

WHY SHOULD COMPANIES DEPLOY THEIR NETSUITE SOLUTION BY COLLABORATING WITH SIKICH INSTEAD OF WORKING DIRECTLY WITH NETSUITE?

NetSuite is one of today's most widely adopted, cloud-based ERP systems. At Sikich, we help clients implement and use it to their best advantage. Sikich is a NetSuite 5-Star Award partner with many satisfied customers. The Oracle NetSuite organization itself also assists businesses in deploying the solution. Both NetSuite and Sikich offer the ERP system optimized for certain industries.

Given that NetSuite is a highly standardized solution, clients often wonder why they should collaborate with Sikich to implement it instead of simply working directly with NetSuite. To get some answers, we gathered some of the ERP and business experts on the Sikich team. We asked them to comment on the specific benefits and differences in how Sikich and NetSuite manage deployment projects, optimize processes, drive for the right outcomes, and collaborate and communicate with clients. This ebook captures the points they made in response to the questions we hear most frequently from business and IT managers.

CONTRIBUTORS

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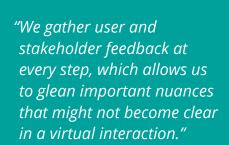
WHAT ARE THE MAIN DIFFERENCES IN HOW SIKICH AND NETSUITE WORK WITH CLIENTS?

COLLEEN MCCAUGHEY, NETSUITE MANAGING CONSULTANT:

Our implementation methodologies are very different. NetSuite uses an efficient, standardized approach that can work well if companies have been through an ERP implementation before and know what this entails. Sikich is more nurturing. We establish relationships with the business and IT stakeholders we meet at their place of business, learning as much as we can about the goals and user scenarios that prompted them to choose NetSuite. In a next step, we may perform a business process alignment to help companies move from the current to the desired state of their operation.

We do some implementation consulting virtually, but most of the initial conversations, business process alignment, design, deployment, training, and follow-up happen onsite. In contrast, NetSuite typically performs entire implementations by guiding the customer remotely. We gather user and stakeholder

feedback at every step, which allows us to glean important nuances that might not become clear in a virtual interaction. When we discuss processes or train users, we can in-person address questions and reservations that clients might not voice otherwise.







"One benefit of collaborating with Sikich is that we can perform a full process and requirements discovery with you."

TANYA WEATHERHOLT, MANAGING CONSULTANT:

NetSuite SuiteSuccess direct implementations are largely defined by best-practice templates for processes and roles. The solution is preconfigured for different industries and business models. It is deployed based on the standard functionality that was identified as meeting the client's needs by the NetSuite business development team. There is no further requirements gathering or business process inventory performed by consultants. This can be fast and efficient, if the outcomes are right. We use some of the same templates, but also modify them to meet specific conditions in a client business.

WILLIAM SIMENDINGER, SENIOR NETSUITE CONSULTANT AND INDUSTRY LEAD FOR DISTRIBUTION AND MANUFACTURING:

Our clients benefit from our organization's many years of experience implementing NetSuite, optimizing business management technologies for challenging conditions, and helping hundreds of companies get ahead. Most associates on the NetSuite team are more junior. They are exclusively focused on NetSuite.

MEG SHEA, SOLUTIONS ARCHITECT:

The NetSuite SuiteSuccess program might work best for businesses that are not very complex or large. The workflows are all predefined for you. Customer satisfaction with this approach can be very high if the ERP solution indeed fits your needs.

If the standardized NetSuite configurations offered through SuiteSuccess don't fit your ways of working, your implementation might be flawed. One benefit of collaborating with Sikich is that we can perform a full process and requirements discovery with you. You know exactly what to expect when your solution goes live. We also perform the integrations, data migrations, and customizations that bridge remaining functionality gaps. NetSuite delegates these tasks to its partners, which means clients need to work with different entities and maintain control of activities that may be outside of their expertise and comfort level.



DO YOU HAVE ANY RECOMMENDATIONS FOR COMPANIES GETTING READY FOR AN ERP DEPLOYMENT?

CHRISTOPHER MANCHESTER, SENIOR NETSUITE CONSULTANT:

Completion of an ERP project will be a major accomplishment in the life of the company. It deserves a commitment to the resources and time needed to see it through. We can help you plan for it and maintain a strategic perspective. We often encourage clients to look farther ahead into the future of their organizations

> than they might otherwise do. Your ERP system has to meet current requirements, but if major events like acquisitions, going public, or growing internationally are on the horizon, that's something we want to include in our planning.

MCCAUGHEY:

Even if you're not preparing a complete RFP, it will help if you can take an inventory of your goals, business process flows and improvements in them you would like to see, and the requirements of technology users in the various business groups. That will get your project started in the right direction.

Implementing ERP properly—even as a collaboration—is a time-consuming endeavor. You need to budget for the time to gather and document your requirements and objectives, design the implementation, deploy the solution, familiarize users with it, fine-tune configurations and processes, and keep the ERP environment updated and aligned with how the company works.



WEATHERHOLT:

We will give you a good idea early on regarding what kind of time commitment will be needed from which contributors. When we design and implement your NetSuite system, we will want to involve executive stakeholders, but we also need the support and participation from the individuals who perform everyday processes in your businesses. ERP deployments can easily flounder when they exclude contributors.

BILLY TAMULYNAS, SENIOR NETSUITE CONSULTANT:

If you've been running your company with Microsoft Dynamics GP onpremises and feel it might be best to migrate to a cloud solution, we can help you accomplish this. In many projects for smaller and midsize organizations, we have acquired rich expertise and honed our practices to help clients generate value from Dynamics GP and transition to it or away from it. Sikich technologists are working on automating the data conversions that need to take place when you move from GP to NetSuite, so we can make the migration faster and easier. Now is the time to consider your best options for when you need to leave Dynamics GP, because eventually Microsoft will stop supporting its on-premises ERP systems and they will become legacy technology.



WHAT KINDS OF COMPANIES ARE A GOOD FIT **FOR WORKING WITH NETSUITE DIRECTLY?**



"A smaller organization making its first transition from more basic software toward a full-fledged ERP system might benefit from more guidance than what NetSuite can provide."

MANCHESTER:

Generally, I'd say that would be smaller companies with relatively simple requirements that are a level above what QuickBooks can offer. Also, they should have a CFO who will be actively involved in the implementation.

SHEA:

NetSuite offers an easy way to streamline and consolidate operations. That is perfect for businesses of limited complexity which don't require integrations with other systems and that can use the standard version of the solution. If your company generates multiple revenue streams—for instance, from ecommerce and wholesale distribution—you might want to consult with an expert team like the Sikich ERP organization.



"If your company generates multiple revenue streams... you might want to consult with an expert team like the Sikich ERP organization."

MCCAUGHEY:

When clients have very basic requirements, NetSuite guides them through the implementation, but doesn't actually perform the work. This can be effective when companies or their key project contributors have completed an ERP project before and when IT team members have time to take on the NetSuite deployment in addition to their regular workloads. A smaller organization making its first transition from more basic software toward a full-fledged ERP system might benefit from more guidance than what NetSuite can provide.

WEATHERHOLT:

If your business is fairly new and processes are still somewhat flexible, you might find out-of-the-box NetSuite to be a good match. A guided implementation by the NetSuite team could be highly efficient in that case.

TAMULYNAS:

Even some successful and growing companies can be somewhat static in how they operate. NetSuite ERP, as implemented by the NetSuite organization, can be a great solution if you expect your current and future business conditions to be very similar. If you expect major updates and changes in your business, think about accessing experienced consultants.

HOW DOES SIKICH HELP CLIENTS ASSESS THEIR TOTAL COST OF OWNERSHIP AND ROI FROM NETSUITE?



"We provide reliable TCO and budget numbers for your first five years on NetSuite, including the consecutive stages of a phased implementation."

MCCAUGHEY:

We forecast the likely ROI, along with other critical success factors, at the beginning of the engagement. It's part of our design process to calculate how NetSuite can save clients money and time. With Sikich, you don't pay for software licensing until the implementation starts and all functionality has been fully defined and scheduled for deployment. When you deal with NetSuite, you are invoiced immediately.



"It's part of our design process to calculate how NetSuite can save clients money and time."

SHEA:

NetSuite typically provides clients with the costs they should expect for the first year of running the ERP system, but will not include expenses related to integrations and data migrations. Those would be invoiced by the NetSuite partners who handle those tasks. The editions of NetSuite offered through the SuiteSuccess program come with standard costs and capabilities, but actual expenses may change if companies need to provide the solution to more users or need additional functionality beyond what they first expected. You could see cost fluctuations as high as \$50,000.

Sikich uses pricing and solution templates to reduce the complexities of pricing and configurations. We provide reliable TCO and budget numbers for your first five years on NetSuite, including the consecutive stages of a phased implementation.



"We are committed to delivering an *implementation that meets* our clients' expectations with predictable, measurable outcomes."

WHY DOES SIKICH OFFER A BUSINESS PROCESS ALIGNMENT TO EVERY CLIENT, AND HOW DOES IT WORK?

MCCAUGHEY:

A thorough review of your business processes vetted against the functionality of your incoming ERP solution removes all uncertainty regarding what you can achieve with NetSuite.

MANCHESTER:

We are committed to delivering an implementation that meets our clients' expectations with predictable, measurable outcomes. The business process alignment sets the stage for a successful project with minimal risk.

SHEA:

In the business process alignment, we closely review your business workflows and establish a blueprint for an implementation of NetSuite. You come to understand what software licenses you need, which functionality you get with the standard solution, how capabilities gaps can be bridged, and what integrations and data migrations you should plan. The assessment is a paid engagement, but it does not commit you to working with Sikich on a NetSuite deployment. For most clients, a business process alignment with a Sikich consultant onsite takes two days or less.

WEATHERHOLT:

Once the business process alignment is complete, you know what to expect in terms of costs, time commitments, and outcomes of your NetSuite deployment. You can then hold us accountable during the deployment. You can also reprioritize and sequence segments of the project into a following phase.

WHY DOES SIKICH INDUSTRY EXPERTISE MAKE A DIFFERENCE IN A NETSUITE IMPLEMENTATION?

MCCAUGHEY:

Sikich is very strong in certain industries: life sciences, wholesale distribution, manufacturing, professional services, software, and not-for-profit organizations. We can offer clients in these industries a wealth of expertise as well as intellectual property—code we have created to adjust the solution more closely to their business models. We also have the expertise to perform integrations with your specialized systems and industry solutions. We use best-practice-based process templates for clients in our focus industries to keep NetSuite implementations efficient and ensure great outcomes from them.



"We use best-practicebased process templates for clients in our focus industries to keep NetSuite implementations efficient and ensure great outcomes from them."



"We can optimize the ERP solution for industry-best practices"

MANCHESTER:

On the Sikich team, you find professionals who have spent years in a certain industry before they joined us. We can optimize the ERP solution for industry-best practices and make sound recommendations regarding processes and user scenarios based on our experience. We also have performed our own research regarding ERP use cases and user personas across our focus industries.



SIMENDINGER:

NetSuite relies on what they call 'leading practices' when they implement the solution for companies in certain industries. That means they will provide what most businesses in a market vertical use. This keeps the solution highly standardized and makes for an efficient deployment, but it might not work for everybody. You need to have the domain expertise and also take the time to make company-specific adjustments which can make a big difference in the outcome of the implementation.



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TAMULYNAS:

Sometimes, the NetSuite practice strays when it comes to matching the solution to industry requirements. A client can easily become confused when making selections from among more than 200 different line items. The sales representatives may not always be familiar with an industry, and their initial fact-finding might not provide enough direction. Mistakes can happen that way. For instance, we recently helped a distribution company that had erroneously acquired an instance of NetSuite that was designed for manufacturers.

Another client working with an implementation partner received erroneous advice regarding their company structure in NetSuite. Following this guidance would have increased the time and effort required for invoicing and some project management tasks in the ERP system by at least six times. However, they had some doubts and talked to Sikich. We were able to make some adjustments and help them operate more efficiently.

HOW DIFFERENT ARE NETSUITE IMPLEMENTATIONS MANAGED BY SIKICH COMPARED TO THOSE PERFORMED BY NETSUITE?



"SuiteSuccess deployments managed by Sikich and those handled by NetSuite require roughly the same amount of time for similar clients."

MANCHESTER:

We always pursue the business results that clients want to achieve. A speedy completion of the project is important, but it's not always the overriding concern. We can deliver value with great efficiency and implement NetSuite functionality according to our clients' priorities. We might suggest additional, integrated software tools so you can gain a complete business management solution. The NetSuite team is trained and focused on NetSuite ERP alone.



"We can deliver value with great efficiency and implement NetSuite functionality according to our clients' priorities."

WEATHERHOLT:

Pushing for the fastest possible project completion will not always be in a client's best interest. It can greatly add to the value of an implementation if we consider the entire technology environment including integrations and supporting applications. A Sikich business process alignment may also be helpful, because you don't want to see current process inefficiencies persist in your new ERP system.

Outside of business process assessments, integrations, and other projects, SuiteSuccess deployments managed by Sikich and those handled by NetSuite require roughly the same amount of time for similar clients. Your project may take a little longer if we perform process assessments and other tasks that are not strictly part of the implementation, but we can assure you that these measures translate into better business results.

TAMULYNAS:

NetSuite specialists in a virtual collaboration with clients complete implementations in a sequence of one- to two-hour meetings. Clients sometimes mention that the schedule can be unpredictable. Sikich does most of the work onsite, according to a timetable that our clients agree to and which is known to the project stakeholders. We ask our clients to participate at every step of the way, so they always have a voice and a clear view of how the project unfolds and what its results will be.

SIMENDINGER:

We typically deliver all important ERP functionality in the first stage, even if it requires a customization or add-on software. For instance, for distribution companies in whose warehouses barcode scanning is standard procedure, it won't make sense for them to delay that kind of critical capability. We make sure the implementation meets their priorities.



WHAT'S THE BEST WAY TO MANAGE CUSTOMIZATIONS, INTEGRATIONS, AND DATA MIGRATIONS?

TAMULYNAS:

When you work with NetSuite directly, changing or extending the basic solution configuration can become challenging. To a degree, the NetSuite team can guide clients through the necessary steps. If that is not feasible, they will refer you to a partner. That means you have to engage with more than one organization. With Sikich you always have one point of contact, and we manage all tasks required to complete your implementation.

Data migrations and integrations with other business systems can have a huge impact on the success of your deployment, and there are many process and technical decisions involved. If these steps don't align with your business requirements, your NetSuite functionality and user productivity might be hampered.

WEATHERHOLT:

Customizing your ERP system to specific business needs does not necessarily delay a deployment or make the NetSuite environment more complex. We know how to make sure that integrations and customizations don't cause IT complexities and additional workloads down the road.

SHEA:

When we customize NetSuite for a client, we draw on existing code and expertise as much as we can. Like everything else we do, customizations, data migrations, and integrations are already scoped in the initial business process alignment, so they can be planned well in advance. And, if you don't need any customizations, data migrations, or migrations at all—working with NetSuite directly may be a good option for you.



"Like everything else we do, customizations, data migrations, and integrations are already scoped in the initial business process alignment, so they can be planned well in advance."

HOW DOES SIKICH MANAGE THE **PEOPLE AND TEAMS WORKING** WITH NETSUITE CLIENTS?

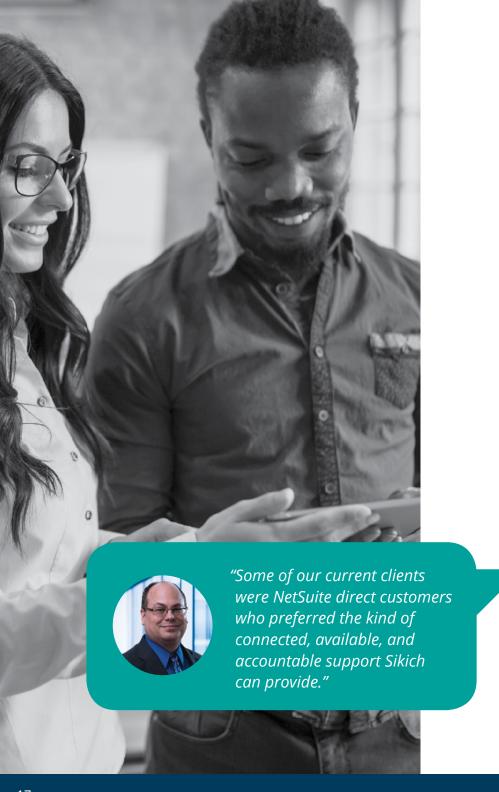
WEATHERHOLT:

We structure our teams for optimal consistency and continuity. It's an advantage that Sikich has little turnover. Clients tell us that their contacts may change repeatedly through the course of a project when they worked directly with NetSuite—not necessarily resulting from turnover, but because of corporate resource reorganization.

MCCAUGHEY:

Sikich consulting starts when you talk to the business development team and continues from there. We manage our communications and internal processes so that you don't need to recapitulate your concerns, but receive intelligent guidance and insight from the very first interaction, during the business process alignment, and in the actual implementation.





MANCHESTER:

Your Sikich project manager will be accountable while your implementation is in progress. When the project is complete, we smoothly transition to your client account manager, who will be responsible for our service delivery from then on. These individuals and the teams they belong to are all part of the Sikich service organization, and the same people are involved in Sikich sales, implementations, training, and ongoing support. When you let NetSuite handle your implementation, you deal with multiple teams responsible for sales, deployment, training, and support, and it can be challenging to manage all the transitions seamlessly.

WEATHERHOLT:

Even if we involve one of our partners to meet a client's specialized business requirements, we don't hand off the relationship—our project or account leads remain accountable.

SIMENDINGER:

Some of our current clients were NetSuite direct customers who preferred the kind of connected, available, and accountable support Sikich can provide. We enjoy getting to know our clients well and helping them grow with their technology. Also, we are always close to our North American clients in terms of locations and time zones, never offshore.

IS TRAINING TRULY IMPORTANT FOR USERS OF A MODERN CLOUD SOFTWARE LIKE NETSUITE?

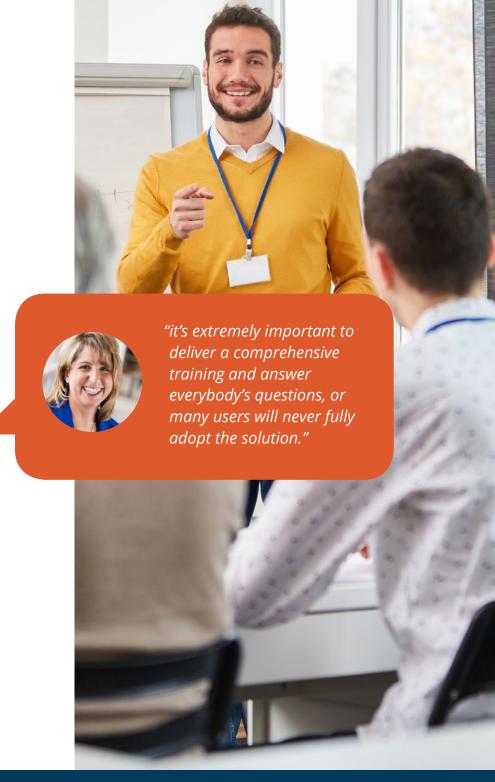
MCCAUGHEY:

Businesses are often so happy about the completed implementation that they can't wait for employees to start working with NetSuite, and they may be reluctant to invest in training. But it's extremely important to deliver a comprehensive training and answer everybody's questions, or many users will never fully adopt the solution.

When you organize a NetSuite training, eliminate distractions as much as you can, and invite everybody. You might need to offer redundant time slots so everybody can participate. Also, somebody has to be accountable for training materials and user documentation that reflect how the solution works in your business. This is a critical element of your long-term ERP success.

TAMULYNAS:

Businesses using NetSuite should expect that major solution updates happen twice a year. In the cloud, the software changes take place without any need for our clients to do anything. Sikich is one of the NetSuite partners testing these upgrades before they are propagated. We also deliver any training and support that our clients may require to gain the full benefit of these enhancements.



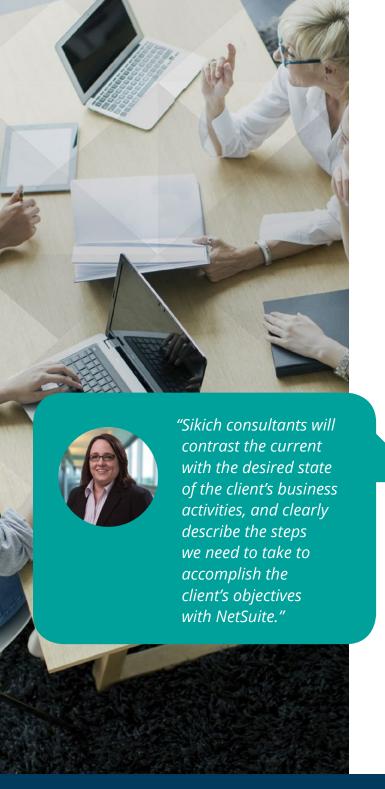


SIMENDINGER:

When we train users on NetSuite, we adjust the content to the individual company and its processes. We refer to the client's own system with its items and vendors, whereas NetSuite generally uses a sample database that may not well represent how a company operates. For example, a distributor's employees might want to learn how to pick, pack, and ship, using NetSuite. But another company's workers may print a sales order and then ship immediately. If you train these workers on the same, standard steps, you're not helping them.

SHEA:

NetSuite provides all of its training online. We deliver at least the most critical portions in person and at clients' places of business, because that way we can tailor training to individual conditions and answer everybody's questions.



DO YOU HELP CLIENTS VERIFY THE SUCCESS OF A NETSUITE DEPLOYMENT?

MANCHESTER:

We identify and define critical success factors, including KPIs and metrics for a NetSuite deployment, very early in the sales process. We refine and revise them, and document our progress, during the business process alignment and throughout our collaboration with a client. At the end of the project, clients sign off on what we achieved together, and then we help them define and pursue the objectives for the next stage of the solution's lifecycle.

WEATHERHOLT:

We always get buy-in from the client before we finalize the goals for a NetSuite project and set priorities for it. Sikich consultants will contrast the current with the desired state of the client's business activities, and clearly describe the steps we need to take to accomplish the client's objectives with NetSuite.

SIMENDINGER:

Many clients' goals sound similar, like consolidated financials or greater transparency in reporting. However, how exactly they translate into processes and NetSuite configurations may be very different from one industry to another, or even among individual companies. That's where it pays off that we take the time to become deeply familiar with our clients' operations, challenges, and goals.

HOW CAN CLIENTS AVOID FAILING **IMPLEMENTATIONS THAT REQUIRE TURNAROUNDS?**

MCCAUGHEY:

I can't emphasize enough that preparation is critical in the success of a NetSuite deployment—but it is difficult to properly prepare for something you've never done before. We always help you realistically assess the time, funding, people, and resources needed on an ERP implementation, and create a project roadmap for you. We check assumptions and progress toward the client's objectives at every step of the way.

WEATHERHOLT:

When we are asked to turn around a failing NetSuite deployment that is already underway, we often see that the clients lost visibility of their project. They signed off on a set of goals, schedules, solution capabilities, and other specifics, but then the implementation proceeded without regular validation checkpoints from the business stakeholders. The implementing team can be extremely efficient that way, but losing sight of your goal becomes a real risk. Clients need to remain in control of the deployment effort, and it needs to remain fully transparent for them.





MANCHESTER:

We sometimes recover straying ERP projects when the main goal was to go live on NetSuite as quickly as possible. That can compromise the critical outcomes the business truly needs for the solution to be of value. When you work with Sikich, the strategic vision and the business value of NetSuite is never out of sight.

SHEA:

NetSuite deployments can fail when companies and implementers did not properly consider all the integrations and data migrations that need to take place. The result is that the ERP system becomes one more of several disparate technologies instead of the business management platform the stakeholders were anticipating. It won't come to this with the right preparation and planning.

WHAT DO CLIENT RELATIONSHIPS WITH SIKICH LOOK LIKE?



"Clients commit to a Sikich engagement with the expectation of a sustained relationship based on shared goals and values."

MANCHESTER:

When we commit to an engagement, we aim to become a partner to that client, not just a vendor, and we hope that the client feels the same way. Being a partner is something we need to earn in every client relationship. It's how we feel we can be of most value and help companies succeed. Instead of fitting software modules to business processes, we learn about clients' businesses and look for ways to provide long-term business enablement by means of technology and services.



"When we commit to an engagement, we aim to become a partner to that client, not just a vendor, and we hope that the client feels the same way."

MCCAUGHEY:

Clients commit to a Sikich engagement with the expectation of a sustained relationship based on shared goals and values. We look to add value as companies evolve and mature long past their first ERP implementation. Our account managers visit with clients quarterly to learn about any changes and ensure that we continue making a vital contribution to their business.

We also facilitate events like user groups and webinars to enable intercompany networking and learning to complement our services. What's more, if you're evaluating Sikich as your potential partner for a NetSuite implementation, you should be aware of our other business and IT services. Sikich evolved out of a financial services company and provides accounting, tax, and auditing services to some of the same clients who engage with us on technology. We also deliver a large portfolio of other IT managed services.

SHEA:

Our clients are very generous in referring new prospects to us. I don't think they would do so if they would not feel we're taking good care of their business and technologies.

HOW CAN CLIENTS BEST REAP THE FULL VALUE OF WHAT SIKICH HAS TO OFFER?

SIMENDINGER:

During a NetSuite implementation, you need to dedicate a skilled, empowered project manager to the effort—somebody who can get things done and knows how to align people and business groups behind the company's goals. When it's time for solution testing, for example, the project manager has to be able to ensure participation from the people in the business groups. The project manager will work most closely with the Sikich project manager. This could be somebody from IT, but that's not always necessary or even helpful.

The executive sponsor has to back the project manager and remain involved in the ERP project. In spite of all the published guidance that emphasizes how essential this role is, too often the executive sponsors still think their nominal support or occasional participation are enough. They really need to be visible, active contributors, or your NetSuite deployment might not yield the outcomes you wish to see.







"Deploying an ERP system is an important milestone in the life of a company. It takes a serious commitment from the entire organization to pull it off. Companies often underestimate how much time and work is required from them."



WEATHERHOLT:

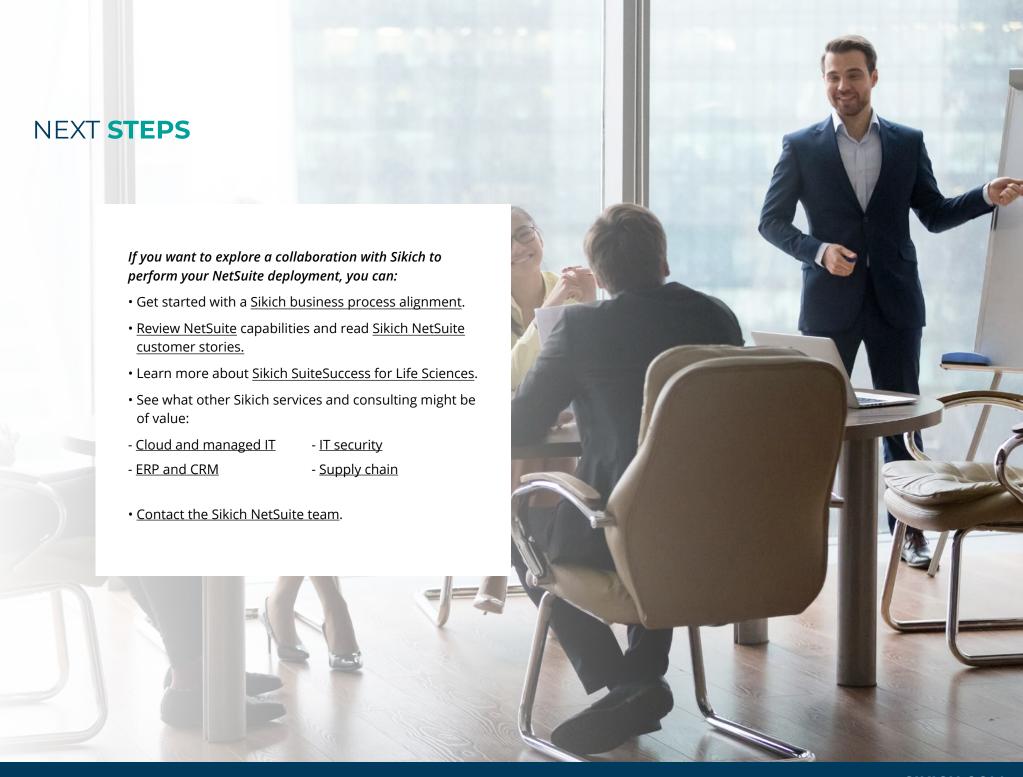
Deploying an ERP system is an important milestone in the life of a company. It takes a serious commitment from the entire organization to pull it off. Companies often underestimate how much time and work is required from them. IT has to be closely involved, of course, but the business groups with a stake in the new solution also need to make themselves available. Our clients' share of the deployment project workload matches ours.

MANCHESTER:

If you are concerned that an ERP deployment could be risky, or that it might not meet your compliance requirements without specialized consulting, Sikich is highly expert at completing complex projects in a predictable, low-risk manner. We also bring to bear a large portfolio of software IP that can help you address such challenges as streamlining and strengthening regulatory compliance in different industries, enabling professional services companies to perform their often complex billing efficiently, or recognizing revenue across multiple teams.



"If you are concerned that an ERP deployment could be risky, or that it might not meet your compliance requirements without specialized consulting, Sikich is highly expert at completing complex projects in a predictable, low-risk manner."





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ABOUT SIKICH

Sikich is a national technology consultancy with a single-minded focus on improving business performance by deploying best-fit technology solutions. We help our clients understand "what could be", help them set priorities, and take responsibility to deliver transformative digital strategies.

To learn more about Sikich, go to_www.sikich.com/technology_ or contact info@sikich.com.



