



**Godlan, Inc.**

# Nine Years of Customer Satisfaction: An ERP Service Provider Review

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Senior Director, Analyst Services // May 2022

## TEC ACCREDITATION REPORT

TEC Accreditation assesses service providers' customer satisfaction levels through detailed surveys of real clients. We award accredited status to only those companies that excel in client service. Our reports provide an overview of the service provider, a description of each customer project, and transparent reporting of our findings.



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## ABOUT THIS REPORT



Service Provider: Godlan, Inc.  
Related Products: Infor SyteLine ERP  
Main Services: ERP software implementation and services

Accreditation by Sarah Gibson, Senior Director, Analyst Services, Technology Evaluation Centers

### What Is TEC Accreditation?

Organizations seeking the services of a value-added reseller (VAR), channel partner, implementer, systems integrator, or consultant require an evaluation of what this service provider has to offer and how well they've succeeded with past customers. TEC's Accreditation Program is designed to provide that impartial, data-driven insight.

The program requires the service provider's clients to respond to TEC's detailed client satisfaction survey, with one or more new clients being added each year that the accreditation status is renewed. Our survey focuses on rating the quality of the services provided and the performance of the project team on a number of specific points. The service provider neither is involved in the distribution or receipt of these client surveys nor has an opportunity to review or alter the ratings they receive from past customers.

TEC awards accredited status to only those companies whose client surveys reveal a sustained trend of above-average customer satisfaction.

### Godlan Maintains TEC Accreditation for Nine Years

Technology Evaluation Centers (TEC) is pleased to announce that Godlan, Inc. has successfully completed the TEC Accreditation Program over nine years. This has involved a separate analysis and new references for each edition, up to and including the year 2022.

For more details about Godlan, Inc. and the services the company offers, see Godlan's profile on TEC's IT Directory (<https://www3.technologyevaluation.com/research/company/Godlan-Inc.html>).

## SPECIAL INTRODUCTION

As enterprise software experts who maintain an impartial position, TEC does not endorse service providers, vendors, or products beyond verifying claims. Rather, it provides quantitative comparisons to industry averages and describes qualitative factors such as a software's user interface or a provider's client service patterns.

But in this case, we're compelled to note that Godlan stands out to our team of analysts. Godlan's commitment to excellence in client service, product knowledge, and industry expertise has been confirmed to TEC through interactions with many of their clients, not one of them standing in exception. It is therefore our pleasure to re-issue Godlan's Accreditation Report with this special supplement describing what we've come to know about their record of success and how that information was obtained.

In an exercise that did not involve the clients surveyed for this report, we conducted a series of interviews with both won and lost prospects of Godlan. This is part of a service we offer to proactive vendors and service providers that want to pinpoint their strengths and challenges through nuanced, detailed prospect feedback that is not easily gathered by the providers themselves.

Given a pool of 35 contacts, our industry analysts reached out for candid conversations about what made them choose or pass on Infor SyteLine.

We reported our Win/Loss Customer Interview findings back to Godlan in anonymized fashion. Our experience with these customer interviews was quite remarkable: not one of Godlan's lost prospects cited the service provider's performance during the sales consultation process as a factor in the loss of the deal. Rather, even in these lost deals, customers lauded Godlan's product expertise, industry knowledge, and engagement level. The losses were pinned to software pricing undercuts by competitors or to specific functionality needs.

In each of the "won" cases, we heard not only what we expected to hear from companies that selected Infor's solution (that it provided the right functional fit for their current and future needs) but also that Godlan's performance was stellar and had influenced their decision.

## CUSTOMER QUOTES

TEC conducted a series of telephone interviews with former Godlan customers, some in relation to the accreditation process, and some for a separate analysis. Here are a few of the things that Godlan's customers have said about their experience:

*"Godlan put in the time to ensure that our entire team understood all the nuances of how the upgrade and new modules would impact our organization. They likewise made sure that their team had a clear understanding of our needs. They addressed all of our industry-specific requirements and never made us feel as though it was a burden."* – Pharmaceutical and Healthcare Manufacturing

*"Godlan was reassuring in their follow-up to make sure everything was progressing as planned and that all needs were met. Their consultants were goal oriented and helped to keep the project on track."* – Electronic and High-Tech Components Manufacturing

*"Responsive team that knew the business and the product very well. They were also very upfront on pricing, very transparent."* – Windows & Doors Manufacturer

*"Their sales reps performed extremely well on conveying the specific value the software could bring to us, especially compared to Microsoft's and SAP's teams. Godlan showed a strong understanding of our industry and its particulars and they took that into account the whole way through."* – Defense Manufacturing

*"The [Godlan] consultant is top-notch and comes from a manufacturing background, so he's able to conceive of what we do and how we do it."* – Specialty Vehicles

*"Integration with our existing system was our main and biggest concern. I was impressed by Godlan's emphasis on not only executing the implementation plan but also helping to map out how we could get our own customers and users on board. They had pragmatic suggestions and plans to help us make sure the investment was used well by our customers."* – second Windows & Doors Manufacturer

## OVERVIEW OF GODLAN

Godlan, Inc. is a Michigan-based partner of Infor that specializes in implementation, consulting, and other services for Infor SyteLine ERP (also known as CloudSuite Industrial), mainly for manufacturing clients. In business since 1984, Godlan has been working exclusively with SyteLine ERP software, from the product's original development by Symix, through several name changes and owners, until the product line was acquired by Infor in 2005. Since then, Godlan has established a very positive and productive relationship with Infor.

Godlan is not only a software distributor but also an Infor Gold Channel Partner. The roles of the software developer and partner differ from those of the typical developer-VAR relationship model. The client executes a software contract directly with Infor, whose responsibilities include ongoing development, support, and maintenance of the Infor SyteLine ERP product, while Godlan provides pre-sales resources, solution architecting, vision and facilitation of software implementation, technical support through implementation, best practices consulting, along with deep industry expertise.



As a direct result of their deep manufacturing expertise and technical acumen, Godlan also offers product development in areas including the Industrial Internet of Things (IIoT). We invite you to read more about Godlan's IoT solution, Prophecy IoT®, in this product review report (<https://www3.technologyevaluation.com/research/tec-report/prophecy-iiot-uncovering-the-mysteries-of-shop-floor-operations.html>) by senior TEC analyst Jorge García.

While their primary geographic market is the Midwest and Eastern US, Godlan has performed more than 750 Infor SyteLine ERP installations throughout the states, Mexico, the UK, and Canada. They work with manufacturers of all sizes, but Godlan's primary focus is midsize discrete manufacturers. The company's goal can be summed up in two words: bigger and better. Godlan wants to grow—in the right way.

Godlan's industry focus is directly related to SyteLine ERP's embedded strengths, which include discrete production, configurable product, and make-to-order manufacturing. Godlan has worked with many customers in multiple industry verticals within the arena of manufacturing and manufactured goods distribution. The major industries that they specialize in are as follows:

- industrial equipment and machinery
- metal fabrication
- specialty and recreational vehicles
- boats and shipbuilding
- furniture and fixtures
- high-tech and electronics
- rubber and plastics
- medical devices
- automotive (OEM and aftermarket)
- general and industrial manufacturing
- aerospace and defense
- military and government contractors

In addition to serving these industries, Godlan offers solutions for customers that operate in recipe and process-based manufacturing through Infor's Process Manufacturing Pack for the SyteLine ERP solution.

Godlan is diligent regarding their clients' needs and implementation processes, and this results in customer success. Godlan has received many awards and credentials over the years, including multiple Infor SyteLine Partner of the Year awards, Infor Circle of Excellence, as well as Inc. 5000 America's Fastest Growing Companies. Godlan offers the largest SyteLine ERP Professional Services team in the world, and this team continues to grow.

Godlan provides a variety of services to their clients, including:

- Infor SyteLine ERP installation and implementation
- Infor SyteLine ERP training and technical support
- consulting in manufacturing, business process improvement, solution implementation, and project management
- network and database administrating
- lean manufacturing consulting and education
- digital transformation consulting

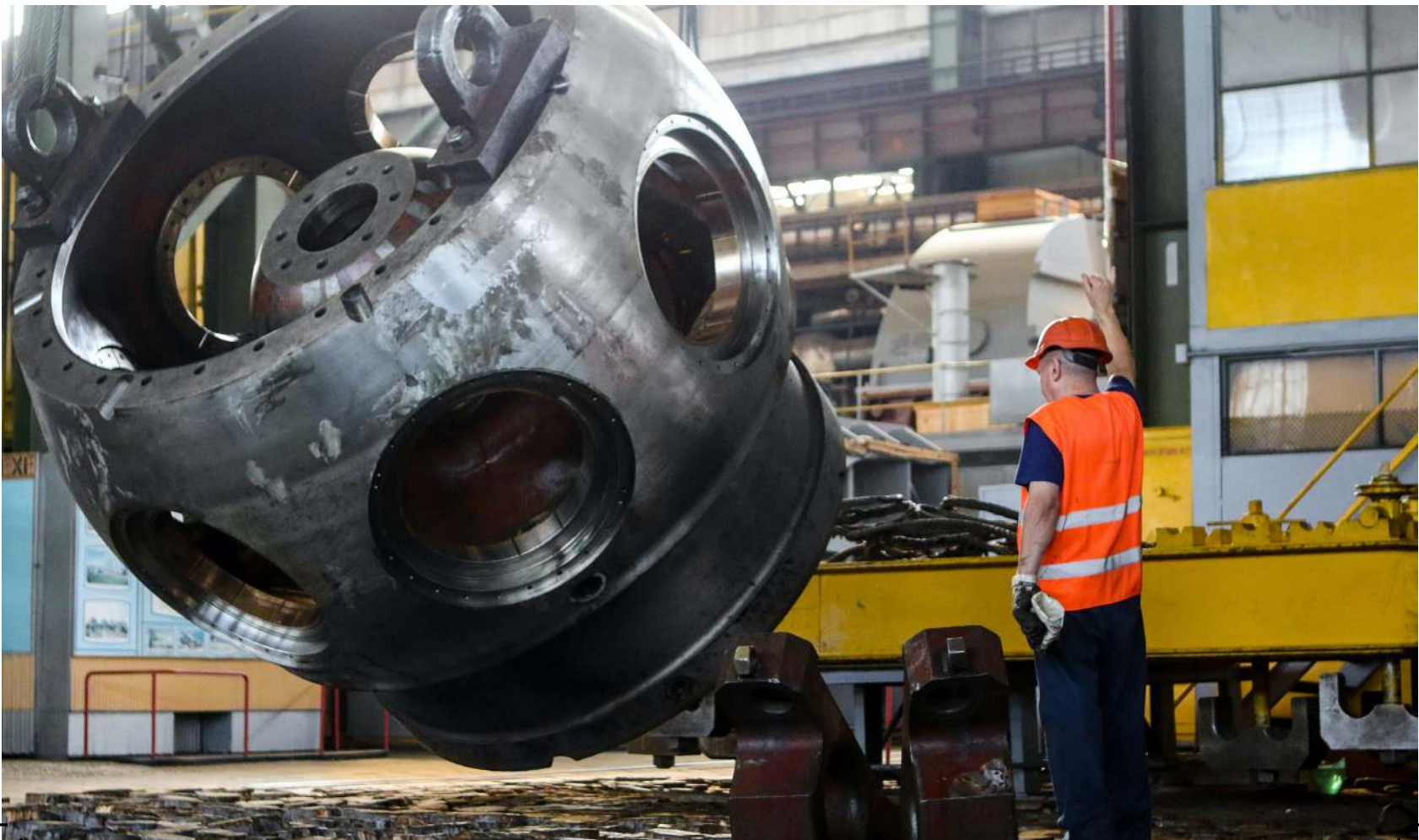
According to Godlan, the company's competitive advantages are as follows:

1. Deep industry knowledge in manufacturing—Godlan has a solid internal company structure; the company's consultative professionals boast many certifications, including MBA, CPA, CPIM, and PMP. Individuals have an average of 10 years of experience in manufacturing and operations management.
2. Lowest total cost of ownership (TCO)—Infor SyteLine ERP, built on the Microsoft.Net open development platform, has industry-specific functionality out of the box, minimizing the need for customizations. Additionally, customizations can be stored as metadata and will carry forward in version upgrades, further reducing software costs. Infor SyteLine ERP boasts the lowest TCO of leading ERP packages.
3. Beauty as a competence—Infor's proven business applications deliver innovative new capabilities in the areas of social business, mobility, analytics, and integration, as well as major enhancements across all of Infor's product lines. Godlan believes that enterprise software should host an experience as comfortable as the software used at home or socially. The company's vision for enterprise software boils down to three fundamental principles: it must feel natural, it must be meaningful, and it must be enjoyable. It's about not only making pretty products but also delivering benefits that improve everyday experiences.
4. Deep product configuration capabilities—this is especially important in make-to-order (MTO) environments. In addition to Infor SyteLine's internal configuration tool, Infor makes available their Configure Price Quote (CPQ) tool. Although the Infor CPQ product is separate from SyteLine ERP, it is fully and natively integrated with it, allowing product configuration to the extent that it's needed—from configuring from a website to ordering and production scheduling. Godlan also helps businesses that use any other enterprise resource planning (ERP) software to resolve product configuration issues if required.
5. Various deployment models—Godlan provides a variety of deployment options for products: on-premises perpetual license, software as a service (SaaS) or cloud, fully hosted (or cloud) perpetual license, or a hybrid option to suit customers' business needs.



6. Digital transformation—Godlan implements Prophecy IoT®, their leading IIoT solution, in competitive manufacturing environments. As global manufacturing processes become more complex, especially in high-volume industries, the need exists for a state-of-the-art IIoT solution that provides real-time insight and analytics into plant operations. By linking shop floor machine data with ERP data, Prophecy IoT® has successfully bridged the IIoT gap for small to midsize companies by focusing on improving efficiency, reducing machine downtime, reducing human error, and providing advanced analytics.

Godlan, Inc. has achieved TEC Accreditation for their ERP services in the discrete manufacturing industry, where the company works to provide rapid implementation at a lower TCO than their competitors.



# GODLAN SNAPSHOT

## Workforce









**Number of permanent employees:**  
70+ employees








**Number of contract employees:**  
<25 employees

**Percentage of technical staff dedicated to development as opposed to support services:** 40%

**Percentage of total staff that are technical:**  
>70%

## Industries

-  Aerospace and defense
-  Automotive
-  Boats and shipbuilding
-  Electronics and high-tech components
-  Furniture and fixtures
-  Industrial and capital equipment
-  Machinery
-  Medical devices

-  Metal fabrication and stamping
-  Military and government contracts
-  Original equipment manufacturing (OEM)
-  Rubber and plastics
-  Specialty and recreational vehicles
-  Tools and dies
-  Windows and doors

## Customer Base

**Approximate number of active clients:**  
250

**Typical client profile by company size:**  
25 to >10,000 employees

**Approximate number of total clients:**  
More than 750

**Typical client profile by annual revenue:**  
\$10 million to \$500 million (USD)

## Certifications

**Professional associations and affiliations:**  
Infor Channel Advisory Council, Infor Alliance Partner

**Support agreements:**  
Infor

**Training agreements & other partnership agreements:**  
Salesforce.com (native integration)

**Maintenance agreements:**  
Infor

## Awards

- Infor SyteLine Partner of the Year
- Bob Scott's VAR Stars
- Top 100 VAR by BSI
- Bob Scott's Top 100 VARs
- CFE Media's System Integrator Giants
- Infor Regional Partner of the Year
- Accounting Today Top 100 VAR
- Inc. 5000 America's Fastest Growing Companies
- Control Engineering Engineers' Choice
- Infor Circle of Excellence

# CLIENT PROJECTS

TEC surveyed nine of Godlan’s clients, asking them to rate and comment on the quality of services received throughout the software implementation project, the service provider’s maintenance and support services, and the overall project management, knowledge, and professionalism of the service provider’s team.

## Client References Snapshot

	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
INDUSTRY	Aerospace/defense equipment manufacturing	Design and packaging	Aerospace/defense equipment manufacturing	Industrial products manufacturing	Medical device manufacturing	Aerospace/defense equipment manufacturing	Discrete manufacturing	Electronic/High-tech components manufacturing	Pharmaceutical/healthcare manufacturing
ANNUAL REVENUE	\$51 to \$250 million (USD)	\$51 to \$250 million (USD)	\$51 to \$250 million (USD)	\$10 to \$50 million (USD)	\$51 to \$250 million (USD)	\$10 to \$50 million (USD)	\$10 to \$50 million (USD)	Less than \$10 million (USD)	\$10 to \$50 million (USD)
CONCURRENT USERS	201-500	51-100	26-50	1-25	26-50	26-50	26-50	1-25	26-50
COMPANY HQ	US	US	US	US	US	US	US	US	US

## PROJECT SUMMARIES

### Project 1

SyteLine ERP implementation. This implementation was aimed to establish the foundation for SyteLine ERP adoption by the other lines of business at the company and to allow for the necessary scalability and flexibility to adapt to the changing nature of the company's business needs. The project included the following goals in addition to the usual timeline and budget stakes:

- to develop a usable enterprise business system and reduce the complexity of the existing web of custom applications through the use of out-of-the-box functionality;
- to have a minimal business impact and fully comply with all regulatory and customer data requirements; and
- to develop expert knowledge in a team of subject matter experts (SMEs) and information technology (IT) staff in order to conduct system development following implementation and execute system training across the organization.

### Project 2

SyteLine ERP upgrade. In addition to upgrading the current version of SyteLine ERP to the latest version, the project aimed to:

- streamline the dock-to-stock process,
- improve the production planning and scheduling processes, and
- improve the forecasting and customer service processes.

### Project 3

SyteLine ERP upgrade. In addition to upgrading the current version of SyteLine ERP to the latest version, the project mandate was to:

- implement Advanced Planning and Scheduling to improve those processes, and
- implement Shop-Trak to improve production reporting and costs analysis.

### Project 4

SyteLine ERP upgrade. In addition to upgrading the current version of SyteLine ERP to the latest version, the project aimed to:

- leverage SyteLine Portals for 360-degree access to information, and
- bring a new software acquisition onto the SyteLine ERP system in an accelerated time frame.

### **Project 5**

SyteLine ERP implementation. This project would serve as the foundation of the company's wider adoption of SyteLine ERP in their other business operations in the US and Europe. In addition, the following goals governed the project:

- grow the business through the creation of loyal customers by allowing staff to quickly and accurately
- handle all customer inquiries;
- run the business using the most current and well-tested technologies; and
- use business systems with the scalability and flexibility needed to grow and adapt to changing business needs.

### **Project 6**

SyteLine ERP implementation. The client chose to replace their DOS-based legacy ERP system with Infor SyteLine ERP. The project also needed to ensure:

- integration with the parent company's ERP software, and
- improvement and optimization of internal business processes.

### **Project 7**

SyteLine ERP implementation. This manufacturer needed to phase out two ERP systems that were supporting three businesses that had recently amalgamated. Specific needs and goals included:

- extensive customization of job order handling for optimal use of the Advanced Planning and Scheduling module; and
- careful planning and ambitious timeline targets for a two-phase rollout (one for each ERP being replaced); the second go-live was achieved three months early, allowing the company to start a new year with their new ERP system completely implemented.

### **Project 8**

SyteLine ERP upgrade from legacy software with a perpetual (hosted) model to a multitenant software-as-a-service (SaaS) model. Specific goals included:

- realize better service-level responsiveness by leveraging Infor's multitenant SaaS support capabilities;
- repurpose former 9.00.30 modifications for CloudSuite Industrial (CSI) v10 environment by leveraging Dataviews as much as possible; and
- gain the efficiencies of Infor's multitenant update cadence.



## Project 9

Sytleline ERP upgrade/re-implementation. This manufacturing company had been running an older version of SytleLine on premise for a number of years. As part of their Digital Transformation, they were not only upgrading to the latest version of CSI SytleLine but also migrating their CSI SytleLine instance to the cloud (within Infor's Multitenant SaaS environment). Their specific objectives included:

- having a more robust business continuity plan as it relates to disaster recovery;
- adopting best-in-class business processes in the areas of Quote to Cash, Procure to Pay, and Plan to Produce;
- incorporate better tracking and visibility for both their raw materials inventory as well as finished goods inventory;
- implement a quality system to track all defects (material and nonmaterial) within the system; and
- achieve more accurate and timely reporting of production by accessing machine-level data directly and integrating to CSI SytleLine.



## TEC'S SUMMARY FINDINGS FOR GODLAN

Year after year, through detailed surveys and conversations facilitated by TEC, customers have pegged Godlan's performance between "exceeded expectations" and "greatly exceeded expectations." This represents tremendous success and consistency in a competitive and demanding landscape.

Godlan stands out in their service delivery and support during implementation and post-implementation in that their actual service achievements, as reported by real customers over long-term engagements, are demonstrably excellent, with a score of 82% for each of the five dimensions of service evaluated (overall satisfaction, quality of services received, quality of service delivery and support, quality of maintenance [post-implementation], overall project evaluation).

### CLIENT RECOMMENDATIONS

	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
Likelihood of using the provider in the future	Would definitely recommend	Likely to recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend
Likelihood of recommending the provider to others	Would definitely recommend	Likely to recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend	Would definitely recommend

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## QUESTIONS & ANSWERS WITH GODLAN

TEC asked Bobby Rudder, VP of Marketing and Communications for Godlan, to shed more light on Godlan as an organization and the state of the manufacturing industry.

**TEC: What are Godlan's core values as a service provider?**

**Bobby Rudder (BR):** Our core values are encapsulated in the name we chose for our company:

**G**od honoring—God has a lot to say about business. Therefore, Godlan believes it only makes sense that we subscribe to His principles in our own business conduct.

**O**utstanding products and services—Godlan intends to represent and deliver only the best products and services. Quality and excellence must be the hallmarks of who we are.

**D**elivering results—Customers must see benefits in doing business with Godlan. It is what they expect. It is what Godlan expects to provide.

**L**oyalty/leadership—Loyalty reflects a depth of relationship. Leadership reflects a willingness to be out front, a take-charge mindset.

**A**lways customer focused—Customers want answers. Are you committed to excellence? Can you be trusted? Do you genuinely care about them? Yes, Yes, and Yes!

**N**ever complacent—Godlan has a passion for excellence. Where can we improve? What does it take? How can it be done? How can we set an ever-higher standard?

**TEC: What have your clients taught you? How has Godlan grown and changed over the past several years?**

**BR:** Our every action must be executed with excellence. Our clients' time is precious and it is important that Godlan consistently meet and/or exceed our customers' expectations. As a result of input from our clients, Godlan continues to expand our professional services organization to meet their needs. This expansion includes growing both the size of Godlan's professional services organization, which has grown exponentially in the past five years, and our core competence in areas that are important to our clients. An excellent example is the development of our Prophecy IoT® offering, bringing a state-of-the-art IIoT solution to any-size client.

**TEC: How are newer technologies—the Internet of Things, increasing automation, and digital transformation, in general—impacting manufacturing practices and ERP for manufacturing software?**

**BR:** The technologies you mentioned are having an incredible impact on manufacturing today. Godlan has developed from the ground up an Industrial IoT solution called Prophecy IoT®. Shop floor and machine-level data has some value on its own, but combining it with ERP system information creates business intelligence



that leads to true digital transformation. Prophecy IoT® provides value by delivering actionable information from the production floor to the top floor of management. The use of ERP, IIoT, CPQ, 3D visualization, and other solutions, combined with our omnichannel capabilities, allows us to approach manufacturing performance holistically and truly equip manufacturers so they can dominate their market space.

**TEC: What do you see happening in the US manufacturing sector in the next several years?**

**BR:** We are continuing to see growth in manufacturing, and with the significant increase in remote work we are seeing companies gravitate to a SaaS subscription deployment model faster than ever to simplify connectivity, reduce physical hardware responsibilities, and ensure an “always current version” model to mitigate some of the increasing cybersecurity risks.

**TEC: What is it about the partnership with Infor that contributes to Godlan’s success?**

**BR:** By partnering with Infor, Godlan is enabled to sell and implement one of the leading ERP solutions in the marketplace—Infor Syteline ERP. Our relationship with Infor enables our staff to access state-of-the-art sales, pre-sales, and implementation training and certification by Infor’s education and training organization.

**TEC: What are you most proud of accomplishing as a company over the past couple of challenging years?**

**BR:** We are proud of our team, which pivoted early in 2020 to an effective remote services delivery model in order to continue serving our clients while responding to the changing travel and interaction restrictions. Customer satisfaction remained high, and as an organization we grew our business 18% year over year in 2020, marking our 11th consecutive year of growth.

**TEC: What are Godlan’s added areas of focus for 2022?**

**BR:** Godlan has been expanding focus on omnichannel for manufacturers since 2021 to empower our customer interactions and enhance satisfaction. In addition to shop floor performance and accuracy, the areas of sales, marketing, and customer satisfaction are critical for today’s leading manufacturers, and Godlan has the consulting talent and solutions to enable organizations to excel in all these areas.

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## GODLAN—DETAILED PROFILE

The following provides an understanding of Godlan, Inc. and the types of professional services the company offers. This information is also available on the TEC IT Directory (<https://www3.technologyevaluation.com/research/company/Godlan-Inc.html>).

### Product Supported

Infor SyteLine ERP

### Regions Supported

North America

### Application Areas

Accounting and financial management

Asset management

Business intelligence and data management

Customer relationship management

Enterprise resource planning

Human capital management

Information management and collaboration

Product lifecycle management

Project and process management

Supply chain management

Product configuration management

Industrial IoT

CPQ (Configure Price Quote)

### Industries

Aerospace equipment

Computer, IT, and software

Construction

Electronics and high-tech components

Manufacturing

Motor vehicles

Telecommunications

Transportation

Warehousing

Other

## Departments Supported

Accounting and finance  
Administration  
Customer service  
Engineering and design  
Facility management  
Human resources (HR)  
Information technology (IT)  
Logistics  
Maintenance  
Marketing

Operations  
Planning  
Production  
Purchasing  
Quality control  
Research and development  
Sales  
Security  
Warehouse or inventory control

## Services Offered

Application support  
Business management  
Business needs assessments  
Business process modeling  
Change management  
Consulting  
Customization  
Data conversion  
Defining system requirements  
Disaster recovery  
Exchange management  
Hardware and infrastructure  
Implementation  
Implementation services  
Integration issues  
Market intelligence  
Optimizing performance  
Project management  
Security

Software selection  
System evaluation and comparison  
System management  
Tender preparation and vendor selection  
Testing and rollout of an application  
Training  
Understanding industry trends  
Business process re-engineering  
Data cleansing  
Data migration  
Implementation audits  
IT infrastructure design and planning  
Mapping (business process to functional requirements)  
Programming services  
Reporting services  
Service level agreements  
Software licenses  
Support channel services

# CLIENT SURVEYS—DETAILED RESULTS

The following tables provide the detailed results of the completed client surveys.

CLIENT LEVEL OF SATISFACTION WITH SERVICES RECEIVED DURING PROJECT IMPLEMENTATION									
	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
Quality of service in meeting the SLA offered	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations
Selling of software licenses	Not applicable	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations	Exceeded expectations
Quality of service in meeting the project management services offered	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations
Quality of service in meeting the consulting services offered	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations
Manner in which business needs assessments were conducted	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Not applicable	Exceeded expectations
Manner in which the mapping (business process to functional requirements) was conducted	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Not applicable	Exceeded expectations
Manner in which business process modeling was conducted	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Not applicable	Exceeded expectations
Manner in which business process re-engineering was conducted	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Not applicable	Met expectations
IT infrastructure design and plan	Exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations	Met expectations

## CLIENT LEVEL OF SATISFACTION WITH SERVICES RECEIVED DURING PROJECT IMPLEMENTATION

	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
Programming (outsourcing) services provided	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations
Manner in which customization was performed	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations
Manner in which implementation was conducted	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations
Manner in which implementation audit was conducted	Exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations
Manner in which data cleansing was performed	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Not applicable	Met expectations
Manner in which data migration was performed	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations	Met expectations
System management	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations	Met expectations
Manner in which data conversion was performed	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Not applicable	Met expectations
Manner in which change management was conducted	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations
Manner in which exchange management was conducted	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Not applicable	Met expectations
System performance	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations	Met expectations

## CLIENT LEVEL OF SATISFACTION WITH SERVICES RECEIVED DURING PROJECT IMPLEMENTATION

	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
Security	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations
Disaster recovery plan	Exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations
Training	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Met expectations
Reporting services	Exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Met expectations	Met expectations
Support channel service quality	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations
Application support service quality	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations

## CLIENT LEVEL OF SATISFACTION WITH SERVICE DELIVERY AND SUPPORT DURING PROJECT IMPLEMENTATION

	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
Delivery of services as promised	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations
Ability to provide the services promised without necessitating the purchase of additional services	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Met expectations	Greatly exceeded expectations	Met expectations	Exceeded expectations
Ability to meet commitments	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations

## CLIENT LEVEL OF SATISFACTION WITH SERVICE DELIVERY AND SUPPORT DURING PROJECT IMPLEMENTATION

	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
Quality of after-sales support	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded Expectations
Help desk response times	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded Expectations	Exceeded expectations
Knowledge level of the provider's staff	Exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations
Quality of documentation provided, including online support	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Met expectations	Met Expectations
Quality of the training provided	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met Expectations
Ability to reach project milestones in a timely fashion	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met Expectations
Ability to provide promised resources (sufficient for project success)	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met Expectations
Ability to deliver the project within the agreed timeframe	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met Expectations
Quality of documentation provided in relation to services received (e.g., progress reports)	Greatly exceeded expectations	Fell short of expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met Expectations

## CLIENT LEVEL OF SATISFACTION WITH MAINTENANCE AFTER IMPLEMENTATION

	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
Ease with which the IT staff handled maintenance	Exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Not applicable	Exceeded expectations
System upgrade performance	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Not applicable	Not applicable	Met expectations
Ease with which IT staff could apply changes	Exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Not applicable	Exceeded expectations
Speed with which support staff responded to post-production issues	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations

## CLIENT LEVEL OF SATISFACTION WITH OVERALL PROJECT DURING IMPLEMENTATION

	CLIENT ONE	CLIENT TWO	CLIENT THREE	CLIENT FOUR	CLIENT FIVE	CLIENT SIX	CLIENT SEVEN	CLIENT EIGHT	CLIENT NINE
Ease with which the project was turned over to users	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Met expectations	Met expectations
Ease with which modifications were performed	Exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Met expectations	Exceeded expectations
Quality of the provider's testing procedures	Exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Met expectations
Accuracy of the provider's estimates for the project costs	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Met expectations
Accuracy of the provider's estimates for resources	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Met expectations
Manner in which project challenges were conducted	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Met expectations
Service provider's project management performance	Greatly exceeded expectations	Met expectations	Greatly exceeded expectations	Exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Greatly exceeded expectations	Exceeded expectations	Exceeded expectations



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