

A top-down view of three business professionals in a meeting. They are seated around a dark wooden table, looking at documents and talking. The scene is brightly lit, and the overall atmosphere is professional and collaborative.

REALIZING VALUE THROUGH ERP

5 KEY STRATEGIES TO DRIVE BUSINESS PROCESS IMPROVEMENT

Presented by Jeff Carr & Rich Sides

A top-down view of a business meeting around a dark wooden table. Three people in business attire are leaning over the table, looking at documents. The scene is brightly lit, and the overall atmosphere is professional and collaborative.

BEFORE WE BEGIN...

5 KEY STRATEGIES TO DRIVE BUSINESS PROCESS IMPROVEMENT



QUESTIONS?

P l e a s e u s e t h e c h a t f e a t u r e

ULTRA CONSULTANTS

Helping organizations select the right technology, improve business performance, and manage their transformation



Founded in 1994



Clients Throughout North America



100% Vendor Independent



Focused on Manufacturing and Distribution

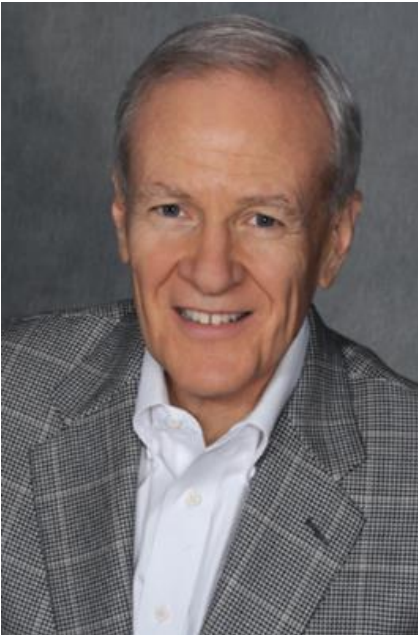


Over 300 Successful Projects



JEFF CARR

CHIEF EXECUTIVE OFFICER, ULTRA CONSULTANTS



- CEO and Founder
- Extensive industry experience: distribution and manufacturing
- Served over 1000 manufacturing and distribution companies
- Author of industry leading enterprise technology insights
- Founded Ultra in 1994

*Jeff has **OVER 40 YEARS OF EXPERIENCE** in manufacturing and technology. He is a **LEADING EXPERT ON ENTERPRISE TECHNOLOGY** vendors and Enterprise Systems best practices.*

RICHARD SIDES

CHIEF OPERATIONS OFFICER, ULTRA CONSULTANTS



- Operational, management consulting, ERP system implementation, senior executive roles
- Process, food & beverage and discrete manufacturing
- Developing IT strategies, designing production and inventory systems, implementing business process improvements

*Rich has **OVER 25 YEARS OF EXPERIENCE** in manufacturing and technology industry as a **SENIOR EXECUTIVE** within manufacturing, management consulting, and the software industries.*

Agenda

- “The How To” of Evaluating a Company
 - Real World Examples
 - What’s Key to Consider During Acquisition?
-

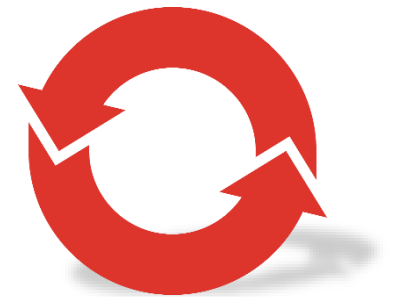


THE “HOW TO” OF EVALUATING A COMPANY



EVALUATE THE BUSINESS PROCESSES

- Document a systems context diagram
- Build a current state maps
 - Level 0 – value stream of processes
 - Level 1 – integration
 - Level 2 map – shows the integration points, waste and redundancies
- Identify opportunities for improvement
- Allow us to clearly see issues in an enterprise wide system



CURRENT STATE ANALYSIS

Current State Reviews

- Process Owners and Teams
- Process Review Workshops

Document Current State

- Level 0: Business Model & Value Streams
- Level 1: Business Process Inventory
- Level 2: Functional Process Flows

Current State Review & Documentation Scope

Sales/Customer Service	Quality	Purchasing/Sourcing
Warehouse	Product Data Management	Logistics
Supply Chain	Accounting	Order Fulfillment
Production	Data, Forms, Reports	Inventory Management
Finance/Accounting	Master Data Management	Manufacturing
Quality Assurance	Picking/Packing	Scheduling

CURRENT STATE ANALYSIS

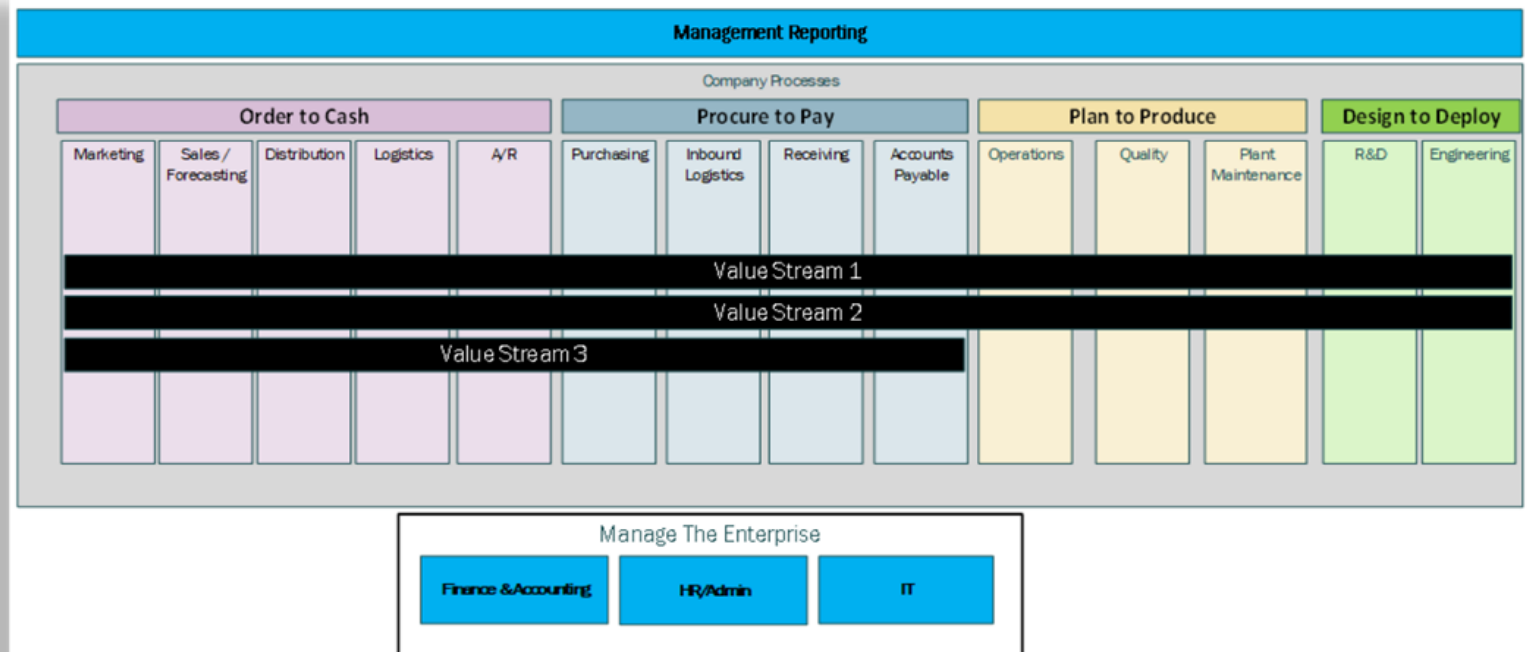
Current State Reviews

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Document Current State

- Level 0: Business Model & Value Streams
- Level 1: Business Process Inventory
- Level 2: Functional Process Flows

Sample Level 0



CURRENT STATE ANALYSIS

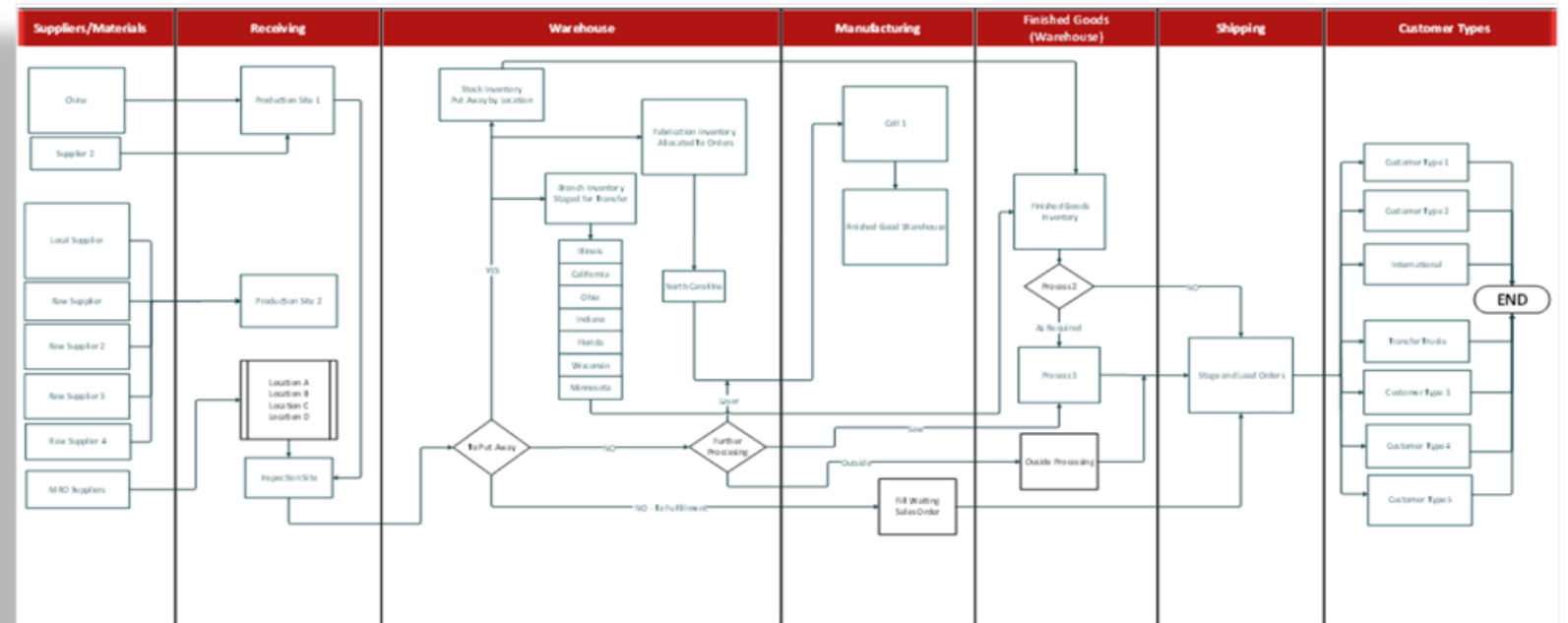
Current State Reviews

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Document Current State

- Level 0: Business Model & Value Streams
- Level 1: Business Process Inventory
- Level 2: Functional Process Flows

Supply Chain Map



CURRENT STATE ANALYSIS

Current State Reviews

- Process Owners and Teams
- Process Review Workshops

Document Current State

- Level 0: Business Model & Value Streams
- Level 1: Business Process Inventory
- Level 2: Functional Process Flows

Business Process Inventory Sample

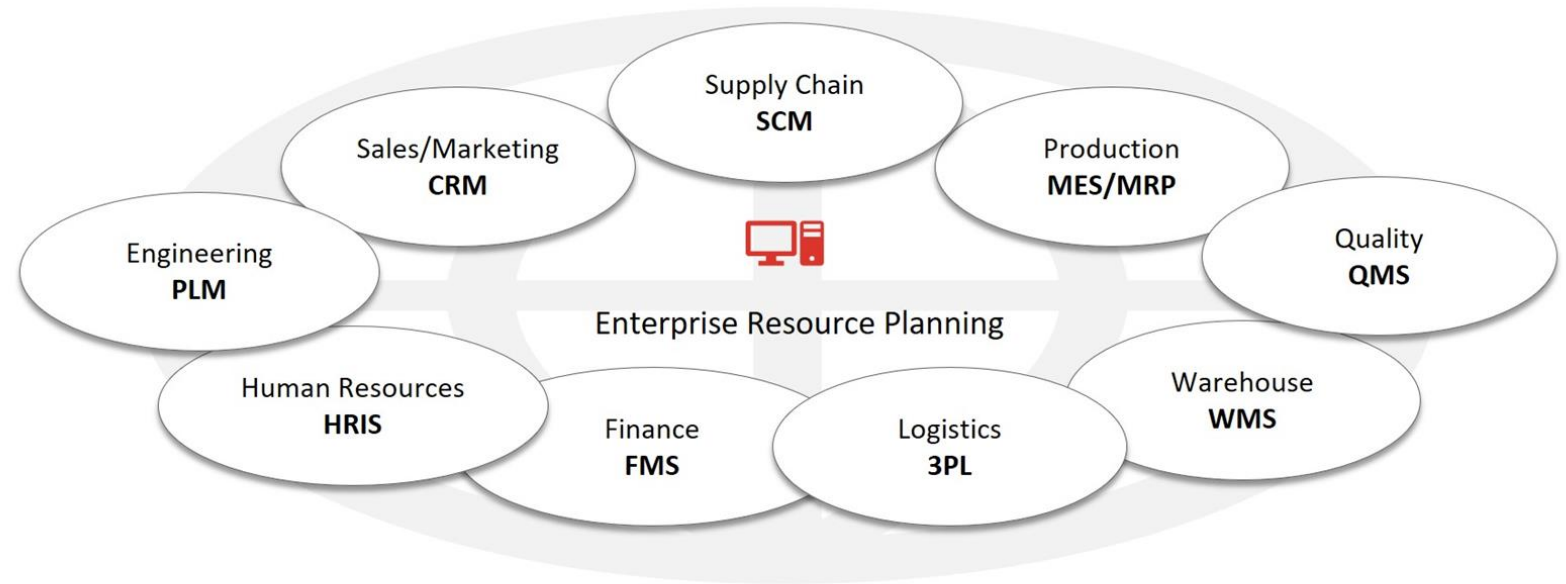
Business Flow	Process Name	Sub-Process / A Company Name	Task Description	Business FunCompanyon (level 0)	Systems
Design to Deploy					
Scenarios					
Design to Deploy	Master Data Management	Create Product Codes		Varies	wint
Design to Deploy	Master Data Management	Manage Product Code FG/RM	FG Prod Codes are Customer specific	Varies	wint
Design to Deploy	PLM and Change Management	FG	Approvals for FG and RM, but diff. process		Manual
Design to Deploy	PLM and Change Management	RM	Approvals for FG and RM, but diff. process		Manual
Design to Deploy	PLM and Change Management	Enter/Manage BOM		Varies	wint, GS
Design to Deploy	PLM and Change Management	Maintain Master Print Log	varies by branch	Quality	Excel
Design to Deploy	PLM and Change Management	Change Orders	no formal ECO system	Engineering	GS
Design to Deploy	Product Design and Engineering	Create Internal Labor Quote		Engineering	Excel
Design to Deploy	Product Design and Engineering	Design New Product		Engineering	SolidWorks, wint
Design to Deploy	Product Design and Engineering	Requirements	packaging requirements, finished part	Engineering	wint
Design to Deploy	Product Design and Engineering	process Requirements	Company dictates machine	Varies	wint, GS
Design to Deploy	Product Design and Engineering	Create CAD Design		Engineering	SolidWorks, wint
Design to Deploy	Product Design and Engineering	Design/Decide Quality Plan	cost center may do more quality checks than	Quality	Manual
Design to Deploy	Product Design and Engineering	Design Tooling/Fixture	for produCompanyon, go no go gages, check	Engineering	SolidWorks, wint
Design to Deploy	Product Design and Engineering	Obtain welder certifications	welder certifications	Quality	Manual
Design to Deploy	ProduCompanyon Release & Support	Engineering Support		Engineering	Manual
Design to Deploy	ProduCompanyon Release & Support	Approval		Varies	Manual
Design to Deploy	ProduCompanyon Release & Support	Launch New Product	Release/Handoff design/process to	Varies	Excel
Opportunity to Cash	Master Data Management	Manage Customer Master	managed by Credit / special	Customer Support	wintegrate
Opportunity to Cash	Master Data Management	Manage Customer to Product	Assignment of customer part numbers linked	Customer Support	wintegrate
Opportunity to Cash	Master Data Management	Manage Value Added Services	separate line item added to each order for	Sales	wintegrate
Opportunity to Cash	Master Data Management	Manage Customer Pricing	upload customer contract pricing , we also	Sales	wintegrate
Opportunity to Cash	Master Data Management	Manage Sales Regions	Assignment of accountabilitites	Sales	Wintegrate
Opportunity to Cash	Master Data Management	Manage Sales Order Types	is this reports - open order report - late order	Customer Support	Wintegrate
Opportunity to Cash	Master Data Management	Manage Salesforce	Maintained by IT with Branch support	IT	wintegrate
Opportunity to Cash	Billing and Cash Management	Startup & Support - New	Includes quoting set-up, credit terms, branch	Finance	wintegrate
Opportunity to Cash	Billing and Cash Management	Invoice & Revenue Recognition	Except Company Power invoicing happens at	Finance	wintegrate
Opportunity to Cash	Billing and Cash Management	Manage Credit Memos &	Credit memo's by Branches, Tax and	Finance	wintegrate
Opportunity to Cash	Billing and Cash Management	Manage Contracts and	Supply informally managed via emails, pricing	Sales	manual
Opportunity to Cash	Opportunity Generation	On-line Presence, Social Media	Pricing not always correct, minimal use for	Sales	multiple manual
Opportunity to Cash	Opportunity Generation	Sales Support Materials General	Not formally managed/line cards, sales book,	Sales	multiple manual
Opportunity to Cash	Opportunity Generation	Promotional Materials,	Minimal use of campaigns	Sales	manual
Opportunity to Cash	Opportunity Generation	Targeted Marketing and	Not formal but is used at times	Sales	manual
Opportunity to Cash	Opportunity Generation	Lead Management	Not rigorous - some use	Sales	EZSelect

MORE THAN “TRANSACTIONAL EFFICIENCY”

Typical Operational Improvement Areas

- Inventory
- Planning
- Scheduling
- Forecasting

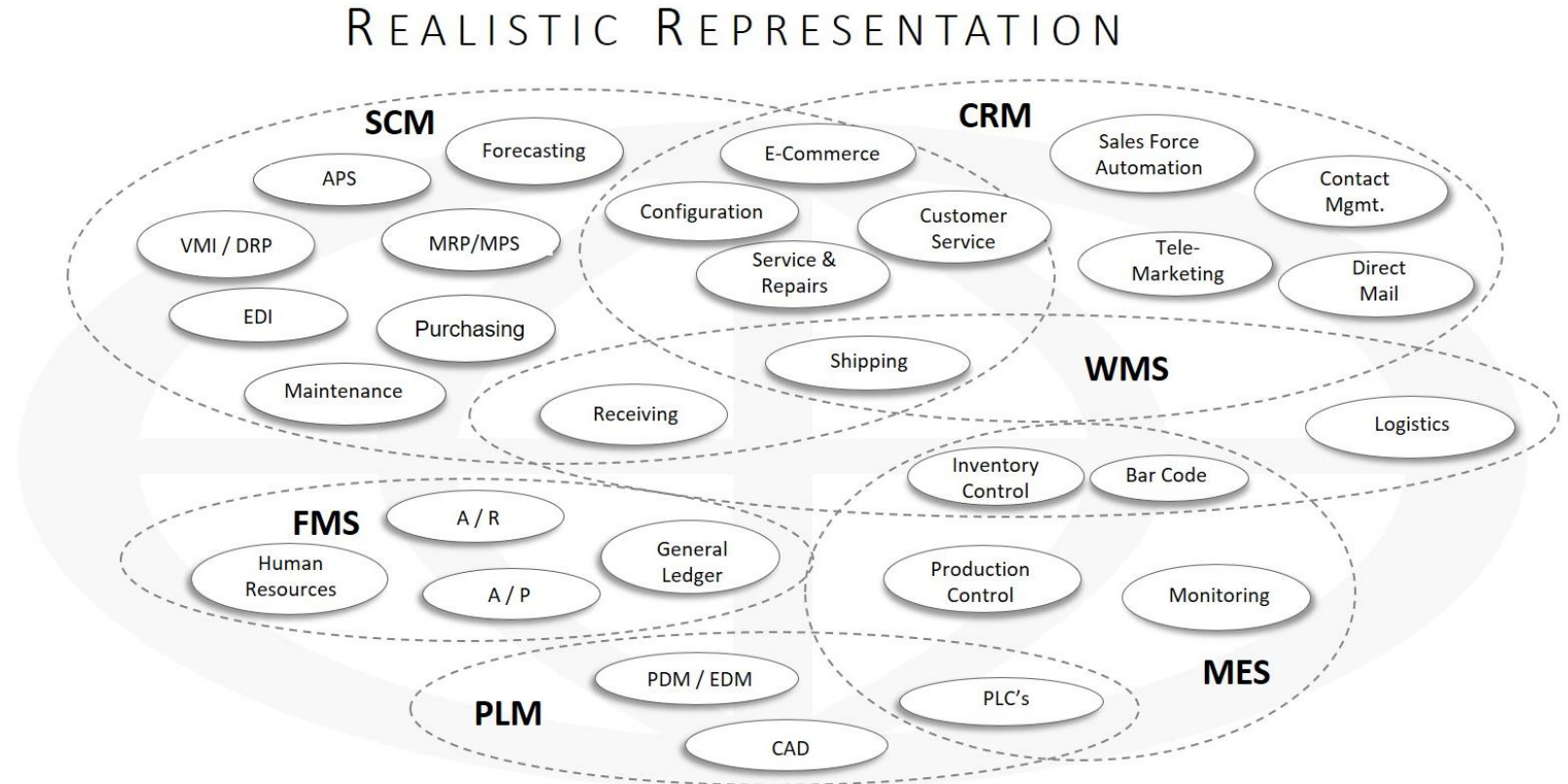
Typical Representation



MORE THAN “TRANSACTIONAL EFFICIENCY”

Typical Operational Improvement Areas

- Inventory
- Planning
- Scheduling
- Forecasting



BUSINESS PROCESS MATURITY

Why analyze your current state?

- Understand the issues and opportunities
- Address needs for change
- Inventory all processes and data
- Compare to best practices
- Assess business process maturity



BUSINESS PROCESS MANAGEMENT



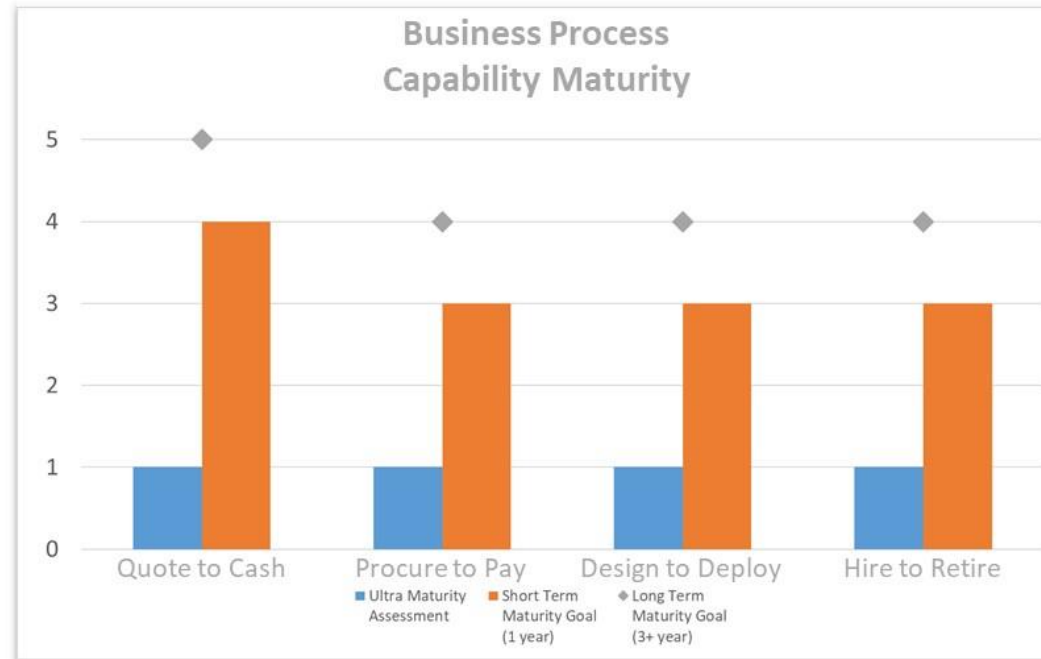
EVALUATE BUSINESS PROCESS MATURITY

Process - Technology - Culture
Capability Maturity

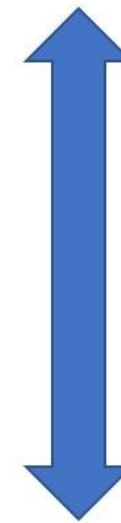
Best in Class
Automated
Adaptive



Uncompetitive
Manual
Constrained



Industry Leadership
Maximized Potential
Realized Value

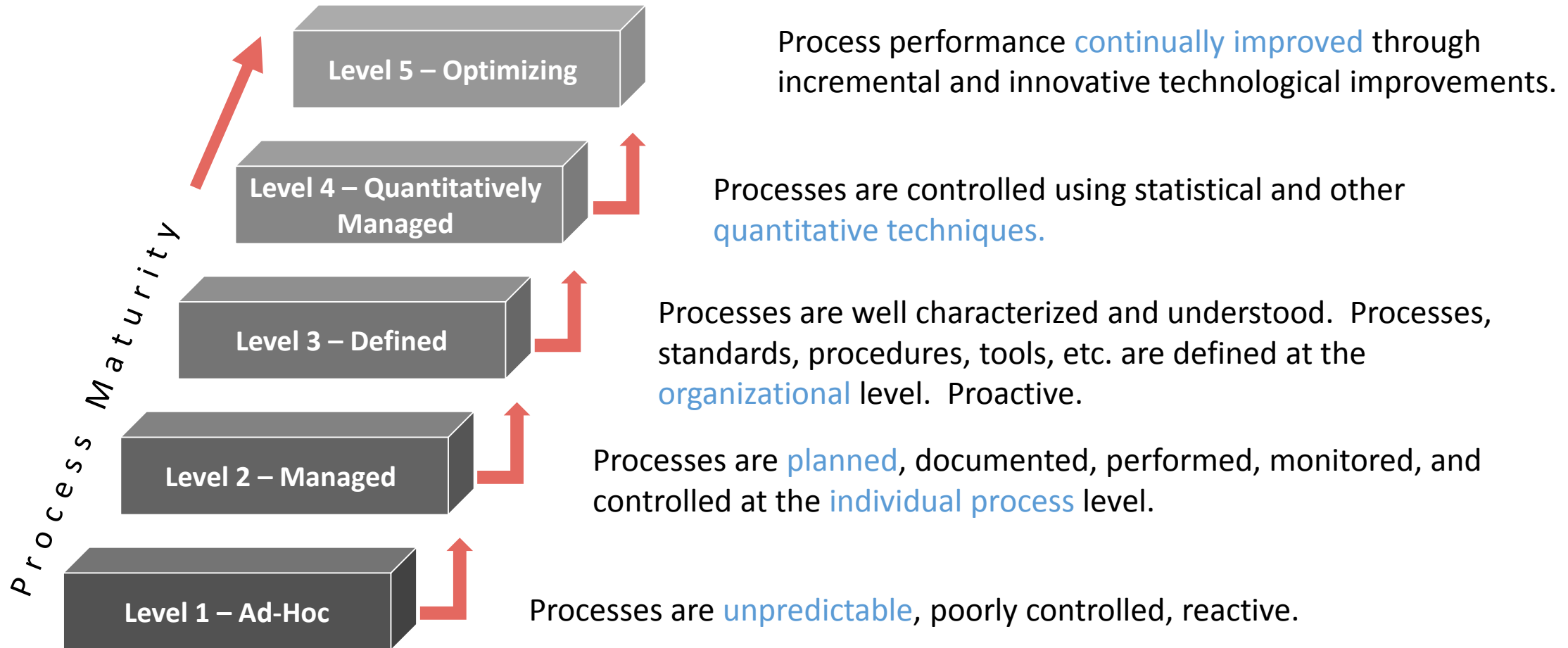


Expense Costs
Prescriptive
Industry Laggard

CAPABILITY MATURITY DEFINITION SUMMARY



PROCESS CAPABILITY MATURITY MODEL (CMMI)

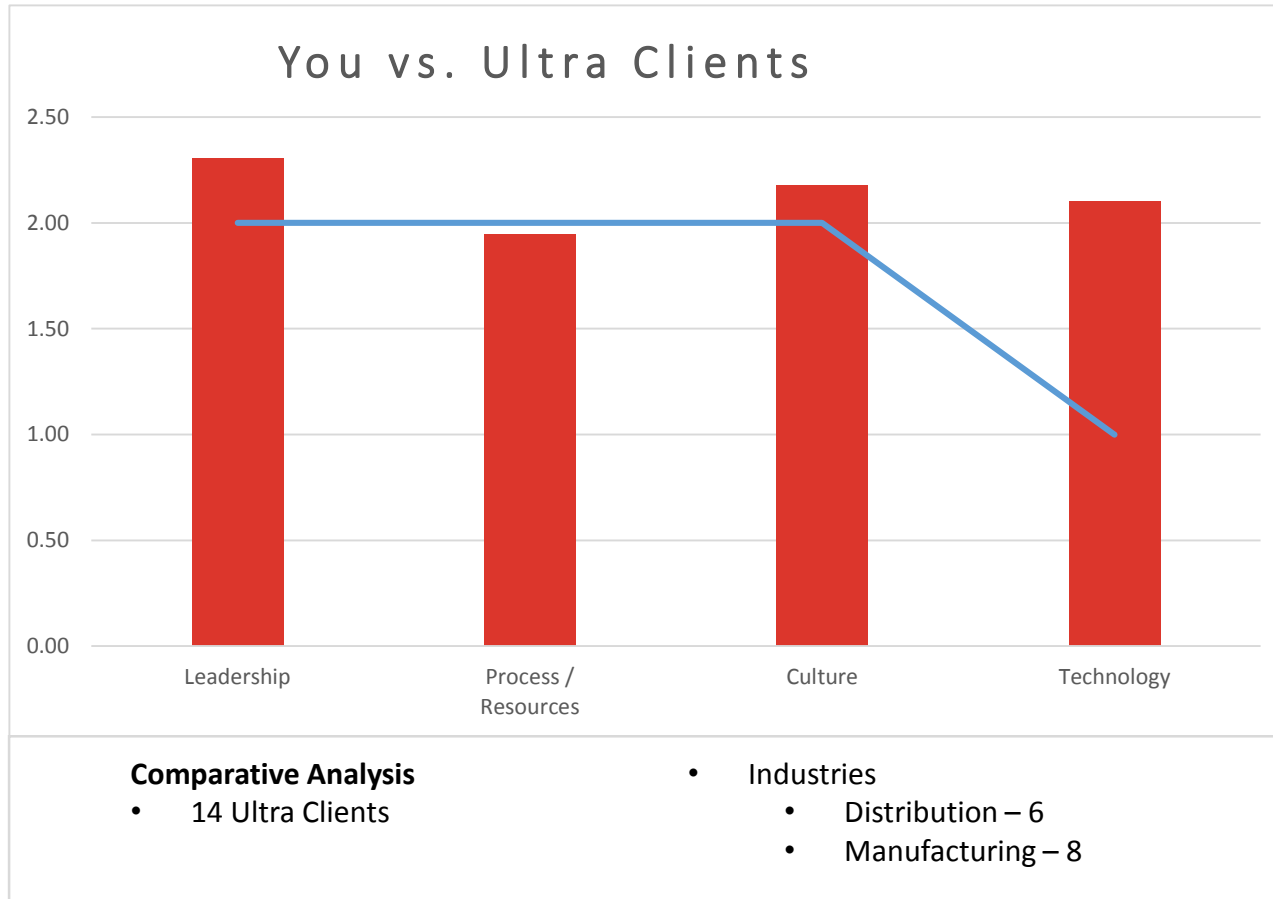


LOOKING DEEPER

- Manufacturer of truck accessories to OEM, aftermarket
- Best in Class vs. Current State Gap Identification



HOW DO YOU STACK UP AT THE STARTING GATE?



Summary

- You are in good shape at starting line
- Pro-active discussion & planning at forefront
- Open minded to change; engaged in alternative thinking & approaches

LEADERSHIP – ASSESSMENT SUMMARY



Appreciation Strategy Humility
Commitment Responsibility Listening
Integrity **Leadership** Honesty Communication
Values Purpose Determination
Passion Principles

Ultra Assessment – Level 2

- Leadership team is actively engaged & supports project efforts & requirements
- Demonstrated support of the project company wide
- Lack of ownership enabling “cultural hangover” of previous leadership practices (Level 1)
- Lack of executive presence

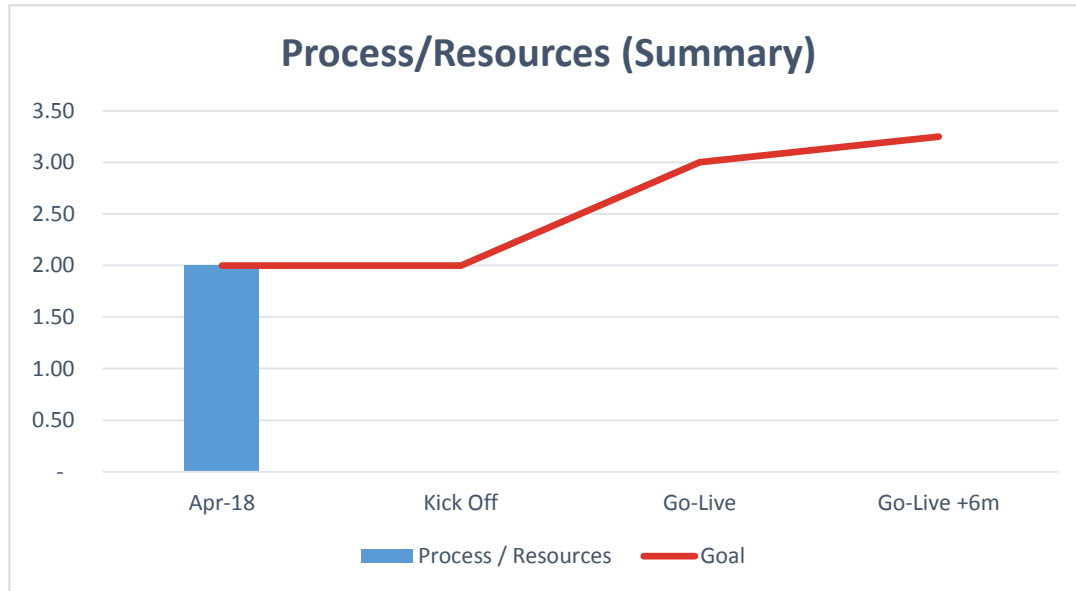
Goal Requirements – Level 3

- Continually engage team at all levels – embody your company
- Continue down the path of building out strong leadership team
- Prepare to own and lead Company through implementation

LEADERSHIP – CRITICAL SUCCESS FACTORS (CSF's)



PROCESS/RESOURCES – ASSESSMENT SUMMARY

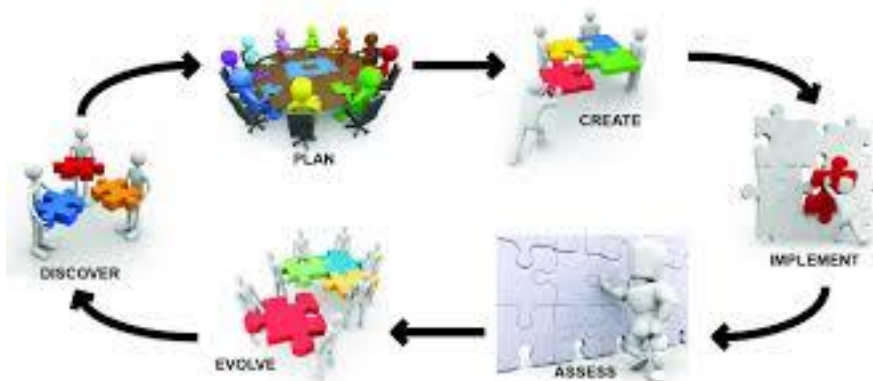


Ultra Assessment – Level 2

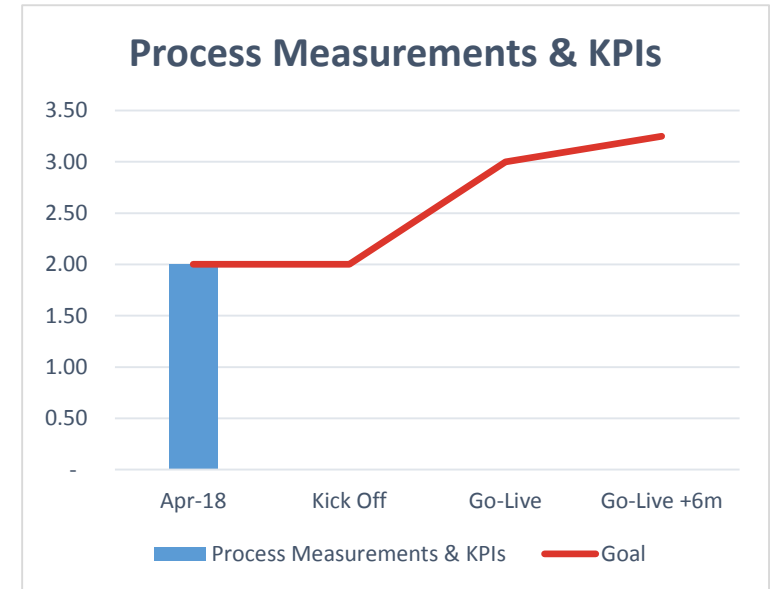
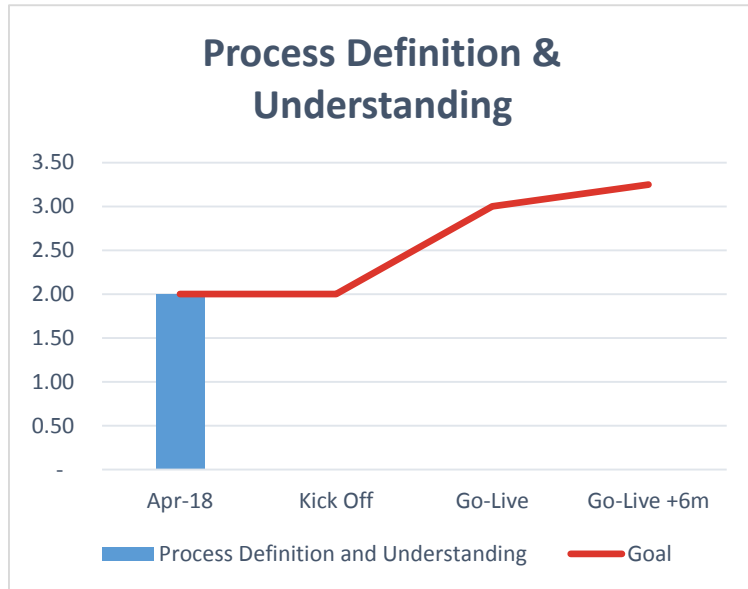
- Processes are documented but remain siloed across company
- Current state processes are well understood within each function
- Process management based on output and expectations
- KPIs are not fully defined with inconsistent application across processes

Goal Requirements – Level 3

- Through the implementation project company will define and document processes at a detailed level
- KPIs should be defined against new processes with tools (reports/dashboard/alerts/workflow) enabled to monitor KPI value to target

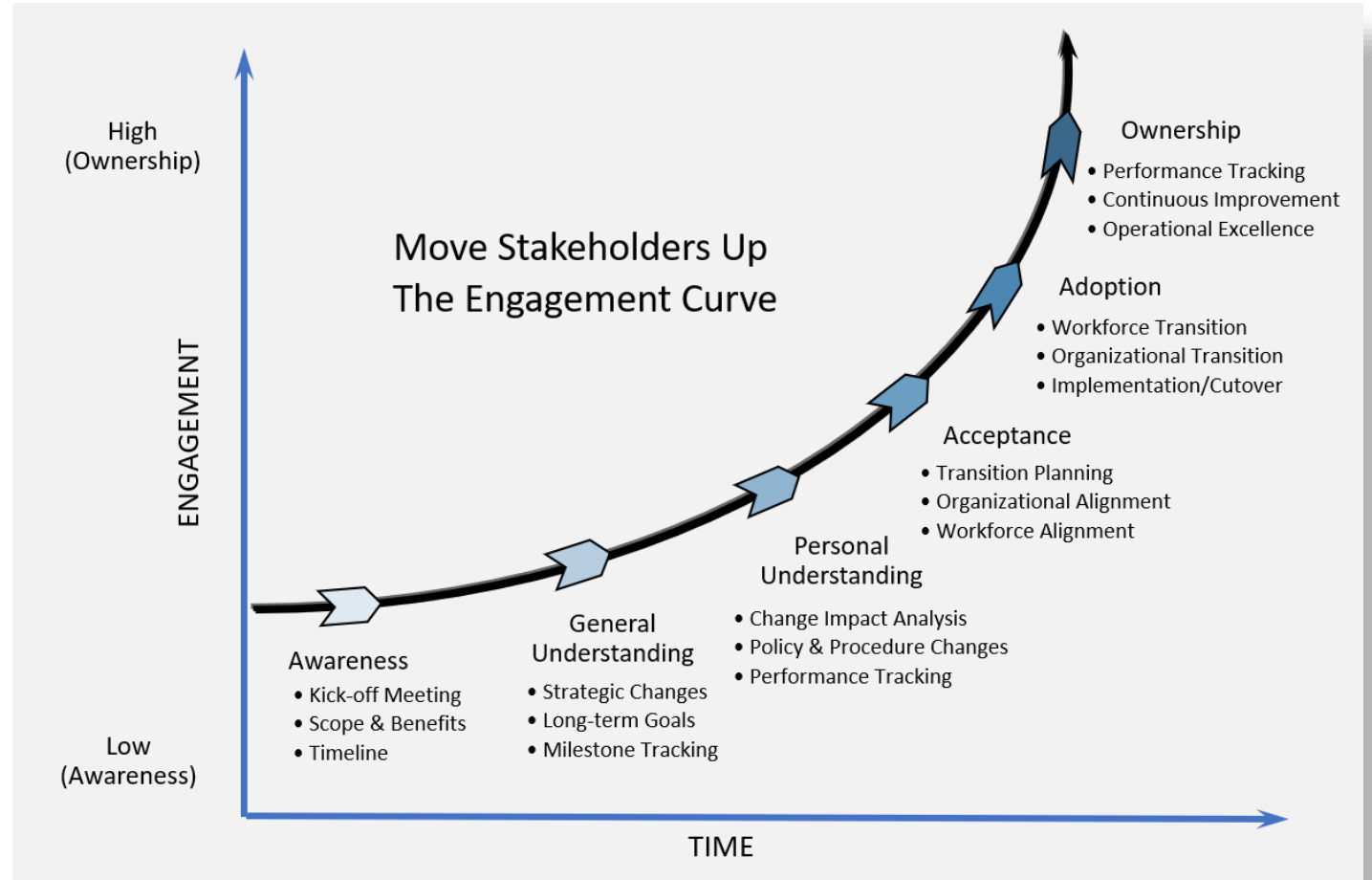


PROCESS – CRITICAL SUCCESS FACTORS (CSF's)

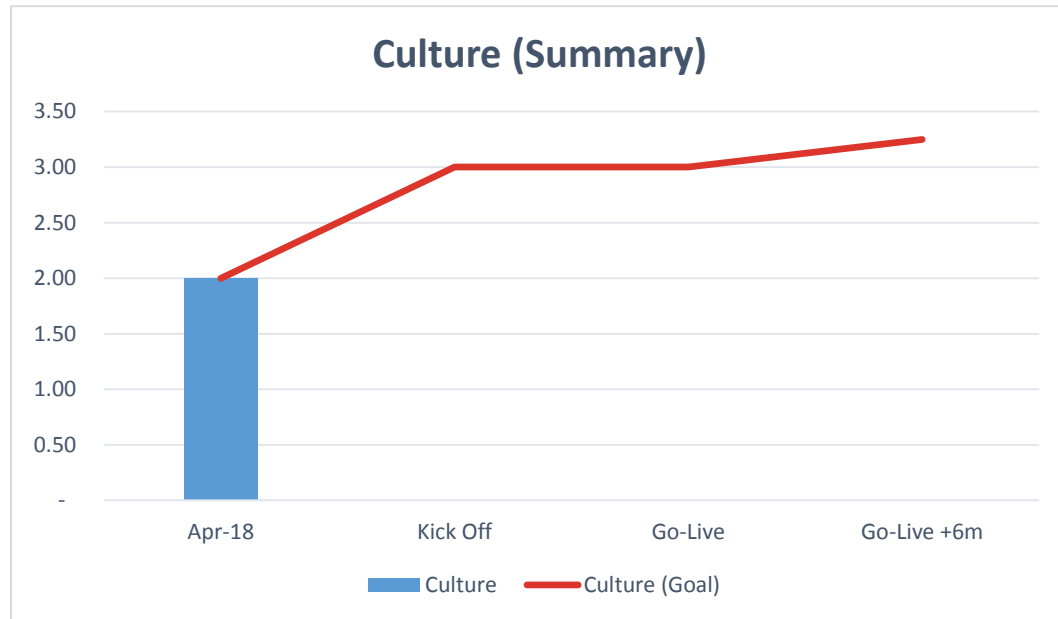


ASSESS STAKEHOLDERS

- ✓ Culture
- ✓ Management
- ✓ History of Change



CULTURE – ASSESSMENT SUMMARY



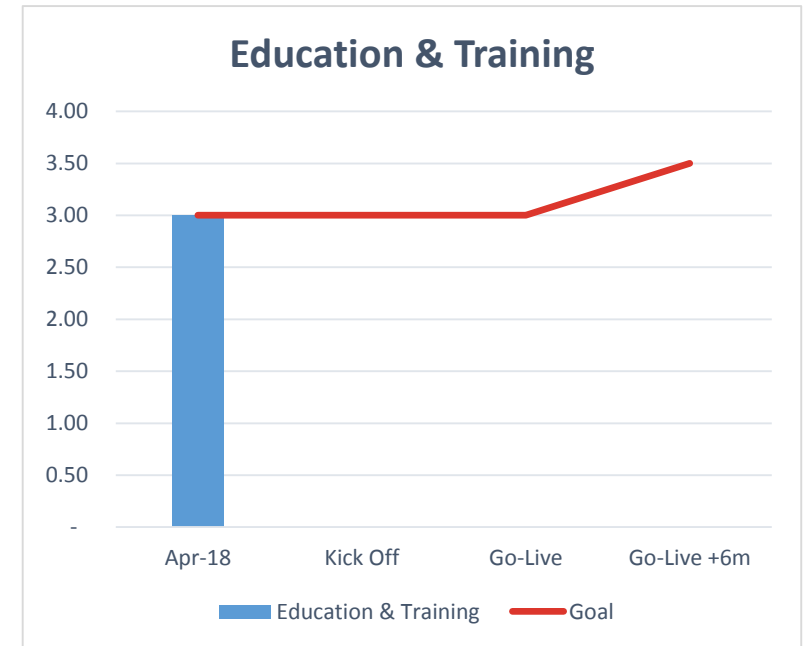
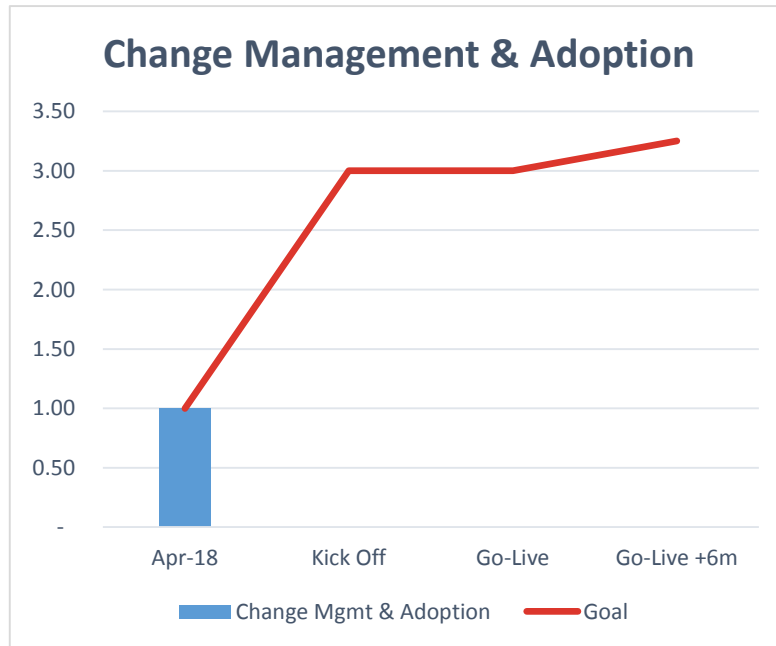
Current Assessment – Level 2

- Lack of experience with change of this magnitude
- Historically implementation have been rocky, lack of organizational confidence
- Lack of robust communication model to support change of this magnitude
- Acknowledgment of need for OCM activity
- Organization is excited about the project

Goal Requirements – Level 3

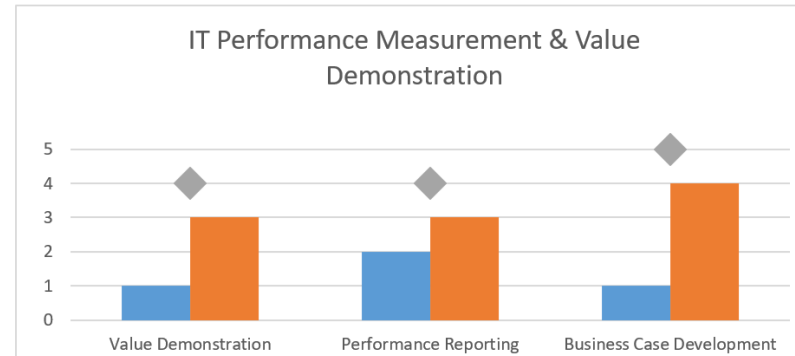
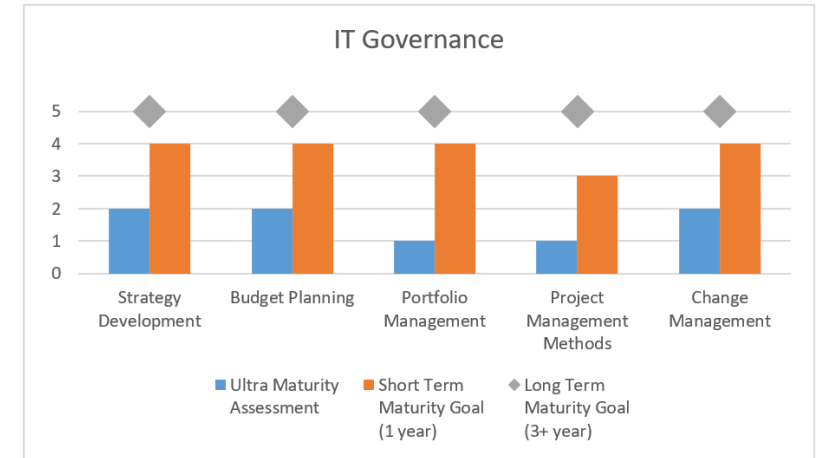
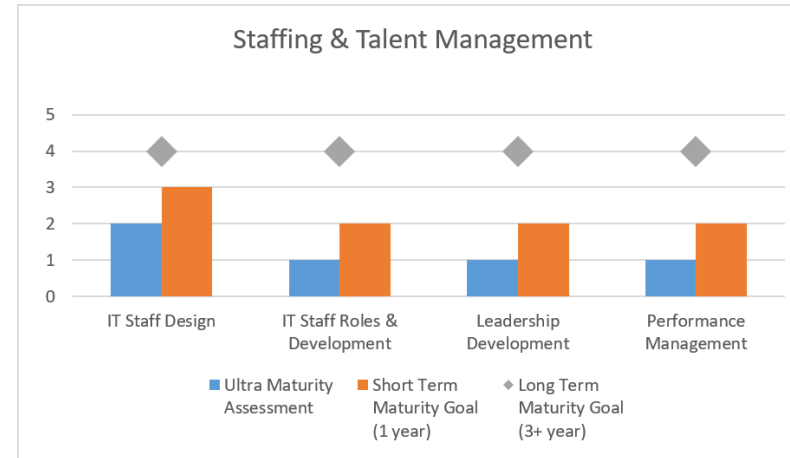
- On-going communication plan needs developed – capable of delivering clear, concise and consistent project communication company wide
- BPO's (business process owners) should be able to articulate their expectations of their role on the project
- A culture of accountability & cross-functional collaboration should continue to be promoted

CULTURE – CRITICAL SUCCESS FACTORS (CSF's)

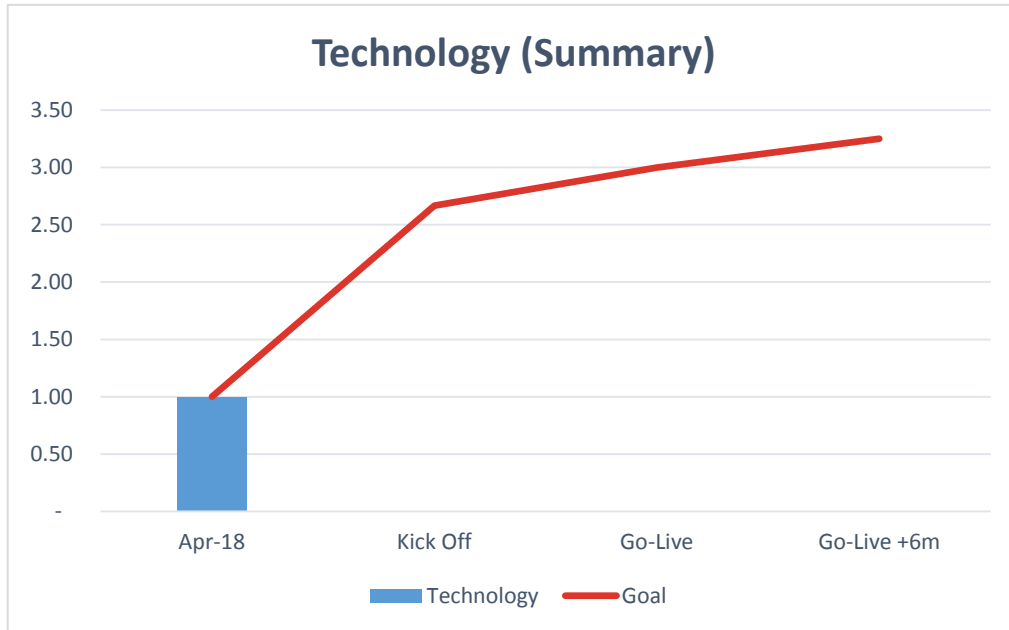


ASSESS IT ENVIRONMENT

- ✓ **Technology assessment**
 - Interfaces, integration
- ✓ **ITIL IT Processes**
 - Disaster recovery, business requirements, buy in PMO, launch, change, support
- ✓ **Assess team resources, IT team**



TECHNOLOGY – ASSESSMENT SUMMARY



Current Assessment – Level 1

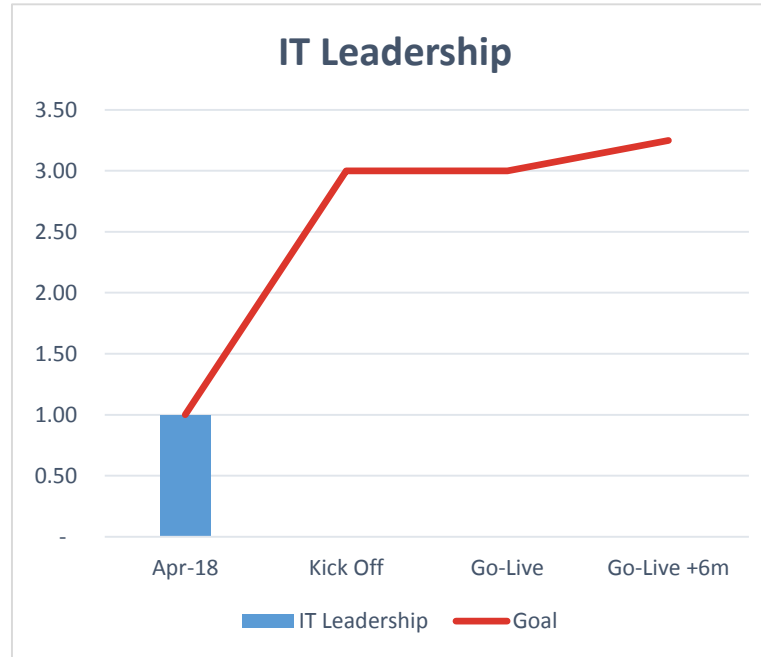
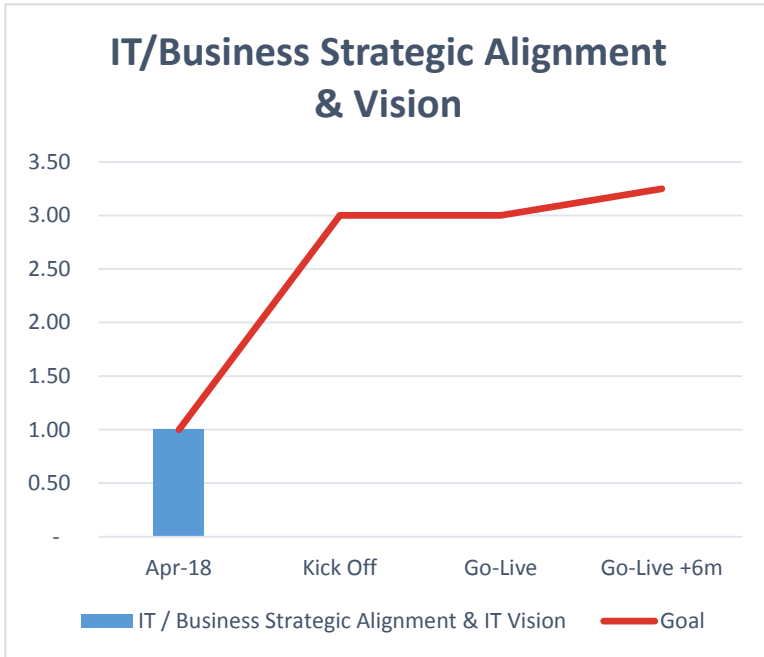
- IT orientated to “keeping the lights on” – reactive development & issue resolution
- IT resources are managed re-actively, adding expertise & solving problems after the fact
- Lack of engagement with ERP project

Goal Requirements – Level 3

- Hire an IT executive that can build an IT Center of Excellence organization, lead ERP, and support the business post go-live
- Shift IT focus to providing optimized value to the business through enablement of business strategy, efficiency, & controls
- IT staff model is pro-actively developed based on future state support needs/requirements

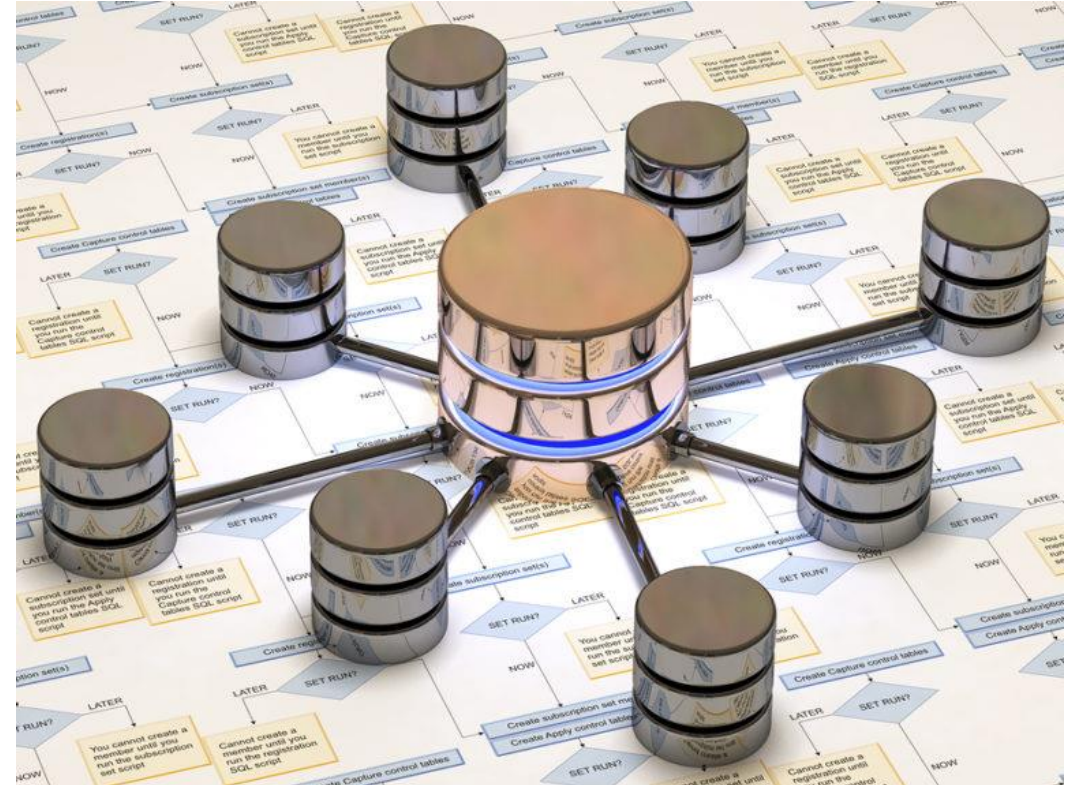


TECHNOLOGY – CRITICAL SUCCESS FACTORS (CSF's)



ASSESS MASTER DATA

- **Disparate Item Masters**
 - 3 sets systems
 - 3 sets master data
 - Multiple vendors
- **Improvement Opportunity Areas**
 - State of vendor lists, item lists, customer lists
 - Cost savings potential



REAL WORLD EXAMPLES



MERGER - HEAVY DUTY VEHICLE REPAIR

Company Background

- Industry leader in manufacturing and distribution with a full line of waste handling equipment
- Provides repair, maintenance and installation services to its hauler customers on refuse trucks, roll-off hoists, street sweepers and compactors.

Project Drivers

- Disparate systems
- Growth targets
- Optimize processes
- Manage multiple locations



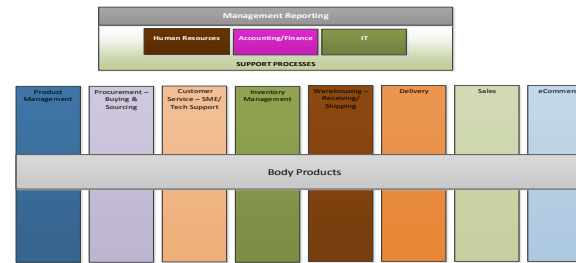
MERGER - HEAVY DUTY VEHICLE REPAIR

Valuation that comes from rationalization of processes, systems and master data

Business Process Improvement

- Current State analysis
- Alignment of Resources/Organizational Commitment
- Established Project Charter
- Definition of future state systems and processes
- Selection and implementation of core ERP that can support company growth

MERGER - HEAVY DUTY VEHICLE REPAIR



Human Resources	Accounting / Finance	IT	Product Management - Product Development	Procurement - Buying/Sourcing	Customer Service - SME	Inventory Management	Warehousing - Shipping/Receiving	Delivery	Sales
Hiring	Payroll	Sage	Identify new products	Establish Min/Max/EOQ	Respond to Customer Inquiries	Reorder Parts	Pick	Load Truck	Account Management
Training	AR	Excel	Create parts in system	MRP	Build Draft Shopping Cart - Republic	Manage min/max reorder points - safety stock	Pack	Deliver	SME
Benefits	AP	Quickbooks	Part research	Vendor Performance	Order Entry	Cycle counting	Ship	Pick-up Returns	Marketing
Review Process	GL	NAV	Make/Buy analysis	Strategic Sourcing	Pull Parts	Location Transfers	Invoice	RMA	Manage Sales Team
Time and Attendance	Costing	Wireless	New Product Lines	Create PO	Shipping / Receiving / Filling Orders - Stocking of	Slotting	Receive		Pricing
Safety	Collections	Desktops	Part Cross Reference	Returns	VMI Support	Kitting	Label		Order Follow-up
Employee Management / Discipline	Material Location Transfer accounting transactions	Servers	Pricing	Vendor Warranty	Vendor Part Research	Blanket Order Management	Stock / Put away		Customer Calls/Visits
	Sales and use tax compliance	Warehouse guns	Part Maintenance	Special Projects		DRP	Crossdocking		New Product Development
	Budgeting	Camera's	Customer Relationship Management			Put away	RMA		Quoting
	Bank Reconciliation	iPads	Kitting			Labeling			
	Reporting	Dropbox / Catalogs	Vendor Identification						
	Expense Monitoring	Website	Private Labeling						

Live in 5 Months!

- ✓ Divergent Cultures
- ✓ Common procurement
- ✓ Consolidated masterfiles
- ✓ Improved customer responsiveness

MERGER - HEAVY DUTY VEHICLE REPAIR

Value Realization

- ✓ Working to the future state
- ✓ Defined “key areas of competency”
- ✓ Dashboards and leading indicators
- ✓ Reduced time to benefit
- ✓ Reduce manual effort
- ✓ Project and risk management
- ✓ Improved IT process
- ✓ Established Process Improvement Team
- ✓ Vendor management

JOINT VENTURE - ELECTRONICS MANUFACTURER

Company Background

Company is a leading manufacturer of electronic components to measure critical temperature, humidity, pressure, and voltage data.

Project Drivers

- Support growth
- Integrate IT systems
- Reduce manual handling, paper
- Integrate USA, global operations
- Improve business processes



JOINT VENTURE - ELECTRONICS MANUFACTURER

Value Realization

- Define Current
- Align Resources
 - Steering/Governance Committee
 - Core Team – Process Owners
 - Process Improvement Teams
- Set Project Charter
- Defined Future State
- Selection , implementation of core ERP that
- Implementation Primary Project Management / Resource

BENEFIT OPPORTUNITIES:	Conservative Effort	Your Goals	High Achievement
Inventory Reduction:	15.0%	12.0%	30.0%
Purchased Costs Reduction:	2.0%	1.0%	8.0%
Ops. Productivity Increase:	10.0%	0.0%	30.0%
Sales Increase from Better On-time Delivery & Reduced Returns:	5.0%	1.0%	10.0%
Days Reduction in A/R * from Integrating Shipping & Invoicing:	2	0	10

* If Shipping is not integrated with Invoicing, the time lag between these events equates to carrying that many additional days of Accounts Receivable.

JOINT VENTURE - ELECTRONICS MANUFACTURER

PROJECTED CASH FLOW

	Conservative Effort	Your Goals	High Achievement
YEAR 1: Ongoing costs do not include computer hardware amortization.			
(Y0 Payout) Implementation Costs:	(\$20,000)	(\$20,000)	(\$20,000)
First Year Benefits:	\$222,545	\$33,815	\$537,579
50% of Inv. Reduction:	\$159,386	\$127,509	\$318,771
A/R Reduction:	\$88,710	\$0	\$443,551
(Y1 Benefit) Subtotal:	\$470,641	\$161,323	\$1,299,901
Net Cash Flow Year 1:	\$450,641	\$141,323	\$1,279,901
YEAR 2: Ongoing costs no longer include computer hardware amortization.			
(Y1 Payout) Ongoing Costs:	\$0	\$0	\$0
Annual Benefits:	\$445,089	\$67,630	\$1,075,158
50% of Inv. Reduction:	\$159,386	\$127,509	\$318,771
(Y2 Benefit) Subtotal:	\$604,475	\$195,138	\$1,393,929
Net Cash Flow Year 2:	\$604,475	\$195,138	\$1,393,929
Cumulative Cash Flow:	\$1,055,115	\$336,461	\$2,673,831
YEAR 3: Ongoing costs no longer include computer hardware amortization.			
(Y2 Payout) Ongoing Costs:	\$0	\$0	\$0
(Y3 Benefit) Annual Benefits:	\$445,089	\$67,630	\$1,075,158
Net Cash Flow Year 3:	\$445,089	\$67,630	\$1,075,158
Cumulative Cash Flow:	\$1,500,205	\$404,091	\$3,748,989
YEAR 4: Ongoing costs no longer include computer hardware amortization.			
(Y3 Payout) Ongoing Costs:	\$0	\$0	\$0
(Y4 Benefit) Annual Benefits:	\$445,089	\$67,630	\$1,075,158
Net Cash Flow Year 4:	\$445,089	\$67,630	\$1,075,158
Cumulative Cash Flow:	\$1,945,294	\$471,721	\$4,824,147
YEAR 5: Ongoing costs no longer include computer hardware amortization.			
(Y4 Payout) Ongoing Costs:	\$0	\$0	\$0
(Y5 Benefit) Annual Benefits:	\$445,089	\$67,630	\$1,075,158
Net Cash Flow Year 5:	\$445,089	\$67,630	\$1,075,158
Cumulative Cash Flow:	\$2,390,383	\$539,350	\$5,899,305
5 yr. Totals:	\$2,390,383	\$539,350	\$5,899,305

Key Improvement Metrics:

- ✓ Reduced Shipment process time by 35%.
- ✓ Shipment Accuracy increased by 25%
- ✓ Reduced Finished Good On Hand inventory by 10%
- ✓ Increased Inventory accuracy to 98.5% across all locations (was very low)

ACQUISITION - FOOD PROCESSOR

Company Background

Company is a snack food processor of national and private label brands

Project Drivers

- ERP Project Recovery
- Legacy system lacked ordering functionality



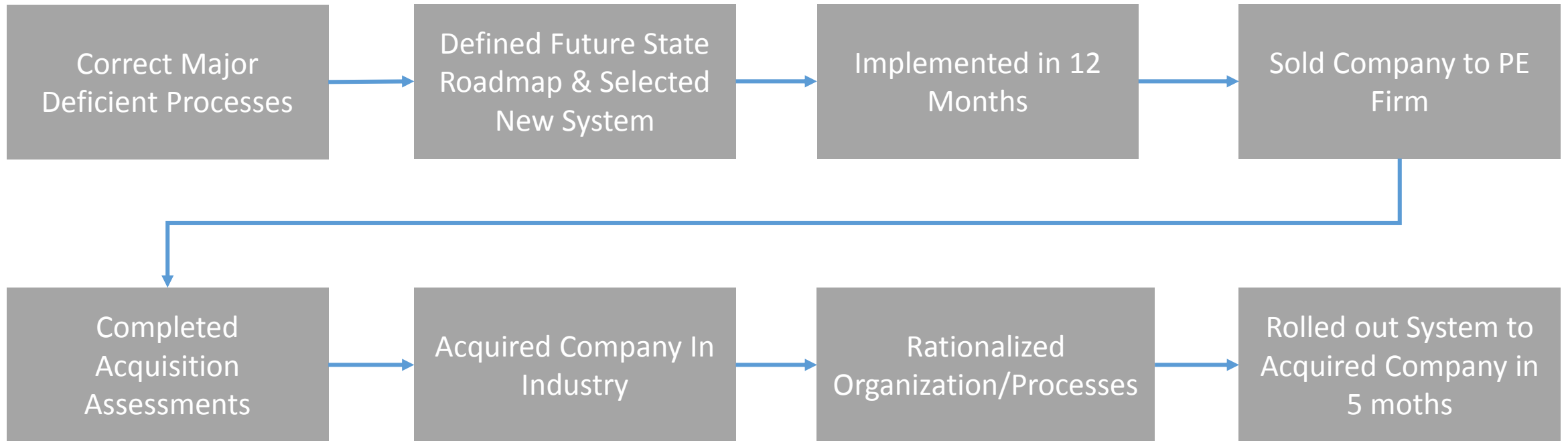
ACQUISITION - FOOD PROCESSOR

Business Process Improvement

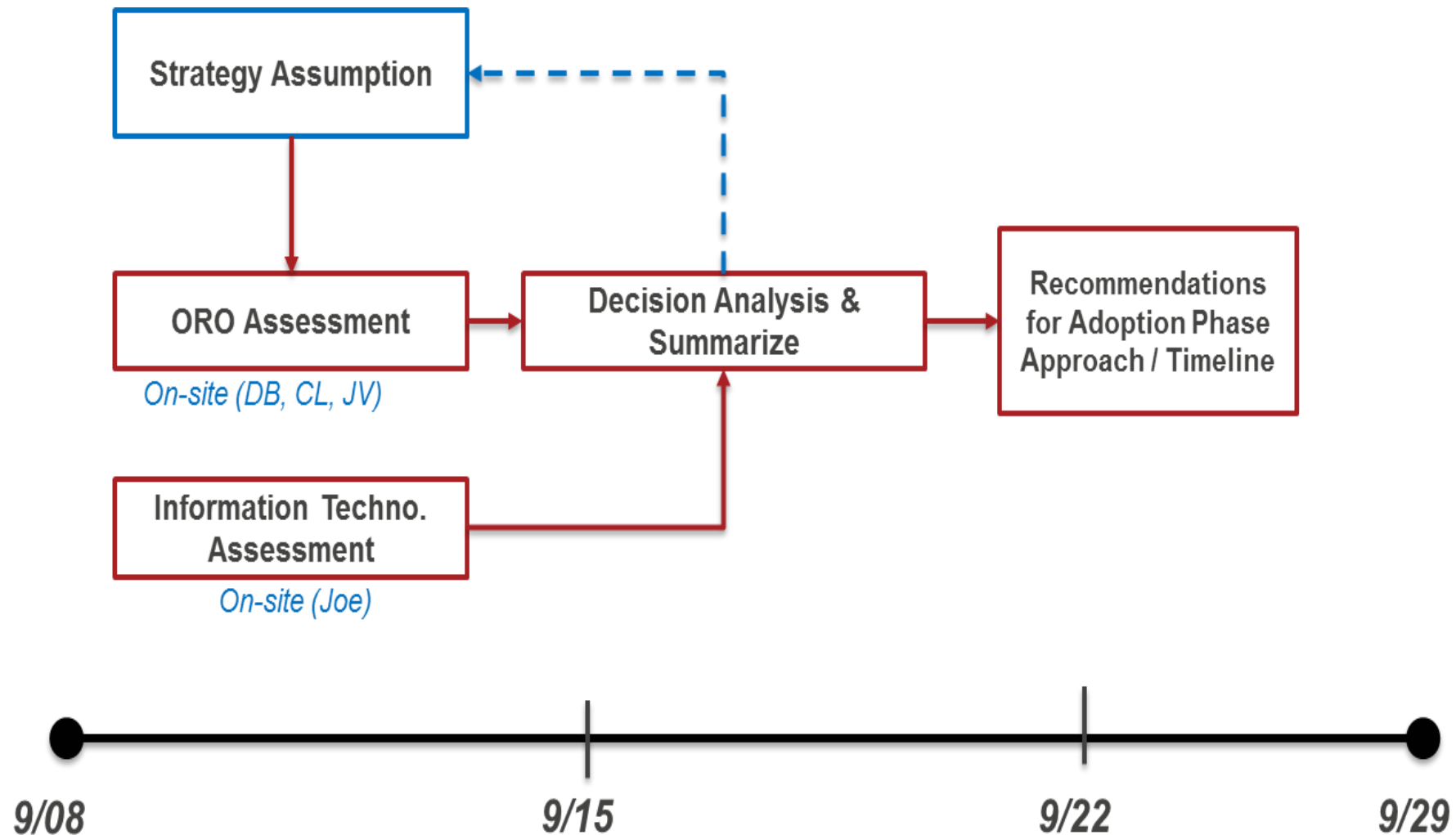
- Current State operational processes from front to back
- Alignment of Resources/Organizational Commitment
 - Steering/Governance Committee
 - Core Team – Process Owners
 - Process Improvement Teams
- Ensured Business Overview
 - Strategy Review
 - SWOT / Scorecard Review
 - S&OP Review
- Established Project Charter
- Definition of future state systems and processes
- Selection and implementation of core ERP that can support company growth



ACQUISITION - FOOD PROCESSOR



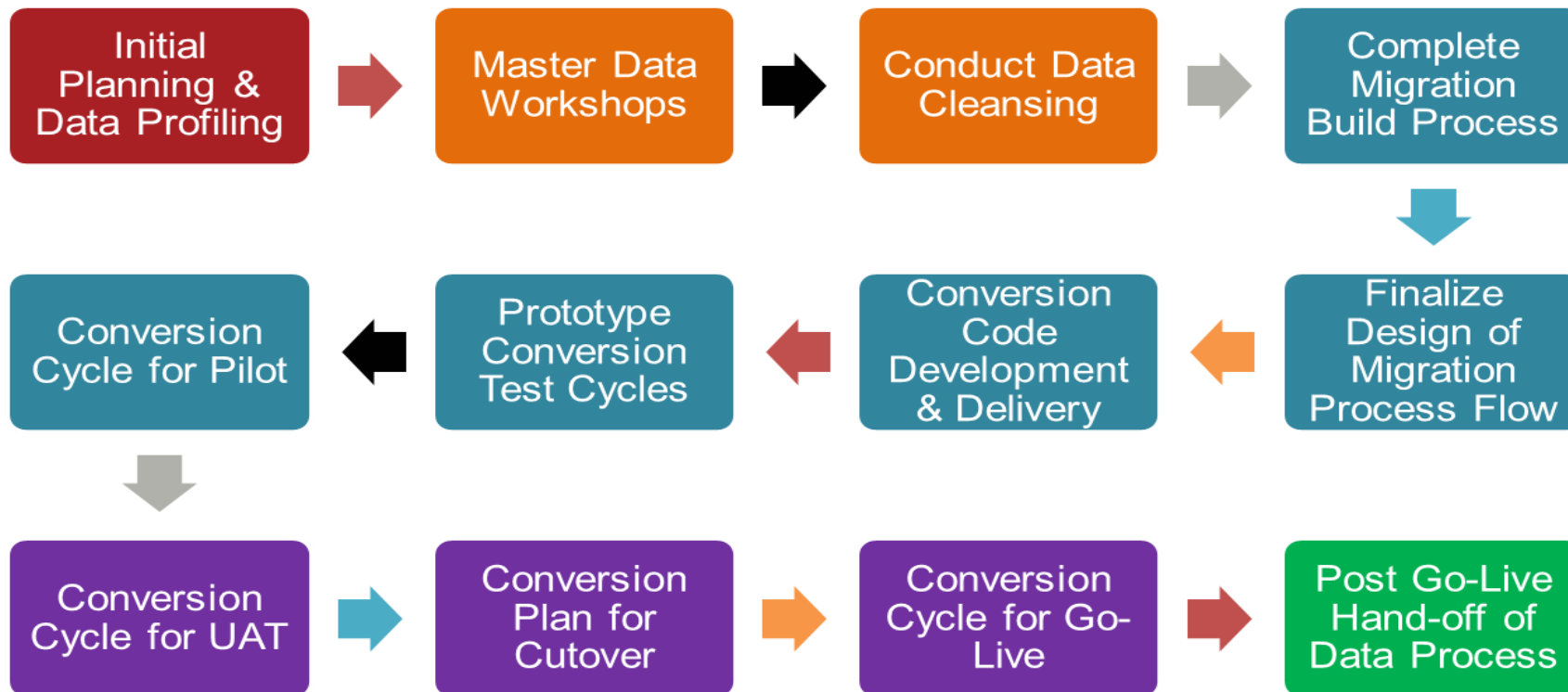
PROJECT ASSESSMENT



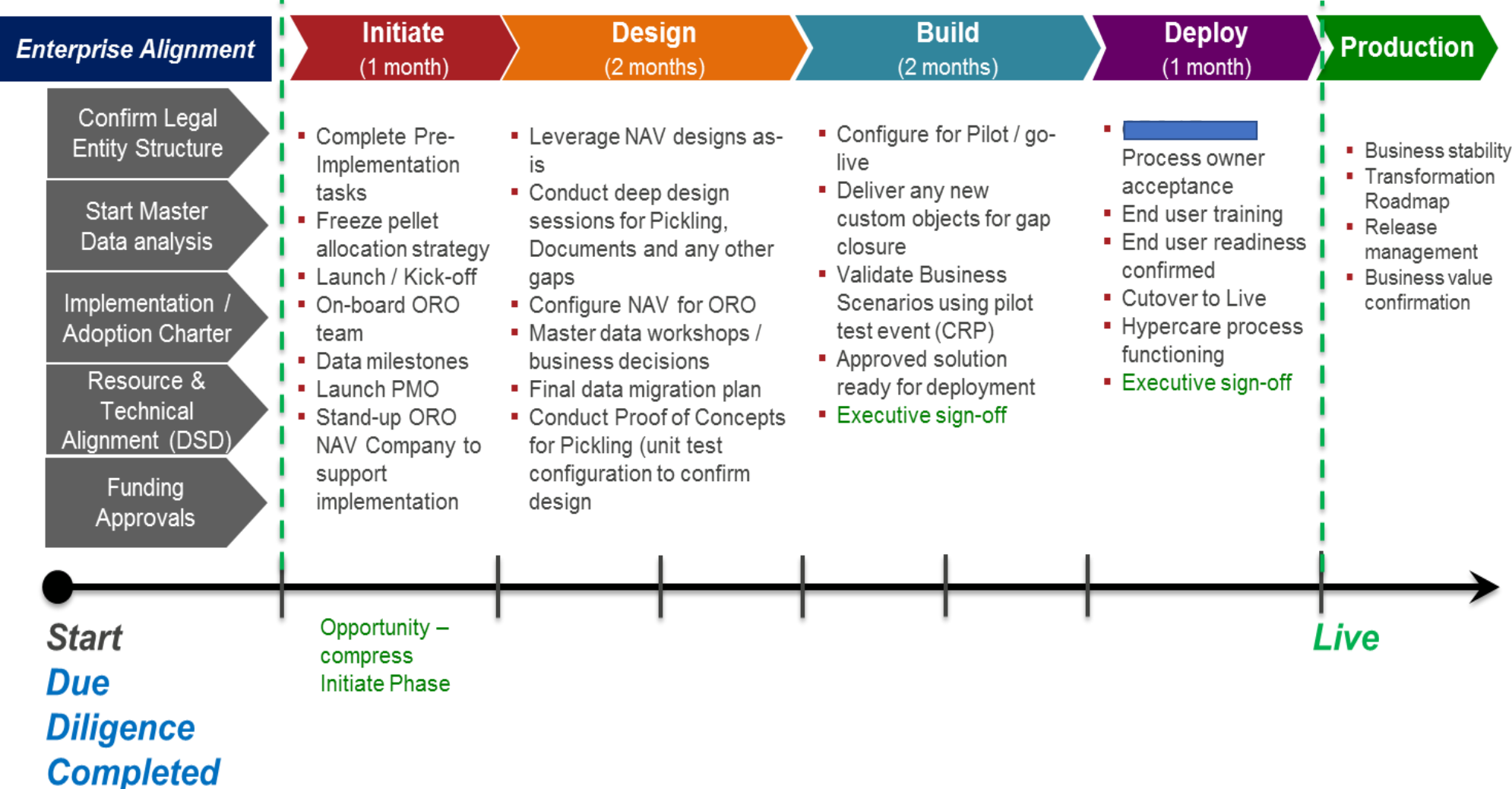
PROJECT ASSESSMENT

	Implemented in NAV, ORO will Adopt As-Is	Implemented in NAV, Will Require Re-Design	Not Implemented in NAV, New Design	Not Observed, Follow-up Discovery Needed	Currently Handled Outside of NAV, ORO will Continue As-Is	Process not currently used by ORO	
LEVEL 1 PROCESS INVENTORY ADOPTION ASSESSMENT - PROJECT ORO							9/23/17 2:19 PM
Sales & Order Entry & Customer Service	Supply Chain: Planning & Purchasing	Supply Chain: Warehousing	Supply Chain: Scheduling & Logistics	Pellet & Component Production	Finished Goods Production	Quality Assurance & R&D	Finance / Accounting
Process name	Process name	Process name	Process name	Process name	Process name	Process name	Process name
Initiate Credit Checks	Vendor Master Setup	Receiving - Meat -Nonmeat	Schedule Transfer Orders Using MPS	Create BOMS and Routings	Create BOMS and Routings	Consumer Complaints- Incident Tracking	AR / Invoicing
Manage Sales Pricing	Item Set-up (Raw, WIP, FG)	Warehouse/Bin Put away movement	Freight Consolidation	Create Work centers	Create Production Order Paperwork	Change the item based on QA attributes- Item Grading	AP & Processing Payments
Commissions	Skin Purchasing via a broker	Lot Tracking	Sequencing of shop floor schedule (flavors and allergens)	Issue Skins to Production Orders	Record Raw material and Lot controlled Ingredients	QA Inspection for Inbound Packaging	Payroll
Sales Credit Memos	MRP driven buying for Production Materials	Inbound Inspection for packaging and Seasoning	All Natural FG Production Scheduling	Record Output of Oil	Record Batch/FG Item Output & generate expiration date	QA Inspection for Inbound Seasoning	Financial Reporting
Rebates	Blanket Orders with multiple releases for Packaging material	Production Staging inventory movement	Scheduling Production Orders	Shop Floor Reporting / Production Recording	Record Packaging Consumption- Backflush	New Item Development	Budgeting
Promotions	MRO Purchase Orders	Production Returns	Capacity Planning	Create Production Orders to Package Oil and Record Output	Calculate Yield		Credit Management
Inbound Customer Calls & Complaints	Vendor Managed Inventory	Picking & Staging - Sales orders to customers	Transfer Order sourcing rules	Calculate Yield	Production Metrics		Vendor Set-up
Returns	Vendor Returns	Cycle Counts & Adjustments		Pellets for International Customers	Full Bin Consumption for everything besides boxes		Commissions
EDI Order Release	Manually Schedule Pellet Production	Aging Inventory Review		Full Bin Consumption for items other than Skins	Pickling Item Production		Sales Forecasting
Set-up EDI	Purchasing of FG items for Resale	Picking & Staging for Intercompany Transfer Orders		Blending of Seasoning from Raw Ingredients	Co-Packer Finished Good Item Processing		Costing
New Order Entry		Managing Parts as Inventory Items			Field Trip Jerkey FG Production		Month End Processing
Customer Setups		Triggering EDI ASN documents upon shipment					Manage CC transactions
Customer Delivery Metrics		Triggering Invoices for outbound shipments					Fixed Asset Management
DSD Order Entry							Consolidations
DSD Price Floors							Manage foreign currency

PROJECT INTEGRATION



PROJECT INTEGRATION



WHAT'S KEY TO CONSIDER DURING ACQUISITION?



FIVE KEY TAKEAWAYS

1. Evaluating a potential acquisition
2. Improving the performance of your existing portfolio
3. Preparing a company for sale
4. Improving business performance by improving business processes
5. How to benchmark your company's business process maturity

INDUSTRY THOUGHT LEADERSHIP

ultraconsultants.com/erp-education

• Case Studies

• Webinars & Vendor Demos

• White Papers

• Surveys & Vendor Reports

INDUSTRY THOUGHT LEADERSHIP

u l t r a c o n s u l t a n t s . c o m / e r p - e d u c a t i o n

- Case Studies
- Webinars & Vendor Demos

The image displays a collection of promotional materials for Ultra Consultants. On the left, there are several overlapping covers for webinar series and case studies. The top cover is titled 'ULTRA LUNCH & LEARN'. Below it is 'ULTRA WEBINAR SERIES ERP Health Check: Is your Business at Risk with Your Legacy System?'. The next cover is 'Digital Transformation: Take Control of Your Factory with Technology'. Below that is 'ULTRA WEBINAR SERIES CLOUD SOLUTIONS FOR MANUFACTURING & DISTRIBUTION'. The bottom cover is 'REAL WORLD SCENARIOS IN TRANSFORMATION' featuring Jeff Carr, Founder, CEO of Ultra Consultants, and mentions 'SMART manufacturing'. On the right side of the collage is a grid titled 'On-Demand Webinars' containing 24 individual webinar thumbnails, each with a title, a small image, and the Ultra Consultants logo.

- White Papers
- Surveys & Vendor Reports

INDUSTRY THOUGHT LEADERSHIP

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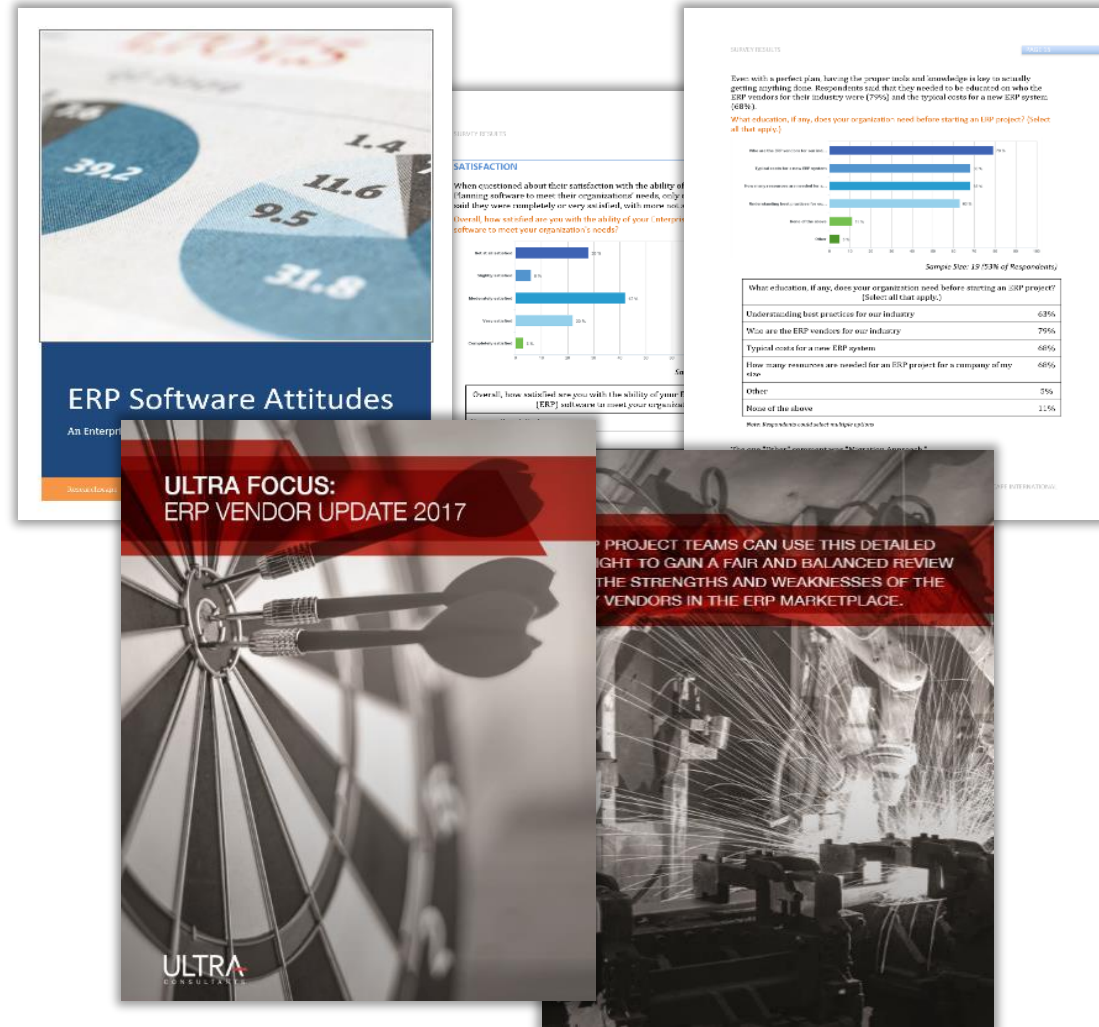


- White Papers
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QUESTIONS?

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A top-down view of three business professionals in a meeting. Two men and one woman are leaning over a dark wooden table, looking at documents. The scene is brightly lit, and the overall atmosphere is professional and collaborative.

REALIZING VALUE THROUGH ERP

5 KEY STRATEGIES TO DRIVE BUSINESS PROCESS IMPROVEMENT

u l t r a c o n s u l t a n t s . c o m