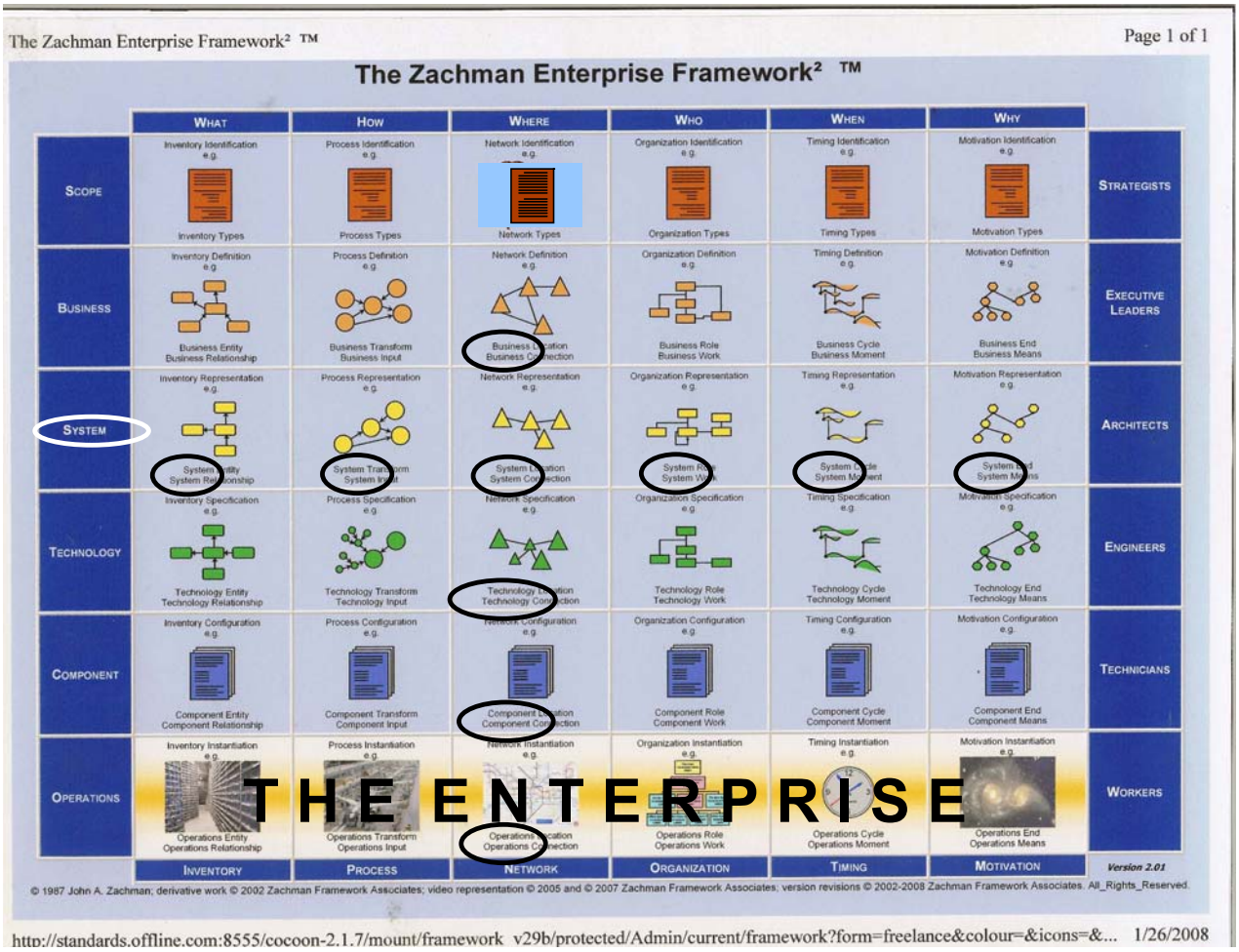
	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. Inventory Types	Process Identification e.g. Process Types	Network Identification e.g. Network Types	Organization Identification e.g. Organization Types	Timing Identification e.g. Timing Types	Motivation Identification e.g. Motivation Types	STRATEGISTS
BUSINESS	Inventory Definition e.g. Business Entity Business Relationship	Process Definition e.g. Business Transform Business Input	Network Definition e.g. Business Location Business Connection	Organization Definition e.g. Business Role Business Work	Timing Definition e.g. Business Cycle Business Moment	Motivation Definition e.g. Business End Business Means	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g. System Entity System Relationship	Process Representation e.g. System Transform System Input	Network Representation e.g. System Location System Connection	Organization Representation e.g. System Role System Work	Timing Representation e.g. System Cycle System Moment	Motivation Representation e.g. System End System Means	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g. Technology Entity Technology Relationship	Process Specification e.g. Technology Transform Technology Input	Network Specification e.g. Technology Location Technology Connection	Organization Specification e.g. Technology Role Technology Work	Timing Specification e.g. Technology Cycle Technology Moment	Motivation Specification e.g. Technology End Technology Means	ENGINEERS
COMPONENT	Inventory Configuration e.g. Component Entity Component Relationship	Process Configuration e.g. Component Transform Component Input	Network Configuration e.g. Component Location Component Connection	Organization Configuration e.g. Component Role Component Work	Timing Configuration e.g. Component Cycle Component Moment	Motivation Configuration e.g. Component End Component Means	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g. Operations Entity Operations Relationship	Process Instantiation e.g. Operations Transform Operations Input	Network Instantiation e.g. Operations Location Operations Connection	Organization Instantiation e.g. Operations Role Operations Work	Timing Instantiation e.g. Operations Cycle Operations Moment	Motivation Instantiation e.g. Operations End Operations Means	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	*Version 2.01*

THE ENTERPRISE

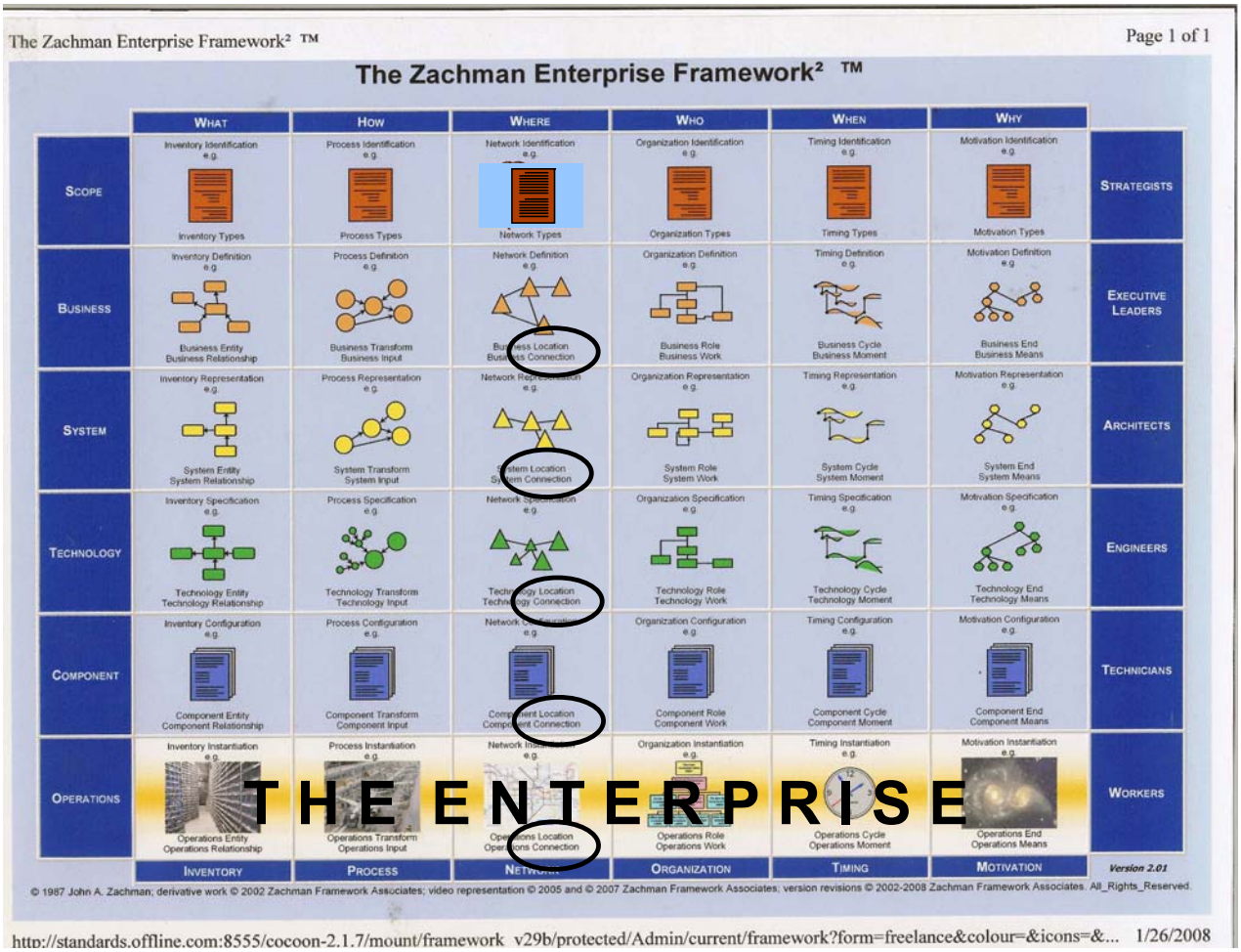
Characteristics of Framework Rows

INTERROGATIVE PERSPECTIVE →	WHAT	HOW	Action	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
SCOPE			Identify				STRATEGISTS
BUSINESS			Define				EXECUTIVE LEADERS
SYSTEM			Represent				ARCHITECTS
TECH-NOLOGY			Specify				ENGINEERS
COMPONENT			Configure				TECHNICIANS
OPERATIONS			Instantiate				WORKERS
↑ AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	← TARGET DOMAINS





The Zachman Enterprise Framework² ™ Page 1 of 1



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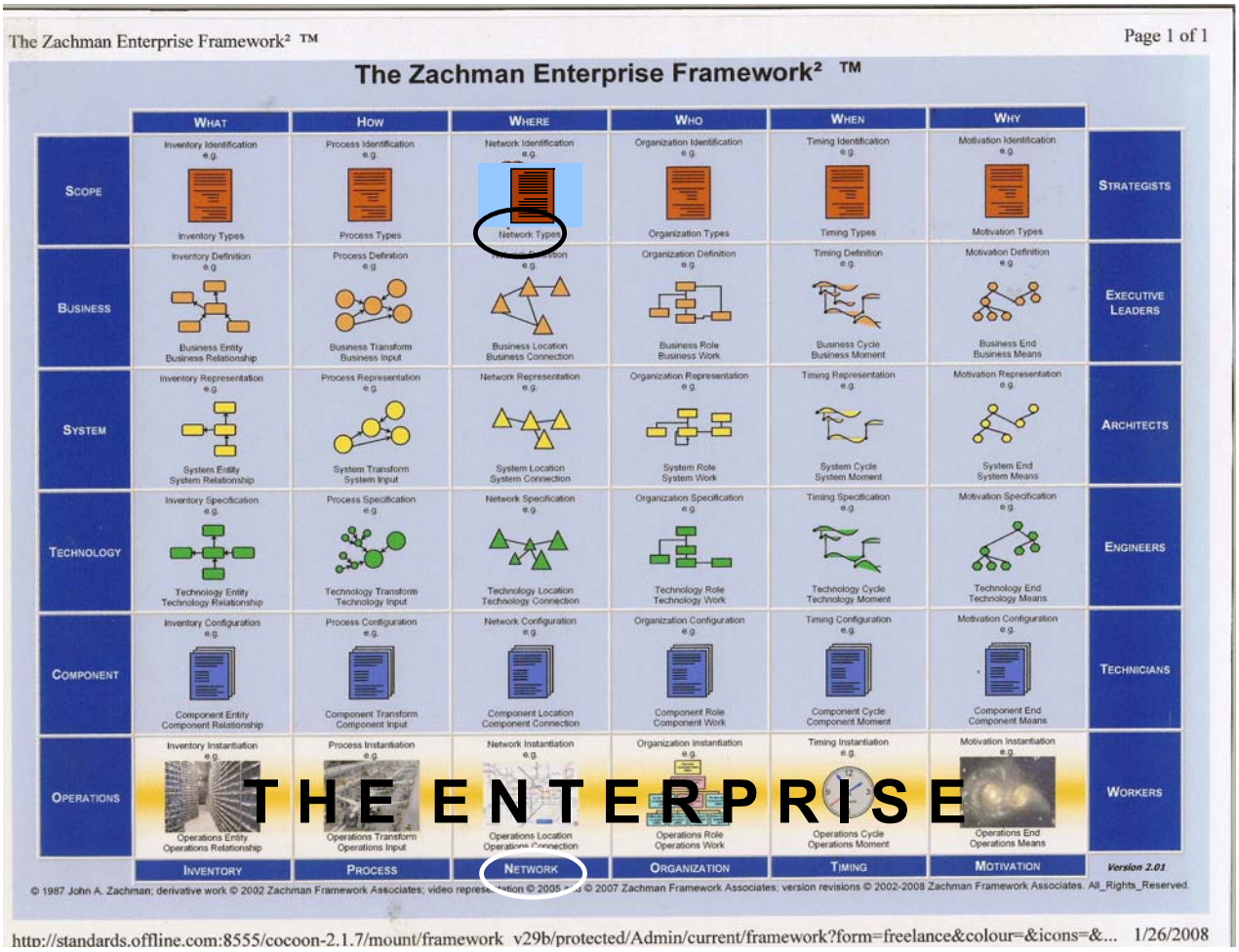
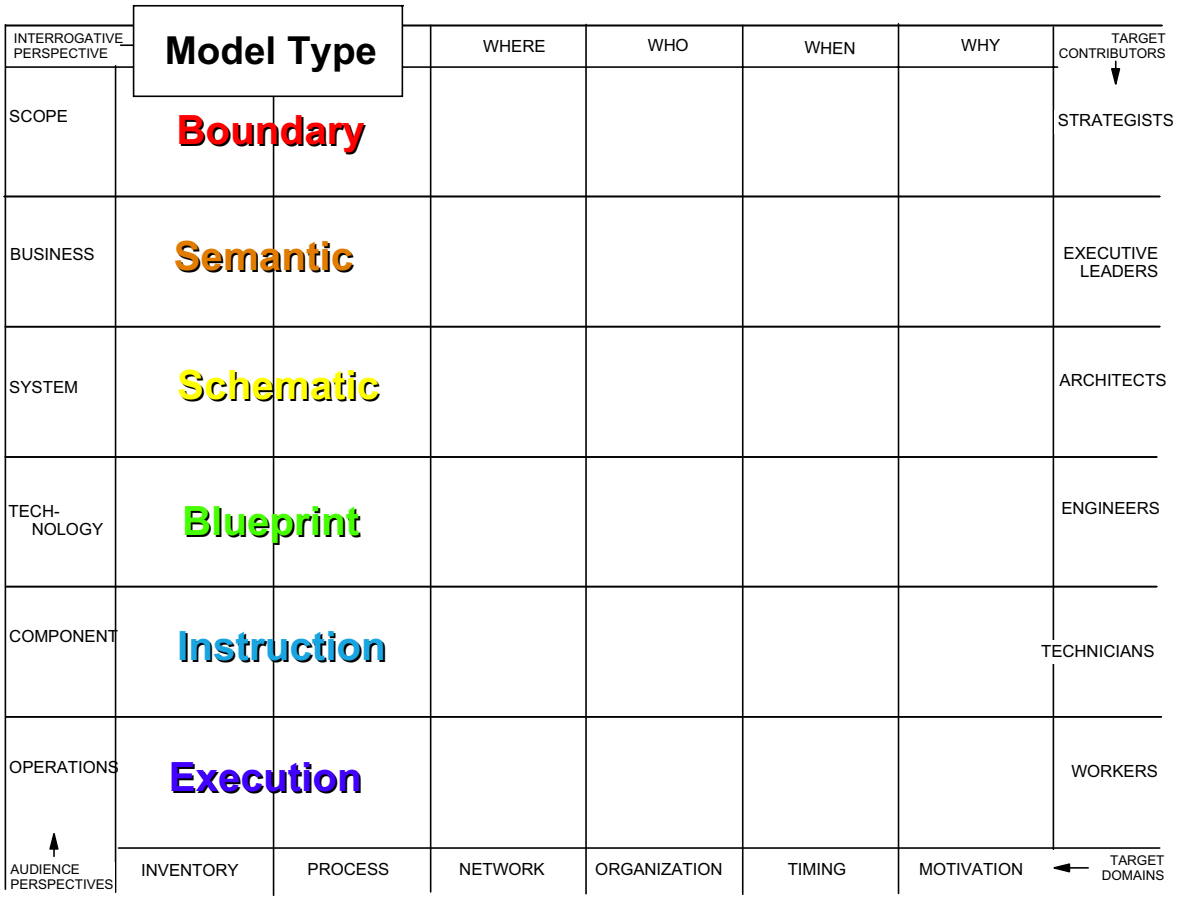


Characteristics of Framework Rows

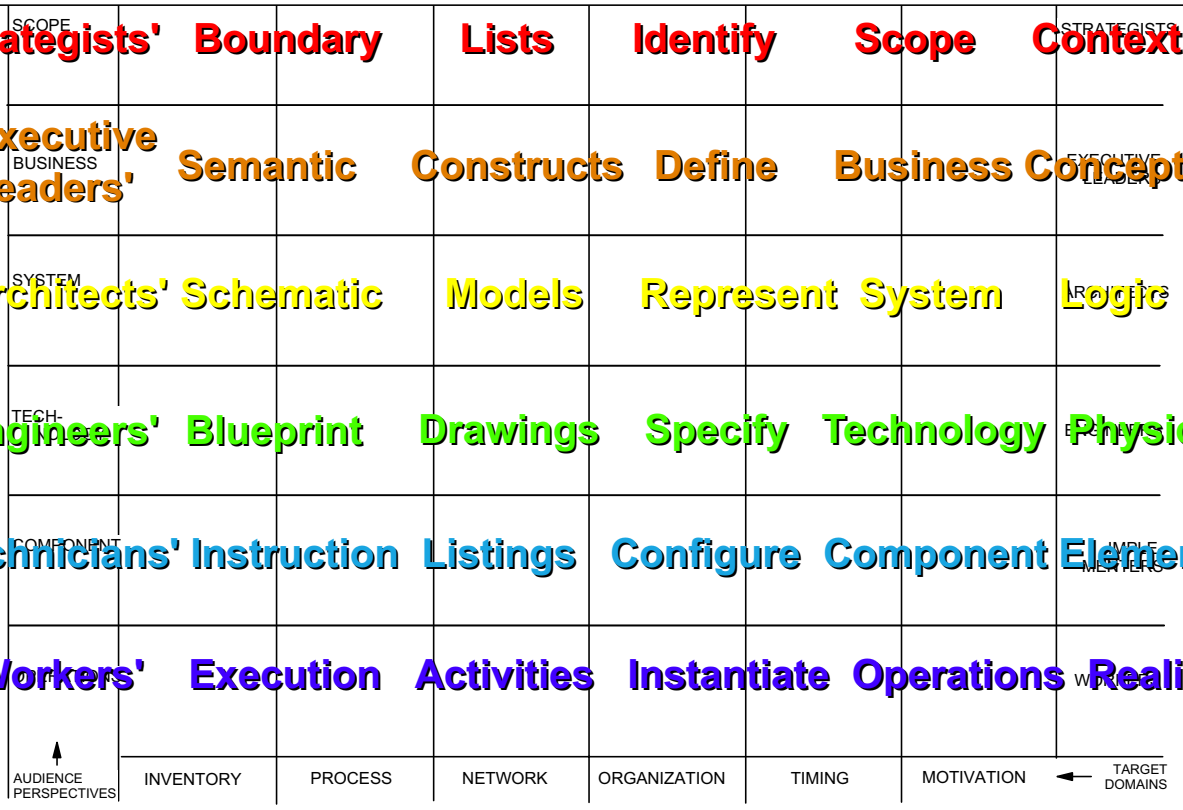
INTERROGATIVE PERSPECTIVE →	WHAT	HOW	Format	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
SCOPE			Lists				STRATEGISTS
BUSINESS			Constructs				EXECUTIVE LEADERS
SYSTEM			Models				ARCHITECTS
TECH-NOLOGY			Drawings				ENGINEERS
COMPONENT			Listings				TECHNICIANS
OPERATIONS			Activities				WORKERS
↑ AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	← TARGET DOMAINS

Characteristics of Framework Rows



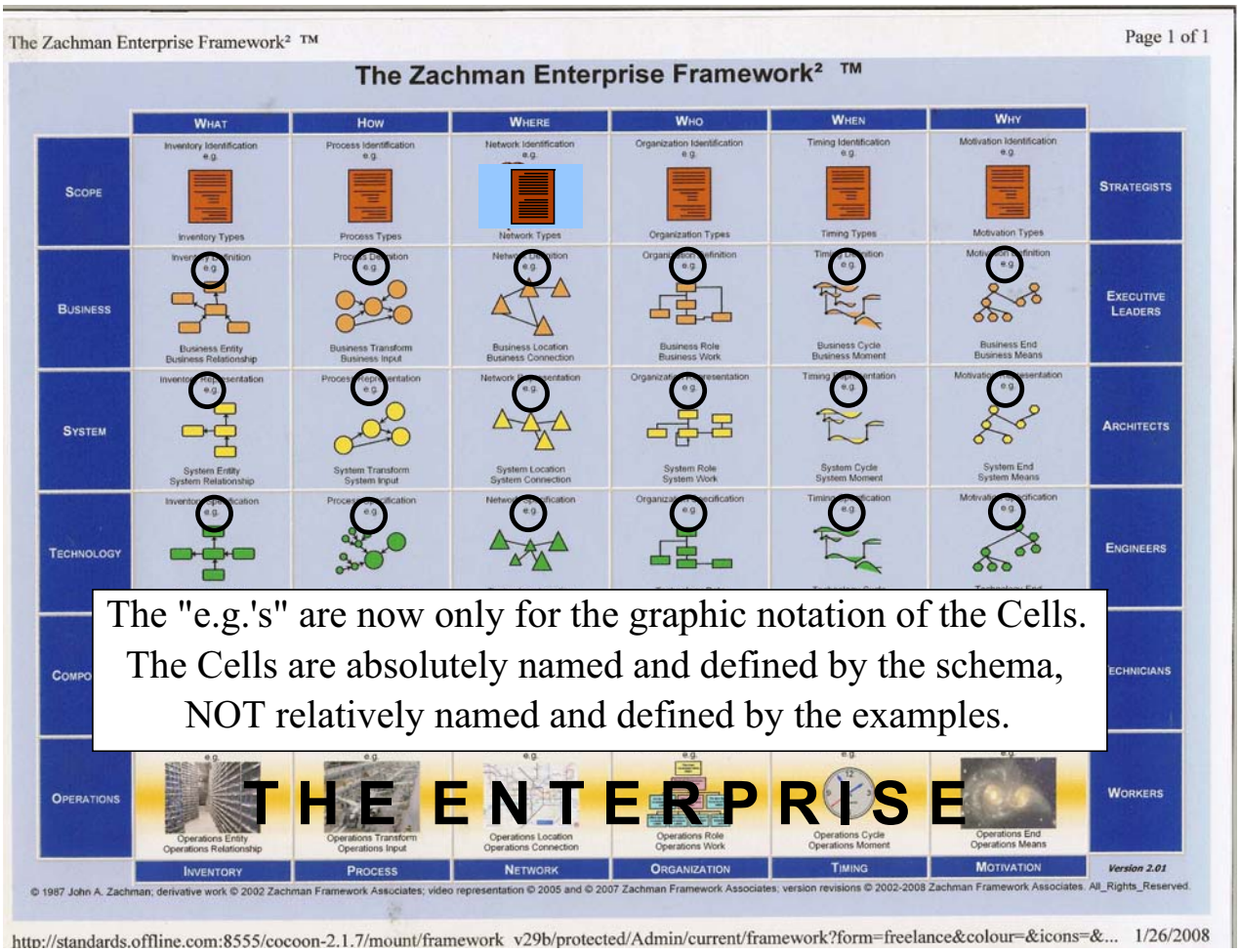
Helping Words to help Classify by Row

Originators	Model Type	Format	Action	Perspectives	Outcome
Strategists'	Boundary	Lists	Identify	Scope	Context
Executive Leaders'	Semantic	Constructs	Define	Business	Concepts
Architects'	Schematic	Models	Represent	System	Logic
Engineers'	Blueprint	Drawings	Specify	Technology	Physics
Technicians'	Instruction	Listings	Configure	Component	Elements
Workers'	Execution	Activities	Instantiate	Operations	Reality



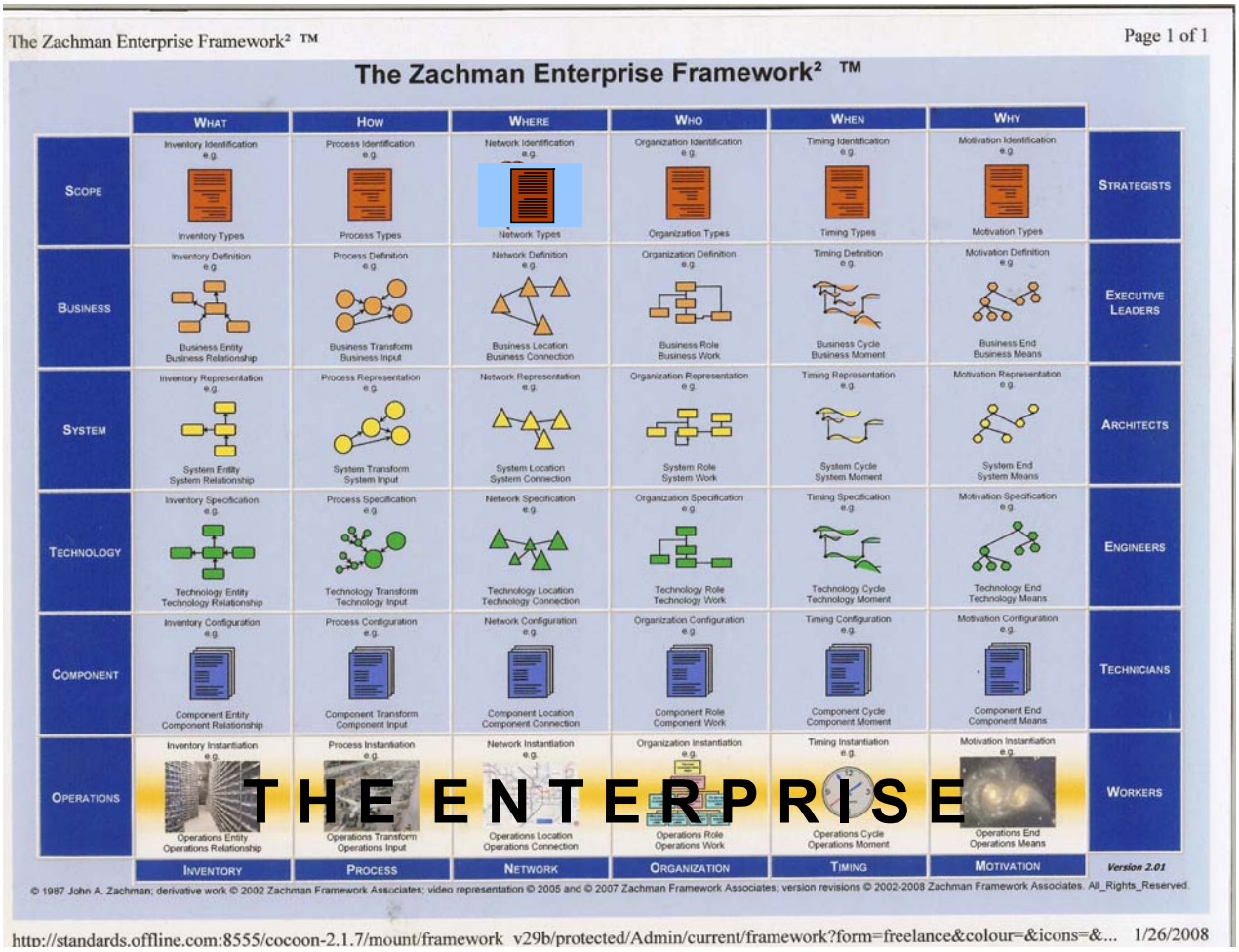
Helping Words to help Classify by Column

AUDIENCE PERSPECTIVE	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS
							STRATEGISTS
Model Objective	Normal-ization	Optimi-zation	Trans-porta-tion	Alloca-tion	Coordin-ation	Aspir-ation	
							EXECUTIVE LEADERS
Mech-anism	Counting	Tuning	Provi-sioning	Managing	Schedul-ing	Measuring	
							ARCHITECTS
Enterprise Objective	Integrity	Quality	Capacity	Account-ability	Stability	Credibility	
							ENGINEERS
Critical Success Factors	Control	Yield	Resil-ience	Perfor-mance	Response	Attainment	
							TECHNICIANS
Enterprise	Inventory	Process	Network	Organi-zation	Timing	Motivation	
							WORKERS
AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	TARGET DOMAINS



The "e.g.'s" are now only for the graphic notation of the Cells. The Cells are absolutely named and defined by the schema, NOT relatively named and defined by the examples.

THE ENTERPRISE



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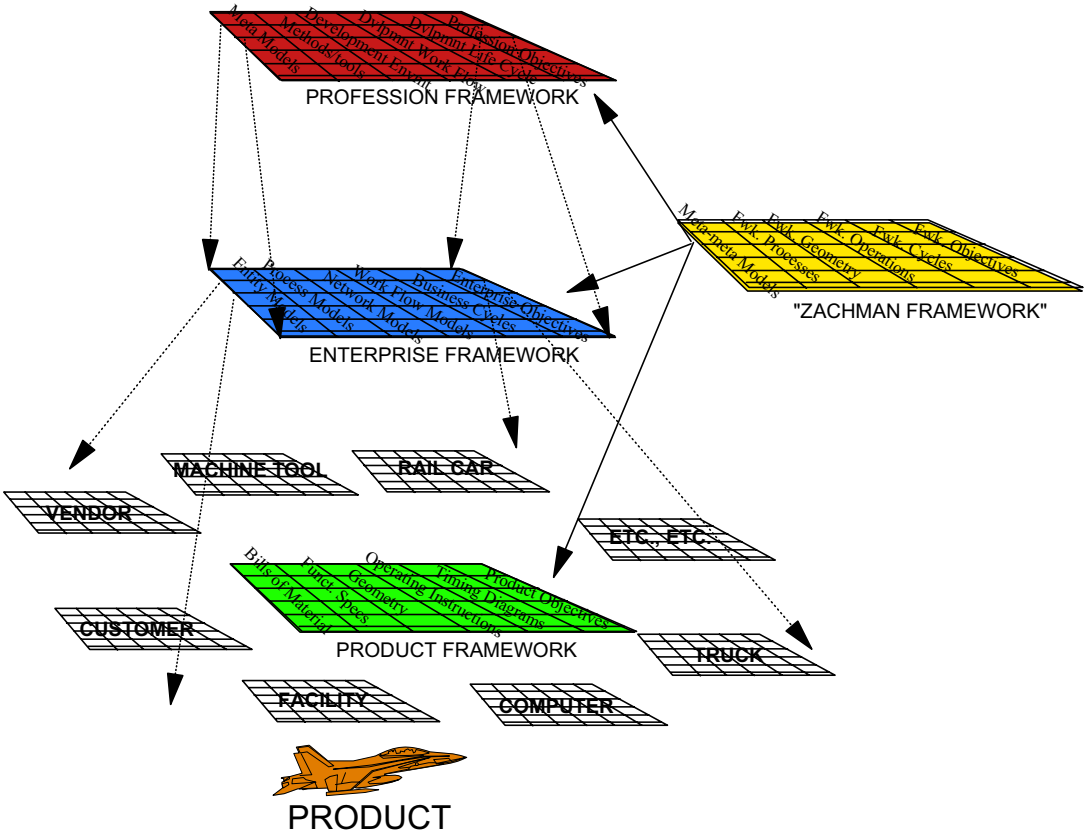
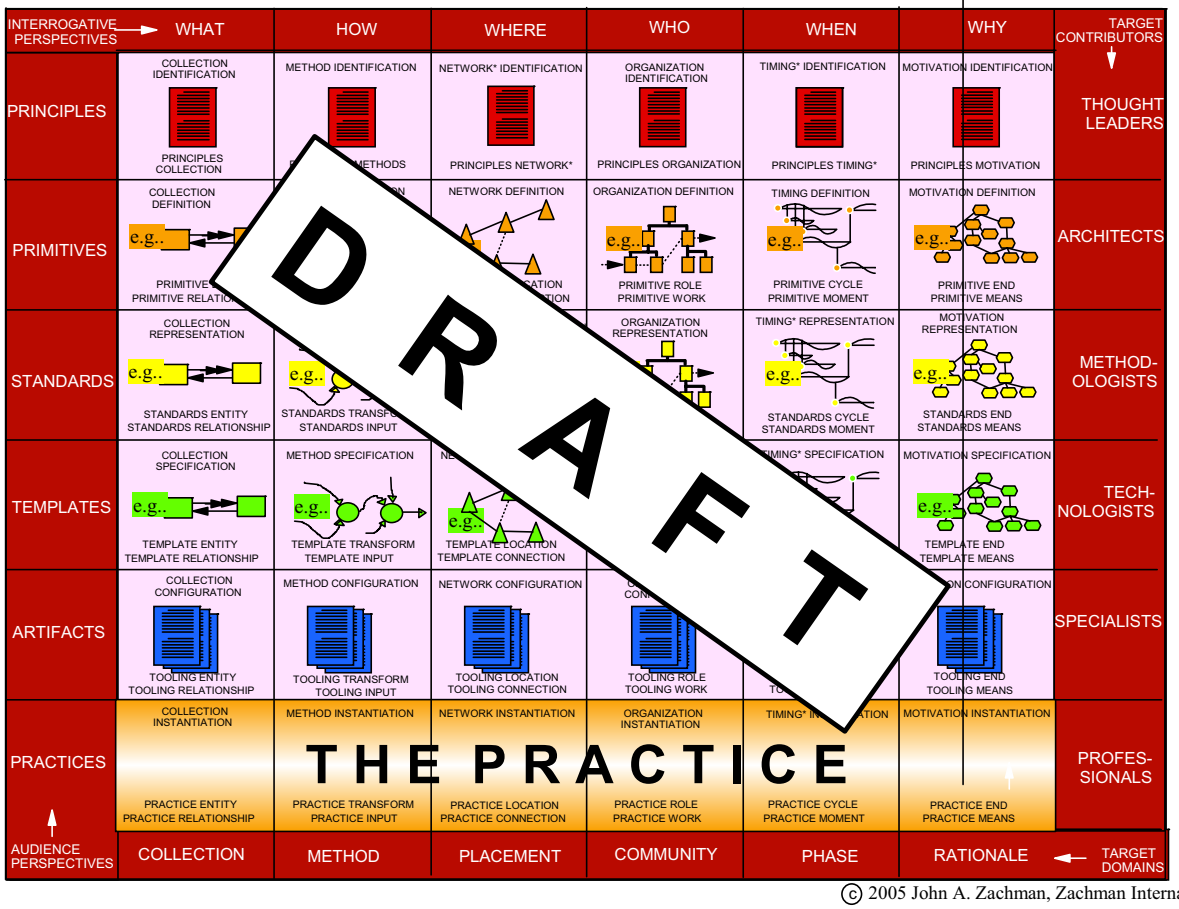
The Total Picture



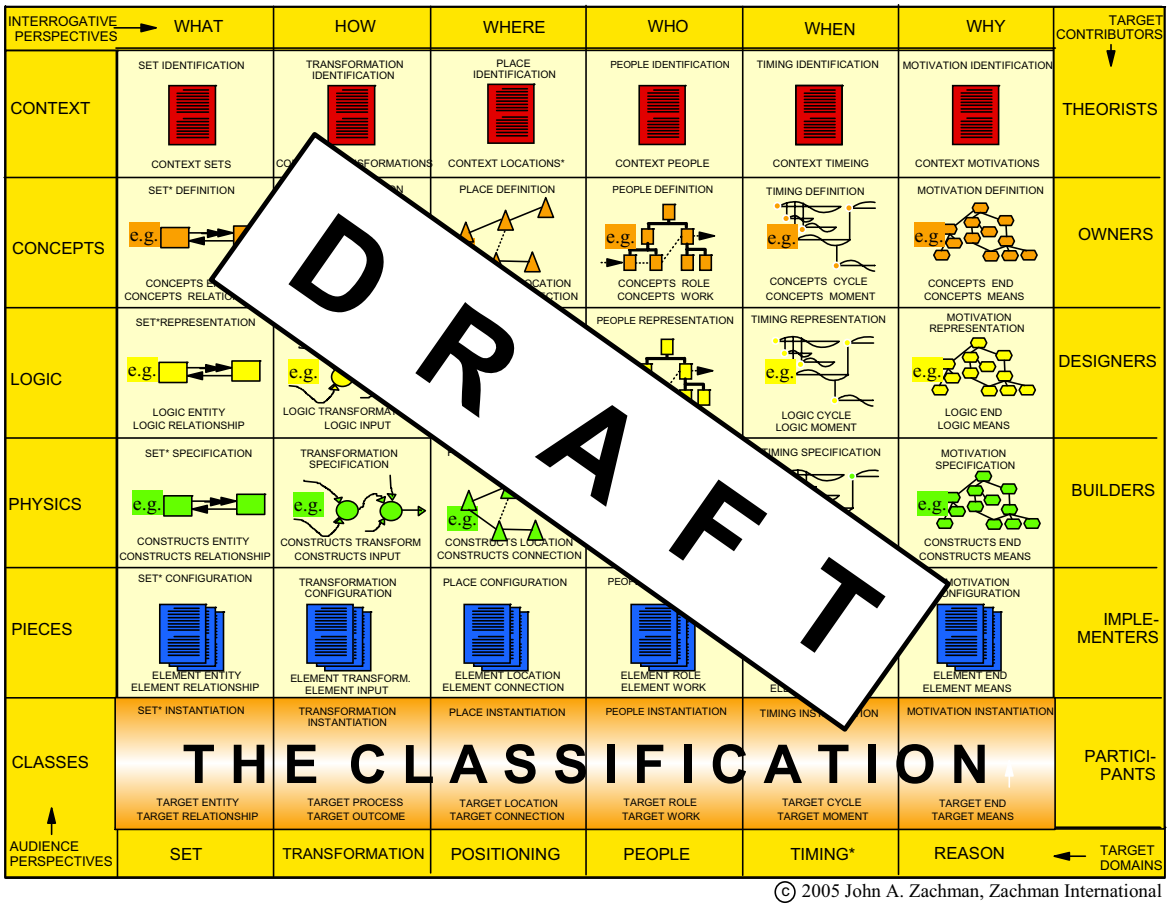
The Knowledge Base of the Enterprise

ZACHMAN FRAMEWORK$^{2\ TM}$ FOR PROFESSIONS



ZACHMAN FRAMEWORK$^{2\ TM}$ FOR PRODUCTS

ZACHMAN FRAMEWORK$^{2\ TM}$ FOR CLASSIFICATION



Concluding Thoughts on Intro to Changes

I. What has Changed?

A. Column Names - Communications Interrogatives and Enterprise Manifestations

B. Row Names - Audience/Contributor Roles

C. Cell Names - Removed e.g.'s. Absolute names based on Schema

D. Row 6 - Provision for Instances and Examples (to differentiate from Cell abstractions)

E. Meta Model relates every Row to Row 6 for traceability and alignment

F. Meta Entity Names - more precise and more business oriented

G. Cell graphic icons now have e.g.'s

H. Row 1 meta-entities are Mass Nouns (Column Names)

I. Modeling objectives by Row (Identification, Definition, etc.)

J. No adjectives used in the Framework graphic

K. Dictionary definition for every word

L. Helping words to classify by Row.

M. Helping words to classify by Column

N. Every Framework graphic is generated from the Repository metamodel (one authorized, consistent source for every Framework graphic (no unauthorized variations) ... however, with provision for "certified" local elaborations.

O. The Framework graphic can be printed in any form (slide, placemat, poster, etc. from the www.ZachmanInternational.com website.

What has NOT changed

A. The Framework Theory
   All descriptive representations can be expressed in terms of Things and Relationships (i.e. Thing-Relationship-Thing Models).
B. The logic of the Framework
   1. A two dimensional classification system - a "schema".
      a. Communications Interrogatives (What, How, Where, Who, When and Why)
      b. Audience Perspectives (Scope, Business, System, Technologies, Components and Enterprise)
   2. Each intersection (Cell) is a unique, independent variable (Class, Abstraction) - a "normalized" structure, one (meta) fact in one Cell
   3. The Cell context defines the meaning of the Enterprise Models' words.
   4. The two-dimensional schema is depicted in matrix form
C. Each "Primitive" Cell Model has two meta (meta, meta) entities a "Thing" and a "Relationship".
D. Comprehensive and Complete
   The classification on both axes is comprehensive and complete - therefore, the intersections (Cells) have to be comprehensive and complete.

The Framework is a classification theory about the nature of an Enterprise and the kinds of "Things" (entities) that have existence in an Enterprise. Therefore, the Framework is an **ENTERPRISE ONTOLOGY**

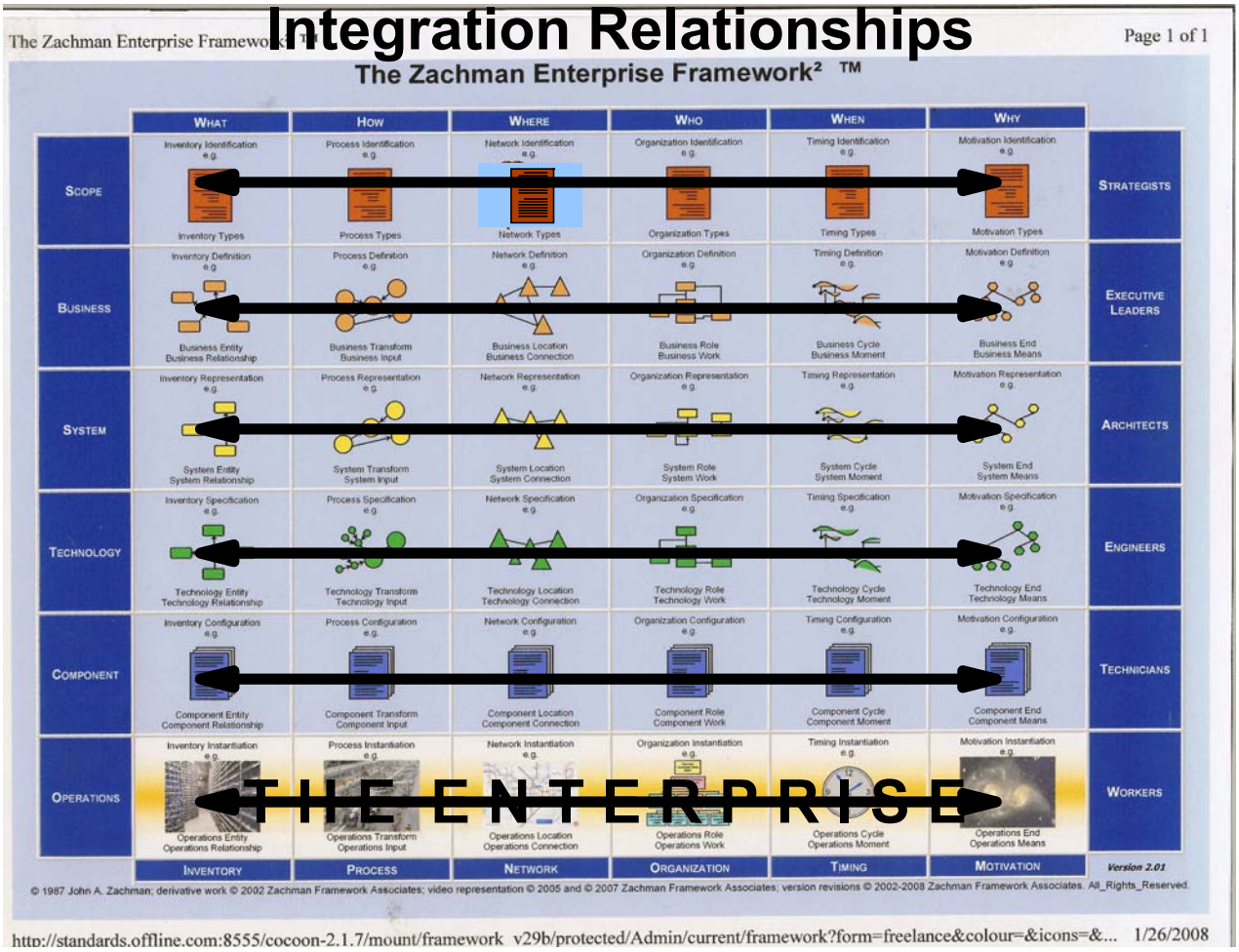
Reestablishing the Forgotten Implementation Relationships

1. Integration Relationships (Horizontal)
   "The integration of all Cell models in a Row constitute the complete Enterprise model from the Row's Perspective" (1992 Systems Journal article)
2. Transformation Relationships (Vertical)
   Meta entities are related to the Cell above and the Cell below (for "alignment") and meta entities of each Row are related to Row 6 (instances) for "traceability".
3. (For completeness) Meta entities are related to themselves within each Cell.
4. Tight integration between the four meta Frameworks
   The Row 2 models of one Framework are the "meta" models of all the Cells of another Framework.

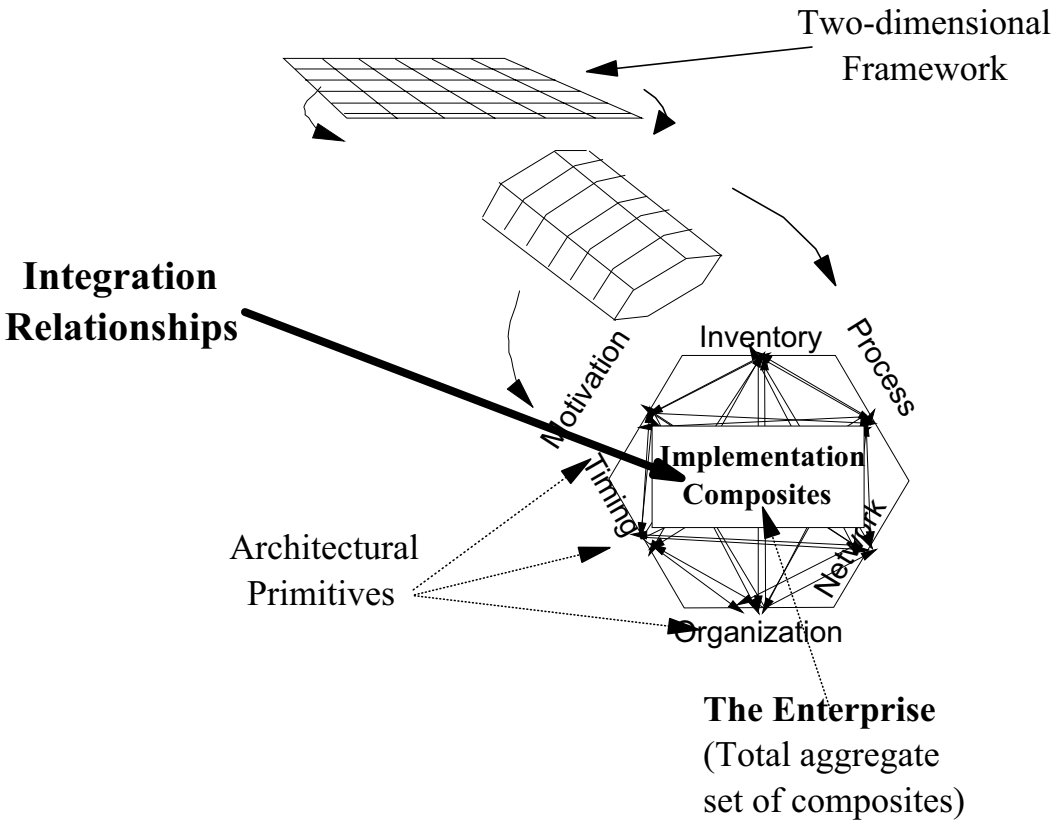
Three dimensional models are required to visualize the Integration and Transformation relationships - these are the IMPLEMENTATION COMPOSITES.

A. Hexagon
B. Hexagon Row inside the Row above (Box within a box)
C. Hologram

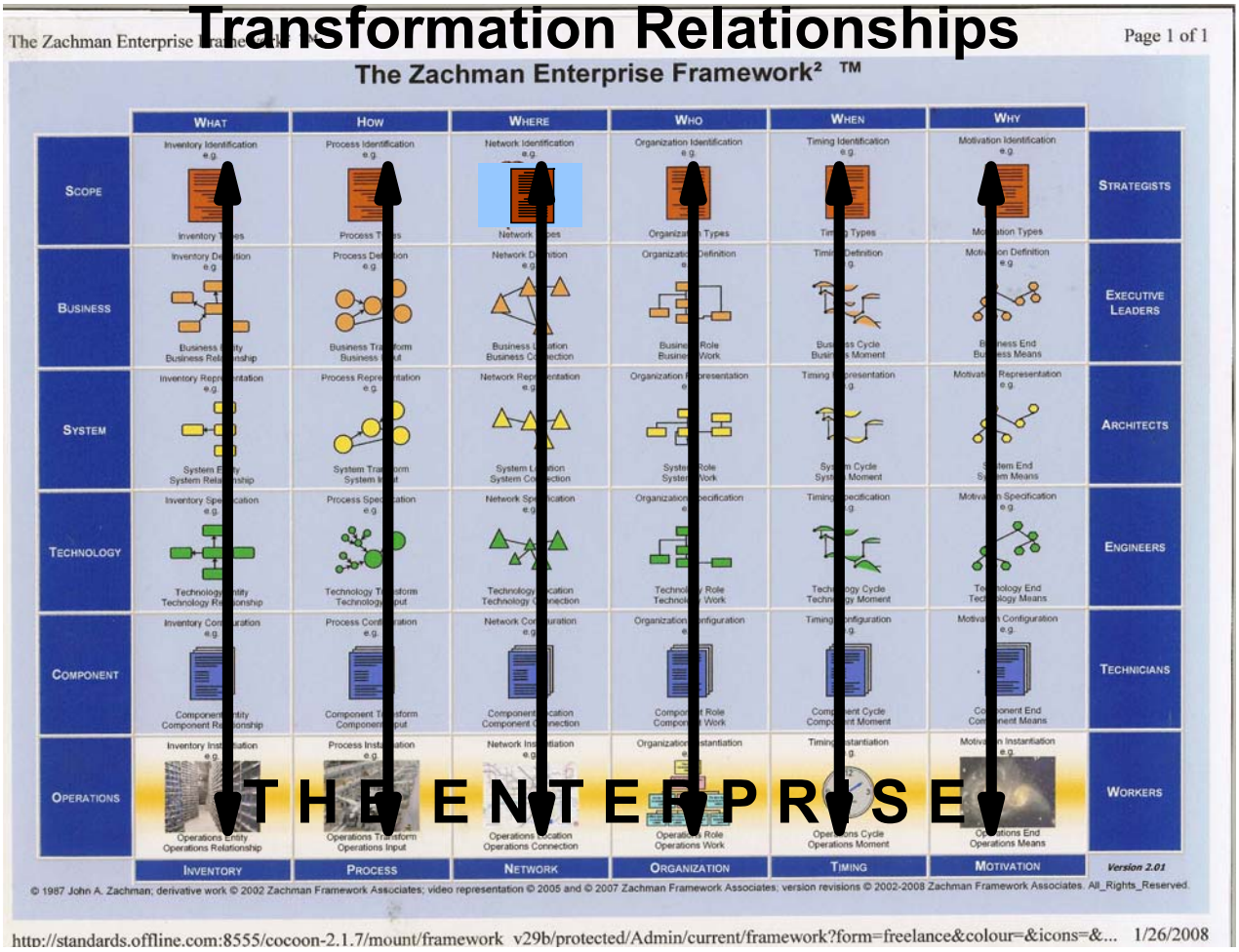
Integration Relationships



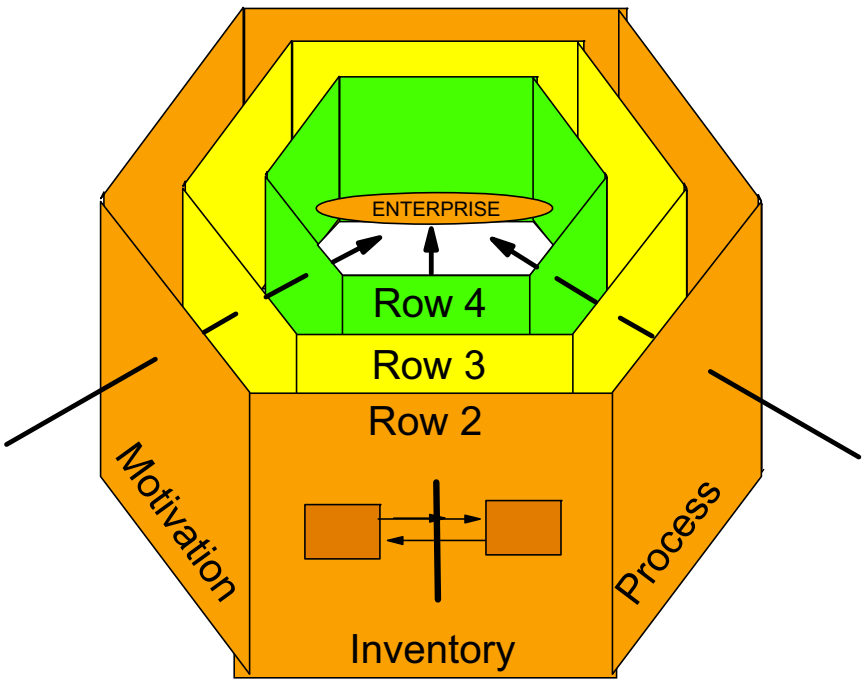
Integration Relationships



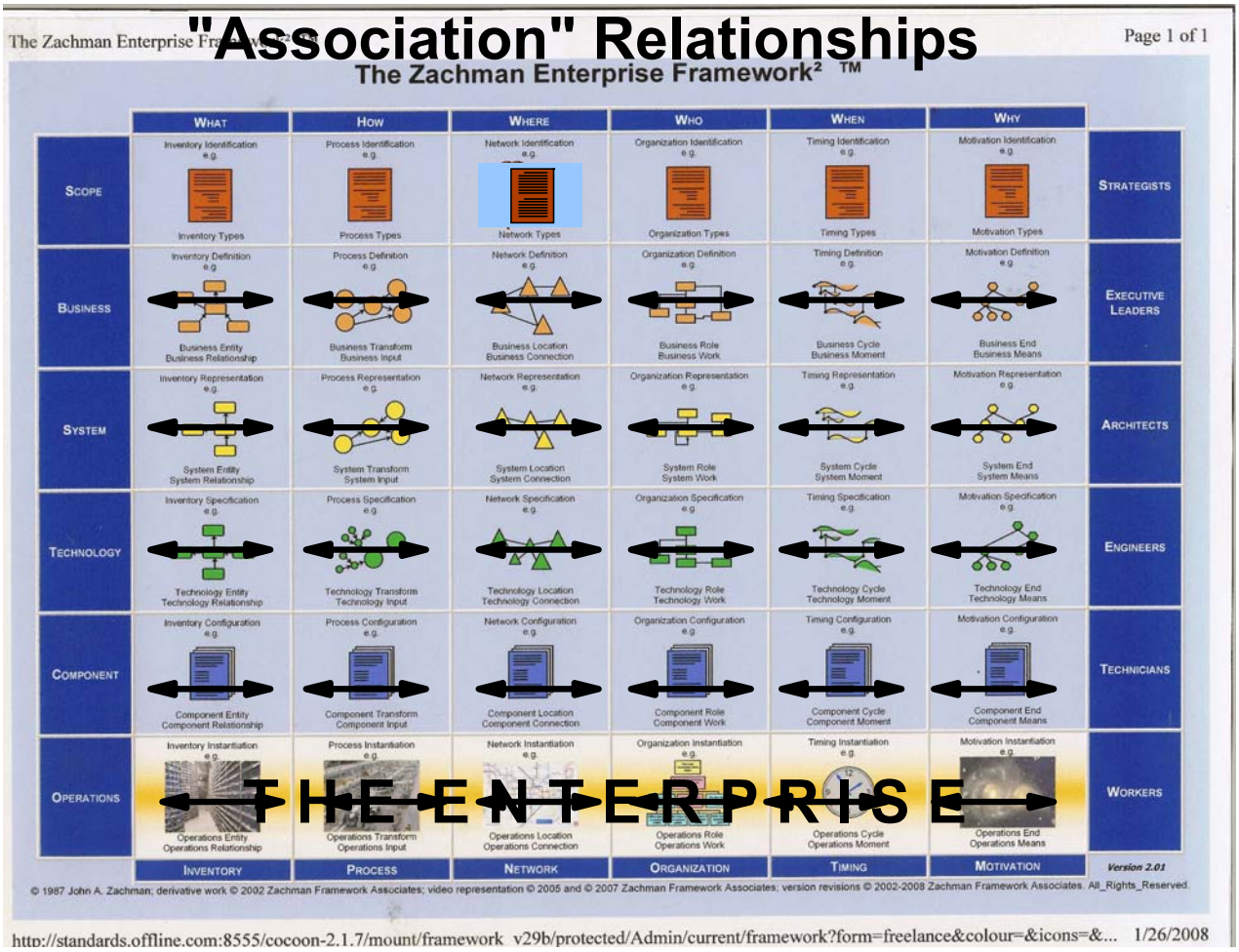
Transformation Relationships



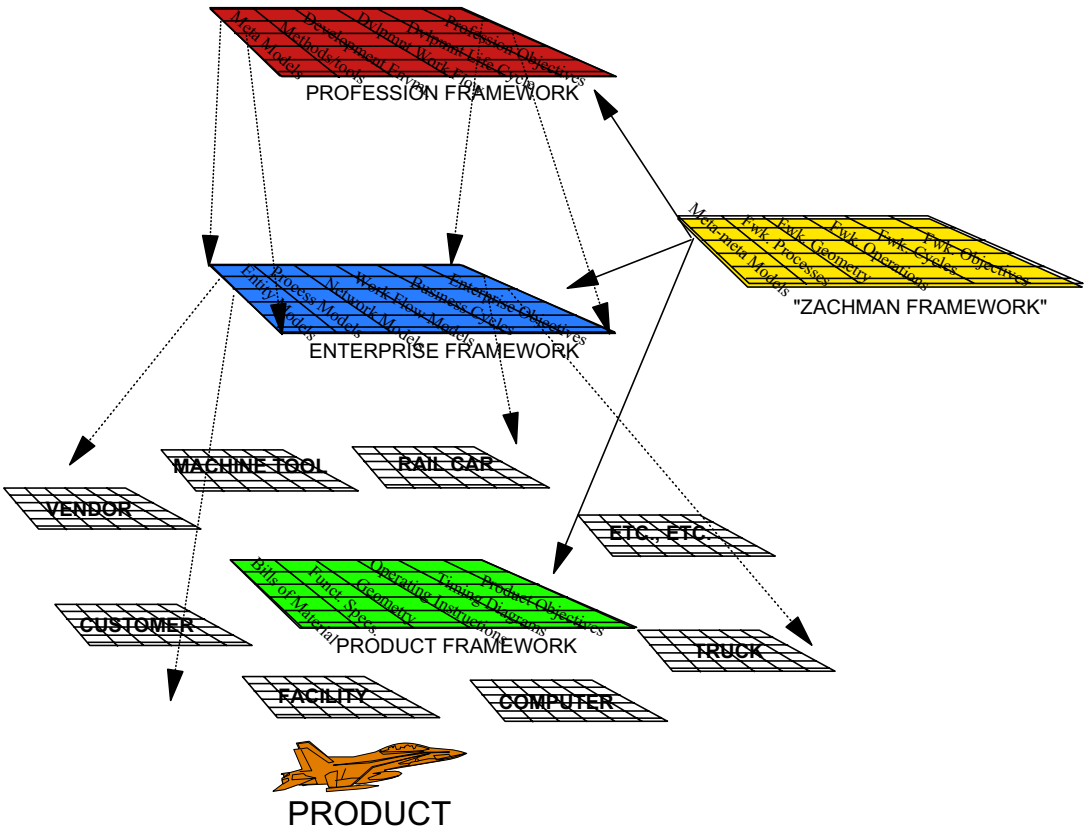
Transformation Relationships (Vertical Alignment)



"Association" Relationships

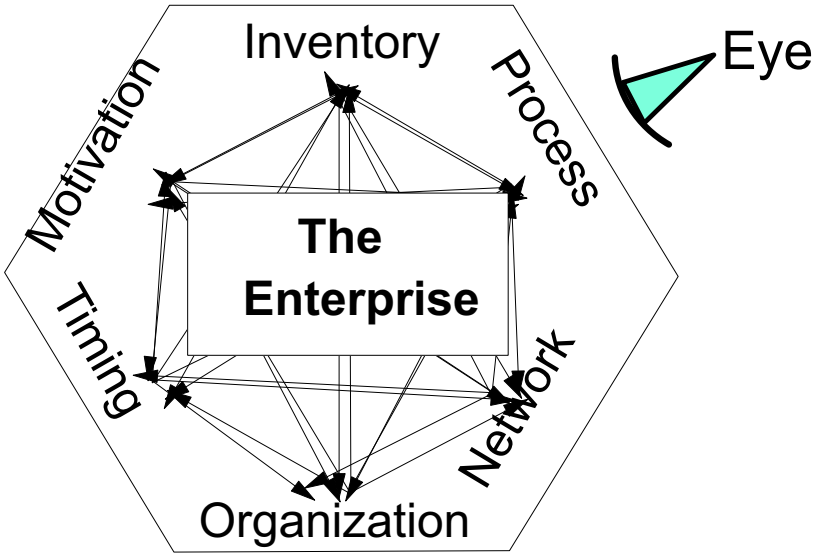


Tight Integration Between 4 Frameworks



The Knowledge Base of the Enterprise

The Enteprise is like a hologram.



If you only look at the Enterprise through a single facet, you see everything relative to that facet.

Internet Standards Support (10/31/07)

A. Graphic Navigation (mouse clicks)
   1. To any Framework, any Column, Row, Cell, Primitive Component
   2. Horizontal ("integration") Relationships between Primitive Components for implementations
   3. Vertical ("transformation") Relationships between Primitive Components for alignment

B. Hyperlinks to dictionary definitions for every term appearing in the Framework graphic

C. Hyperlnks to historic material
   1. My first-cut Cell Definitions and Framework Standards that appear in my eBook, "The Zachman Framework: A Primer for Enterprise Engineering and Manufacturing"
   2. Previously published graphic representations of the Framework

D. Framework graphic printing capability (slides, placemats, posters, etc.)

E. Sample Models (no certified models presently in inventory)

Internet Standards Support (10/31/07) cont.

F. Access to ENTERPRISE Framework Standards plus access to KNOWLEDGE Framework Standards, PROFESSION Framework Standards and PRODUCT Framework Standards as they become available (presently in draft form)

G. Official Zachman Framework-related Certifications
   1. For individuals
      a. Education records (Education provided by Zachman or by Zachman-authorized Professionals)
      b. Presentation materials
      c. Work products
   2. Commercial Certifications
      a. Method Certifications
      b. Tool Certifications
      c. Curriculum Certifications
      d. Text Book Certifications
   3. Framework Metamodel Elaboration Certifications
      (No certifications presently in inventory)

What's Next

A. Certification of Elaborations to the Framework Standards
   1. Allowable modifications to the Framework metamodel
      a. Graphic icons (Remembering that there is some elegance to differentiating the Columns by icon shape, differentiating the Rows by icon color and retaining some universal interchangeability.)
      b. Synonyms (or, local colloquialisms)
      c. Sub-typing of the meta-entities (remembering the "Thing-Relationship-Thing structuring rules.)
      d. Extensions to the metamodel (adding meta entities)
      e. Remembering the "dumb-down" rule of elaborations
   2. Level of elaboration utilization
      a. Unique to local Enterprise
      b. Industry usage and acceptance
      c. Global Standard (common to all)
   3. Any non-certified, unlicensed modification would be a violation of copyright laws

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What's Next (cont)

B. Licensing

1. Personal Use License (some modest maintenance fee)

   Provides access to:

   a. Enterprise Framework metamodel
   b. Enterprise Framework graphic print capability
   c. Internet graphic navigation (Frameworks, Columns, Rows, Cells, Primitive Components)
   d. Enterprise Framework Cell definitions
   e. Hyperlinked dictionary definitions of all Enterprise Framework terms
   f. Hyperlinks to historical materials
      1. First-cut Cell definitions in eBook
      2. Previously published Enterprise Framework graphics
   g. Certifications for Elaborations
   h. Certifications for Individuals
   i. Certifications for Methodologies
   j. Certifications for Tools
   k. Inventory of Sample Models

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What's Next (cont)

B. Licensing (continued)

1. Personal Use Licensing (continued)

   l. Knowledge Framework Standards (as available)
   m. Profession Framework Standards (as available)
   n. Product Framework Standards (as available)

2. Student Discount for Personal use License

3. Education Publication License (for textbook or curriculum employment of the Framework graphic) NO CHARGE

4. Commercial License (for software deployment)

   a. Framework graphic as tool interface - $100.00 US per customer copy
   b. Framework metamodel implementation - $1,000.00 US per customer copy

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What's Next (cont)

C. Certifications

1. Education Certifications - attendance at a Zachman-certified education offering recorded on the ZachmanInternational website

2. All other certifications are billed on a "time and materials" basis including:
   a. Education Curriculum
   b. Presentation Materials
   c. Elaborations of the Framework Metamodel
   d. Work Products
   e. Methodologies
   f. Tools
   g. Articles
   h. Books

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What's Next (cont)

Note: You can minimize the time and materials costs for Certifications by utilizing the plethora of supporting resource materials to minimize a submission's conceptual divergence from the Framework principles including:

1. My eBook "The Zachman Framework: A Primer for Enterprise Engineering and manufacturing"
2. The 30 or so Zachman-authored articles
3. The half dozen or so Zachman-authorized articles
4. Zachman-authorized education
5. Framework Standards materials
   a. The Cell Definitions
   b. The Framework meta-model
6. Certified sample models (as they become available)
7. Etc., etc.

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What's Next (cont)

D. Education offerings

In addition to the currently available Zachman-authorized education offerings including:

Enterprise Architecture Fundamentals - 2 days	Zachman
Enterprise Architecture Implementation Strategies - 2 days	Locke
Enterprise Architecture Planning Methodology - 3 days	Zachman & Holcman
Enterprise Architecture Integration Methodology - 5 days	Finkelstein

There will be a new seminar:

Enterprise Framework Standards and Modeling Workshop - 3 days	Zachman & Locke

E. Tools pending certification:

1. Primitive Model Graphics Tool
2. Framework Model Repository
3. Generalized Enterprise Modeling Language and Primitive Model Generator

Conclusions

The Zachman Framework itself has not changed. The classifications on both axes have been employed by humanity for thousands of years.

Within the last five years,
major contributions have been made to the Framework body of knowledge
and
major improvements have been made to the Framework language,

the ENTERPRISE ONTOLOGY.

Proposition: The Zachman Framework Standards including the horizontal, vertical and meta integrations as depicted in the three dimensional Architectural models constitute an Enterprise "scale model" and a sufficient, precise definition of Enterprise Architecture to be foundational for a Scientific Discipline -

ENTERPRISE ENGINEERING AND MANUFACTURING

which, I submit, is

THE ISSUE OF THE CENTURY