ERP NEWS
MAGAZINE
ISSUE #13 • 11 / 2020

CRITICAL SUCCESS FACTORS IN ERP IMPLEMENTATION

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EDITOR'S NOTE

2020 has been the most challenging year in living memory for all. The biggest lesson to be learned this year is that digital transformation is a must for all businesses. All the enterprises want to digitalize fast enough and adapt to the "New Normal" as soon as possible. And this situation brings the importance of a successful ERP implementation to the table again.

The implementation process that follows the ERP selection is critical for the success of an ERP project. It is not enough to make the right choice for a successful outcome. In this issue, we discussed the drawbacks and the critical success factors for ERP implementation - perhaps the most important step that will make or break your deck. We asked, "What are the critical success factors in ERP implementation?" and the valuable names of the industry answered it for you.

Also, as in every issue, the latest news of the month, articles, and success stories about the ERP industry are ready to explore. We hope this issue can shed light on your path during your ERP implementation.

See you in the next issue ...

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SAP RECOGNIZED AS A LEADER IN THE GARTNER 2020 MAGIC QUADRANT FOR PROCURE-TO-PAY SUITES

SAP announced independent analyst firm Gartner Inc. has positioned SAP as a Leader in its 2020 Magic Quadrant for Procure-to-Pay Suites report. This is the fifth consecutive time Gartner has named SAP a Leader in this report following an evaluation of SAP Ariba and SAP Fieldglass solutions.

According to Gartner, "Growing pressure to reduce spend, drive compliance and improve efficiency continues to propel interest in the P2P suite market. . . . Gartner defines procure-to-pay (P2P) suite market as integrated solutions with automated workflows to request, procure, receive and pay for goods and services across an enterprise. These solutions are marketed as suitable for processing, at a basic level, all types of spending including indirect goods, direct goods and services. P2P suites optimize the purchasing process, resulting in improved financial controls, process compliance, cost savings (or cost avoidance) and mitigated risk." Gartner evaluated 14 P2P suite providers on 15 criteria and placed SAP in the Leaders quadrant based on its completeness of vision and ability to execute.

"The experiences of this past year have put a spotlight on the importance of agility in procurement to manage unexpected disruption," said Baber Farooq, senior vice president, Product Strategy, SAP Procurement Solutions. "SAP is uniquely positioned to respond quickly to changing market conditions and is the only provider that can help businesses manage all categories of spend. With process-level integrations across SAP Ariba solutions, SAP Fieldglass solutions and SAP S/4HANA, we will help our customers become intelligent enterprises and deliver business outcomes that propel growth and innovation during this challenging time."

Additionally, in the Gartner Critical Capabilities for P2P Suites report,** published November 2, 2020, SAP's P2P solution suite ranked as the No. 1 vendor in the Services Focused use case, scoring 4.32/5. Gartner also scored SAP among the highest two for Indirect Procurement Focused (4.15/5), Direct Materials Focused (4.08/5), and Complex Environment Focused (4.04/5) use cases in the same report.

SAP Ariba and SAP Fieldglass solutions are part of the larger intelligent spend and business network portfolio from SAP, which also includes SAP S/4HANA functionality for operational procurement and SAP Concur solutions. The newly formed business unit brings together SAP's solution and product engineering teams focused on procurement, external workforce management, and travel and expense management to help ensure SAP continues to lead the intelligent spend and business network markets while tapping into the broader portfolio so that customers benefit from a completely integrated suite.

Complimentary copies of both reports are available here.

For more information visit the SAP News Center. Follow SAP on Twitter @SAPNews.

About SAP

As the Experience Company powered by the Intelligent Enterprise, SAP is the market leader in enterprise application software, helping companies of all sizes and in all industries run at their best: 77 percent of the world's transaction revenue touches an SAP system. Our machine learning, Internet of Things (IoT) and advanced analytics technologies help turn customers' businesses into intelligent enterprises. SAP helps give people and organizations deep business insight and fosters collaboration that helps them stay ahead of their competition. We simplify technology for companies so they can consume our software the way they want — without disruption. Our end-to-end suite of applications and services enables more than 440,000 business and public customers to operate profitably, adapt continuously and make a difference. With a global network of customers, partners, employees and thought leaders, SAP helps the world run better and improve people's lives. For more information, visit www.sap.com.

ORACLE NETSUITE

NETSUITE HELPS ACCOUNTANTS TAP INTO THE POWER OF THE CLOUD

*Article by **Ranga Bodla**,*
VP of Industry Marketing, Oracle NetSuite

New program designed for accountants helps improve decision making and drive business outcomes

Economic environment has only increased the ways in which businesses, both big and small, rely on accountants. From bookkeeper to business strategy, accounting professionals are taking on much larger roles than the traditional number crunching stereotypes portray and increasingly find themselves in business advisory roles, partnering with stakeholders to not just keep the records, but interpret financial information to help improve decision making and drive business outcomes.

At NetSuite, we recognize accounting is transforming and that accountants need the right tools and technology to deliver the best possible results. To help accountants on this quest, we are introducing a new program called SuiteAccountants. This program expands our commitment to the NetSuite community and makes it easier for accountants to take advantage of the cloud to service their clients with real-time financials.

With SuiteAccountants, we are providing accounting professionals with free access to NetSuite licensing and training courses to better serve businesses in a changing world. Here's what's available to our accounting community starting today:

Free licensing: Provides NetSuite customers with one free license for any member of SuiteAccountants, making it easy and cost effective for firms to support clients moving to cloud ERP.

New training: A free series of instructor-led training sessions through NetSuite Online Learning, providing new members with the foundational knowledge needed to optimize NetSuite for your client's business needs.

Discounted certifications: Discounted comprehensive training courses through SuiteTraining that are NASBA CPE approved for both live group training (Group Live) and individual self-paced training (Group Internet Based Delivery). In addition to SuiteTraining, NetSuite Education Services offers certifications for users across the entire organization.

Referral programs: Members of the SuiteAccountants program are eligible to enjoy the rewards of the NetSuite Referral Partner Program, including a 10 percent commission on the first year's license for referrals that become new NetSuite customers.

Members of the SuiteAccountants program can leverage NetSuite to easily monitor key financial information and automate processes like accounts payable, fixed assets management, and revenue recognition.

As businesses continue to rely on financial-first decision-making, the SuiteAccountants program will provide a pathway to not only help accountants meet the needs of our growing customer base, but also make it easy for accountants to adopt modern accounting practices that are powering accounting both now and in the future.

To learn more about SuiteAccountants visit: SuiteAccountants Program

About Oracle Netsuite

Oracle NetSuite pioneered the Cloud Computing revolution in 1998, establishing the world's first company dedicated to delivering business applications over the internet. Today, it provides a suite of cloud-based financials / Enterprise Resource Planning (ERP), HR and omnichannel commerce software that runs the business of companies in more than 100 countries. For more information, please visit http://www.netsuite.com.

GROUPE BENETEAU LOOKS TO IFS FOR ITS NEW ERP MAINSTAY

World-renowned boat maker to implement IFS solution at 17 production sites worldwide in France, Poland, the United States and Italy

The manufacturer of pleasure boats, Groupe Beneteau (including BENETEAU, JEANNEAU, LAGOON, EXCESS, PRESTIGE, FOUR WINNS, WELLCRAFT, DELPHIA) has chosen a fully integrated enterprise resource planning (ERP) platform from IFS, the global enterprise applications company. The IFS solution will be implemented by BearingPoint, IFS Platinum service partner and the 2020 winner of the IFS Global Systems Integrator of the Year Award.

To manage the growing complexity of information flow between the different subsidiaries of its Boats division, Groupe Beneteau needed to replace its aging and highly customized legacy business system with a central ERP platform. The new platform will enable improved data analysis and decision-making, increased operational efficiency through harmonized business practices within the division, and better integration of processes and information between subsidiaries.

Evaluating a range of solutions from major vendors, the company chose the IFS/BearingPoint team for its exceptional functional breadth and depth coupled with a coherent integration project. The IFS solution will cover all mission-critical business processes, including production, project management, supply chain, sales and service, and finance. BearingPoint, for its part, was able to demonstrate its ability to meet Groupe Beneteau's expectations through its expertise of the software and its pragmatic, methodical approach.

"For several years now, Groupe Beneteau has been thinking about upgrading its Boat division information systems to make them more efficient, secure, transparent, and fast," said Jérôme de Metz, Chairman and Chief Executive Officer of Groupe Beneteau. "The complete and industry-specific capabilities of IFS's solution are well suited to our needs, and the quality of the references of its manufacturing customers has convinced us to engage with IFS and BearingPoint in this investment, which is fully integrated with our business project."

Marc Genevois, IFS President, Western, Southern Europe & Latin America, added, "As one of the most celebrated brands in the industry, we are proud to be able to support the transformation of Groupe Beneteau, to ensure a future-proof technological infrastructure for its continued growth. Empowering global manufacturers with deep and highly configurable industry capabilities is very much in our wheelhouse and we look forward to bringing our extensive domain experience to bear on Groupe Beneteau's digital transformation."

Philippe Chaniot, Partner at BearingPoint, concludes, "Groupe Beneteau is a leader in its industry and we are pleased and proud to be able to contribute to improving the performance of its services. IFS offers a complete solution particularly adapted to this context; our teams are already working hard to put their skills and experience to work for the success of this project."

About Groupe Beneteau

As the boating industry's global market leader, Groupe Beneteau, through its Boat Division's 12 brands, offers over 180 recreational boat models serving its customers' diverse navigational needs and uses, from sailing to motorboating, monohulls and catamarans. Leading the European leisure homes market, the three brands from the Group's Housing division offer a comprehensive range of leisure homes, lodges and pods that combine eco-design with high standards of quality, comfort and practicality. With its international industrial capabilities and global sales network, the Group employs 8,300 people, primarily in France, the US, Poland, Italy and China.

About IFS

IFS develops and delivers enterprise software for customers around the world who manufacture and distribute goods, build and maintain assets, and manage service-focused operations. The industry expertise of our people and solutions, together with a commitment to delivering value to every one of our customers, has made IFS a recognized leader and the most recommended supplier in our sector. Our team of 4,000 employees and growing ecosystem of partners support more than 10,000 customers around the world challenge the status quo and realize their competitive advantage. Learn more about how our enterprise software solutions can help your business today at ifs.com.

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Visit the IFS Blog on technology, innovation and creativity: https://blog.ifs.com/

About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in four units: Consulting, Solutions, Business Services, and Ventures. Consulting covers the advisory business; Solutions provides the tools for successful digital transformation, advanced analytics and regulatory requirements; Business Services provides managed services beyond SaaS; Ventures drives the financing and development of start-ups. BearingPoint's clients include many of the world's leading companies and organizations. The firm has a global consulting network with more than 10,000 people and supports clients in over 75 countries, engaging with them to achieve measurable and sustainable success.

UNIT4 STUDY REVEALS ORGANIZATIONS ARE ACCELERATING DIGITAL STRATEGIES FOR PEOPLE-LED TRANSFORMATION

Unit4, a leader in enterprise cloud applications for mid-market services organizations, announced the findings of a new global study – Digital Enterprise Strategies for People-Led Transformation. It surveyed business and IT decision makers and users working in service industries in August and September 2020, to understand how well organizations are embracing innovation and adapting to the challenges of the pandemic.

Growing People-Centric Innovation

The study shows that 84% of global decision makers are accelerating their digital transformation plans, in response to growing demands from users, who want more flexibility to work remotely in the future. During Covid-19, global decision makers cited three main impacts of Covid-19 on their enterprise applications strategies. They have become more agile in their planning (49%) and acknowledge the pace of innovation (42%) has increased, while 35% say it has sped up their investment in moving to the cloud and 24% are more comfortable failing fast. They've also outlined specific priorities to enable workforces to be more productive, which shows that innovation has become much more focused on the needs of users.

As decision makers look ahead to future strategies, the research identifies the top three priorities for users, which decision makers must respond to:

1. having the freedom to access IT systems so they can work from anywhere
2. better tools for collaboration
3. increased automation to reduce their workloads.

Consequently, decision makers say their future IT plans are very people-centric, listing their main objectives as: wanting to enable the flexibility of remote working, creating environments to encourage greater collaboration and empowering employees to be more productive, as well as meeting the demands of customers. Decision makers believe this is achievable by focusing on three tech-based priorities:

1. Building a simple and intuitive user interface and experience – 43%
2. Using automation to simplify and speed up workflows - 39%
3. Enabling users to communicate with enterprise applications using their preferred tools, such as Slack and WhatsApp – 38%

The Adaptable Organization

As many organizations transitioned to remote working during 2020, a positive outcome has been that 60% of global users say they have been more productive during lockdown. They are also predominantly satisfied that their IT systems have helped them to get the most out of their roles. It is perhaps unsurprising that 84% of global decision makers want to encourage colleagues to work remotely more often following the lockdown, which is mirrored by 69% of global users who also want the same flexibility. Clearly, now that organizations have proven their enterprise IT systems can handle the demands of a remote, distributed workforce there is confidence they can sustain the model.

However, there are challenges ahead, as 34% of global decision makers say they must break down silos of information across their organizations and 31% of users are reluctant to change. On a more positive note a resounding majority (84%) say that the pandemic is forcing meaningful board discussions about future strategy, which clearly shows C-Suite decision makers are engaged.

77% of global decision makers also believe traditional on-premise IT systems and enterprise applications are not capable of reacting to rapid change, hence why 86% say the cloud offers more flexibility, with more than two-thirds expecting their enterprise applications to be fully cloud-based in the next two years.

"New ways of working, initially broadly imposed by the global pandemic, are morphing into lasting models for the future," said ***Mickey North Rizza, program vice president for IDC's Enterprise Applications and Digital Commerce research practice.*** "Permanent technology changes, underpinned by improved collaboration, include supporting hybrid work, accelerating cloud use, increasing automation, going contactless, adopting smaller TaskApps, and extending the partnership ecosystem. Enterprise application vendors need to assess their immediate and long-term strategies for delivering collaboration platforms in conjunction with their core software."

"If we've learned anything this year, it's that the business environment can change almost overnight, and as business leaders we have to be able to reimagine our organizations and seize opportunities to secure sustainable competitive advantage," said ***Mike Ettling, CEO, Unit4.*** "Our study shows what is possible with continued investment in innovation and a people-first, flexible enterprise applications strategy. As many countries go back into some form of lockdown, this people-centric focus is crucial if businesses are to survive the challenges of the coming months."

For more information please visit https://www.unit4.com/, follow us on Twitter @Unit4global, or visit our LinkedIn page

About Unit4

Unit4's next-generation enterprise software supports our customers in delivering an exceptional People Experience to their customers – from students and professionals to the public servants and non-profits doing good in the world. Unit4 transforms work to be more meaningful and inspiring through software that's self-driving, adaptive and intuitive, intelligently automating administrative tasks and providing easy access to the answers people need. Unit4 works with people the way people work.
For more information please visit www.unit4.com/thepeopleexperience follow us on Twitter @Unit4global or visit our LinkedIn page

ONE BROOKLYN HEALTH SELECTS INFOR HEALTHCARE TO CREATE CLINICALLY CONNECTED HEALTH SYSTEM

Leading healthcare network to enhance data exchange and communication with Infor Cloverleaf

Infor announced that One Brooklyn Health, an organization committed to transforming how healthcare is delivered in central Brooklyn, New York, will move to the cloud-enabled version of Infor® Cloverleaf Integration Suite. This digital transformation will provide One Brooklyn Health with a clinically connected healthcare operations platform on which to build its growing patient-centered network. Through this move, One Brooklyn Health will be able to transform its business with flexibility and cost efficiencies and take advantage of new systems to enable data interoperability and integration across many systems, both inside and outside of the enterprise. By moving to the cloud, One Brooklyn Health will have the ability to support traditional data formats and protocols like HL7 (Health Level Seven) as well as newer web-based API standards such as FHIR (Fast Healthcare Interoperability Resources).

Learn more about Infor Healthcare: http://www.infor.com/industries/healthcare/

"With Infor Cloverleaf in the cloud, our organization will be more productive, more strategic, and better positioned to respond to changing interoperability requirements," said Ron Goldman, One Brooklyn Health chief information officer. "Migrating from an on-premises model to Infor's proven cloud-based model will provide our organization with a clear path forward, allowing our teams to continue maintaining the highest standards of quality patient care."

An Infor customer for almost a decade, One Brooklyn Health knew Infor was the right partner to help the organization navigate this transition and get the system up and running quickly with highly connected, scalable, and modern tools to free up its IT resources. The newest iteration of Cloverleaf delivers leading clinical integration technologies that create a sustainable foundation to proactively manage, coordinate, and share data across the care continuum to improve quality and care outcomes. Users have access to secure messaging, monitoring, archiving, resiliency, and cost-efficient interoperability via industry standard protocols and web services, for a wide variety of source systems, message formats, and transmission protocols. New capabilities for One Brooklyn Health provide support for increased messaging across the health system, and support new use cases like virtual health, remote patient monitoring, and other API and FHIR use cases.

"Data continues to grow and continues to move. This trend will only intensify in the coming months and years. Technology becomes a competitive advantage when it quickly helps empower teams to improve results across the board," said Mike Poling, Infor Healthcare senior vice president. "Infor technology helps organizations provide the best care while avoiding unnecessary and costly redundancies, giving providers the security of knowing that relevant information is available and easily accessible to the right people at the right time."

About One Brooklyn Health

One Brooklyn Health System, Inc. (OBHS) is a not-for-profit, tax-exempt corporation licensed under Article 28 of the Public Health Law. OBHS is the New York State Department of Health approved co-operator of Brookdale University Hospital Medical Center, Interfaith Medical Center and Kingsbrook Jewish Medical Center. OBHS seeks to preserve and enhance access to healthcare services in Brooklyn by coalescing the separate hospitals and their governed affiliates into a sustainable, quality integrated health system. Visit https://onebrooklynhealth.org/

About Infor

Infor is a global leader in business cloud software specialized by industry. Providing mission-critical enterprise applications to 67,000 customers in more than 175 countries, Infor software is designed to deliver more value and less risk, with more sustainable operational advantages. We empower our 17,000 employees to leverage their deep industry expertise and use data-driven insights to create, learn and adapt quickly to solve emerging business and industry challenges. Infor is committed to providing our customers with modern tools to transform their business and accelerate their own path to innovation. To learn more, please visit www.infor.com.

IFS HELPS MARSHALL AEROSPACE & DEFENCE GROUP SCALE ITS GLOBAL DEFENSE MANUFACTURING AND SERVICE BUSINESS

Industry solution from IFS supports digital transformation program across the enterprise and empowers 1,700 Marshall staff in the UK, the Netherlands and Canada

To ensure visibility and control over mission-critical business processes such as manufacturing and maintenance, repair, and overhaul (MRO), international defense manufacturer and service provider Marshall Aerospace and Defence Group turned to global enterprise applications company IFS for a comprehensive enterprise applications platform.

UK-headquartered Marshall is a leading provider of managed services, integrations, and technologies for the global aerospace and defense (A&D) sector. Having embarked on a group-wide initiative to increase agility, competitiveness, and profitability, the company needed an enterprise applications suite that could scale with its manufacturing line of business and at the same time eliminate information silos and process inconsistencies across its divisions and sites.

Following a competitive bid process, Marshall selected IFS Applications™ 10 as it offered comprehensive and robust support for its complex project and composite manufacturing business, together with an MRO solution for heavy maintenance for its Hercules C-130 and other aerospace & defense customers.

By standardizing processes with IFS, Marshall is able to monitor and analyze all business data from a centralized location while benefitting from a modern platform for support activities. The IFS solution is used throughout the value chain, from first contact with customers to estimating, planning, project management, production, shipping, MRO and in-service support activities. The company also leverages the IFS platform to manage all suppliers and contractors and to address complex trade control requirements of the international defense industry.

"For more than a century, Marshall has been entrusted with delivering state-of-the-art products and services to some of the largest and most respected organizations in the global defense space," said Marshall Aerospace and Defence, Interim CEO, Gary Moynehan. "We have reached this privileged position by adopting new technologies, constantly looking for ways to improve, and challenging the status quo. Leveraging the robust, industry-specific capabilities of the IFS solution, we are becoming more agile, competitive and profitable, allowing us to accelerate our enterprise performance as we continue to grow globally."

Scott Helmer, President of Aerospace & Defense, IFS, added, "We are proud to be helping Marshall cement its solid reputation for product and service excellence. IFS's continued investment in A&D business solutions is paying dividends for companies like Marshall, who are looking to increase efficiencies and enhance decision-making. We look forward to remaining in close collaboration with Marshall and to continuing our mutually beneficial partnership."

Learn more about how IFS empowers companies in the A&D industry here: www.ifs.com/corp/industries/aerospace-and-defense.

About IFS

IFS develops and delivers enterprise software for customers around the world who manufacture and distribute goods, build and maintain assets, and manage service-focused operations. The industry expertise of our people and solutions, together with a commitment to delivering value to every one of our customers, has made IFS a recognized leader and the most recommended supplier in our sector. Our team of 4,000 employees and growing ecosystem of partners support more than 10,000 customers around the world challenge the status quo and realize their competitive advantage. Learn more about how our enterprise software solutions can help your business today at ifs.com.
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THE 4 GOLDEN RULES FOR A SMOOTH ERP IMPLEMENTATION

*Article by **Lucy Thorpe**,*
Head of Content, InCloud Solutions

2020 has been a tough year - but those businesses doing best are the ones who have been able to show flexibility and resilience. Good leadership has been vital to keeping staff motivated and projects on track.

Which brings us to this month's topic. How to ensure a successful ERP implementation.

With Covid breathing down our necks, ERP projects can feel even more like a high-risk activity. But - there is so much to be gained from getting it right.

If you fear making an expensive mistake then I am here to reassure you. With good leadership and an enthusiastic team, that robust ERP technology can be yours - installed and starting to bring in results in a matter of weeks, IF you follow a few golden rules.

So, what are the key elements of a great ERP implementation? I'm going to hand over to our experts for this one. The in-house implementation team here at In Cloud Solutions is second to none. Their experience with implementing the mid-market SAP solution Business ByDesign is world-class - both as an out of the box solution as well as making the customisation adjustments that many customers request.

Here are 4 golden rules to follow to get your implementation right.

> **"WITH GOOD LEADERSHIP AND AN ENTHUSIASTIC TEAM, THAT ROBUST ERP TECHNOLOGY CAN BE YOURS- INSTALLED AND STARTING TO BRING IN RESULTS IN A MATTER OF WEEKS, IF YOU FOLLOW A FEW GOLDEN RULES.**

Getting your staff on board

New users are frequently confronted with a new system and are told to get on with it. In the experience of Paul McNally – who has 20 years behind him implementing ERP, this is not a good situation. Every user needs to understand what the aims are for the company as a whole and what the benefits are for them. It is unfair to call people stakeholders when they feel as though they have no stake in the change.

Don't rush to customise

If your new system doesn't replicate the processes you are used to, asking for customised changes may not be the answer -that's the advice of In Cloud's Senior Supply Chain Consultant Mengya Zhao. According to Mengya, the processes set up in SAP Business ByDesign are designed to be as efficient as possible – it is German technology after all! These processes are based on the experience of scores of previous customers involving thousands of successful transactions. Could you gain something from changing your processes to fit the system rather than the other way around? It's worth thinking about – and doing so BEFORE you implement as it is much harder afterward!

Choose the right people for the project

You need to involve people with decision-making powers so that things get done. But you also need people with a deep understanding of day to day processes across the whole business. Good project teams are broad and deep according to Marine Ogier. It is important that everyone stays cheerful and nothing is missed! Give them the time to become involved in the design, training, and testing of your new system and you will reduce problems when you go live for real.

> **"YOU NEED TO INVOLVE PEOPLE WITH DECISION-MAKING POWERS SO THAT THINGS GET DONE. BUT YOU ALSO NEED PEOPLE WITH A DEEP UNDERSTANDING.**

Don't get tripped up by data

Our financial consultants all said the same thing – getting your data cleansed and in order early saves a lot of time and trouble. When the right data is in the right fields you can get it uploaded with ease! So, prepare the data in good time, in the right way, and then test it out.

You can hear these thoughts in audio form in our podcast called ERP Challenges, Learning from Common Customer Mistakes here.

Lucy Thorpe is the chief content creator for In Cloud Solutions – a Platinum SAP partner as part of the United VARs network offering expertise in SAP Business ByDesign.

About InCloud Solutions

InCloud Solutions are an SAP Platinum Partner offering ERP software solutions, training and consultancy to SMEs and SMBs all around the United Kingdom. In Cloud Solutions Ltd is a proud member of the United VARS. In Cloud Solutions are experts in the ERP solution SAP's Business ByDesign, one of the best cloud-based ERP solutions in the world. The company already has over 35 ByDesign Customers in the UK and Europe, with operations across the US, Australia, Africa, Japan, and China.

"WHAT ARE THE CRITICAL SUCCESS FACTORS IN ERP IMPLEMENTATION?"

There are 4 golden rules for a smooth ERP implementation

• Bring your staff with you – give them a stake in the project so they understand what is in it for them.

• With an out-of-the-box solution, it can be a big advantage to fit your processes to the system.

• Get the right people for the project – you will get things done quicker and keep morale up!

• Good data is key. Cleanse and prepare your data in good time. Everyone underestimates how much time this takes.

Lucy Thorpe,
Head of Content, InCloud Solutions

INCLOUD SOLUTIONS

WHAT ARE THE CRITICAL SUCCESS FACTORS IN ERP IMPLEMENTATION?

You know your business needs ERP software, but you're hesitant and don't know how to ensure you successfully implement within budget and on schedule. With nearly 20 years' experience overseeing ERP implementations I've learned what matters most when executing your implementation.

• Build your ERP Taskforce. This is your core implementation team. Remember, this is not an IT project, it is a company initiative. Get people involved from all areas of the business so that you implement a well-balanced, organizational initiative.

• Create an ERP Strategy. If you fail to plan, then you are planning to fail. Build a strategy to define the priorities, build your budget, define the roles and responsibilities, establish a timeline, and create your communication strategy.

• Get everyone involved. Make sure from senior management through your end users are involved in the company implementation initiative. It is critical for senior leadership to be proactively involved in the implementation effort. It solidifies that this initiative is for everyone and promotes that implementation is a priority.

• Trust the experts. Our implementation teams have led hundreds of implementations. They're not only focused on you learning the new software but also change management and implementing best business practices.

Chris Pinaire

Director of Consulting & Implementation, Global Shop Solutions

Global Shop SOLUTIONS ERP SOFTWARE

10 THINGS TO CONSIDER BEFORE IMPLEMENTING AN ERP SYSTEM

*Article by **Cory King**,*
Group Vice President , Aptean

Implementing an ERP system involves deep, substantial changes—not just in your IT functions, but in overall business processes, too, because enterprise planning will affect every single person in the company. It's the rough equivalent of getting a heart transplant for your business. So, how do you make sure your business's heart keeps beating during implementation, ready to emerge stronger, healthier and more efficient on the other side?

We asked the real experts—our current customers—what they had learned throughout their implementation process. These customers include businesses that used an ERP to unify disparate existing systems that weren't integrating well, those looking to replace an existing system that no longer met their needs, and those that were implementing an ERP system for the first time.

We've compiled their valuable responses into a list of 10 things you should keep in mind before implementing an ERP system.

1. Understand your business's actual needs and goals

Before implementing a new ERP solution, it's important to consider what your business's actual needs are. What are you hoping to gain from implementation? What problems are you hoping to solve? What requirements will each function need?

Our customers recommend ensuring you develop a comprehensive document that centrally lists all of your business requirements and needs. You must know what your goals are before beginning implementation. You can't get what you want unless you know what you want. Your business is specific, so your ERP should be, too.

Further, it's important to understand what does not currently work for you, as well as what your goals are as you move forward with implementation. Keep track and evaluate these goals throughout your journey, ensuring the implementation remains on track with your core business needs.

2. Understand the true functionality of an ERP solution

Knowing the full power and potential of an ERP system is crucial to being able to use it to its full functionality. There's so much that industry-specific ERP software can do for you and your business—but in order to utilize it, you must first put in the time to explore and understand it. Don't be afraid or intimidated, because the right software partner will help and support you throughout every step of this process.

It's also a good idea to map the specific functionality of the ERP you've chosen to the needs and requirements of your business and industry. By conducting this internal mapping exercise, you can guarantee you're making the most of the functionality and capabilities you're paying for.

3. Track your data before, throughout and after ERP implementation

Data integrity throughout the entire ERP implementation process is paramount. Be sure to track your data at every stage of the process. You need to ask: "What processes and policies will be put in place to ensure the integrity of the data that is being entered into the system?" And then after all that data is in the system, it's important to track it. It's a good idea, also, to systematically archive no-longer relevant historical data as part of the ERP implementation plan.

4. Consider how this software implementation will affect your current processes

It's important to understand that with an ERP implementation, many of your current processes will need to change in order to adjust to this new way of doing things. Your business will need to be willing, at all levels, to adapt its culture and processes to new ways, rather than struggling to adapt the system to match the old ways—this includes even changing current processes that work well. Customers advise getting those who will be using the ERP system to get involved in this process from the get-go. They are your best source of information and feedback.

5. Generate a realistic timeline

This one was recommended by many customers, to approach implementation in realistic and timed phases. This will ensure you're not trying to rush through the process and can allow enough time to implement each module properly and effectively.

6. Include testing and training in your timeline projections

You will need the patience to continually test the system again and again as you progress through implementation. And when you think you're done, test again! Working toward a thoroughly tested system is more important than meeting a deadline that doesn't allow for comprehensive testing.

One great approach is to test your documentation periodically by providing instructions to someone who isn't the main person responsible for the new process and see if it can be accomplished. Aside from checking whether the instructions work, this will also give you a backup in the case of employee turnover.

> **"IMPLEMENTING AN ERP SYSTEM INVOLVES DEEP, SUBSTANTIAL CHANGES—NOT JUST IN YOUR IT FUNCTIONS, BUT IN OVERALL BUSINESS PROCESSES, TOO, BECAUSE ENTERPRISE PLANNING WILL AFFECT EVERY SINGLE PERSON IN THE COMPANY.**

7. Make sure your executive team is on the same page when it comes to implementation

One of the most important things to guarantee the success of an implementation is support for the inevitable changes it will bring, starting at the executive level. Be aware that

> **ONE OF THE MOST IMPORTANT THINGS TO GUARANTEE THE SUCCESS OF AN IMPLEMENTATION IS SUPPORT FOR THE INEVITABLE CHANGES IT WILL BRING, STARTING AT THE EXECUTIVE LEVEL.**

the work and time it takes to implement an ERP system is going to reduce the organizational bandwidth for other changes that may be desired by the business. If leadership sets the example by highlighting and regularly reinforcing the positive changes that this implementation will provide for the businesses, employees will adopt the same mentality.

8. Include your entire team in the implementation process

It's not only important to get your executives involved, you also need to ensure key team members and stakeholders are involved in the entire process as well. Give your employees hands-on experience and time to 'play' in the system prior to go-live, so that the transition from the current system to the new system is less of a culture-shock.

9. Honestly consider whether or not you're ready to go all in

This kind of mission-critical system works best when your organization is truly committed to making it work. If you're approaching implementation with serious reluctance or attempting to bend the ERP system to fit the shape of your old processes instead of the other way around, then the implementation is not going to have an optimal outcome.

10. Ensure the system is going to take you into the future

You want to ensure that you are establishing business practices and uses of the software in a way that allows you to be flexible enough to meet future business challenges and changes. Try to think about where you envision your company in 10 or 15 years, and the kinds of things you'd like to be doing. The way you implement your chosen ERP system should reflect a wide variety of possible futures and be able to scale with your company.

These are important topics to consider when it comes to the success and stability of your business for years to come. ERP implementation isn't an overnight fix, it's serious surgery. In the end, an ERP system should be a solution that grows and matures as your business does, or has the ability to scale on-demand, and your technology partner should be able to provide the industry-specific functionality, knowledge and support you need to make the initiative as seamless and successful as possible.

Cory King is a Group Vice President at Aptean, responsible for strategic leadership and operational responsibility for the North American portfolio of Aptean's ERP solutions. King has over 25 years of combined experience in systems implementation, consulting and leading global professional services teams. He is based in the Greater Toronto Area of Canada and can be reached via LinkedIn.

About Aptean

Aptean is one of the world's leading providers of industry-specific software. Our enterprise resource planning and supply chain solutions are uniquely designed to meet the needs of specialized manufacturers and distributors in over 20 industries, while our compliance solutions serve specific markets such as finance and life sciences. In total, Aptean's solutions are used by over 5,000 customers around the world. With both cloud and on-premise deployment options, Aptean's products, services and unmatched expertise help businesses of all sizes to scale and succeed. Aptean is headquartered in Alpharetta, Georgia and has offices in North America, Europe and Asia-Pacific. To learn more about Aptean and the markets we serve, visit www.aptean.com.

"WHAT ARE CRITICAL SUCCESS FACTORS IN ERP IMPLEMENTATION?"

In ERP implementation, the most important factor to consider, before you even choose an ERP system, is to understand your business's core needs and goals. This includes an analysis of what's not working for you now, and where you'd like to be in the next one, two, five and ten years. Without a vision of where you want to go, some of the great business evolving functionality of an ERP might go untouched. One way to tackle this is to create a comprehensive, cross-departmental document that centrally lists all of your business requirements and needs.

While you're completing that, you should also gather information about all the functions and processes that make your business tick. Odds are, as with all improvement efforts, you'll have to change most of them—even the ones that currently work—in some small way. A willingness to change, and a commitment to doing what's needed to make the most of this fantastic technology, is critical.

To be successful with an ERP, everyone involved needs to be on board with implementing the new system. One recommended way to ensure continued support and engagement during implementation is to give employees a hands-on experience of the new system and time to 'play' prior to go-live, so that the transition from the current system to the new one is less of a culture-shock.

Cory King,

Group Vice President, Aptean

sage ERP IMPLEMENTATION

*Article by **Kalyani Chaudhari**,*
Marketing Manager, Sage Software Solutions Pvt Ltd

It's virtually impossible to compete in the market without implementing ERP software. It automates trivial functions, speeds up operations, breaks information silos, allows different departments to work as a cohesive force, and enables interacting with customers in a better way. ERP implementation is a step-by-step procedure that can, at times, become a complicated process. Each company follows a different implementation strategy because it depends on budget constraints, business goals, time sensitivity, etc. This article sheds light on some of the widely used ERP implementation strategies and talks about their benefits and drawbacks.

ERP implementation strategies

1. The Big Bang Implementation Strategy

In this strategy, all the ERP modules and enterprise-wide functionalities are implemented on a single day. The employees have to migrate to the new ERP system on the same day. The implementation can happen at different geographic levels — city, state, country, or many countries together. This strategy's most significant disadvantage is that companies cannot migrate back to the previous system once the implementation has been done. It also has various benefits like the implementation takes less time than other strategies, and resource wastage is also minimum.

2. Mini Big Bang Implementation Strategy

The mini big bang implementation strategy follows the phased rollout approach for implementing ERP systems. What this means is that different ERP modules are implemented separately. For example, the finance module is implemented in the first stage, the marketing in the second, the human resources in the third, etc. Thus, it's easier to tackle the rollout challenges of every unit separately after their implementation. Another advantage is that the employees get a hands-on-experience before the project begins to roll out. One of the drawbacks of this strategy is

> **"ERP IMPLEMENTATION IS A RIGOROUS PROCESS AND CONSUMES A LOT OF TIME. THERE ARE VARIOUS STRATEGIES, WITH THEIR ADVANTAGES AND DRAWBACKS, THAT COMPANIES CAN ADOPT TO INSTALL THE ERP SYSTEM SUCCESSFULLY.**

that some companies experience performance deterioration after the implementation process has been done.

3. Phased rollout implementation strategy

In the phased rollout implementation strategy, the implementation happens in different phases over a long period. The core management team gets enough time to think about how the implementation is done, which allows them to brainstorm a perfect strategy. The strategy often includes elements such as:

a. Implementation blueprint

b. Customization

c. System testing

A significant advantage of this strategy is that teams learn from the failures of the initial implementation stages. The drawbacks include employee fatigue because it takes too long to implement all the ERP modules.

4. Phased rollout by geographical location

This strategy is gaining momentum in the current scenario because many companies are opening branches in multiple locations. And by adopting a phased rollout by geographical area, they can adapt according to a particular region's diverse needs. This strategy's significant advantage is that companies can gain a 360-degree perspective of a specific region's social, economic, political, cultural, and organizational aspects. The drawbacks include implementing various change management processes simultaneously.

5. Phased rollout by business unit

Big businesses have multiple departments that function autonomously. In this strategy, the ERP modules are implemented one by one across each department. It's a profitable strategy as employees learn from past implementations' mistakes and avoid repeating the same in the future. This strategy's advantages are that it has a higher employee acceptance rate and is less risky. On the contrary, the drawbacks include a longer implementation time.

6. Parallel rollout implementation strategy

This strategy requires the use of both systems — legacy systems and the new ERP system. Employees can learn to work on the new system while operating the old one. The plus point of this strategy is that there are no system migration and data integrity issues. The only drawback is that every transaction is recorded twice, in the legacy system, and then in the new ERP system. Moreover, ERP implementation cost may skyrocket in the final stages.

Conclusion

ERP implementation is a rigorous process and consumes a lot of time. There are various strategies, with their advantages and drawbacks, that companies can adopt to install the ERP system successfully. Once the ERP is installed, you will feel the difference in the way you do business. The ERP software will automate all business-critical functions, and employees will have more time to focus on work that needs human ingenuity. Moreover, various departments will work in tandem with each other. You will serve your customers efficiently and give a tough fight to the big sharks in the industry.

Kalyani writes about upcoming technologies like big data, machine learning, virtual reality, AI and robotics. Her expertise lies in growing the business opportunities by market qualified lead generation through inbound and outbound practices. Kalyani works for Sage Software Solutions Pvt. Ltd. is a leading provider of ERP and CRM software to small and mid-sized businesses in India.
You can learn more about her on Twitter | LinkedIn

About Sage Software

Sage Software Solutions Pvt. Ltd. is a leading ERP and CRM solutions provider, driving business transformations. Our ERP software helps manufacturing industries manage their accounts, inventory, and supply chain with faster execution time.

WHAT ARE THE CRITICAL SUCCESS FACTORS IN ERP IMPLEMENTATION?

Successful ERP system implementation is a long process that requires the unanimous support of all business stakeholders — including frontline executives. C-suite managers, vendors, suppliers, distributors, etc. Seven critical factors determine the success of the ERP implementation process, which are described below:

1. Support from the frontline executives

2. Support from C-suite managers

3. Clearly defining the project scope

4. Optimizing business processes whenever required

5. Implementing change management processes

6. Making use of project management tools

7. Partnering with an ERP vendor who understands the ins and out of your industry.

Kalyani Chaudhari

Marketing Manager, Sage Software Solutions Pvt Ltd

sage

"WHAT ARE THE CRITICAL SUCCESS FACTORS IN ERP IMPLEMENTATION?"

ERP implementations have the reputation of being one of the most daunting and difficult projects across the whole of the IT landscape. Based on my decades of project experience, here are three critical factors for ERP implementation success:

1) Drive success from the top. The difference between success and failure starts with management. Executive involvement must begin early and carry forward. Oftentimes, executives might attend the project kickoff and initial steering committee meetings, but engagement dissipates. In other sub-optimal scenarios, executives may use a rearview-mirror approach, dealing with challenges only after they've become problematic. The result: vendor costs escalate and team morale plummets. Success is more probable when executives stay engaged throughout – from the start and beyond the finish line. In this way, they're able to lend decision-making support to overcome challenges as they emerge. They can help keep vendors on task and motivate team members through tough situations.

2) Make "go live" the priority. Your company will only begin to reap a return once the ERP is live and being used to run your business. There's so much benefit to gain in this "go live" feast that you shouldn't get held up embellishing the table with fancy dinner napkins. Fine-tuning and new configurations are best left for a later phase of the project. Think of it this way: once you go live you can multiple your returns. Go-live success gives your organization a baseline of 1, to which you can amplify the return in follow-on phases. But failure to implement gives you a zero baseline – to which you can't multiply any additional value.

3) Ensure strong change management throughout the project and across stakeholders. Moving to a new ERP represents a significant change, not just for end-users, but anyone affected by business process modifications. Today's best-in-class ERP systems enable connected experiences with customers and vendors, so these parties can also be brought into the change-management fold. You'll also need a change-management leader, one who will launch user initiatives early, thereby ensuring successful adoption from the go-live date.

David Stephans

CRO at Rootstock Software

HOW CAN THE IIOT IMPROVE YOUR ERP SYSTEM?

Article by ***Meghan Nichols***

Enterprise resource planning (ERP) systems help companies manage numerous operational necessities, including maintaining inventory levels, processing orders and dealing with accounting needs.

However, it is a relatively new option for people to connect an ERP system with Industrial Internet of Things (IIoT) equipment. That emerging approach can help users improve their ERP software's effectiveness and achieve better company outcomes. Here are some of the potential IIoT benefits associated with integrations into ERP tools.

1. Enabling Better Billing for Goods

Many ERP systems allow for taking care of necessities like accurate invoicing when customers buy things. However, adding the IIoT into the mix could eliminate the natural delays that occur when a company's client reorders supplies.

Ohio's Jergens Industrial Supply did that by installing smart vending machines stocked with supplies on their customers' shop floors. Those additions allow employees to get preapproval for products like goggles or wrenches. They scan barcodes associated with their current projects and automatically get all necessary tools and equipment from the machine. The manufacturer then receives a bill based on negotiated prices. The supplier achieved a 30% productivity boost after installing the dispensing equipment.

> "A CONVENTIONALLY DEPLOYED ERP SYSTEM CAN HELP COMPANY REPRESENTATIVES LOOK AT STOCK-RELATED STATISTICS AND USE THAT DATA TO DECIDE WHEN TO REORDER.

Restocking the machines is straightforward, too. Drivers receive routes based on which locations need replenishment. They also use iPads that confirm where to bring more supplies. This arrangement saves time compared to the previous methods of manual restocking. Customer service improved, too. Agreeing upon prices in advance eliminated the need for price quotes and purchase orders.

2. Reducing Manual Supply Replenishment Processes

A conventionally deployed ERP system can help company representatives look at stock-related statistics and use that data to decide when to reorder. Such a process provides improved visibility that could help prevent shortages and outages. However, associated IIoT benefits exist for enterprises, too.

One option is to use smart sensors that measure the available supplies based on a characteristic such as weight. Users could set a threshold for automatically reordering those items once the total amount dips below the indicated parameters.

This approach removes the possibility of someone forgetting to order supplies once the ERP interface alerts them to do it. Bringing connected sensors into the process also avoids situations where a person might accidentally order more or less than necessary or carry out those transactions at the wrong times. Thus, using connected sensors with the ERP can save companies money while avoiding situations where they run out of essentials.

3. Allowing More Data-Driven Decisions

Though ERP systems have always facilitated using data to guide business decisions, IIoT offerings have substantially accelerated that process and reduced the likelihood of errors. Employees used to enter data into ERP systems manually. Such a process proved time-consuming, and there was always the chance of making an incorrect keystroke, entering data into the wrong column or making another type of mistake.

Combining an ERP product with IIoT equipment lets data collection occur automatically and in real time, allowing people to make accurate decisions based on the most recent information. These advantages help company leaders become more responsive. They can also transition into proactive instead of reactive actions.

Consider a widely used preventive measure, such as electric motor testing. Factors such as temperature changes and excessive vibration can weaken a motor's insulation and hardware, increasing the risk of failure. A motor's compact casing can also prevent adequate heat dissipation. Electric motor testing is an effective way to understand your machine's condition before faults happen. It can even detect small and developing issues that some tools may not.

Since IIoT sensors collect data continuously, they can alert plant managers to immediate maintenance or repair needs. Getting that information may encourage those professionals to schedule motor tests and other forward-thinking measures sooner than they otherwise would. The data enables them to act quickly and avoid problems.

4. Minimizing Defective Products While Maintaining Quality

An increase in faulty products tends to lead to an influx of returned items, too. An ERP system typically has tools to expedite returns processing and track goods as they move through the system. Such features are essential, but adding IIoT equipment could get to the heart of what causes defects. Manufacturers and supply chain managers can then identify and target those issues before products reach customers. IIoT sensors expand a company's insight into the production process by analyzing multiple data streams.

The goal is to use data to keep quality high and drastically reduce problems that result in defects. An ERP system can provide valuable information about trends in returned products that could indicate machine failures or the need for better monitoring.

Consider the example where a company invests in IIoT equipment to deal with a known, relatively new problem concerning lost customers who complain about malfunctioning products and take their business elsewhere. The ERP can show which items people returned over a given period due to defects.

> **"COMBINING AN ERP PRODUCT WITH IIOT EQUIPMENT LETS DATA COLLECTION OCCUR AUTOMATICALLY AND IN REAL TIME, ALLOWING PEOPLE TO MAKE ACCURATE DECISIONS BASED ON THE MOST RECENT INFORMATION.**

Those records could provide reliable starting points for how and where to apply IIoT sensors to see what's going wrong with machines that potentially contribute to flawed products. If people can connect most or all the recent quality issues to one or a few pieces of equipment or production lines, it becomes much easier to confirm the problems, fix the flaws that caused the defects and get the company back on track.

Then, the ERP system does not merely confirm that product returns occurred. It helps company leaders see what's going on and use their IIoT setups more effectively.

Taking an ERP System to Greater Heights

The IIoT benefits listed here highlight why companies should strongly consider using connected industrial equipment to make their ERP tools better than ever. Both IIoT equipment and ERP platforms can give users invaluable information to support their operations and goals. However, when used together instead of separately, these resources can enable company leaders to act based on reliable data.

CHEVRON RENEWS BUSINESS RELATIONSHIP WITH PDI

Next-generation back office and head office solutions to be deployed in Chevron sites across Asia Pacific

BANGKOK--(BUSINESS WIRE)--PDI (www.pdisoftware.com), a global software company that provides leading ERP, fuel pricing, supply chain logistics, and marketing cloud solutions to convenience retailers and petroleum wholesalers, announced it is extending its 16-year partnership with Chevron. The longtime PDI customer will implement the next generation of PDI Envoy back office and head office software solutions to power its corporate-owned sites in the Asia Pacific (APAC) region.

"Our relationship with PDI has strengthened over the last 16 years, and they've proven to be a dedicated and trusted partner," said Dean Gilbert, general manager of Marketing and Sales at Chevron. "Beyond the innovative software that allows us to gain actionable insights, improve operational efficiencies, and streamline our business, the industry expertise and regional presence from PDI supports our growth as we expand our presence in Asia Pacific."

Innovative companies and technology are driving APAC's digital transformation

By 2025, nearly 73 percent of the world's population will only access the internet through their smartphones, and 80 percent of enterprise workloads will be in the cloud. From customer-facing applications to back office solutions, businesses everywhere are relying on innovative technology to drive digital transformation. Chevron and PDI are leading the way.

Chevron launched its CaltexGo mobile app in response to consumer feedback about wait times at the fuel pump and in the store. Now, customers can pull into the petrol station, launch the app, input their pump number, and confirm the payment after fueling. In addition to enabling a frictionless checkout experience, the app also powers Caltex's loyalty program, Plus!, allowing customers to easily earn and redeem rewards.

Convenience retailers in the APAC region, and globally, are looking for solutions that will enable them to grow and optimize backcourt and foodservice operations. PDI's cloud-based, internationally deployed back office software, Envoy, is helping them do it. From accounting automation to pricebook centralization to fuel inventory management, its holistic capabilities reduce complexity, increase visibility and deliver real-time insights that enable companies like Chevron to transform their business.

Supporting regional growth for major oils and c-stores

PDI has solidified its commitment to supporting customers like Chevron. Last year, the software company opened a new office location in Bangkok to build a local presence and work more closely with partners in the area. The state-of-the-art facility in Bangkok now serves as PDI's operations hub for customers in South East Asia. With over 200 employees in the region, PDI can more easily collaborate with customers like Chevron.

"For more than 35 years, PDI has delivered enterprise software solutions to convenience retailers and petroleum wholesalers around the globe," said Sin Hin Wong, managing director and vice president of Sales, APAC, at PDI. "We are proud to build on our existing relationship with one of the most influential companies in the Asia Pacific region as they continue to expand their regional footprint."

To arrange an interview with Sin Hin Wong, please contact Cederick Johnson at cjohnson@pdisoftware.com or +1 254.410.7600.

About PDI

Professional Datasolutions, Inc. (PDI) helps convenience retailers and petroleum wholesalers thrive through digital transformation and enterprise software that enables them to grow topline revenue, optimize operations and unify their business across the entire value chain. Over 1,500 customers in more than 200,000 locations worldwide count on our leading ERP, logistics, fuel pricing and marketing cloud solutions to provide insights that increase volume, margin and customer loyalty. PDI owns and operates the Fuel Rewards® loyalty program that is consistently ranked as a top-performing fuel savings program year after year. For more than 35 years, our comprehensive suite of solutions and unmatched expertise have helped customers of any size reimagine their enterprise and deliver exceptional customer experiences. For more information about PDI, visit www.pdisoftware.com.

About Chevron

Chevron Corporation is one of the world's leading integrated energy companies. Through its subsidiaries that conduct business worldwide, the company is involved in virtually every facet of the energy industry. Chevron explores for, produces and transports crude oil and natural gas; refines, markets and distributes transportation fuels and lubricants; manufactures and sells petrochemicals and additives; generates power; and develops and deploys technologies that enhance business value in every aspect of the company's operations. Chevron is based in San Ramon, Calif. More information about Chevron is available at www.chevron.com.

canias ERP

WE HAVE EASILY OVERCOME ALL THE CHAOS IN OUR PROCESSES WITH CANIAS ERP

Managing its business processes with canias ERP, Unimix LLC has experienced a successful enterprise digital transformation process. In an interview with Unimix LLC Group Internal Auditor Awais Saleem and Unimix LLC IT Engineer Noorulhameen Halil Rahman, we talked about the company's digital transformation journey with caniasERP. Explaining the advantages offered by caniasERP, company officials said, "We have easily overcome all the chaos in our processes with the canias ERP system."

Managing its business processes with canias ERP, Unimix LLC has experienced a successful enterprise digital transformation process. In an interview with Unimix LLC Group Internal Auditor Awais Saleem and Unimix LLC IT Engineer Noorulhameen Halil Rahman, we talked about the company's digital transformation journey with canias ERP. Explaining the advantages offered by canias ERP company officials said, "We have easily overcome all the chaos in our processes with the canias ERP system."

Can you introduce your company? What kind of studies are you carrying out?

Unimix (Universal Concrete Products Ltd) is Dubai`s leading ready mix concrete producer and supplier. Founded in 1977, Universal Concrete Products Ltd Co (Unimix) LLC specializes in delivering high-grade concrete mixes in UAE. With a core focus on creating sustainable value for clients and offering innovative products, the company produces various types of construction products to satisfy the needs of its customers. The company prides itself to be part of some most challenging and iconic projects in the region including Makhtoum Bridge, Burj Al Arab, Emirates Tower and Burj Khalifa. With more than 30 million cubic meters of concrete supplied to various projects in Dubai has led Urnimix the most efficient and innovative building material company. Today the firm is carrying forward its legacy of meeting current and future needs of clients by constantly reinventing its approach, strategy and technology with a fleet of more than 200 transit mixers, 25 mobile pumps, 30 static pumps, 70 placing booms and 14 batching plants.

What were the reasons that make you think you need an ERP system?

Unimix being a manufacturing company, needed complete ERP Solution to streamline business processes and drove automation in manufacturing. In order to streamline the process, we had to have all the data available in our centralized location with complete visibility and all functionalities such as sales, procurement, inventory, production, finance and delivery. We needed good coordination in our ready mix supply chain so we could optimize our resources in a way that able to deliver the most ROI at all levels of the business in all our activities.

Did you use different software before canias ERP?

We used to have a software since the early 90s but it was not integrated completely. We had to do many things in the system manually such as purchasing. We had to enter all the information and it was costing time. We needed software that allow us to do financial analyzes with integration. When we wanted to do purchasing, we had to go inventory and reconcile all these items. We needed a system that allows us to control the whole cycle.

Can you give us some information about your ERP selection process?

We contacted many software companies in Dubai. We have designed our procedure first and then we spotted the things we are doing manually. We have informed the consultants that we have to change our manual procedure into an automatic system. As I said before we have many tailor made processes and we cannot change our mix designs. In these circumstances we have contacted with canias ERP they have reasonable design and price also. Additionally, whenever we called the consultants about any problem, they came up with a very good solution at that time.

How did you meet IAS and canias ERP?

Basically we needed an ERP software. In concrete business, we have many tailor made processes. For example, we receive an order form customer with some specific materials in it for the purpose of the construction. So we wanted a user-friendly ERP system and when we need to alter any material in it, it had to be immediate. We understood that our previous software was not a complete one after we met with canias ERP. We did not have any record about maintenance. We had recorded on inventory but we had to deal problems with manual entries. These circumstances led us to IAS and canias ERP.

What features of the software have been the determinants of the demo meetings with the IAS sales team?

The reporting part was very impressive on caniasERP. User can also prepare a report even if he/she does not have an IT knowledge. That part is very user friendly I can say. Also, the purchasing part was very good for us. We have more control over the purchasing side and our users are very satisfied with the module. When we were not using caniasERP, our invoice process was taking so long. Now we are able to close accounts shorter than half of the initial time.

What were your selection criteria during the ERP purchase process? What was your reason for choosing IAS?

Selection of an ERP is a long process and after studying different software programs we were able to decide about IAS. First, we have done detailed working from our end so that we buy an ERP which fulfills all our requirements. We decided on some specifications such as; all manual workflow should be automated, it should already being used in any manufacturing business (ready-mix), people in every functional area should be able to use it easily (user-friendly), integration with existing system should be possible, technology and future scalability, customization, budget (value for money), proper training to be given till the project go live.

Which applications are you currently using over canias ERP?

We are using Finance, HR, Maintenance, Procurement, Asset Management, EDI module, Document Management modules at the moment.

Have special solutions been produced for your company? What kind of studies have been done?

For HR, we have made many developments. For Purchase Management and also for Maintenance Module. We have 3 types of maintenance system working at Unimix such as daily, km wise and time-wise. There is an integration with the diesel through some EDI protocol with diesel pumps. Whenever the vehicle gets diesel from these pumps, the data flows through the caniasERP, and we follow the consumption and the fuel filter change or maintenance time.

What would you like to say about IAS' consultancy services and project teams?

What we feel is, for any reason when we

call them and we get an answer. Whenever we call them for any issue or problem, they responded quickly and they came with a good solution all the time. We had no doubt that we will receive our response in the shortest time possible.

What changes have occurred in your company structure since the beginning of the transition to ERP system? How did the project contribute to your company?

The main change was on the reporting side. We had all the data in our previous software but we were not able to get the information as we wanted. We had to check all the vouchers to observe the general view of the relative department. To be able to analyze the data, we generated a report which we achieved with caniasERP. Regarding the HR side, we reached to level that all the important documents related to HR are now in our control. We can share these documents with the responsible person without any problem and also can analyze the data smoothly in terms of HR. Also, the document management gave us comfort that we have all the files we need in the system under the control of related departments and these files are reachable from anywhere for any authorized personnel.

What are your future plans and goals for the project?

Until this time, we have been very satisfied with the outcome of this project. Maybe we can plan for enhancing this project with our other group companies. We might use the budget module in future but it is not certain yet.

How do you evaluate the effect of digitalization on institutionalization? How does ERP contribute to a company that wants to grow and brand?

To transform the administrative work of any organization into a more flexible and dynamic organization, digitization is a key component. Information technology and artificial intelligence are now part of any organization strategic goal which determine the identity of the organization. Any growing company with limited resources can organize themselves with few defined processes. Now with the introduction of cloud-based ERP, investing in hardware and server is not necessary and during real-time, we can assess any part of our supply chain. Growth relates to making new strategies & planning new lines bases on what your customer is reacting right now so with the help of ERP more time is spent on executing new strategies.

What advice would you like to advise companies on the use of ERP in your industry?

They have to do a study on their company. They have to decide on a goal about their objective and needs. Our goals in the first step were reducing the reporting time. We were working to close an account for a month sometimes and our goal was to reduce this time. These were our two main objectives. The definition of objectives clearly is the main key point for this.

Do you recommend caniasERP to companies?

I can recommend canias ERP for the companies who wants to generate variable reports about any department. And also I have to add another advantage of canias ERP which is its user-friendly structure. canias ERP is a system that not asking to follow its procedure, unlikely, system is easily adapting itself according to clients' needs without any problem. We are able to manage our business better than previous times and canias ERP, just made these processes more controllable and reportable. Although we have a very complicated HR management procedure, we are now easily overcoming this complexity with canias ERP, system. For all these reasons, we recommend canias ERP.

About caniasERP

Since the early days of IAS, the dream was to be the game-changer in the ERP industry by providing best-in-class solutions. IAS developed its own unique software development platform, TROIA in 1997 and released caniasERP 6.01 in the year 2000 as one of the first few ERP solutions available online with full functionality. TROIA, open-source and platform-independent integrated development environment, and its exceptional flexibility feature are the core strengths of caniasERP, as evidenced by various third-party studies.

Over the years, the brand "caniasERP" has played an important role in helping companies gain Operational Excellence in Industries such as Automotive, Aviation & Defense, Printing, Packaging, Textile & Garment, and Machinery & Industrial Automation.

IAS, a global ERP company, catering to over 1000 companies with more than 30.000 concurrent users across diverse industries in more than 30 countries, its core competency has always been in being quality conscious and providing innovative solutions that can be delivered quickly and cost-effectively in a complex environment.

With over 250 professionals and consultants and excellence R&D centers and subsidiaries in Germany, India, Turkey, UAE, and Korea along with business partners in across the world, IAS is one of the highest-rated ERP vendors with its solution, caniasERP, available on-premise, on-the-cloud and also mobile devices.

IAS, over the years, has received many prestigious awards and acknowledgments in various countries, such as ERP Excellence by GPS Germany in 2017 and Best of 2018 in ERP Solutions category by Initiative Mittelstand in Germany.

IAS is also ISO/IEC 27001 Information Security Management and as well as ISO/IEC 15504 Software Process Improvement and Capability Determination (SPICE) certified company.

IAS, today more than ever, is committed to providing superior quality on its solutions and services to leverage efficiencies in companies to reach operational excellence and expand its operations into further global markets.

IN UNCERTAIN TIMES, VALUE MATTERS MOST

*Article by **Geoff Ashley,***
Vice President, Partner Strategy & Programs at Acumatica

Acumatica VARs and SMBs are in the fight of their lives as they struggle to ensure business continuity during the pandemic. Acumatica's Geoff Ashely says it will take guts...and an understanding of value.

Over the past two months, I have witnessed an amazing amount of "glass half empty" cultures as well as "risk averse" approaches to business. When you consider that the cloud ERP publisher space is really a mirror into virtually hundreds of industries of all shapes and sizes, the current pandemic has been an amazing petri dish for all kinds of interesting new perspectives, realities and "strategies".

Whether it is the Value-Added Reseller (VAR) partner community or the small-to-medium business within a specific industry sector, it is interesting to see if businesses are planning, preparing, and embracing a new way to work or waiting for this pandemic to end.

It is very enlightening to see how aggressive and agile some businesses are...and I've discovered that most businesses aren't.

Acumatica's response to the COVID-19 pandemic

When this pandemic hit, I was incredibly proud of the way the Acumatica cloud ERP senior leadership team responded. We came up with a business continuity plan, just like many other companies. But we also came up with several different scenarios (worst case, probable, and best case). We looked at everything and everyone. We made a commitment, as a team, to do everything we could to protect our customers and our employees, which included not only our employees' health, but their jobs. Layoffs and/or eliminations must be the last resort as these decisions actually harm the company—now and in the future.

We moved quickly to not only list the obvious things we are doing (like every other company), but we also moved very quickly to make tangible decisions and announcements to our partners and customers. We immediately:

- Stopped any planned pricing increases
- Put in place a formal process for customers that needed some considerations with regard to their monthly or yearly subscription renewals
- Worked with our partners in order to help protect their employees and families

We took a very serious look at our entire community—which is our culture—in order to see how we could help this community maintain their competitive advantage even during these unprecedented times.

From March 2020 until October 2020 (present time), Acumatica has not laid off a single employee. In fact, we have continued to hire. During this time, we kept all of our corporate priorities including the percentage of profits invested back into the product. We have delivered two releases this year—as we always do. And for the sixth time in a row, ever since we started two releases per year, we have released on time with an incredible amount of functionality.

Even in 2020, Acumatica customers have received tremendous value. So, what is the point?

Find value even in uncertain times

I was speaking with an Acumatica partner who had a prospect that had already selected Acumatica when the pandemic hit. This prospective customer owned a chain of movie theatres. I think we can all agree, this is an industry that was impacted tremendously! Tough to succeed when you are forced to close your doors.

I asked the partner what they were doing to help their prospect survive. Remember, this is not a customer yet. Silence on the phone. I told the partner "stop selling ERP software. Help your prospect sell seats!" If you help them sell seats, they will purchase cloud ERP software.

How might this partner help the theatre sell seats in a time of restrictions and fear?

I suggested to this partner that they call the prospect and ask them if they had contacted the local school board. Maybe they could "rent" seats to the schools so that they could get children back into a classroom. What is a theatre after all? It is a perfect classroom! You can socially distance the students, and you can provide a podium for the teacher. I can't imagine a better audio/visual platform. We could get thousands of additional students into the classroom rather than layoff teachers and putting students on some kind of every other day routine.

My point here is this... even in an industry that has been decimated by COVID, there are opportunities for disruption. What happens if the theatre industry never comes back? Do they just close their doors, fire their employees, impact tens of thousands of family members...or do they find another way? There has to be another way. Maybe my idea doesn't work. I admit I don't know all of the issues facing this kind of movement. But you have to do something!

Thinking outside the box. Being disruptive. Expanding when others contract. Finding the value of cloud ERP even in uncertain times.

Why is it that Best Buy can survive when Circuit City cannot? But now we have to worry that even Best Buy will survive. Were they really that different? It is going to be very strange to live in a world without Sears, Macy's, Hertz, and the hundreds of other organizations that could not survive in times of change. They become like all the others (US Steel and Bethlehem Steel, Pan Am, Blockbuster, Polaroid & Kodak. Unfortunately, the list goes on).

This pandemic, while terrible, is only an accelerator of change. It is not the creator of change. And like all the change that has come before, it requires a different way of thinking and a different way of responding. It's not rocket science.

As I tell my partners every day, stop selling ERP software. Instead, help your prospect sell "seats", or "food", or "doors" or whatever it is that they do! In 2020, one of those areas is commerce. Helping your prospects or customers educate their customers and sell virtually. Creating an experience where the prospect or customer can make an EASY and informed decision with one stop. Commerce, commerce, commerce. Everyone needs it, and even those that have a portal today need to rethink how they use it.

It has always been about the value of cloud ERP, but right now in uncertain times, delivering value has become paramount. Our very survival depends on it!

Do you have questions about what I've shared with you today and about Acumatica's cloud-based ERP solution? Would you like to join the hundreds of Acumatica VARs already making a difference in the lives of businesses and their employees around the world? Contact us today.

Vice President, Partner Strategy & Programs at Acumatica

About Acumatica

Acumatica Cloud ERP provides the best business management solution for transforming your company to thrive in the new digital economy. Built on a future-proof platform with an open architecture for rapid integrations, scalability, and ease of use, Acumatica delivers unparalleled value to small and midmarket organizations. Connected Business. Delivered.
For more information, visit www.acumatica.com

CALL IT WHAT YOU WANT, DIGITAL TRANSFORMATION IS STILL FUNDAMENTALLY HUMAN, IFS STUDY FINDS

The human factor is widely recognized as an essential component to digital transformation success. In fact, over a quarter (27 percent) of companies acknowledge that despite being key, people are often overlooked when planning and executing transformative projects, according to a research study from global enterprise applications company IFS.

The study goes on to identify poor change management as one of the key reasons digital transformation projects fail. When implementing new digital transformation projects, businesses are focused on implementing the key technology and solutions but aren't considering the importance of staff buy-in and acceptance of the project, which is intrinsically linked to its overall success.

When asked about the reasons for failure in past projects, businesses also cited lack of employee engagement among the top four reasons. In addition, respondents named past experiences of low employee buy-in as one of the top two reasons for hesitating to launch new digital transformation projects. This can potentially have a great impact on the overall development of a business, as in times of downturn many believe innovation is the key to business resilience.

The broad focus on people-related considerations among companies goes hand in hand with a widely held concern for soft values such as vendor culture and ethics, which was revealed by a previous IFS study.

Although one third of respondents identified involving the human resources (HR) department from the beginning to ensure employee awareness as key to digital transformation success, one quarter of companies admitted that they have been guilty of not doing so in the past. Furthermore, 21 percent of companies expressed that employee engagement is more of a "tick-box" exercise, as opposed to being critical for success, revealing an obvious mismatch between recognition and actual execution.

From an HR perspective, there is ample proof that digital transformation makes good business sense. 29 percent of respondents stated that employee retention would be higher if the business could offer more exciting technology to its people, indicating that technology does have employee retention possibilities. Furthermore, 39 percent said that technology provides the ideal opportunity to retrain and upskill existing staff, thereby bridging the skills gap that is a major pain point in many industries.

"Through continuous dialog with our customers as well as first-hand experiences from our own digital transformation, we have always known that people can act as both an enabler and a barrier in transformation projects," IFS Chief Human Resources Officer Jane Keith said. "This report drives home the point that if digital transformation is kept human centric and if change management is handled effectively and employees are aware and inspired to support the transformation, the business is much more likely to reap success. Staff involvement should not be seen as a just a tick-box exercise but as the secret sauce that will ultimately determine the outcome."

Download a complimentary copy of Digital Transformation Investment in 2020 and Beyond: The Undeniable People Factor.

About IFS

IFS develops and delivers enterprise software for customers around the world who manufacture and distribute goods, build and maintain assets, and manage service-focused operations. The industry expertise of our people and solutions, together with a commitment to delivering value to every one of our customers, has made IFS a recognized leader and the most recommended supplier in our sector. Our team of 4,000 employees and growing ecosystem of partners support more than 10,000 customers around the world challenge the status quo and realize their competitive advantage. Learn more about how our enterprise software solutions can help your business today at ifs.com.
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ORACLE

SURVEY FINDS GROCERY SHOPPERS OPTING FOR VIRTUAL CARTS DURING PANDEMIC

More than half of those surveyed buy groceries online regularly, but panic purchasing is easing

21% plan to gobble up online orders for Thanksgiving fixings

A new Oracle Grocery Retail survey shows that 53% of respondents in the U.S. have shopped online for groceries during the pandemic, with 37% stocking up more frequently online than in-store. And few people plan to reverse course – 93% of those surveyed said they plan to shop online for groceries post-pandemic, with 74% noting they will order groceries the same amount or more as they are doing currently.

This trend will extend into the busy Thanksgiving holiday, where 21% of consumers plan to order groceries online, and 59% plan to head into the store to buy the fixings for their feast.

"Online grocery ordering is not new, but the pandemic was the tipping point to take it mainstream," said Mike Webster, senior vice president and general manager, Oracle Retail. "Grocery retailers were left grappling with both supply chain issues and consumer behavior that was anything but normal - causing chaos and shortages. While stores navigated relatively quickly, the data shows that consumers have no plans to return to their old ways. Grocers need to examine what that means for their operations, store layouts, and everything in-between as we all move forward."

The Untold Insights survey, conducted on behalf of Oracle Retail, polled 521 consumers in the United States in September 2020 about their COVID-19 shopping habits and another 500 in November 2020 about their plans for the holiday season.

Door-side delivery

When it comes to online grocery ordering, the vast majority of consumers opt for home delivery:

- 72% - have groceries delivered to their home
- 13% - pick them up inside the store
- 15% - collect their groceries curbside

"Grocery retailers have done a good job using physical stores as makeshift warehouses to fulfill orders and get them out quickly to customers," added Webster. "However, they need to carefully balance the disruption of delivery services and store-workers fulfilling online orders with customers trying to shop in-store. This includes both crowding in the aisles as well as the risk of out-of-stock inventory. It will be especially crucial in the high-volume holiday timeframe with customers adding pressure both online and in-store."

Loyalties tested

With grocery shortages during the pandemic, 86% of shoppers explored store owned brands and private label alternatives, with some having no plans of returning to their old favorites.

- 32% - intend to stick with the store brands
- 34% - will shop a mix of new finds and preferred brands
- 20% - will go back to preferred brands

"The surge in private label purchases has become the unexpected silver lining of COVID-19 for grocers," added Webster. "Consumers uninterested in trying something new were forced to branch out due to shortages and now plan to stick with their new finds. This allows grocers an opportunity to increase brand affinity with customers and, in turn, their margins."

Grandparents try online ordering

A significant percentage of all age groups surveyed have ordered groceries online during the pandemic, with Generation X leading the way:

- 72% - Gen X (40-54)
- 61% - Gen Z (18-24)
- 60% - Millennials (25-39)
- 30% - Boomers (55+)
-

Although Boomers represented the lowest total overall, this age group saw a 173% increase in those who had ordered groceries during COVID-19 versus before the pandemic. Moreover, 83% of this demographic plan to continue ordering groceries online. Interestingly, those with kids were also more than twice as likely to order groceries online (82%) versus those without children (36%).

Stockpiling has eased; toilet paper still tops

Despite COVID-19 winter warnings, shoppers are worrying less about shortages of essential items. Just 28% of those polled are planning to stockpile household essentials and pantry staples, including:

- 69% - Toilet paper
- 69% - Cleaning products
- 54% - Canned fruits and vegetables
- 50% - Meat
- 48% - Soup
- 48% - Pasta
- 46% - Rice

Interest in food subscription boxes grew

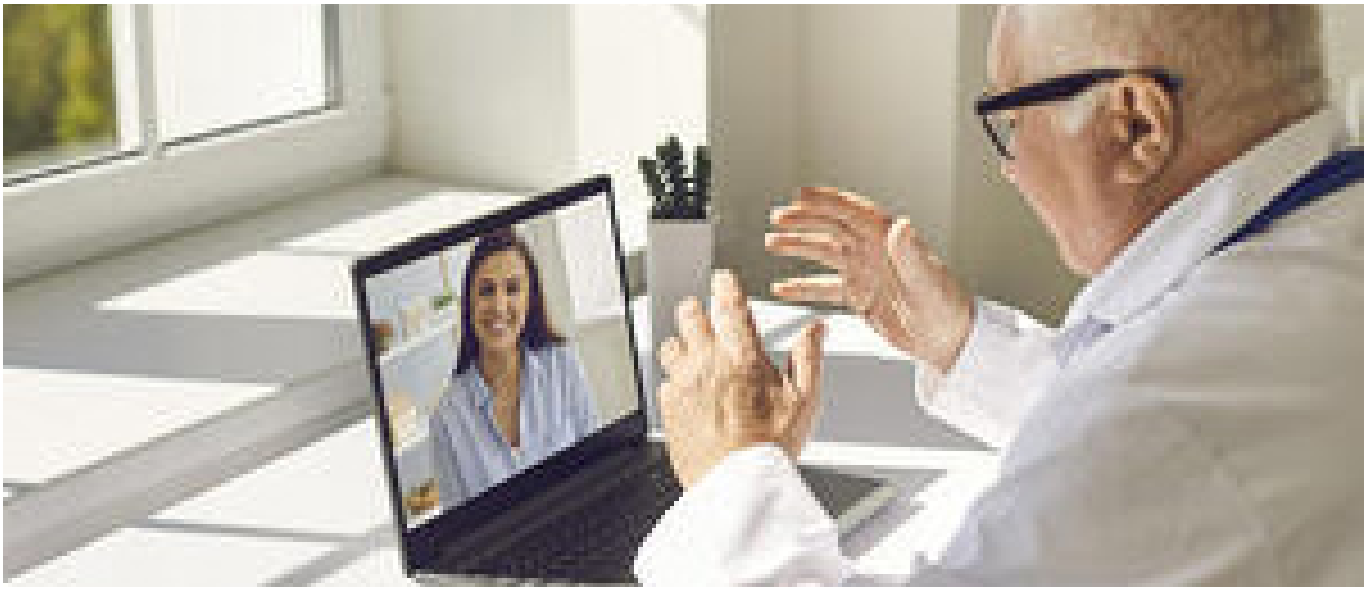
With more shoppers eating at home and looking for inspiration, meal subscriptions increased:

- 22% already had a food or meal subscription they continued
- 10% already enjoyed one food or meal subscription service and added another
- 4% started a new food or meal subscription for the first time

To learn more about how Oracle Retail is helping customers and retailers prepare for the holiday seasons, visit: www.oracle.com/retail

About Oracle

The Oracle Cloud offers a complete suite of integrated applications for Sales, Service, Marketing, Human Resources, Finance, Supply Chain and Manufacturing, plus Highly Automated and Secure Generation 2 Infrastructure featuring the Oracle Autonomous Database. For more information about Oracle (NYSE: ORCL), please visit us at www.oracle.com.



software AG

STRONG TECH BACKBONE FOR DIGITAL HEALTHCARE

*Article by **Eran Alroy,***
Senior Vice President, Country Manager at Software AG Israel

Covid-19 has been called a "digital accelerant" for many industries of late, but nowhere is it more significant than in home healthcare.

The pandemic has created a trend toward virtual appointments and "home hospitalization," as patients endeavor to avoid clinical settings by using sensors and other Internet of Things technologies including advanced analytics for improved diagnostics and prognosis. Home hospitalization is also fueled by the rapid growth of an aging population worldwide, where the elderly would prefer to receive continuous care in the comfort of their own homes.

In Israel, home hospitalization has recently gained public and economic interest, as it can reduce costs while improving healthy outcomes. Maccabi Healthcare Services is one of the leaders in this movement.

Maccabi CIO Ofir Kadosh said: "If you want to handle the crisis, you need to spot and deal with the bottlenecks in the service. Without that, you will become overwhelmed and unable to deliver quality care."

Home hospitalization and virtual appointments

Maccabi functions based on a decentralized organizational approach with six regional centers, including 150 branches and clinics, that provide full access to members throughout the country. By building a digital strategy based on strong technology backbone, Maccabi has been able to make nearly 80% of appointments virtual, with 90% of Covid-19 patients able to receive home hospitalization.

Maccabi integrated video conferencing into its Electronic Medical Records (EMR) system, which is used by all staff. Caregivers can initiate virtual appointments at the click of a button, reducing risk levels for them and the patient. It also increases hospital availability, so that patients who do need hospitalization can be admitted more quickly.

Maccabi has committed itself to becoming more digital, which includes integrating data into its decision-making processes. Accurate information also helps the not-for-profit organization to constantly innovate and provide high quality services. This helped Maccabi become the first organization outside of the Ministry of Health to be authorized to administer Covid-19 tests. Its reporting systems were easily integrated within a matter of days. This – and other core systems – are all fully integrated thanks to webMethods from Software AG.

Integration is mission-critical for its new initiatives and Software AG is proud to power that. Maccabi can deliver high quality care at the scale it needs, because of the commitment to data and technology throughout the whole business.

Senior Vice President, Country Manager at Software AG Israel

About Software AG

Software AG began its journey in 1969, the year that technology helped put a man on the moon and the software industry was born. Today our platform makes a world of living connections possible. Every day, millions of lives around the world are connected by our technologies. A fluid flow of data fuels hybrid integration and the Industrial Internet of Things. By connecting applications on the ground and in cloud, businesses, governments and humanity can instantly see opportunities, make decisions and act immediately. Software AG connects the world to keep it living and thriving.

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UNIT4

HOW IT AND FINANCE LEADERS CAN CREATE A PEOPLE-FIRST CULTURE IN AN UNCERTAIN WORLD

Article by ***Andy Brockhoff***

We recently spoke to Key Travel, Peloton Consulting Group and Strategere Consulting to get their views on creating people-first cultures.

Here are the highlights:

What is a people-first culture?

When your people feel valued, listened to and free from tedious admin work is when the best work happens. A people-first culture is one that is focused on creating an environment where this can happen. Recognizing that people are your most important assets and providing them with a collaborative, understanding and transparent culture for everyone. Using the right processes, approaches and tools to let people overcome obstacles and concentrate on what matters.

What does it look like in the real world?

There are a number of ways an organization can create a collaborative people-first culture in the real world. Primarily it's about walking the walk so that people can get on board. It's about delivering authentic and transparent leadership.

Many start with their mission statement. Building it around people, so people know they are the heart of what the company does. This can be supported by other actions, such as developing a wellness focus across the organization. And creating a more compassionate management strategy that

focuses on employee empowerment.

But the key to making all this work is communication. By keeping your people engaged with what you are doing, they are more likely to embrace it.

To hear real-world examples from Peloton Consulting Group, CTO Travel and Strategere Consulting, listen to the full people-first cultures discussion here.

How do IT and Finance departments uniquely enable people-first cultures?

IT and Finance departments hold a unique position in every organization. They are the only teams that are fundamental to all departments. Essential to how every person does their job.

This unique position can be leveraged in a few key ways. IT departments feed businesses holistically. Responsible for ensuring an organization's end to end process work. They have a breadth of knowledge and insight across the entire organization that most departments will never have.

So they understand the challenges of each element of the organization and are often vital in helping them solve them. Perfectly placing them to help an organization focus on the needs of its people.

Similarly, Finance departments are a centralized point and focus for driving a business forward. They set goals and keep track of them across the entire organization. This big picture view is unique across organizations, with many departments only understanding their particular focus and goals.

While IT teams can provide the tools for success, Finance has the people insight. Helping the business understand where to focus time and energy and how to help communicate the bigger picture to everyone. They are crucial to communication and transparency.

How do you build a people-first culture, and what role with technology play?

For Finance departments, their key role will be translating the story into something tangible that people can get behind: delivering results, opportunities and scenarios more clearly and engagingly.

Creating this constant dialogue between other teams and keeping people updated will help drive the company towards its goals. But more importantly, they will create an environment focused on the people and what they bring to the table. Removing the top-down focus of the organization and creating a level and collaborative playing field.

While for IT departments, it's about empowering people to succeed. Foreseeing challenges and working with people to develop the solutions of tomorrow.

Technology's role in both instances is key. For Finance teams, technology is where this all takes place. It will allow conversations to happen. It will collate and visualize the data needed to inspire and help keep people engaged, no matter where they are in the company.

While for IT teams, it will be the bedrock that an organization's future is built on. Giving IT departments the tools they need to adapt to the organization's challenges, no matter what they are.

Ultimately, technology will be critical to organizational success around the world. Yes, it is a tool, but it's a tool for powerful, people-focused transformation in the right hands.

About Unit4

Unit4's next-generation enterprise software supports our customers in delivering an exceptional People Experience to their customers – from students and professionals to the public servants and non-profits doing good in the world. Unit4 transforms work to be more meaningful and inspiring through software that's self-driving, adaptive and intuitive, intelligently automating administrative tasks and providing easy access to the answers people need. Unit4 works with people the way people work.
For more information please visit www.unit4.com/thepeopleexperience follow us on Twitter @Unit4global or visit our LinkedIn page

Acumatica
The Cloud ERP

HOW ACUMATICA CLOUD ERP HELPED TWO STAFFING COMPANIES UNLEASH THEIR POTENTIAL

Article by ***Kim Plank,***

Customer Success Marketing Manager at Acumatica

Businesses within the staffing industry have a variety of unique business management needs that can be met with an ERP for staffing. Two staffing companies chose Acumatica's cloud ERP solution and say others should follow suit.

Every business in every industry has challenges, some unique and some universal. Take businesses within the staffing industry. While they, like many, deal with the realities and responsibilities of international operations as well as the globalization of the workforce, their non-standard business model (e.g. no inventory, no invoices or timekeeping generated in its own internal system, reliance on client/vendor management systems) adds a layer of exclusive complexity. That's why two staffing companies designated Acumatica cloud ERP as their ERP solution for staffing.

Aditi Staffing and Acumatica cloud ERP

Aditi Staffing provides highly technical staff for technology and telecommunications companies. It started as a division of Aditi Technologies, but when it was purchased by Symphony Teleca Corp. in 2013, Aditi Staffing became a standalone staffing company.

The company inherited Microsoft Dynamics AX from Aditi Technologies but found that not all inheritances are worth it. For example, they discovered that the software was a glorified input tool. They were unable to get information out or reliable trial balances.

Other issues included:

- Creating financial statements by creating an Access database and manipulating the data within Excel
- Exporting static information from client/vendor management systems (approx. 4,000 records from 40 different systems) and recreated invoices in Dynamics AX
- Manually tracking AR invoices and balances
- A lack of visibility into their entire revenue stream
- A lack of visibility into their operations in India and Bellevue as well as their over 350 contractors working for 40 different customers
- Difficulties logging in remotely
- Generating reports manually
- Providing accurate financial information to executives

The company needed an ERP for staffing that could handle their needs—and they needed it quickly. According to the company's customer success story, Acumatica's cloud-based platform, various modules that could be leveraged over time, and unlimited user pricing were exactly what they were looking for. The fact that Acumatica could be easily customized to suit Aditi Staffing's operations was the cherry on top.

They partnered with Acumatica Gold Certified Partner PC Bennett to get them up and running, implementing modules as they needed. "As we grow, we need a system that can scale with us like Acumatica can. We like that we can fire up other modules and pay for them as we need them. Other packages don't have that flexibility," the company said.

Now, Aditi Staffing can track employee time, generate reports and invoices in record time (based on accurate data), save even more time in closing a quarter, outsource accounting for their India operations, gain visibility and insight across the company, and more.

Safety Management Group and Acumatica cloud ERP

Safety Management Group (SMG) recommends businesses in the staffing industry research and implement an ERP for service industries right away.

What's the hurry?

The arrival of the COVID-19 pandemic has changed the staffing needs of businesses around the world. Unless deemed essential, most have had to transform onsite employees into

a remote workforce. They may or may not have had the technology in place to accommodate this shift.

If they did, then they were in a good place, and if they didn't, they obviously weren't. Luckily, SMG was the former.

CFO Rebecca Ogle says the switch to remote working was seamless with Acumatica's cloud ERP software. "In a day's time, we confirmed everyone had what they needed. They brought their office work home that night and started working from home the next day."

SMG provides safety consulting, training, program planning and implementation for construction, automotive, utilities, healthcare facilities, and more. They also offer short-and-long-term safety staffing services, placing highly qualified site safety professionals on site and administering all compensation, benefits, and taxes.

As with all staffing suppliers, they have industry-specific challenges. Finding talent during a talent shortage (and dealing with dishonest applicants), finding experienced recruiters, struggling with a slow hiring process, handling performance management duties, being subject to talent trends, and having the required reporting capabilities and insights, to name a few.

Before Acumatica, SMG was using seven separate systems to handle these challenges as well as their staffing business management needs. The systems included Sage for GL and payables, BQE Software for time and AR, Concur for expenses, F9 Software for financial reporting, Access database for conversion files, and multiple spreadsheets.

With Acumatica, Rebecca says, "Acumatica now serves as the single source of truth for our business ensuring we are making the right decisions during this time," she says.

SMG implemented Acumatica Financial Management, Acumatica Field Services Edition, and Acumatica Customer Management, which allows SMG to:

- Manage projects with greater visibility
- Generate reports and look at profitability with the click of a button
- Consolidate time and expense reporting
- Use the Acumatica mobile app to see detailed, actionable data across all areas of the business from anywhere, at any time

There are even more benefits, which can be found in the company's customer success story.

Unleashing SMB potential with Acumatica cloud ERP

SMBs like Aditi Staffing and SMG are unleashing their potential with Acumatica cloud ERP. Though a limited talent pool and finding experienced recruiters are still concerns, these companies are no longer limited by legacy solutions that were unable to be customized to fit their very specific needs.

If that's what you need, then now is the time to research, select, and implement an ERP for service industries, such as Acumatica. Contact our team today to ask any questions or to set up a demonstration.

Kim Plank leads Customer Success Marketing efforts at Acumatica. She works to align Marketing opportunities and initiatives featuring existing Clients showcasing their success with Acumatica Cloud ERP.

About Acumatica

Acumatica Cloud ERP provides the best business management solution for transforming your company to thrive in the new digital economy. Built on a future-proof platform with an open architecture for rapid integrations, scalability, and ease of use, Acumatica delivers unparalleled value to small and midmarket organizations. Connected Business. Delivered.
For more information, visit www.acumatica.com

software AG

THE BEST LAID PLANS FOR IOT

Article by ***Juergen Kraemer,***
General Manager for IoT & Analytics at Software AG.

"The best laid plans (for IoT projects) often go awry." I hope Robert Burns won't mind my edit to his well-known line written 200+ years ago—but it still holds true today.

Just ask anyone who's tried to build an Internet of Things solution and failed. There are a multitude of reasons, but unforeseen technological problems are one of the four primary ones that IoT projects fail, according to Beecham Research in the report "Why IoT Projects Fail." This research with 25,000 IoT adopters revealed that most ran into technical roadblocks they didn't plan on.

87% of respondents felt they didn't have the right expertise
Virtually all said the connectivity aspect of the project was particularly challenging
60% had problems with scalability
While you can't predict every possible technical problem you will encounter on an IoT project, you can beat the odds with three best practices:

1. Think security from the start

No one ever plans to get hacked. Yet it happens. Private information becomes public, threatening the well-being of your company, your customers and business partners. An IoT security solution is absolutely essential to doing business in today's connected world. So, when you're choosing an IoT platform, be sure the security is engineered into it from the start and that it's certified by a third party. Look for a platform that gets the top grade for security management best practices and controls.

3. Don't limit your range

Smart new "things" crop up in the market all the time. It's tough to imagine what things you'll want to connect in two, five or even 10 years. As your business grows more reliant on the IoT, to operate smarter and cater to customers, you'll need to connect all kinds of new "things" and fast! So, don't get locked into one vendor's applications, sensors, protocols, networks, or even their cloud and storage methods. Keep your options open with an IoT platform that has an open API and is based on open standards. That way, you can connect "things" quickly and often without coding. Also, research whether your platform vendor certifies devices as compatible, so you know they will work securely and reliably for your project, saving time and money.

3. Don't limit your reach

Where will your business use the IoT? It could be anywhere. As low-power wide area networks grow more prevalent, smaller devices that need less power open new IoT application opportunities. Across the stretches of arid Australia, for example, utilities are already connecting remote infrastructure, such as switching stations, using IoT to reduce costs. While cellular remains the most used form of connectivity for IoT projects, it's far from being the only one. Again, pick a platform that is "open ended"—able to work with LWM2M as well as with a multitude of connectivity types. And don't be limited to where you can compute and store IoT data. Make sure you have on-premises, cloud and edge options—even a choice of IoT data lakes.

Sure, you'll meet challenges along the way on your IoT project—and they'll build character and competence. But if you start on the right track with the right platform choice you will reduce the risk of technical issues and reach success with your project.

Read more on "Why IoT projects fail and how to beat the odds" by clicking on the link below. You can also learn more about our leading Cumulocity IoT platform, and keep your project from going awry with our consultant-led Cumulocity IoT QuickStart program.

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Software AG began its journey in 1969, the year that technology helped put a man on the moon and the software industry was born. Today our platform makes a world of living connections possible. Every day, millions of lives around the world are connected by our technologies. A fluid flow of data fuels hybrid integration and the Industrial Internet of Things. By connecting applications on the ground and in cloud, businesses, governments and humanity can instantly see opportunities, make decisions and act immediately. Software AG connects the world to keep it living and thriving.

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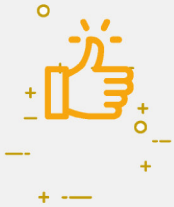

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