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The Business Value of IFS Enterprise Solutions with Industry-Specific Use Cases

Business Value Highlights

Higher gross revenue:

$25.8 million
per organization per year

Operational savings:

$970,000
per organization per year

Productivity improvement:

18%
increase per impacted IFS user

Business output improvements:

28%
more work orders completed

14%
faster delivery of orders/ products

21%
faster budgetary cycles

EXECUTIVE SUMMARY

Organizations in all vertical markets are being disrupted by competitors, customers, and outdated notions of how to achieve incremental innovation. Amid this disruption, organizations are looking to technology to solve some of their innovation challenges, address business processes across the asset and customer life cycle, and help scale the business to deliver new revenue streams, enhanced customer experiences, and more efficient business processes. To achieve these goals, organizations are trying to identify partners that can aid them on their digital journey. Maintaining the status quo using legacy systems is no longer an option in today's competitive and customer-centric environment.

This IDC white paper, based on independent interviews with these types of organizations, demonstrates the substantial value that customers from a cross-section of IFS focus industries are achieving as they address these challenges by supporting their business operations with IFS enterprise software solutions (referred to in this white paper as IFS Enterprise Solutions). This study highlights the value achieved through business process improvements and describes how IFS has helped its customers achieve tangible improvements in key metrics. It also describes how IT buyers can address the challenges posed by disruption with focused technology investments.

Interviewed IFS customers described how they captured tangible business value by leveraging their IFS platforms to help employees better meet industry- and customer-specific demand. In particular, they benefitted from better integration, visibility, and availability of data, which helped them better react to business opportunities, work more efficiently, and identify areas for operational cost savings. The result for this sample of IFS customers was significant benefit realization, which IDC quantifies for purposes of its return on investment model as worth an average of $9.04 million per organization, per year ($11,445 per IFS core user) in the following areas:

- **Achieving higher revenue by leveraging real-time data to better address sales opportunities, deliver products in a timely manner, and ensure higher-quality products and services.** Interviewed organizations reported an average of $25.8 million per year per organization in higher revenue to their use of IFS Enterprise Solutions, but the IDC Business Value model attributes 15% directly to their use of IFS, which equals $3.86 million per year.
- **Driving increased user productivity for various operational teams, including capital asset management, field service, supply chain, manufacturing, sales, finance, and compliance teams — as the result of process improvements, more robust data and good use of software functionality.** Interviewed IFS customers reported achieving higher productivity for these teams worth an average of $4.21 million per organization per year.
- **Identifying cost efficiencies and reducing operational risk by better managing inventories, reducing warranty claims from customers, and increasing the useful life span of capital assets.** IDC calculates that interviewed IFS customers will realize operational cost savings of $970,000 per organization per year.

SITUATION OVERVIEW

Excellence Depends on Real-Time Insights, Predictive Service, and a Customer-First Mindset

Across industries such as aerospace, energy, utilities, construction, discrete manufacturing, and high tech, organizations that deliver service find themselves at the precipice of some major technological decisions. Innovative technologies such as artificial intelligence (AI), the Internet of Things (IoT), augmented reality and virtual reality (AR/VR), cloud, mobile, and social are transforming the way organizations run their businesses and interact with customers.

With technology adoption growing to provide new insights comes pressure to deliver new value to the customer and build on relationships that go beyond the product purchase. The volume of customer, product, and asset data captured in digital environments demands tools that can rapidly unearth insights and make them available to the right stakeholders at the right time.

Too often, the search for data hinders the ability to solve a customer problem or fix a field asset in need of repair. These challenges become even more critical when customers begin to expect more predictive resolution and faster response similar to their consumer experiences.

Businesses must step up to this challenge. IDC recommends that organizations understand the following as they embark or continue along a digital transformative journey:

- **Complex products and systems.** It will come as little shock to many, but the industries that make, install, and maintain equipment and products can be complex. Today, more than ever, products and equipment are smarter, more critical to operations, demanding multiple stakeholders across the network to support them (i.e., internal teams, external third parties, suppliers, and dealers). This web of complexity requires enterprise systems that can be integrated to ensure that the flow of data from equipment and assets can be processed, made accessible, and acted upon. Manual processes are no longer viable; complexity demands that producers connect critical assets and data to ensure productivity and performance.

- **Real-time insights and information.** The Internet of Things has arrived. IDC defines the IoT as a network of uniquely identifiable "things" that communicate without human interaction using IP connectivity. These things are growing exponentially as new equipment is connected with sensors that transmit real-time data and older equipment is retrofitted to also send information such as vibration, temperature, humidity levels, or fault data. As this volume of data grows across a global network of assets and equipment, the challenge for many businesses is that the ability to make decisions is slowed when too much information needs to be analyzed to make that decision. This is where analytics tools can enable transformation by taking volumes of data and delivering insights for appropriate decision makers in real time. Without systems, processes, and advanced analytical capabilities, companies will struggle to rationalize the vast amounts and variety of data now accessible in the age of the IoT.

- **Configurability.** Every company is unique, even those in the same industry vertical. Systems, processes, people, and levels of risk aversion are all affected by the particulars of each company and require technologies to support specific needs. As organizations across varied industries explore the pathways to digital transformation, the need to find the right partner to meet specific requirements is critical to successful deployment by meeting expectations. Applications and platforms must be able to be configured to support the wide variety of environments of respective industries. A generic approach that is rigid is not an option as different industries hold specific requirements and demand configured solutions. As one IFS customer stated, *"With our previous solution, we could customize to some extent but couldn't meet our requirements. This is the major reason we chose IFS, because it already met the vast majority of our requirements. Then we could do simple customization on top of that to fully meet our requirements."*

IFS ENTERPRISE SOLUTIONS

IFS Enterprise Solutions deliver a user-friendly set of capabilities that enable businesses to adapt quickly to a changing landscape while providing a breadth of solutions to aid in the digital transformation journey many organizations are currently navigating.

IFS offers an integrated application suite that consists of enterprise asset management (EAM), enterprise resource planning (ERP), field service management (FSM), and supply chain management to support global businesses. IFS Enterprise Solutions deliver a user-friendly set of capabilities that enable businesses to adapt quickly to a changing landscape while providing a breadth of solutions to aid in the digital transformation journey many organizations are currently navigating.

IFS Applications is an ERP and asset management solution that provides full back-office financial capabilities to deliver visibility and automation. A key component to the system is its ability to connect the core of an organization's current or future IT systems to extend value. The solution provides capabilities around accounting rules, sustainability management, life-cycle management for assets, document management, reporting and analysis, enterprise operational intelligence, quality management, process models, and an IoT business connector.

IFS Maintenix is a solution designed to aid the aerospace and defense (A&D) industry in maintenance management of capital-intensive aviation assets. The solution brings together standard, lean, and predictable maintenance strategies to help A&D organizations maximize revenue potential through operational agility, total asset visibility, affordable readiness, and optimized performance. The solution helps organizations make improved decisions and comply with regulations across a global footprint.

IFS FSM is a platform that provides end-to-end capabilities to support the service life cycle including customer management, scheduling, dispatch, mobile work execution, reverse logistics, returns management, and warranty management. FSM provides visibility, optimization, and actionable insights for the delivery of issue resolution for customers across a diverse set of industries and use cases. Today, applications that support the field service organization must not only efficiently aid a technician in getting a work order completed but also support the evolution from reactive service models to a more proactive and predictive service experience for customers.

IFS Customer Engagement enables businesses to deliver omni-channel experiences to customers through a variety of capabilities. Bringing together interactions with CRM and customer data across channels to deliver on an application enables customer support agents with a single view of the customer. The solution has embedded artificial intelligence capabilities and leverages robotic process automation (RPA) to improve the efficiency of the support team while enabling personalized customer experiences.

IFS Enterprise Operational Intelligence (EOI) offers analytics capabilities to shorten the time to the right decision endpoint for executives and business users. This solution allows leaders to make better decisions and, in real time, align insights with the actions needed to deliver on the company's strategic objectives.

This white paper primarily highlights IFS Enterprise Solutions within some key industries for business value comparison. IDC calculations refer to the average business value this sample of IFS customers has achieved.

THE BUSINESS VALUE OF IFS ENTERPRISE SOLUTIONS

Choice and Use of IFS Enterprise Solutions

Interviewed organizations included aerospace and defense; energy, utilities, and resources; engineering; construction and infrastructure; manufacturing; and service organizations. These organizations described various reasons for choosing IFS Enterprise Solutions typically focused on the need for a more robust, scalable, functional, and cost-effective platform for their ERP, EAM, and FSM operations. Study participants provided more details about their choice:

- **Designed to support complex operations — Aerospace and defense:** *"We chose IFS Maintenix because it was the only product able to handle the complexity and size of our operations. … We felt that IFS Maintenix was a better product for program maintenance than the [other solution] we considered from a functional point of view."*
- **Common platform for data visibility — Engineering and construction and infrastructure:** *"We wanted a common platform to run our business and enable us to get better metrics and data to make decisions. We selected IFS because it was able to do everything we were looking for under a single product."*
- **Real-time information on inventory — Manufacturing:** *"We had inventory issues before IFS because we had no idea of our inventory and had difficulty tracking sales happening online. … Lots of things happened due to lack of real-time information at the head office."*

> *"We wanted a common platform to run our business and enable us to get better metrics and data to make decisions. We selected IFS because it was able to do everything we were looking for under a single product."*

Most study participants described concentrated use of IFS with the intent of delivering specific functionality to teams such as capital asset management, field service, supply chain, engineering, sales, and finance. For more information about interviewed organizations and their use of IFS Enterprise Solutions, see Appendices A and B.

Business Value of IFS Enterprise Solutions

Study participants reported that they have seen substantial changes in how core teams operate with IFS Enterprise Applications. Interviewed IFS customers can operate much closer to real-time business requirements and have various teams work more effectively. They attributed these benefits to having a common platform for core business activities with specific needed functionalities, as well as having the ability to better share and disseminate information across their businesses:

- **Transparency across disparate operations — Engineering, construction, and infrastructure:** *"The most significant benefit of IFS has been transparency inside our companies. We benefit from the transparency of working together with embedded products in one environment with IFS."*
- **Enabling decision making with real-time data and information — Energy, utilities, and resources:** *"IFS has fundamentally impacted how we operate. … Having a common platform with one source of truth is very important to our business."*
- **Operating business more efficiently with better and real-time information — Manufacturing:** *"With IFS, our systems give us real-time online information for our management team so they can see all issues to provide the solution at the right time to minimize inventory and credit problems. … With IFS, sales happen online in real time based on actual inventory."*

Interviewed IFS customers have leveraged improved operations to capture substantial value, which IDC quantifies at an average of $9.04 million per year per organization ($11,445 per core IFS user). This value, attributable to IFS, links primarily to more efficient business operations and falls into three categories:

- **Operational efficiencies obtained in the form of higher user productivity** as teams such as capital asset management, field service, supply chain, sales, engineering, finance, and compliance benefit from industry-specific functionality, improved visibility into operations, and higher quality of data. IDC puts the value of higher productivity levels for these teams at an annual average of $4.21 million per year per organization ($5,329 per core IFS user).
- **Higher revenue derived** from better addressing business opportunities, delivering higher quality and more timely products and services, and using capital assets more effectively. On average, IDC calculates that study participants will realize higher gross revenue worth $25.75 million per organization ($33,592 per core IFS user), which equates to $3.86 million per organization in higher net revenue ($4,889 per core IFS user) with a 15% operating margin applied.

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- **Lower operational costs achieved** from better management of inventories, improved maintenance of capital assets, and reduced warranty-related liabilities. IDC quantifies the value of these cost savings at an average of $970,000 per organization per year ($1,227 per core IFS user).

Further, IDC's research shows that interviewed customers have reduced their operational risk with IFS Enterprise Solutions by having a more reliable platform that supports cohesive operations and enables a more timely and secure flow of data to minimize operational risk. (The value of reduced risk quantified is included in other value categories aforementioned.)

Operational Efficiencies: Higher User Productivity

Study participants reported that IFS Enterprise Solutions have enabled teams across their businesses to work more effectively and efficiently. Although interviewed organizations are not using IFS Enterprise Solutions to support their entire employee bases, they all reported that at least several important line-of-business teams use it as a foundation for their day-to-day jobs.

IFS Enterprise Solutions provide specific functionalities that enable employees to work faster, seamlessly, and efficiently. Interviewed organizations attributed productivity gains from the use of IFS to be an average of 18%.

For these teams, IFS Enterprise Solutions provide specific functionalities that enable employees to work faster, seamlessly, and efficiently. Interviewed organizations attributed productivity gains to 579 employees on average from use of IFS, with these employees being more productive by an average of 18.3%.

This equates to an average productivity gain of 13.4% for all IFS core users and 2.3% on a cross-organizational basis. IDC puts the value of this higher employee productivity at $4.15 million per year per organization ($5,247 per core IFS user), divided among the teams. (See Table 1 and note that IDC also quantified value in terms of productivity gains from reducing unplanned downtime and more efficient platform management that are not included in Table 3.)

TABLE 1 Business Productivity Benefits: Higher User Productivity

	Per Organization	Per IFS Core User
Higher user productivity		
Number of users with higher productivity	579	0.7
Net FTE impact of higher productivity per year	106.0	0.1
Net value of higher user productivity per year	$4.15 million	$5,247
Average productivity gain by impacted users (%)	18.3	18.3
Average productivity gain by IFS core users (%)	13.4	13.4
Average organizational productivity gain (%)	2.3	2.3

n=17 Source: IDC, 2019

Capital Asset Management

Some interviewed organizations rely on IFS Enterprise Solutions to support capital asset management teams that manage and maintain their equipment and facilities. These organizations must tailor these activities to ensure the longevity and availability of these assets while optimizing staff time spent on these activities.

The interviewed IFS customers in the aerospace and defense sector faced specific challenges in maintaining and operating very complex and expensive equipment and relied on IFS to do so robustly and efficiently. One A&D customer noted that IFS helped the company better understand maintenance requirements: *"IFS allows us to better forecast our future operational requirements and respond faster and better adhere to maintenance requirements."* Another organization explained the benefit of implementing self-service functionality with IFS: *"The major benefit for us is having self-service, which has allowed us to modify the frequency of our maintenance program. This saves us millions of dollars."*

"IFS allows us to better forecast our future operational requirements and respond faster and better adhere to maintenance requirements."

There was also use of IFS Enterprise Solutions for capital asset management activities by organizations in other sectors, particularly energy, utilities, and resources. One such IFS customer that must maintain expensive equipment noted: *"We chose IFS because we are in a very capital-intensive industry with a strong maintenance component, so we needed to understand our costs relative to our units of production. … IFS helps us extend the life span of capital assets. I think it's around 10-15% longer because of higher maintenance quality and assessments."* This is a significant differentiator for this organization in terms of its capital investment budget. The same company noted that this also increases its business agility: *"IFS makes us more agile because we know all of the costs and what are true costs and revenue. This helps us move resources around. In our industry, we have to be able to move both capital and labor — IFS allows us to make better decisions."*

"IFS helps us extend the life span of capital assets. I think it's around 10-15% longer because of higher maintenance quality and assessments."

These organizations have streamlined and automated many of their capital maintenance activities with IFS, helping them deliver more efficient and robust care for these assets. As a result, as shown in Table 2, these teams carry out their responsibilities more efficiently — at an average higher productivity of 7% — and help save hundreds of thousands of dollars per year related to capital assets ($430,600 per organization per year [refer to Table 10]).

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TABLE 2 Impact on Teams Managing Capital Assets

	Before IFS Enterprise Solutions	With IFS Enterprise Solutions	Increased Value with IFS	Benefit (%)
Indexed team productivity (pre-IFS team productivity = 100)	100	107	7	7
Total value of staff time per organization per year	$3.16 million	$3.38 million	$227,400	7

n=17 Source: IDC, 2019

Field Service Operations

Numerous interviewed IFS customers explained that they have enabled their field teams to respond more actively and robustly to customers, with several noting that they chose to deploy IFS specifically to support field service operations. They cited a common challenge with their legacy platforms in accessing and processing the information needed for these operations but reported that they have successfully addressed these challenges with IFS. Their field service teams can now react more appropriately and provide support tailored to customer need. They provided examples of IFS' impact:

- **Field service personnel have the information required to react in real time — Manufacturing:** *"With IFS, we have access to all of the underlying information we need. In the past, it was hard to find all the relevant information. … Now, when a customer asks for services, we can find all the relevant information that is necessary to help them."*
- **Schedule activities in less time — Aerospace and defense:** *"We're seeing big savings with IFS in scheduling activities. Before it would take a couple of days, and now it takes minutes because it's basically self-service. This happens every day for the field service team."*

Improved capabilities of field service teams are reflected in metrics such as much faster scheduling of field service activities (57%) and completion of more work orders (28%) (see Table 3). This also means that field service teams, which sometimes numbers in the hundreds, can handle more work at a higher level of quality. IDC calculates that study participants using IFS to enable field service teams are seeing productivity gains of 10% on average for these teams, reflecting the extent to which they have leveraged IFS to enhance these teams' value to their businesses.

"With IFS, we have access to all of the underlying information we need. In the past, it was hard to find all the relevant information. … Now, when a customer asks for services, we can find all the relevant information that is necessary to help them."

Improved capabilities of field service teams are reflected in metrics such as much faster scheduling of field service activities (57%) and completion of more work orders (28%).

TABLE 3 Impact on Field Service Teams and KPIs

	Before IFS Enterprise Solutions	With IFS Enterprise Solutions	Increased Value with IFS	Benefit (%)
Indexed team productivity (pre-IFS team productivity = 100)	100	110	10	10
Total value of staff time per organization per year	$5.33 million	$5.84 million	$515,200	10
Overall time to schedule per field service activity (hours)*	6.9	2.9	4.0	57
Average time to resolve per issue (hours)*	1.3	0.9	0.4	28
Average number of work orders completed per day*	479	614	135	28

n = 17 Source: IDC, 2019

** Organizations using IFS for field service operations*

Supply Chain/Manufacturing

IFS customers are making their supply chain and manufacturing activities more streamlined and robust. Their businesses depend on complex supply chains that in turn rely on the timely movement of accurate information regarding inventory, logistics, and schedules. Because these activities are highly interwoven, inefficiencies and mistakes compound to create inefficiencies.

Interviewed organizations explained that IFS has allowed them to automate key aspects of their supply chain operations, which reduces the likelihood of snags impacting these operations. Further, running supply chain operations on a single platform provides greater visibility into operations and cleaner flow of information and data across organizations:

- **Improved visibility increases supply chain efficiency — Manufacturing:** *"We have eliminated a lot of paper-based processes for our supply chain operations. The team has more visibility, and they know what they need to do because IFS tells them what the next job is."*
- **Ability to track activities makes manufacturing efforts more efficient and streamlined — Manufacturing:** *"Manufacturing has seen the most change with IFS because they have better access to specific plans and more control over planning to come up with additional solutions. Our 250-person team is 25% more efficient as a result. … Overall, there has been a reduction in delivery times, and there has been a reduction in holding cost."*
- **Automated processes improve delivery capabilities related to supply chain — Engineering, construction, and infrastructure:** *"Our supply chain team has gone from doing everything manually in totaling up purchases to automatically with IFS. … One result has been that we've absolutely improved our on-time delivery with full visibility into the manufacturing cycle. Our on-time delivery before was hovering around 85%, and we're now close to 95% with IFS."*

> *"Manufacturing has seen the most change with IFS because they have better access to specific plans and more control over planning to come up with additional solutions. Our 250-person team is 25% more efficient as a result."*

Table 4 demonstrates the positive impact on supply chain and manufacturing operations for study participants of using IFS Enterprise Solutions. Metrics such as needing 14% less time on average to deliver products and delivering 10% more products on time reflect these efficiencies, both of which contribute to higher customer satisfaction. Meanwhile, day-to-day efficiencies for these teams helped them increase their productivity levels by an average of 17%.

TABLE 4 Impact on Supply Chain/Manufacturing Teams and KPIs

	Before IFS Enterprise Solutions	With IFS Enterprise Solutions	Increased Value with IFS	Benefit (%)
Indexed team productivity (pre-IFS team productivity = 100)	100	117	17	17
Total value of staff time per organization per year	$8.38 million	$9.82 million	$1.44 million	17
Time to deliver per order/ product (weeks)*	8.2	7.0	1.2	14
Orders delivered on time (%)*	80	88	8	10

n = 17 Source: IDC, 2019

** Organizations using IFS for field service operations*

"Our team is able to quote three to four times as many jobs as they used to because of the reports they can pull out of IFS. … As a result, we can bid on four times the number of opportunities now, which is a significant improvement. … We've also reduced the time to close a deal by around 20%."

"The sales teams and customer service can respond to clients' inquiries much faster. Because they have more data in hand, they can work out price and proposition better and faster than they could otherwise."

Sales Teams

Interviewed IFS customers reported that their sales teams are more focused and can better engage customers in real time. They benefit from having faster access to more comprehensive information that allows them to put forward quotes and proposals without needing to go through iterations and prolonged internal approval processes. As a result, sales efforts are more seamless, require less time, and are more likely to yield deals. IFS customers explained the impact:

- **Sales team can put out many more quotes — Engineering, construction, and infrastructure:** *"Our team is able to quote three to four times as many jobs as they used to because of the reports they can pull out of IFS. … As a result, we can bid on four times the number of opportunities now, which is a significant improvement. … We've also reduced the time to close a deal by around 20%."*
- **Sales team can offer discounts in real time — Manufacturing:** *"Previously, if we wanted to offer a discount, our sales team had to refer to the head office. Now with IFS, the sales team can offer the discount to the customer at that moment online. … The team, which is several hundred people, is almost two times as productive, and we're closing 30-35% more deals."*
- **Faster response to customer inquiries — Manufacturing:** *"The sales teams and customer service can respond to clients' inquiries much faster. Because they have more data in hand, they can work out price and proposition better and faster than they could otherwise."*

As shown in Table 5, sales teams at interviewed organizations have leveraged IFS to become much more productive — almost two times more productive on average (94%). In addition, these sales team–related efficiencies have contributed to revenue gains realized by interviewed organizations (refer to Table 9).

TABLE 5 Impact on Sales Teams

	Before IFS Enterprise Solutions	With IFS Enterprise Solutions	Increased Value with IFS	Benefit (%)
Indexed team productivity (pre-IFS team productivity = 100)	100	194	94	94
Total value of staff time per organization per year	$970,800	$1.88 million	$914,100	94

n=17 Source: IDC, 2019

Engineering

Interviewed organizations rely on their engineering teams to create complex, compelling products in a robust and timely way. Like other teams, engineering teams sometimes struggled to pull together disparate information in support of their efforts and to have a full view of fundamental issues such as quality control.

Study participants whose engineering departments are using IFS noted that they now benefit from the free and timely flow of this type of information to and within engineering teams, helping them work more efficiently and effectively. An interviewed manufacturing organization commented: *"Building [our product] is a complex logistical puzzle. By providing our teams with all the relevant information from one system with IFS that gives all the background information in combination with the planning system, the benefits will be significant in terms of cost and operational efficiencies. … At the end of the day, the total quality of the product increases. By making the total approach more efficient, we can deliver faster."* On average, interviewed IFS customers reported delivering new products 14% faster, contributing to 22% higher productivity for their engineering teams and optimizing the value these core teams deliver to their organizations and customers (see Table 6).

On average, interviewed IFS customers reported delivering new products 14% faster, contributing to 22% higher productivity for their engineering teams and optimizing the value these core teams deliver to their organizations and customers.

TABLE 6 Impact on Engineering Teams

	Before IFS Enterprise Solutions	With IFS Enterprise Solutions	Increased Value with IFS	Benefit (%)
Indexed team productivity (pre-IFS team productivity = 100)	100	122	22	22
Total value of staff time per organization per year	$2.32 million	$2.84 million	$517,500	22

n=17 Source: IDC, 2019

Finance-Related Teams

Finance, auditing, and accounting teams need a seamless flow of operational data to meet deadlines and quality expectations. They typically must collect data from various departments and then consolidate and enter this data under time constraints. Interviewed IFS customers reported that these teams benefit to a significant extent not only from the visibility and access to data enabled by IFS but also from the ability to scrutinize data via drill downs and detailed audits. They provided specific examples of higher quality and productivity:

- **Finance team more productive with real-time access to data — Manufacturing:** *"The availability of data our finance team receives, and seeing it in real time with IFS, is beneficial. There is less data entry but more analysis. Our finance team is around 50% more productive. … Also, we have 80% fewer errors because the IFS system does not permit users to make mistakes."*
- **Consolidated platform delivering efficiencies for finance team — Energy, utilities, and resources:** *"Our finance team saves about 20% of their time with IFS because the data is all in one place. … With separate finance, maintenance, and work order systems, the team had to consolidate all of the data and this created a lot of double-entry work."*
- **Streamlined finance activities — Engineering, construction, and infrastructure:** *"The impact of IFS on our finance team has been massive. Before, our finance group was probably twice the size it is now. Every division had to collect its debit, its month-end document, and kind of consolidate Excel and then share them to corporate and use that to be reconsolidated. So now, they are able to close the month in days, whereas before, it was often the entire month."*

> *"The availability of data our finance team receives, and seeing it in real time with IFS, is beneficial. There is less data entry but more analysis. Our finance team is around 50% more productive. … Also, we have 80% fewer errors because the IFS system does not permit users to make mistakes."*

> *"The impact of IFS on our finance team has been massive. Before, our finance group was probably twice the size it is now. Every division had to collect its debit, its month-end document, and kind of consolidate Excel and then share them to corporate and use that to be reconsolidated. So now they are able to close the month in days, whereas before, it was often the entire month."*

The impact of IFS on finance, auditing, and accounting teams can be seen in terms of both improvements to key performance indicators (KPIs) and productivity levels. Study participants reported strong gains in terms of these teams' performance, with finance cycles closing 30% faster, errors occurring 27% less frequently, and budgetary cycles completing 21% faster. Interviewed IFS customers reported consistent productivity increases for finance, auditing, and accounting teams, with an average 24% productivity gain across these three teams (see Table 7).

TABLE 7 Impact on Finance-Related Teams

	Before IFS Enterprise Solutions	With IFS Enterprise Solutions	Increased Value with IFS	Benefit (%)
Indexed team productivity (pre-IFS team productivity =100)	100	124	24	24
Total value of staff time per organization per year	$1.93 million	$2.40 million	$468,600	24

n=17 Source: IDC, 2019

Regulatory Compliance

Study participants reported that IFS Enterprise Solutions carry specific functionality in addition to providing better access to operational information that enables more efficient and robust regulatory compliance. One interviewed service organization noted that IFS worked closely with it to help ensure GDPR compliance: *"As of last year, we had to be compliant with EU GDPR legislation or we risked a big fine. We talked to IFS and they said they will provide an update. It was the first and only application in our company that was GDPR compliant."*

"Our industry is subject to heavy regulations. … To maintain exported product quality, key government authorities are extremely stringent and must monitor orders closely. We need to provide extensive information to them and IFS helps provide it."

An interviewed manufacturing organization commented on how IFS helps the company meet stringent regulatory requirements: *"Our industry is subject to heavy regulations. … To maintain exported product quality, key government authorities are extremely stringent and must monitor orders closely. We need to provide extensive information to them and IFS helps provide it."* These types of efficiencies have contributed to an average productivity gain of 15% for compliance teams and have reduced the burden on organizations striving to ensure compliance with changing regulatory requirements (see Table 8).

TABLE 8 Impact on Compliance Teams

	Before IFS Enterprise Solutions	With IFS Enterprise Solutions	Increased Value with IFS	Benefit (%)
Indexed team productivity (pre-IFS team productivity =100)	100	115	15	15
Total value of staff time per organization per year	$414,200	$478,200	$64,100	15

n=17 Source: IDC, 2019

Increased Revenue

Study participants reported leveraging the capabilities of IFS to improve business results.

In addition to capturing efficiencies discussed previously, study participants reported leveraging the capabilities of IFS to improve business results. Like most organizations, interviewed IFS customers must be sufficiently agile to address business opportunities and have a strong business infrastructure to ensure that they can serve their customers.

Before deploying IFS, interviewed organizations struggled to ensure the flow of data across their operations necessary to implement business plans, react to opportunities, ensure timely and tailored delivery of products and services, and operate cost effectively. As a result, they were unable to realize their potential growth. Most interviewed organizations reported that IFS has enabled their businesses, with about half of interviewed organizations able to attribute specific revenue gains to their use of IFS.

"IFS makes us more agile because we know all of our true costs and revenue sources, and this helps us move resources around. In our industry, we have to be able to move both capital and labor. IFS allows us to make better decisions."

Interviewed organizations discussed the IFS capabilities that have enabled their businesses:

- **Operational agility, thanks to visibility into costs and revenue — Energy, utilities, and resources:** *"IFS makes us more agile because we know all of our true costs and revenue sources, and this helps us move resources around. In our industry, we have to be able to move both capital and labor. IFS allows us to make better decisions."*
- **Maximize use of capital assets for business — Aerospace and defense:** *"With IFS, we can use aircraft in a better way by better monitoring maintenance. As a result, we can fly our aircraft another half day or full day per year. … The investment in IFS is justified because when we ask a question about an aircraft, we immediately have an answer in real time. It's night and day from before."*
- **Better ability to customize products — Manufacturing:** *"With IFS, we are able to support smaller orders and have more variations in the product lines. Also, we can process purchase orders faster, so it is definitely a positive."*
- **Enabling business growth — Service organization:** *"Our business has been growing very fast in the past 10 years and we needed to keep up. … For the cost, IFS was the best solution to keep up with this growth. … With IFS, we can combine all our daily operations. All the information is easy to find, with details on purchase orders."*

IFS customers will realize total revenue gains on an average of $25.75 million per year ($32,592 per IFS core user).

Table 9 presents IDC's findings on the impact of IFS on organizations' businesses. IFS customers will realize total revenue gains on an average of $25.75 million per year ($32,592 per IFS core user). For purposes of the financial model, which IDC uses to support return on investment and other financial conclusions reached in this study, IDC applies a 15% operating margin to total revenue gain. For purposes of the ROI analysis, IDC calculates that interviewed IFS customers will realize net revenue gains worth $3.86 million per year per organization ($4,889 per IFS core user) with application of this 15% operating margin assumption. (For more details about IDC's Business Value methodology, see Appendix C.)

TABLE 9 Impact on Revenue

	Per Organization	Per IFS Core User
Higher revenue, new business		
Additional gross revenue per year	$25.75 million	$32,592
Recognized revenue per year by IDC model*	$3.86 million	$4,889

n=17 Source: IDC, 2019

** IDC applies a 15% operating margin assumption to gross revenue gains*

Study participants also reported reducing their operational costs with IFS by better maintaining capital assets, optimizing supply chains and inventories, and reducing the frequency with which they receive and must pay customer warranty claims.

Operational Cost Savings

Study participants also reported reducing their operational costs with IFS by better maintaining capital assets, optimizing supply chains and inventories, and reducing the frequency with which they receive and must pay customer warranty claims. A manufacturing organization commented: *"The most apparent and obvious benefit to us is inventory management. With IFS, there is a lot more transparency in terms of inventory on hand and stock turnover and more information overall in terms of inventory. It allows us to see everything in real time."* Several IFS customers reported similar experiences, thereby reducing or avoiding operational costs, which IDC quantifies as having an annual value of $970,000 per organization per year ($1,227 per IFS core user) (see Table 10).

TABLE 10 Operational Cost Savings

	Per Organization	Per IFS Core User
Capital asset cost savings	$430,600	$545
Supply chain cost savings	$454,000	$575
Warranty claim cost savings	$85,500	$108
Total annual operational cost savings	$970,000	$1,227

n=17 Source: IDC, 2019

Other Quantified Benefits

In addition to the benefits discussed previously, study participants also reported that IFS is more reliable than their previous platforms. As a result, they could decrease the impact of unplanned outages by an average of 20%, resulting in higher productivity worth $14,300 per organization per year. Finally, they noted that they require less staff time to manage IFS, saving an average of 0.8 full-time employees (FTEs) per year, worth an annual average of $50,000 per year per organization.

Reduced Operational Risk

Study participants noted that IFS Enterprise Solutions helped them minimize operational risk in important ways. While these benefits are not always quantifiable, IDC has included the value of enhanced productivity through risk reduction in the "Operational Efficiencies: Higher User Productivity" section of the study. Interviewed organizations discussed several ways that IFS has enabled them to reduce risk:

Interviewed organizations reported bringing down the impact of unplanned outages compared with their previous platforms by 20% on average.

- **Reduced unplanned downtime affecting platform:** Study participants rely on IFS Enterprise Solutions to run and support their businesses, so unexpected outages negatively affect business performance. Interviewed organizations reported reducing their exposure to this type of risk by bringing down the impact of unplanned outages compared with their previous platforms by 20% on average.
- **More effective auditing activities:** Study participants reported enabling more efficient and cost-effective auditing efforts by enhancing information flow and availability with IFS Enterprise Solutions. Study participants have increased the productivity levels of their auditing teams on an average of 35% (value included in Table 7 above).
- **Lower likelihood of human error:** Study participants cited automated processes and higher quality of data as reducing the frequency of errors in key areas such as finance-related activities.
- **Streamlined and unified business operations:** Several study participants also spoke to the less quantifiable but equally important benefit of having more accurate information on which to base their businesses. For organizations running business-critical applications and systems, upon which their operations depend, enhanced understanding of performance and potential problems is invaluable.

IDC calculates that this group of IFS customers will realize discounted benefits over five years valued at an average of $30.94 million ($39,153 per IFS core user) in terms of higher user productivity, increased revenue, and lower operational costs.

Summary: Financial Value

Table 11 presents IDC's findings with regard to the average benefits and costs related to interviewed organizations' use of IFS Enterprise Solutions. IDC calculates that this group of IFS customers will realize discounted benefits over five years valued at an average of $30.94 million ($39,153 per IFS core user) in terms of higher user productivity, increased revenue, and lower operational costs.

TABLE 11 ROI Analysis

	Five-Year Average per Organization	Five-Year Average per IFS Core User
Benefit (discounted)	$30.94 million	$39,153
Investment (discounted)	$6.03 million	$7,632
Net present value (NPV)	$24.91 million	$31,521
Return on investment (ROI)	413%	413%
Payback period	15 months	15 months
Discount rate	12%	12%

n=17 Source: IDC, 2019

These benefits are compared with an average five-year discounted investment cost, including staff time for deployment and management of IFS, of $6.03 million per organization ($7,632 per IFS core user). This would result in an average five-year ROI of 413% with breakeven on their investment in IFS occurring in 15 months. (For additional details about IDC's Business Value methodology, see Appendix C.)

CHALLENGES/OPPORTUNITIES

Technology alone has never been the answer to the complex questions of transformation. To attain the full value of any solution, organizations must understand how they can be most successful and maximize investment across the entire organization. Taking this into account, it is critical that organizations address the following key challenges:

- **Change management.** New tools, even if better than what came before, may be met with negativity or apathy. If teams and users are not on board for changes in technologies, systems, or processes, it will be difficult to achieve the desired business value. Users and team members will find workarounds or just not adopt a new system at all, leading to no productivity gains or improvements. Building momentum and buy-in early are key to a successful rollout of any new technology or process. Companies can't assume that frontline workers will adopt in the name of digital transformation alone.
- **Ecosystems working together.** The path to success in the digital world is not a one-sided endeavor. To excel, partnerships, alliances, and coopetition will be necessary. Systems and tools must be able to integrate and provide a seamless data flow that can be acted upon in real time. Silos of data and knowledge slow down an organization's ability to meet customer needs and deliver products and services in a timely manner. Ecosystems must be able to close this gap. But too often, organizations are working through legacy IT systems or a hodgepodge of disconnected systems.
- **Rapid disruption.** Organizations across varied industries are being disrupted. New business models are forming, new customer profiles are emerging, and new competitors are entering the market. For this reason, technology partners like IFS must be able to not only provide scalable and agile solutions that enable businesses to adapt quickly but also support customized experiences across a global installed base. Organizations in key industries like aerospace and defense; energy, utilities, and resources; manufacturing; and engineering, infrastructure, and construction haven't been accustomed to the need to rapidly change to meet innovative customer requirements. But that is changing. The

ability to deliver new customer experiences and additional value will be the dividing line for success in the experience economy.

Despite these and other challenges, businesses have been able to achieve many benefits from investments in tools and technologies to support a digital journey. IDC finds that businesses that take a true strategic partnership approach regarding their investments can achieve the following benefits:

While the customers interviewed for this study represented five major industry verticals, they all benefited from significant increases in the productivity of key teams, higher revenue from better business results, and reduced operational costs from identifying cost optimization opportunities. As a result, they will earn a projected average 413% five-year ROI on their investment in IFS Enterprise Solutions and will have better positioned themselves to succeed in their very competitive business environments.

- **Productivity improvements as complex, manual processes becoming automated.** Many technology investments today are built around a move from paper-based process or manual process to a level of automation. The low-hanging fruit in this case is improvements in productivity. Manual entry, errors, long lead times, lost paperwork, and static reports are all removed from the process, which helps deliver quite a bit of value from almost the first day. Creating a real-time view in a process or set of activities allows organizations to make better decisions and get more done.
- **Cost reductions associated with a single platform for end-to-end life-cycle management.** A number of IFS customers detailed how they were moving from many disparate systems or manual processes. It is highly unlikely that an organization will go from a set of paper-based processes to a digital tool and add costs to their bottom line. Removing errors and more timely billing alone will help organizations achieve their goal of cost reduction from systems like enterprise applications.
- **Innovation that drives revenue gains and profitability growth**. As businesses move through their stated and implicit goals, the desire to unearth new revenue streams quickly comes to the fore. Continuous improvement based on investments in technology systems presents the possibility for other opportunities. Visibility into customer usage data or behavior, insight into gaps in the supply chain, or insight into potential fraud enables businesses to innovate around new products and services.
- **Improved customer satisfaction based on real-time insights.** At the heart of any investment should be the end customer or consumer. If an organization can't envision how a customer will be positively impacted by a technology investment, it may need to rethink if it is the correct time to make this change. Technology systems and automation that enable real-time data and insights are critical as organizations strive to personalize customer experiences and deliver enhanced value through each interaction. Improvements in systems and technology, as noted by IFS customers, can enable better experiences to be delivered and even allow an organization to better align its goals with those of the customer.

CONCLUSION

Digital transformation (DX) is not a new concept for businesses in a variety of industries. However, choosing the right partner to achieve appropriate value from DX investments is not always easy. A good technology investment should not be just a one-off decision or one that's made without understanding how the technology will mesh with a company's business objectives. It's also important to understand how the technology will impact the current and future customer base, IT infrastructure, partners, and employees. As more businesses become disrupted, digital transformation and the ability to quickly adapt will become even more critical to success.

IDC's study demonstrates the significant value that organizations achieve by enabling the effective flow of data and information across their business operations with IFS Enterprise Solutions. While the customers interviewed for this study represented five major industry verticals, they all benefited from significant increases in the productivity of key teams, higher revenue from better business results, and reduced operational costs from identifying cost optimization opportunities. As a result, they will earn a projected average 413% five-year ROI on their investment in IFS Enterprise Solutions and will have better positioned themselves to succeed in their very competitive business environments.

APPENDIX A

Study Demographics

IDC interviewed a global sample of 17 organizations about their experiences with IFS Enterprise Solutions. These IFS customers were selected to provide feedback for specific industry verticals, including aerospace and defense (3); energy, utilities, and resources (2); engineering, construction, and infrastructure (2); manufacturing (6); and service organizations (4). Interviews were designed to elicit both qualitative and quantitative feedback from these organizations about the impact of IFS Enterprise Solutions on various aspects of their business operations.

Interviewed organizations were relatively large on average with 5,970 employees and annual revenue of $2.54 billion (see Table 12). As noted, they represented industries for which enterprise software solutions in areas such as enterprise resource planning, enterprise asset management, and field service management are essential components of their business. This group of IFS customers was global in nature, encompassing 12 countries and 5 continents.

TABLE 12 Demographics of Interviewed Organizations

	Average	Median
Number of employees	5,970	1,500
Number of business applications	254	30
Revenue per year	$2.54 billion	$335 million
Country	Australia, Chile, China (2), France, Germany, Malaysia, the Netherlands, Panama, Sri Lanka (3), Taiwan, the United Kingdom (3), the United States	
Industries	Aerospace and defense (3); energy, utilities, and resources (2); engineering, construction, and infrastructure (2); manufacturing (6); service providers (4)	

n=17 Source: IDC, 2019

APPENDIX B

Use of IFS Enterprise Solutions

Table 13 provides details about interviewed organizations' use of IFS Enterprise Solutions. These IFS customers reported running five business applications with 790 direct users across 52 sites on the platform. Interviewed organizations migrated to IFS from either other vendor solutions or internally designed solutions based more on manual processes. They reported a relatively even split between running IFS Enterprise Applications from on-premise environments or as IFS-managed cloud services.

TABLE 13 IFS Environments of Interviewed Organizations

	Average	Median
Number of sites	52	12
Number of offices	15	10
Number of business applications	5	3
Number of direct users of IFS	790	350
Number of manufacturing facilities	3	1
Number of products	756,500	13,000
Number of months using IFS	73	60

n=17 Source: IDC, 2019

APPENDIX C

Methodology

IDC used the following three-step method for conducting the Business Value analysis informing this study's results and conclusions:

1. **Gathered quantitative benefit information** during the interviews using a before-and-after assessment for interviewed organizations that have deployed IFS Enterprise Solutions. In this study, the benefits of using IFS Enterprise Solutions included revenue gains, increased user productivity levels, and operational cost reductions.

2. **Created a complete investment (five-year total cost analysis) profile based on the interviews.** Investments go beyond the initial and annual costs of deploying and using IFS Enterprise Solutions and can include additional costs related to migrations, planning, consulting, and staff or user training.

3. **Calculated the ROI and payback period.** IDC conducted a depreciated analysis of the quantified financial benefits and investment costs for the organizations' use of IFS Enterprise Solutions over five years. Return on investment (ROI) is the ratio of the net present value (NPV, which equals the total discounted benefits minus discounted investment costs) and the discounted investment. The payback period is the point at which cumulative benefits equal the cumulative investment up until that point.

IDC's standard methodology was utilized for this project. This methodology is based on gathering data from current users of IFS Enterprise Solutions. Based on interviews with 17 organizations, IDC performed a three-step process to calculate the Business Value measures:

1. Measure the benefits from use of IFS Enterprise Solutions in terms of higher revenue, increased user productivity levels, and operational cost savings.

2. Ascertain the investment made in deploying and running IFS Enterprise Solutions and associated migration, training, and support costs.

3. Project the costs and savings over a five-year period and calculate the ROI and payback for use of IFS Enterprise Solutions.

IDC bases the Business Value calculations on assumptions that are summarized as follows:

- Time values are multiplied by burdened salary to quantify efficiency and productivity savings. Because of the geographic diversity of the customer sample for this study, IDC did not use its standard salary assumptions and instead calculated average salary assumptions based on the countries of location of the interviewed organizations.

Thus, for this study, IDC assumed a fully burdened salary of $65,353 per year for IT staff, including developers and engineers, and $45,747 for other employees, with an assumption of 1,880 hours worked per year.

- Downtime values are a product of the number of hours of downtime multiplied by the number of users affected. The impact of unplanned downtime is quantified in terms of impaired end-user productivity and lost revenue. Lost productivity is a product of downtime multiplied by burdened salary. Because every hour of downtime does not equate to a lost hour of productivity or revenue generation, IDC attributes only a fraction of the result to savings. As part of our assessment, we asked each company what fraction of downtime hours to use in calculating productivity savings and the reduction in lost revenue. IDC then taxes the revenue at that rate.
- The net present value of the five-year savings is calculated by subtracting the amount that would have been realized by investing the original sum in an instrument yielding a 12% return to allow for the missed opportunity cost. This accounts for both the assumed cost of money and the assumed rate of return.
- Because the use of IFS Enterprise Solutions requires a deployment period, the full benefits of the solution are not available during deployment. To capture this reality, IDC prorates the benefits on a monthly basis, and then subtracts the deployment time from the first-year savings.

Note: All numbers in this document may not be exact due to rounding.

APPENDIX D

Additional Selected Customer Quotes

In addition to the customer quotes included in this study, IDC identified other customer quotes of interest listed in the following:

- **Quality of offering and interface — Engineering:** *"There were really three reasons we chose IFS. The first reason was the depth and breadth of their offering. … The second reason was because their approach and their interface was far ahead of the competition. They engaged with us in a really positive, professional way, and their people were just incredibly knowledgeable about their systems and their processes. … The third thing was that they had some tools through the pre-sales stage that were very helpful to us in showing us a cost-benefit analysis of using IFS."*

- **Designed to support complex operations — Aviation:** *"We chose IFS Maintenix because it was the only product able to handle the complexity and size of our operations, especially because we are made up of more or less separate companies. Maintenix was the best solution for this complexity. … The fact is that we simply think that IFS is a better solution for program maintenance. At the time of the choice, we felt that Maintenix was a better product than the [other solution] we considered from a functional point of view."*

- **Ability to handle complex specifications — Engineering:** *"The interesting challenge for us is that we are more of an engineering order company, and we engineer products that we build to customer specifications. So being able to manage multiple versions of complicated product structures in the system was very important. IFS' engineering module is very granular and allows you to go to infinite levels of depth, which many of the others did not."*

- **Strong control over maintenance of capital assets — Aviation:** *"IFS addresses an industry challenge for us in terms of the capacity of handling our own fleet and our own systems. Our old system, which we didn't own, didn't provide us control over maintenance systems, which was very cumbersome and a challenge. Also, the system was outdated in terms of providing services and user interface. … We are using IFS for maintenance and logistics in general and the operational side, including supply chain, logistics, and everything related to the operation of the aircraft, including parts."*

- **Enabling decision making with real-time data and information — Manufacturing:** *"Our clients have very unique requirements on the engineering products. So with IFS, we are basically focused in this engineering module and also the project based for customizing. … Because the engineers can draw everything in IFS, they basically push all this drawing information to the IFS system, and then the production team can access the drawing that shows everything needed to be there for them to do their job, they are much more productive with IFS."*

- **Employee efficiencies across operations with timely data — Engineering:** *"The most significant benefit of IFS is that literally everyone will save enormous amounts of time. And the next important thing is that we'll have real-time data, and as a consequence, we'll be able to manage our business much more closely."*

- **Support R&D activities — Manufacturing:** *"We also use IFS a lot for R&D. It handles all the new development of our products, and we control both formulation and cost within IFS. When I say formulation, I am talking about recipes that underpin our products or the material within the system. IFS gives us a great abundance in terms of controlling what we do, and looking at different scenarios by changing an element or component to a recipe."*

- **Ability to manage and value capital assets enables team efficiencies — Aviation:** *"IFS provides correct identification of each individual asset and their value over the time, at the time when we look at that. … We have a team of five managing our capital assets, and they're saving time with IFS — I would say they save 30% of their time. We're also avoiding hiring two additional staff members for this team with IFS."*

- **Supporting predictive maintenance and ability to demonstrate quality of maintenance — Aviation:** *"With IFS, we can control in real time what we do much better because we have a better view of maintenance requirements in a predictive fashion. With IFS, it's much easier to find data, to analyze what we need to do on aircraft compared with our previous solutions. This makes it much easier to anticipate aircraft workloads and what competencies are needed for given tasks. … We are much more able to demonstrate that we are conducting maintenance correctly — it's very important as an airline to be able to show that."*

- **Delivering higher-quality product life-cycle support — Manufacturing:** *"With IFS, we want to support our business from the early design until the operations of the production. So the combination of IFS and [our product life-cycle management software] supports the total activities of the product. In the past, we only focused on delivering the product, and a little bit on the life cycle of the product, so this is a huge change. That's why we started a new group within our organization for service and operations to help our customers that work with and maintain our assets."*

- **More effective service delivery through faster sharing of information — Service provider:** *"There has been a huge improvement with IFS to make work easier and faster. The service department team is getting information quicker, and they only have to access one system for the information. One effect that was not foreseen by me was that people from other departments adapted their processes and workflows so we get the right information into IFS. Communication became better in the company because the people are talking about the same site and the same data."*

- **Ability to track activities makes manufacturing efforts more efficient and streamlined — Manufacturing:** *"Manufacturing has seen the most change with IFS because they have better access to specific plans and more control over planning to come up with additional solutions. Our 250-person team is 25% more efficient as a result. … We have actually improved in terms of volume and value with IFS, but it is mainly efficiencies and reducing wastage. All small parts that we were never able to track before, we are now able to see and do. … Overall, there has been a reduction in terms of delivery times, and there has been a reduction in terms of holding cost."*

- **Supply chain team efficiencies — Aviation:** *"Our supply chain team is saving time because IFS provides a faster and easier view of inventory and ordering processes. As a result, we have around 60 people saving about 30% of their time, and we're saving around $100–200,000 per year in material costs."*

- **Sales team can put out many more quotes — Engineering:** *"Our quotes team is able to quote three to four times as many jobs with IFS as they used to because of the reports they can pull out of IFS and put more information into the quotes. Before, it was all manual hunting for information. As a result, we can bid on four times the number of opportunities now, which is a significant improvement. … We've also reduced the time to close a deal by around 20% with IFS."*

- **More engaged and focused sales teams — Manufacturing:** *"Our sales team has transformed with IFS from being 'merchandisers' into a more proactive sales group because they go out and share information. … With IFS, they can check payments of invoices or outstanding balances, which helps them, and as a result, they are more engaged and know what the system can do. They come up with requests for reports on a weekly basis or a monthly basis as a result."*

- **Faster delivery of information from field to main office means faster finalization of sales data — Manufacturing:** *"Before IFS, the branches in the field took about one week to report their sales and figures to the head office. Then, once it reached the head office, it took 13–15 days for the accounting back-end team to finalize accounting and create the final accounting package to report to head office. Now it has come down to 8 days."*

- **Consolidated platform delivers efficiencies for finance team — Energy:** *"We have 25 people on our finance team who save about 20% of their time with IFS because the data is all in one place. They don't have to consolidate it from different systems, which is what we were doing. With separate finance, maintenance, and work order systems, the team would have to consolidate all of the data, and this would create a lot of double-entry work."*

- **Better manage inventory — Service provider:** *"Product expirations are a key area that we need to manage very closely because we are working in the pharmacy industry. Certain drugs need to be maintained under specific conditions, like cool areas. We can manage all of these dates and specifics through IFS more efficiently."*

- **Higher quality of data for auditing — Energy:** *"We are able to generate the data we need for auditors now from one source of truth with IFS. That's why our audits went much quicker this year. They are able to pull it all out of IFS and give them what they need in short order versus hunting for it and trying to justify things. Honestly, the accuracy of data is markedly improved."*

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