Demystifying the Digital Journey for Manufacturers

This recorded webinar discusses how manufacturers can leveraging their data to improve productivity, enhance quality, and reduce operating costs.

This session will discuss:

- The risks for manufacturers of remaining analog in a digital world
- Challenges and opportunities in 2023
- How CLA can help manufacturers navigate their digital journey
- Taking the first step in your digital transformation journey

Find additional resources on our event page:

https://www.claconnect.com/en/events/2022/demystifying-the-digital-journey-for-manufacturers-october-6

Here is a transcription of this session:

Allyson Baumeister:

Happy Thursday and welcome. We are so excited that you've joined us today as we demystify the digital journey for you. I'm Allyson Baumeister. I'm the managing principal of manufacturing and distribution at CLA. And joining me today are Noel Hopkins and David Chambers, both digital growth directors at CLA. I'm going to start us off by giving a little bit of overview of how digital fits into the service mix at CLA. One of our main strategic advantages and some would say our only strategic advantage, is our industry specialization. Most professional service firms go to market through industry and CLA is no different, we do that.

But what we do differently is really take a deep dive into industry specialization. All of our professionals are aligned to an industry and while we all get technical training on how we serve you every day, we also get training related to our industries. We read professional journals, we talk to you, we learn what's going on in your world, what's keeping you up at night, and digital is no different. Both Noel and David have manufacturing experience so they can talk the digital technical talk as well as understand manufacturing.

At CLA, we are here to know you and help you. And the best way we've learned how to help is to do that through our team structure or family structure, and digital is part of our team and family of services. Digital is not here to help you fix a problem or sell you a solution, they come alongside all the professionals at CLA that work with you to help you figure out how to make your business better and drive profit to your bottom line.

We also have a very strong focus on value at CLA and digital's goal is actually 10 times value and we've seen that over and over through the clients that we've already helped through our digital services. As you go through the process today, you may be asking yourself, when should I contact CLA about digital services? And I'm here to tell you it's never too early to contact us. This is not an area where you want to have all the answers figured out before you call. We like to have what we call whiteboarding sessions, which is just a conversation with you to find out what's going on in your company and how maybe digital can come alongside and help you solve some of those issues.

And lastly, you don't have to remember our names today. If you are interested in talking to CLA about digital, just reach out to the person that you have the relationship with and they can connect you to the right people. We know how valuable your time is so we are so excited that you've shared some of your time with us today. And with that, I'm going to turn it over to Noel and David. Thank you.

Noel Hopkins:

Thank you so much, Allyson for helping set the scene and the context for today's talk. We're really excited to share with you some of the experience that we have gathered helping clients in manufacturing with our digital service line. My name's Noel Hopkins and I'm a digital growth director and I work with clients just like the folks we have joining us on today's call. And Allyson said there's never really a wrong time to think about how to leverage digital. We meet clients where they are today, we focus on value and we work in a collaborative way to help them solve their biggest business challenges.

We'd like to take a moment to think about the biggest challenges that are out there for manufacturers today. And some of these will affect you in different ways and maybe you also have additional challenges that are not covered here. But to start with, we'd like to think about the macro level trends that are affecting the industry. And the clients that we work with today and indeed the broader industry as reflected here by the National Association for Manufacturers tell us that continued supply chain issues, a growing workforce need and rising costs are the three large issues facing manufacturers today.

We're going to use some examples of where we've helped clients overcome these challenges and give you real world use cases of how digital technology is helping manufacturers manage their supply chain more effectively, overcome workforce needs and better optimize their manufacturing operation to minimize the effect of rising costs. In a moment, you're going to see a survey pop up on the screen. What we'd like to know is whether supply chain issues, labor shortages or operating costs are affecting you.

Perhaps you could help us understand which is the largest challenge for your business. And it may be that there's another issue that we've not covered here, a separate issue that is maybe your most critical business challenge. You'll have the option to click other, and if you do that, we'll appreciate it if you maybe in the questions tab, let us know what other issues you're facing. We're going to walk through some examples, some real world use cases, explain how we're overcoming these challenges, and there'll be some Q&A at the end of this webinar where we can further discuss and have a conversation about some of these challenges and how we can leverage digital technology to overcome them.

So let's start with supply chain issues. And I'm going to hand over to my colleague David, who's going to give you an explanation of what we're seeing and what the industry's seeing and how we're overcoming those industry challenges for supply chain issues.

David Chambers:

Thank you, Noel. So yeah, today what we're seeing across the manufacturing industry is a tremendous challenge of supply chain, that is not news to anybody, whether you're in automotive consumer products, pharmaceutical manufacturing, you name the segment, everybody is experiencing this. Just to use an example here from Ford Motor Company, major automotive manufacturers are experiencing significant supply chain issues to the tune of 40 to 45,000 vehicles sitting on a lot just waiting for a particular part. If you've bought a car recently or you know somebody that's bought a new car recently, you've probably experienced the heartburn that they've had as a consumer.

Those issues with a supply chain, it's been bad and it's unfortunately not going away. And it's not just in automotive, like I said, we're seeing it in other industries as well. So supply chain complexity makes managing inventory extremely challenging. It used to be we would kind of be able to predict when our product would come through the door, we could manage bill of materials and easier for forecasting. Fluctuating demand is increasingly difficult because of the labor shortage, because of high rising prices and other various challenges.

So here at CLA, what we are trying to do is partner with manufacturing clients by utilizing their data, make sense of what their issues are, how can we predict effectively and accordingly, and so I'd like to share a quick example of a client that we've helped and are continuing to help manage their inventory and supply chain issue as well. Noel, are we on the case study slide here?

Noel Hopkins:

We are, yes.

David Chambers:

Forgive me. I'm not seeing that on my side. So with that, we had a mid-market to large size manufacturer that we've been working with for a long time. CLA has been partnered with them in a number of different service lines and we've really gotten to know their business. Well, this is one of those manufacturers that absolutely took off with the pandemic. Some, as we all know it, many companies flatlined, many companies went to the moon and there's all sorts within that spectrum. Well, this company went to the moon. We saw and they saw increased product demand like they had never seen before.

So you have a huge spike in demand, all the while they're going through an acquisition, all the while their suppliers' plants are shutting down and so that just creates a huge domino effect that ultimately results in rising cost and rising dead stock. And so they're unable to source parts effectively. A massive increase in demand just created a massive influx of products or parts that ultimately is leading to dead stuck. And so they've gotten to this point now where prior to the pandemic, we've had $10 million in dead stocks sitting around. Now, we're at a point where we were just trying to get our hands on any part from any supplier that we could, given the nature of how the market has been and now we have this tremendous problem.

And so they knew, we knew they needed to start having difficult conversations with their suppliers, but you can't have those difficult conversations unless you have the data to support. So we have been on this journey integrating their systems, providing a strategy for aggregating the right data from the right systems, applying data engineering techniques to get them the visualizations and the dashboards that

they need to go to these suppliers and say, "Hey, we have been experiencing for the last year, a huge discrepancy in what we've ordered versus what we've been getting, and that's a huge contributing factor."

So this data has allowed them to have those conversations, has allowed them to really look at right sizing and doing a better job of choosing their suppliers. That is an ongoing engagement, so we've already seen tremendous value. They're continuing to reinvest and collaborate with us, but we've made some really nice short term wins, but this is an ongoing, a mid and long term engagement. So we're targeting that $50 million reduction in stock. We're already seeing strides, but the business has the data in a way that's meaningful to them to have those difficult conversations with the suppliers. Noel, if you'd like to take it away on the labor shortage piece. Thank you.

Noel Hopkins:

Yeah, thank you David. I love this example because this engagement, just like so many that we support started with a very small package of work where we were focused on delivering some meaningful dashboards to the client, helping them understand some real time data to help them make informed decisions. And that helped not only answer some key business questions, but help cast light on a broader challenge they had with inventory management. And we now continue to work with this client. Many of our engagements start in this way, where we start with a very specific tangible business need with an ROI that is real and can be realized at pace.

So a great example of how we are helping with supply chain optimization, and supply chain is a very big challenge, as is labor shortages. There is an enormous labor shortage within a number of industries. Manufacturing is not insulated back to this and access to critical resources continues to be a challenge in manufacturing. It's particularly challenging for those tasks that are repetitive and mundane. It's difficult to hire and to retain folks who are willing to do those tasks and to do them well.

And this is really impactful because it not only impacts the cost of retaining and hiring folks, but it also impacts the productivity of the facilities, the quality of the product, and the overall operating cost. That's really fascinating because over the last few months we've seen a real switch in philosophy. For many years, AI was seen as a risk to productivity or risk to resources. The idea that we might be replacing people with AI and putting at risk many jobs, that mindset is now changing. There's a realization that for companies to remain competitive and indeed to grow and scale, we need to leverage AI to free up those valuable resources to do more valuable, more complex tasks. And CLA is helping manufacturing clients today with this challenge.

By deploying automation powered by artificial intelligence, we're able to automate those mundane repetitive tasks and free up the valuable resources to do more important, more highly critical tasks. That not only helps leverage the resources that are available in more valuable ways, but it also adds additional job satisfaction to the employees. I'd like to give you one example of that, which is the application of computer vision. Computer vision has evolved enormously in the past several years to the point today where CLA is able to help businesses generate computer models for inspection.

And we're doing this with clients today to help them with what are normally manual inspections of product in process or final product quality inspections, and it's helping enormously because not only are the inspections through computer vision more cost effective, it's actually, it's lower cost to employ a computer vision model than have a manual inspection. It's also more accurate. Over time, we know that manual inspection can suffer from personnel fatigue and that leads to missed defects and missed

features. The computer model remains accurate throughout the period of deployment and it generates really powerful data.

It generates data that helps manufacturers understand where defects are occurring, why they're occurring, and how often. That allows manufacturers to take corrective action and reduce scrap rates and improve yields. So a great example of how CLA can come alongside our manufacturing clients and help them deploy real world AI at pace and create value and free up resources that are so valuable today for optimizing manufacturing. The example you see here is simply a vision AI model that we created for the demonstration here today. We're just simply counting, there are three tennis balls in each of these tennis ball sleeves.

So great example though of how vision AI can accurately characterize and identify the features or components within a subsystem and ensure quality checks. We're also able to connect this feedback to the machines through PLCs to help optimize processing in a real time approach, further compounding the value that's achievable here. Another great example that we've found in working with clients is that of tracking and following the resources within their facilities. We know that some of the facilities in which our employees work contain hazardous conditions, and so it's in very important that the employees remain safe, don't walk into areas where they may be subjected to unsafe conditions and they're wearing the correct PPE.

The model shown in the picture on the slide here is an example of how we're able to accurately track people within a workspace and actually ensure that they're wearing things like hard hats. And this is again, a fully automated model generated by CLA in partnership with clients to ensure that we're meeting their needs and again, a very cost effective way of managing inspection using AI rather than people. And like to take a moment just to kind of break down the return on investment here. At CLA, we take a lot of pride in the fact that when we deploy digital solutions, our number one focus is on return on investment. How quickly will our clients realize the value of the investment they're making?

Computer vision is a great example of the 10x thinking that Allyson referred to at the top of the presentation. If we consider the cost shown in the gray bar of a computer vision system compared to the labor cost of the small blue bar of having a manual inspector, we find that the deployed computer vision system has a lower operating cost than a person doing the same job. So simply by redeploying those valuable resources, we're providing real ROI back to our clients.

You can then compound that significantly when you take into consideration the impact on yields and scrap rates. By collecting data on the inspections, we're able to identify optimization opportunities for yield. And by implementing those, we can create far more significant value, far surpassing the initial savings on labor alone. So a great example of computer vision, an application of AI that we're helping clients with today, helping to free up valuable resources and return real value on that investment. And like to move now to an operating cost example, and David's going to tell us a little bit about how we're using predictive analytics to help with maintenance of equipment.

David Chambers:

Yeah. Thank you, Noel. So as you can see here, I think it's clear that many of us understand and know that there's just tremendous value in the data that exists today for manufacturers. And the future of manufacturing is in fact powered by data and analytics as it states here, "The technological advances have coming at a time of uncertainty. Climate change, supply chain disruption, conflict plagued the global system." So, we have to innovate, we have to use smarter techniques, apply modern tools and

technologies to get ahead of these costs, control them where we can. Ultimately, we cannot control everything, but we need to control what we can control.

If you look at it from a maintenance perspective, an overwhelming 82% of companies have experienced at least one unplanned downtime incident over the past year. Now when you look at that, if you're an automotive manufacturer, it costs the average automotive plant $22,000 per minute when you're down. Now, I'm sure many of you on the call or on this webinar here are maybe not an enterprise global automotive OEM, however, every minute of downtime is costing your business money. And so what we're trying to do, what we're doing with our clients here is really look at where you are on that predictive maintenance journey.

Everybody's going to have reactive maintenance. That 18% of maintenance issues and unexpected downtime does come from operator error. So when you look at that, it's probably inevitable as long as people are running your machines. And because of that, many plants, especially in that SMB mid-market space, are relying on run to fail maintenance processes. Meaning, okay, it's broke, now we need to go fix it. And that becomes obviously extremely cost prohibitive, but as you look to advance on the journey of preventative and run to fail, too predictive, you need to know kind of where you are. And that's where we're helping with our clients.

We need to meet them where they are. There's this journey from figuring out how we can be preventative to getting to predictive. You've got to maximize operational uptime, you need to optimize scheduling and you need to align the supply and demand to optimize productivity. So what we're doing is helping our clients understand, do you have access to the data that can get you to a predictive state? Right? And you may be making very good strides in terms of being preventative, making sure you have the right parts, you're aligning to your OEM reps and their recommendations and doing the best you can, but inevitably things are going to happen. And so how can you reduce those 10 unexpected down times down to 4? How can you go from a 10% or 40% of your production costs being maintenance to nine, eight, 7%?

So you can only do that if you have good data. And we start by looking at historical data and then working to figure out, how can we build a forecasting model that allows you to get you where you want to go. Certainly there's hardware considerations involved too, but again, that's where we're meeting clients where they are depending on that journey and setting them up for the success that they need. So in addition to that, going back to do you have that data? An ERP that's right for you can make a huge difference and certainly accelerate and be the catalyst for that next level. Noel, would you like to take care of that next slide here?

Noel Hopkins:

Yeah, thank you David. What a great example of how we're using data analytics in manufacturing for maintenance. Another key area of operating costs, of course is how the overall business is run. And CLA is a firm believer in utilizing the best of breed technology. So not everything we deploy with clients has been built in house by CLA. There are many software platforms out there that provide excellent value, and we partner with software companies to help clients integrate software into their systems. This is true of ERP software, and in manufacturing, we know that effective ERP solutions can drive efficiency and value. And so we partner with ERP software providers to help clients evaluate, onboard and integrate ERP software to help remove silos between departments, to help reduce manual processing of

data and to improve the visibility of information that helps business leaders make informed realtime decisions.

Because we're independent of the ERP software providers, we have an ability to evaluate clients' data infrastructure and needs with a unique lens. We look across departments and understand what applications that you may be running and relying on. We work with you to understand the key performance indicators, which you need to run your business. We understand how long it takes you to pull together things like accounting records, and we understand how this might be affecting both sales and your customer experience. We work with your internal IT department to understand constraint, security requirements, to understand the best ERP and software solutions that you may be able to utilize.

And once we've helped you with that evaluation, we're available to also help you onboard, train and integrate ERP solutions into your infrastructure. One example of an ERP solution that we are finding that our manufacturing clients in particular, are seeing great value in is Acumatica. Acumatica is a cloud based ERP with a number of accolades across the industry from independent consulting and software groups. Today it's the fastest growing cloud based ERP, and for manufacturers, it is designed with the manufacturing world in mind.

So it consolidates a lot of the information that you use to run your business today, and it does so in a way that helps you integrate production management and product definition, along with planning and scheduling distribution management. And by collecting and automating data, it makes things like financial reporting far more efficient and reduces the amount of manual consolidation of financial and accounting data. Our clients who are moving to Acumatica are seeing great gains in efficiency. It's helping them eliminate a lot of manual tasks.

And out of all the examples we've shown today, the number one value promise that we commit to clients is to help them give them back time, help them drive efficiency. And Acumatica is a great example of that. We've covered a number of examples today of how we're helping our clients today with digital to help them transform their data. We've shown how we're helping address supply chain issues by better management of inventory through data modernization and consolidation. We've shown how we're automating key processes like visual inspections to help manage labor shortages and we're reducing operating costs with cloud-based ERPs like Acumatica.

Hopefully, some of what we've covered and some of what we've addressed for other clients resonates with you and your business. I know at the beginning of this presentation we sent out a survey to ask about which of these three issues you are seeing, and I can now share the results of that survey with you. As you can see, it looks like the three business challenges that we identified, supply chain issues, labor shortages, and operating costs, are indeed the most prevalent challenges. It looks like labor in particular, is one of the largest for many of you. That is very reflective of what we've seen when talking to clients.

And I'll just talk specifically to the labor shortages because we gave a couple of examples of how we can help. Labor is obviously a big challenge right now. Anything businesses can do to eliminate manual tasks and if not eliminate them, make them far more efficient and effective is critical. And probably the number one thing we're doing for clients right now is giving them back time, driving efficiency improvements. Many of the clients that we've worked with over the last year in resolving labor shortage challenges didn't come to us with a very well defined problem and solution.

They didn't know exactly how they were going to overcome the business challenge of labor shortages. It was through consultation and a collaborative approach that we were able to identify key initiatives and they can start very small. Often they start with a single problem statement, maybe one inspection process or one machine that we need to optimize maintenance. And from there we can develop an ROI, a true value statement that allows us to initiate an initial engagement and create value for that client. And often that grows then into a larger engagement as we find new and more effective ways to help them.

I think this is a great example, the poll that we've gathered here is a great validation of what we're hearing in the marketplace and what's happening with the broader trends, so thank you so much for taking the time to complete that survey. That's super helpful and helps ensure that we're talking about the right things on these type of webinars. I'm just going to mention two more things before we move to Q&A.

In the coming months we have additional M&D, manufacturing and distribution webinars which will focus on digital capability and we'll be targeting specific use cases again and talking about how we're helping clients. So we've got one on November 10th and one on December 1st. There's a lot more information to come on those webinars, so do look out for emails from your customer representatives over the coming weeks and months as we establish the agendas for those webinars.

That concludes the presentation. Both myself, Noel Hopkins and David Chambers are here to help you, our clients. It's part of our CLA promise that we will know you and help you. And the first step is to get engaged and to start with some introductions about how we've helped with other clients, this webinar is intended to do that. If you have any specific questions that you would like to ask us in independently of this webinar, you're more than welcome to reach out to us and you can use the QR codes on the screen to capture our contact information.

Both David and I are available to help clients, and that can be as simple as a phone call to understand a little bit more about how we work and what we might be able to do or to dive into a specific business challenge. It's never too early to think about using digital to overcome business challenges, and so we're always happy and willing to help support you. I think now would be a great time for us to open up to the Q&A. And I know Allyson has been helping us track some of the questions coming in.

Allyson Baumeister:

Yes. Noel, we have a few. So the first one is, do you have other AI examples that aren't vision based visually?

Noel Hopkins:

Yeah. And AI is a broad term that is used a lot in our industry. We have a department that focuses on automation and under automation we have data analytics, machine learning and AI. And so we have many examples of where we've automated manual processes and they range from consolidation of financial records and invoicing and accounts payable to help minimize financial burden and make financial transactions frictionless. They involve taking paper documents, digitizing them, creating insights from traditionally paper manual based systems to the inspections and the predictive maintenance that David talked about on today's call.

It's a broad umbrella of automation and probably the single most powerful way we can give time back and drive efficiency for our clients. So if a client would like more information, please reach out to either your customer representative or David and I and we'll be more than happy to share more specific examples with you, particularly if you have a use case in mind.

Allyson Baumeister:

Great. And someone also asked, who in manufacturing is leading the digital transformation? So I'm not sure if the question is what company is leading with implementing digital transformation or if the question is who is helping companies lead with digital transformation? But maybe talk a little bit... I think CLA could be leading with helping companies with digital transformation, but talk a little bit about... Of course, clearly some of the larger OEMs have been leading in that regard, but do you have any specifics to share with that, Noel at all?

Noel Hopkins:

Yeah, sure. Yeah, I'll try and answer both of the variations of that. The largest manufacturing businesses in the world are investing heavily in what I would call cutting edge AI. Some of you may have seen the webinar that Tesla did last week where they were talking about robotics and AI automation, real cutting edge stuff, and enormous amount of R&D investment going into that technology. What we found is that if you pull back to some of the more fundamental processes that our clients have to do day in, day out, there's some really low hanging fruit that can be automated using much more accessible technology.

And so one of the biggest things we can explain to clients interested in automation is that it is not a huge investment, it's not a large project or engagement in order to automate some of these basic processes, it can actually be very quick and easy. And so that's what we're emphasizing is that while AI powered robotics are the bleeding edge here, there's some really low hanging fruit around AI automation that we're able to help clients with. I think that the way that CLA goes about digital transformation is very unique.

There are many businesses out there who don't have the internal capability or capacity to develop AI models like the ones we've talked about already. And there are tech companies out there who just do AI models. That's what they do, they develop and deliver them. I think what's unique about CLA is that digital is a service line and part of our professional services organization. And so we're able to take a much more holistic look and approach to customers' challenges. And may be that digital provides additional value to the other service lines that we already provide. And by having a more holistic approach, I think we're in a much better position to provide real tangible value to our clients. David, did you have anything you'd like to add to that?

David Chambers:

Yeah. I think if the question is who's leading the way, I think it's those companies that aren't intimidated by the journey or just finding a place to start. When you look at Industrial 4.0, it's easy to think, okay, I'm maybe a small or a medium business and I look at maybe like a Tesla type factory where it is insanely automated and everything talks to each other and you can click through on your phone and get insight into every little thing that's happening in your plant, that's 4.0 perfect state. That's very intimidating.

And I think most people are just like, "Where do I start?" Or, "I've been on this journey, I've kind of hit a roadblock. Resources are always going to be an issue." But I think it's just those people that are willing

to try to identify a use case for automation, for example, and then just chip away. I feel like one of the questions that came through the chat was what positions are common for automation? Noel, you've mentioned quality inspection. What I've seen is a lot of billing functions, AP functions.

We've worked with a number of clients that their billing department is pulling data files down from multiple systems, printing them out, and then manually entering them into the appropriate system that can generate an invoice the way they need to. And there's a huge opportunity to create an automation of that process. But going back to, I think it's just the people that are willing to take a step forward. Willing to say, "I don't know exactly what we need to do. I need a partner that's got a lot of outside expertise and let's move forward together." I think it's just those that are willing to take it on.

Allyson Baumeister:

Awesome. Another question is a little bit more in depth around the predictive analytics and specific to machine repairs and breakdowns.

Noel Hopkins:

David, would you like to-

David Chambers:

I'm sorry, I didn't catch that. What was the question?

Allyson Baumeister:

Sorry. They just wanted a little more information, I guess a little more detail about the predictive analytics around machine repairs.

David Chambers:

Yeah, I would love to have that conversation offline. Every instance is quite different, every plant is unique and has its own challenges. I'm not sure exactly what they're asking or wanting specifically, but when you look at everybody's on the spectrum of we're mostly preventative and reactive to predictive, everybody's in a different state, so forgive me there. Yeah, I would love to have that conversation offline.

Allyson Baumeister:

Okay, great. I was just trying to find... I think there were a couple others. Noel, you mentioned a little bit about that digital is part of the whole family of services that CLA provides, and one of the questions was, how else can we help other than digital? And I guess just to add a little more specifics there around... The list is very long and distinguished, and that's how we like to come and ask questions and find out exactly what you need. We are really, truly not about selling you something to fix what you think might be the problem, we're really all about having a conversation to dive into what could be the problem and it might be something completely different than what some of your team thinks it is.

And we have all kinds of services from outsourcing accounting services and valuation services and cast and our general accounting and tax services, we just have a suite of things that can come alongside to

help you and your teams. And specifically if you've got a hiccup in your team, we can help fill a role in that regard and that's where digital might play a part in that or, we might just provide you a body to help while you're trying to hire. We can also help you hire.

There's a long, long list of things that we can do to help you in various ways with the different issues that you have as you move through your business journey. But we love having the conversation, and again, we want to help you be successful, in whatever the best way that is, is what we're looking for. Noel, did you find... Go ahead.

Noel Hopkins:

I think that's a great point, Allyson. I think, as we may have mentioned at the beginning of this call, digital at CLA began as an internal department designed to help our own accountants, auditors and staff be more efficient. And what we found was we were able to develop solutions that we desperately now want to share with our clients because they're solving issues that we know our clients face.

And over the last year and a half we've done and found enormous value. So we're looking forward to continuing that journey. And as Allyson said, the first thing we want to do is simply share our experience both internally and with other clients to see how we might be able to help. And it might be that we come alongside some of the other service lines that we already provide to you, if you're an existing CLA client, or it may be that digital provides a unique answer for you as an existing or as a new client to CLA. So yeah, just to echo your point, Allyson.

Allyson Baumeister:

And another comment that was made or question was, are these services led by IT departments? And generally the answer is no, it's R&D that has got a request, or the accounting department that is needing a massive amount of help and they can't hire, et cetera. It's usually a personnel problem or an operational problem like Noel talked about. And whoever's in charge of that area is who's bringing the problem to bear that we can then come in and see if digital is a potential solution for that.

And I think the final question is around the pricing of Acumatica, and I'm not trying to hedge the question, but just would say that reaching out to us with regard to that pricing is probably the best answer. There aren't average prices, it's a segmented product and it depends which of the pieces of the product that you would like to implement on how much that price would be. So it's kind of impossible for me to answer what an average price for that is, but just contact your person at CLA and we can connect you to the Acumatica folks to have a conversation around that. And Noel and David, I think that is all the questions we have today.

Noel Hopkins:

Wonderful. Well, as we promised, we mainly look to give our clients time back and efficiency, so we're going to give you a few minutes back now before the top of the hour. Allyson, thank you so much again for helping provide the context for manufacturing as an industry specialist. And David and I are grateful for the opportunity to talk with you all today. So, thank you all very much and we look forward to working with you all in the future.

David Chambers:

Thank you everybody.

CLAconnect.com

CPAs | CONSULTANTS | WEALTH ADVISORS