LOOK
BEFORE YOU LEAP

neu·eon

A LEADER'S GUIDE TO

Making Business-Critical Technology Investments

In this guide, you will find:

- Proven methods to guide your business-critical technology investments using a data-driven approach

- Six in-depth checklists to ensure you select the right technology solutions for your business

- Lessons learned from decades of experience and real-world stories from the field

About This Guide

This guide provides leaders with a vendor- and product-agnostic, pragmatic approach to making better decisions when investing in business-critical technology solutions — including software, hardware, and services. This proven, unbiased, data-driven methodology is based on decades of experience in companies of all sizes across industries. Following the best practices in this guide enables organizations to select technology solutions that will meet their short- and long-term needs with confidence.

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Section 1

Technology Transformation: Why It Often Fails

The Complexity of Modernizing Mission-Critical Technology Solutions

Many pressing business drivers motivate organizations to replace or upgrade established technology solutions. Whether it's driven by M&A or designed to accelerate delivery, gain a competitive advantage, improve operations, or meet market demands, many companies today are embarking on large, strategic initiatives to modernize the technology solutions that support their businesses — implementing more innovative versions of mission-critical systems, like CRM, ERP, and eCommerce solutions, so they can streamline processes and take advantage of new digital capabilities.

These are incredibly complex initiatives. They require the involvement of potentially hundreds of stakeholders — both inside and outside the organization. They can affect equally as many (or more) business processes — most of which are likely undocumented and thus largely misunderstood.

They also have an extremely broad impact on a company's technology ecosystem, demanding a deep understanding of how technology solutions integrate and operate at a time when many components are moving from the data centers under the CIO's control to the cloud. The company isn't simply choosing a standalone piece of software that lives on the servers its own teams manage, it's investing in a solution that must fit seamlessly into a broader, more complex ecosystem with dozens of interconnected components — many of which are managed elsewhere.

TRANSFORMATION
IN ACTION

59% of organizations are engaged in one or more major transformation projects.

Source: The State of Business Process Management 2018

Get Ready to Make Some Far-Reaching Decisions

Modernization initiatives come with six- or seven-figure price tags and lengthy implementation timelines. Consequently, they should begin with gaining a clear understanding of business goals and requirements and then taking a sound approach to making the important decisions about which vendors the company will trust to deliver the technology its business will depend on for years to come.

- What software will meet the business needs?
- What infrastructure will support it?
- Where will it be hosted?
- Who will help the company implement it?
- Who will help the company manage it?

These are critical decisions. And since they happen early, making a bad choice — whether it's selecting software that won't support the firm's business processes, underestimating infrastructure requirements, or choosing an implementation partner without the right experience — can have disastrous consequences.

Unfortunately, mistakes are often left undiscovered until the implementation is well under way — and the later it happens, the more costly it becomes. This is particularly true for software selections, because while companies can replace or upgrade a hardware or switch consulting partner relatively easily, once they've implemented, configured, customized, integrated, and rolled out software to employees or customers, the sunk cost can be significant.

DID YOU KNOW?

Some estimates show legacy systems consume around **75%** of federal and commercial IT budgets. And companies are seeking to change that: Gartner forecasts that worldwide spending on enterprise software is projected to grow by **11.1%** to **$391 billion** in 2018 and another **8.4%** to **424 billion** by 2019.

Source: Business Wire

The Long-Term Cost of Poor Choices

The cost of selecting the wrong product or partner comes in many forms — some immediate and others delayed, some tangible and others not as obvious.

Selection	Implementation	Operations
Solution Selected Not the Best Fit	**Tangible, Short-Term Costs** • Cost to enhance or replace software • Unexpected infrastructure costs • Cost of services for an extended implementation • Initial cost of overpaying for a more expensive solution than needed	**Hidden, Longer-Term Costs** • Ongoing cost of overpaying for a more expensive solution than needed • Loss of staff productivity as they use a solution that isn't the best fit • Frustrated users — employees, suppliers, and customers • Delayed return on investment • Loss of opportunities, sales, market share • Loss of trust and loyalty

Why Companies Fail to Make the Best Decisions

Despite the risk of selecting technology solutions that don't end up being a fit for the business, many organizations find themselves in that position — because they haven't taken the time to clearly understand the needs and options, and they fail to follow an objective, systematic process to ensure they make a well-informed decision. A number of factors can lead them to make poor choices.

Personal Bias

Companies may believe they already know the best choice — perhaps software someone used at another company or an implementation partner they worked with on a different project. When this happens, teams tend to tailor their selection criteria to arrive at the desired result, without objectively analyzing all their options.

Time Constraints

There is often intense pressure to make quick decisions to meet certain deadlines or accommodate other project dependencies. It's tough to push back on these pressures — which are often political. Compressing the selection processes to speed up deployment often results in bad decisions.

Lack of Detailed Understanding

When selecting software, many companies begin with a high-level feature list and look for a product that provides them. A jazzy demo may seem to show a fit, but the complexity of most companies' business and technology ecosystem demands a deeper dive. Without a detailed understanding of business requirements, current and future business processes, and technical architectures, companies can't know they're making the wisest investment — and often, they won't be.

Failing to Analyze Business Process

Technology solutions are supposed to automate business processes. Yet in most organizations, business processes are largely undocumented and thus poorly understood. Existing processes, having been performed on legacy systems and potentially manually, are also likely outdated and inefficient. Many organizations don't recognize that more modern technology solutions and old business processes don't mix well.

Taking a Non-Data-Driven Approach

Many companies don't feel the need to go through a detailed weighting and scoring exercise when choosing technology solutions — instead letting group discussions and opinions drive decisions. Without a quantitative comparison, however, teams don't have the information they need to evaluate their options effectively — and defend their choice.

DUE DILIGENCE?

According to a survey of software buyers, **1/3** say they've purchased software without any product demos. And **22%** chose the first product they looked at. Per the report: *"Many software buyers try to shortcut the process by not comparing all of their options, only to realize later that their chosen solution didn't meet their needs. Then they have to start the process all over again."*

Source: Capterra

Mission-Critical Rollouts: Famous Failures

Technology implementations are fraught with peril. They're big, expensive, and complex. It's no surprise, therefore, that they often go way off-track. Lengthy delays, unmet expectations, and even legal action is common. Here are four worst-case examples that made it into the news.

Waste Management Buys "Fake" Software

In 2008, trash disposal company Waste Management sued SAP AG for an implementation gone wrong. SAP promised its software was "a tested, working solution that had been developed with the needs of Waste Management in mind" and "an 'out-of-the-box' solution that would meet Waste Management's needs without any customization or enhancements." Turns out the software didn't exist. Waste Management sued SAP for implementation costs and lost ROI.

Hershey has a Halloween Fright

In 1999, Hershey's stock took an eight percent hit during the Halloween season after it failed to deliver $100 million worth of Kisses and Jolly Ranchers due to major issues with its implementation of SAP ERP, Siebel CRM, and Manugistics supply chain applications.

Nike Loses its Footing

More than $100 million in lost sales, a 20 percent stock dip, and a flurry of class action lawsuits: This is what Nike experienced in 2000 due to a software "glitch" after a $400 million upgrade that was supposed to unite its ERP, supply chain, and CRM systems into one superstar solution.

Students Foot the Bill

The Washington Community College System's PeopleSoft ERP implementation — which was paid for through student tuitions and supposed to go live in 2012 — was still creeping forward as of mid-2017. One major problem? The system's 34 campuses' diverse set of business processes needed to be standardized, which didn't come to light until well into the rollout.

Source: CIO.com

WHAT TO EXPECT

According to some analyst estimates, **75%** of ERP projects fail, and **57%** of them take longer than the projected timeline.

Source: Billtrust

Section 2

Six Powerful Strategies for Success

A Better Way to Make Technology Investment Decisions

When a large investment is at stake, politics, opinions, and clever sales pitches shouldn't drive decisions. Making the best selections to effectively meet short- and long-term business needs requires a disciplined, in-depth, objective approach. Companies who recognize this bring together a cross-functional team to guide the selection process, and they leverage six core strategies.

While there may be pressures to shortcut the selection process, the risk is too high. The payoff will come from ensuring the company selects the best possible solutions, avoiding rework, and accelerating the return on the significant investment about to be made.

STRATEGIES FOR TECHNOLOGY INVESTMENT SUCCESS

1. Develop a shared understanding and alignment on the business goals

2. Truly understand and document business processes

3. Use process clarity to create detailed, business-driven requirements

4. Thoroughly understand the market

5. Follow a structuredRFI/RFP process

6. Use data, not opinion, to guide selections

The Benefits of Making the Best Selection

Understanding business goals, processes, and requirements and then making a well-informed selection of software, hardware, and service providers drives real benefits — some quantifiable, others less tangible but equally important.

Tangible Benefits

- Lower total cost of ownership
- On-time, on-budget implementation
- Faster return on investment
- Higher productivity and efficiency
- Improved business outcomes — sales, time to market, customer service

Intangible Benefits

- A right-sized solution that meets business needs
- Satisfied end users — employees, suppliers, and customers
- Strong, trust-based vendor partnerships
- Improved trust and loyalty

SIX STRATEGIES FOR TECHNOLOGY INVESTMENT SUCCESS

1 Develop a Shared Understanding and Alignment on the Business Goals

Technology investments are made to improve business results, so a successful technology selection process is one that is centered on business goals and priorities. Teams should collaborate with business leaders to define what they hope to achieve with this investment — ideally in quantifiable, business-focused terms, for example, faster delivery of value or increased market share. They should understand who all the stakeholders are and ensure everyone is aligned on the purpose behind selecting the products or services at hand. Establishing and maintaining a shared focus on those outcomes is essential to making the best selection at the end of the process.

A Checklist for Success

With what degree of confidence can you make these statements? We plan to:

- ✓ Work with business leaders to identify and document the business goals and priorities for the initiative to guide the technology selection process

- ✓ Express the initiative's goals in quantifiable, business-related terms where possible

- ✓ Identify all business and technology stakeholders — internal and external to the organization — who will be affected by the technology selection

- ✓ Determine how and when to involve and inform all stakeholders to ensure buy-in

- ✓ Share the business goals and priorities with stakeholders to create a common understanding

- ✓ Establish a process to adapt when/if business goals change unexpectedly

- ✓ Identify and analyze risks and develop a contingency plan to alter course if needed

Stories from the Field

We recently partnered with a popular privately-owned online retailer which was the holding entity for multiple brands run as separate companies — all of which had implemented their own siloed back-office systems. With substantial internal resources dedicated to the customization, care, and feeding of each of these older systems, the Board of Directors recognized this as a significant impediment to the growth they hoped to achieve. The company embarked on a transformational program with very clear goals that were shared across the organization:

- Consolidate all brands under a single back-office instance
- Modernize shipping, logistics, and warehouse operations
- Identify and rework any inefficient business processes

These three overarching objectives drove the entire process as we worked with them to update processes, define business requirements, and identify candidate vendors that could help them meet their goals. A key to this project's success was engaging with the key stakeholder groups: product development, procurement, logistics, manufacturing, finance, and warehousing to gain a shared understanding of the requirements and align them to the business goals.

Who are the Initiative's Stakeholders?

Often, teams have tunnel vision when identifying a large project's stakeholders. The group is usually much larger than anticipated and includes a diverse set of company employees, as well as customers, suppliers, and other partners, among others. It's essential to identify and understand them all — both inside and outside the organization. Identify their motivations and interests. Involve them appropriately to understand how their processes may be impacted and where there are opportunities to streamline interactions. And communicate and collaborate with them as needed to ensure their long-term buy-in.

Internal Stakeholders	Connected Stakeholders	External Stakeholders
• CXOs	• Customers	• Society
• Managers	• Suppliers	• Government Entities
• Employees	• Partners	• Organizations
• Shareholders	• Financial Intermediaries	• Media
• Board Members	• Advisors	• Unions
• Legal	• Distributors	• Competitors
• Sales & Marketing		
• Customer Service		
• Call Centers		
• Operations		

2 Truly Understand and Document Business Processes

Business processes are the essence of every company. If they aren't understood across the organization, teams won't have the information they need to evaluate technology solutions — particularly software — to select the best option. Developing a shared, holistic, concrete understanding of pertinent business processes is one of the most important activities a team can do before selecting technology if that understanding doesn't already exist. Here's why: People think they understand how their cross-functional business processes work, but that's rarely the case. When they get together to drill into the reality, they're often surprised by how much they don't know.

Only when business processes are well-documented can teams be sure that everyone has a common, thorough understanding of what's really happening. The documentation supports discussions to identify areas for improvement and a way to test changes on paper, leading to improved efficiency, productivity, and consistency. It also provides a picture of where the initiative is taking the organization — something that can motivate teams to drive to the future state. Importantly, it gives technology selection teams the information they need to make well-informed decisions.

A Checklist for Success

With what degree of confidence can you make these statements? We plan to create cross-functional teams that will collaborate to:

- ✓ **Identify the business processes that will be created or changed through this initiative**

- ✓ **Map out current business processes, including handoffs between groups**

- ✓ **Identify process gaps — where new processes need to be created or current processes can be improved**

- ✓ **Map out future business processes, including handoffs between groups**

- ✓ **Identify who is responsible for each process, identify gaps in ownership, and create plans to close those gaps**

- ✓ **Identify and document the expected benefits of process change**

- ✓ **Document the current and future state processes in visual form, including inputs, steps, decision points, and outputs — ideally annotating them with additional details, like actors, technologies, and data**

- ✓ **Map business processes and steps within them to the initiative's business goals**

- ✓ **Validate current and future processes with key stakeholders to refine models**

- ✓ **Share the process documentation with stakeholders to ensure a shared understanding and alignment**

- ✓ **Assign ownership of this valuable collection of organizational knowledge to keep it up-to-date**

Stories from the Field

We're engaged with a Fortune 100 financial institution that's launching an entirely new business line, which is introducing new concepts, processes, and technologies into an already complex ecosystem. The collaborative workshops we conducted have been essential to aligning thinking and direction across all of the stakeholders in this new value stream. We focused on specific high-value use cases first, working with cross-functional teams through multiple iterations to define detailed process flows and gain a clear understanding of the people involved, handoffs between groups, and the data needed at each step.

Through the workshops, we also identified some significant gaps — areas that had been completely off the radar but required ownership and process definition to enable the business. Addressing these gaps was essential to accurately estimating the level of effort and investment the company needed to make. Identifying them early saved time, money, and frustration. The company likely would have spent additional dollars on rework had we not found them until later in the process. It was also necessary to ensure the technology solutions selected will work in the end as we continue to partner with them during implementation and rollout.

PROCESS IMPROVEMENT IN ACTION

94%
Companies executing **process improvement** projects

39%
Companies developing an **enterprise process architecture**

38%
Companies executing major **process redesign** projects

37%
Companies executing major **process automation** projects

Source: The State of Business Process Management 2018

3 Use Process Clarity to Create Detailed, Business-Driven Requirements

Visual process models help companies understand how their business works, but that's not where the value of those models end. Teams use those flows to create a detailed, textual list of requirements — tying the two artifacts together to provide a holistic understanding, adding requirements that can't be visualized graphically, for example non-functional requirements. Teams also prioritize them — giving them a relative weight, which provides an important tool for the analysis, evaluation, and selection processes. This provides a relatively objective lens through which teams can compare vendors and their products or services. The process models and requirements form a package of information that gives vendors the information they need to accurately represent how their products may — or may not — meet the business needs.

A Checklist for Success

With what degree of confidence can you make these statements? We plan to:

✓ Conduct unbiased market research to understand standard capabilities and requirements for the products or services we are selecting

✓ Conduct interviews with stakeholders as needed to elicit requirements that may not have been captured in the process documentation

✓ Use the market research, interview data, and current and future state process flows to document detailed, textual requirements for the technology solutions we are investing in

✓ Document the detailed requirements, including:

- Functional requirements derived from the business processes
- Non-functional requirements, like those for security, performance, and availability
- Requirements for user readiness and support, for example, training and documentation
- Additional selection criteria for the vendor as a company, for example, size, location, price, culture, age, etc.

✓ Use industry standard language and definitions in the business requirements to ensure vendor understanding

✓ Work with key stakeholders to assign weights to each requirement based on their business value — using a relative scale, for example, "showstoppers, must-haves, nice-to-haves" or a scale of one through five

Stories from the Field

A large, high-performing free, public charter school network on the East Coast found themselves unable to scale, because they couldn't meet internal and external reporting requirements for sustained funding. Our team facilitated a series of collaborative sessions targeted to the company's various business functions. The goal was to understand current processes and document detailed business requirements, particularly those related to data capture and management. We also found previously unidentified gaps that were holding the company back — in particular, needs around data architecture and integrity.

The team distilled the information they gathered into extensive, detailed, organization-specific requirements. We compared the language and terminology most common in the industry with the company's own language and melded the two to create a unified, homogenized set of requirements the industry could easily understand. The sessions paved the way for a fast, smooth RFI/RFP process and have provided a wealth of well-documented, vetted information to help the team and our implementation partners move forward quickly.

4 Thoroughly Understand the Market

The technology product and services market is evolving rapidly as market leaders are being challenged to deliver more quickly to stay on top of smaller, more agile innovators. New startups are springing up in every technology category — software, hardware, and services alike. This has changed the way companies select technology solutions. In the past, they might have expected to go with one of the "big players," but that may no longer be the best choice. Holding onto this viewpoint causes companies to miss out on unique vendors that may meet their specific needs more closely. The younger vendors also usually (but not always) have the ability to deliver new, innovative capabilities more quickly. They can respond faster and more personally to their customers and learn from them to hone their solutions. Doing the research to thoroughly understand all the options on the market takes time, but it helps ensure the best selections are made.

A Checklist for Success

With what degree of confidence can you make these statements? We plan to:

✓ Mine our networks — internal and external to the company — to identify potential vendors whose solutions may meet our business needs

✓ Perform market research to identify other potential solutions

✓ Analyze the list to identify obvious candidates and eliminate others based on this early information

✓ Use process flows, business requirements, and the vendor selection criteria to further narrow down the list of vendors for an RFI/RFP

Stories from the Field

We had the opportunity to partner with a $2.5B non-profit cable services cooperative. The company had a massive effort under way to create a single, holistic customer view. The technology choice was obviously critical, but even more important was that they needed to find a vendor they could partner and grow with over the next two to three years. We used information from the work we did with them detailing the strategy, documenting and analyzing processes, and defining requirements across their core business functions to develop a detailed scorecard. We also analyzed the market in depth to ensure they didn't miss out on a smaller vendor who might have been a perfect fit for their organization culturally. In the end, everyone involved believes the company chose the perfect solutions — both from a technical and partner perspective — to meet their short- and long-term needs. We have continued to partner with them as they move to the next stage of implementation.

THE BIGGEST CHALLENGES

According to a recent survey, the most difficult parts of selecting software are:

- 1 -
Getting a clear picture of how well each possible software option could meet specific needs

- 2 -
Being able to make accurate comparisons between software companies/vendors

- 3 -
Absorbing and understanding the information available about different software solutions

Source: Capterra

5 Follow a Structured RFI/RFP Process

Requests for Information (RFIs) and Requests for Proposals (RFPs) provide an industry standard, systematic approach to selecting technology solutions. Using them, however, comes with its challenges. Crafting a high-quality RFI or RFP requires a certain level of subject matter expertise to identify the questions and product demo requirements that are most likely to provide thorough, accurate information to the selection team. And while RFI and RFP processes vary in size and formality, they can be time-consuming. There are vendors to manage, meetings to coordinate, and communications to keep track of, as well as detailed information in vendor responses to sift through and organize — all while the people involved in managing them have to continue with their day-to-day work. The challenges increase exponentially when large numbers of vendors are involved. Because of this complexity, and to allow employees to continue to do their day-to-day work, many companies engage a partner to manage their RFI and RFP processes.

A Checklist for Success

With what degree of confidence can you make these statements? We plan to:

- ✓ **Develop a detailed RFI/RFP schedule, with steps, timelines, and milestones**
- ✓ **Identify a cross-functional team who will attend meetings and demos and score the vendors**
- ✓ **Designate a point person to manage vendor communications**
- ✓ **Have vendors conduct scripted demos based on our future state business processes as part of the RFP process**
- ✓ **Fashion an RFI/RFP to get precise and accurate information, going beyond the specifications and data sheets**
- ✓ **Treat each vendor consistently throughout the process**
- ✓ **Conduct due diligence research on vendors' financial solvency, history, compliance, insurance, licenses, etc. as an integral part of the process**
- ✓ **Work with the company's legal department to provide oversight and mitigate risk**
- ✓ **Engage outside expertise if needed to provide additional market knowledge and manpower**

Stories from the Field

One of our largest clients engaged us for strategic leadership on a large-scale, mission-critical technology selection and implementation. One of the most significant value-adds was that we managed the RFI and RFP processes on a very aggressive timeline, which enabled the company to carry on with their daily activities while we worked with a long list of vendors as the selection process unfolded.

We created a structured RFI to "prime" vendors for an RFP in order to consolidate the timelines for responses. We developed a formal RFP to guide the vendors through key requirements, demos, and the selection itself. We were the sole point of contact for all vendors, and we were able to issue the RFP in less than 25% of the time it would have taken if the company had done it on their own. We met their timelines using this structured approach, which also conveyed a serious message to the vendors. We left behind not only a solid RFP template, but an education on the RFI and RFP best practices we've learned through our decades of experience.

VENDOR MANAGEMENT ADVICE

Managing vendors during an RFI/RFP process can be demanding. Vendors want to be in continuous communication and have more face-time than their competitors. Designating a point person through which all vendor communications flow will minimize disruption to the team.

6 Use Data, Not Opinion, to Guide Selections

There will be pros and cons to each solution. Some will cost more than others. Some may be market leaders, others may be new innovators in the market. How do companies make the best selections? They don't let marketers, opinions, or the CEO who has a buddy at a leading technology vendor drive the decision. They use the information created through these strategies — process flows, weighted business requirements, market research, and RFI/RFP outputs — scoring each option and calculating a weighted score. They also verify vendor viability and identify potential risks. Not only does this ensure they're selecting the best solution, it clearly documents the decision-making process, so they know why decisions were made and who was involved in them.

A Checklist for Success

With what degree of confidence can you make these statements?
We plan to have the selection team collaborate to:

- ✓ Conduct the technology solution process as transparently and objectively as possible

- ✓ Score each solution and the vendor against the weighted business requirements and additional vendor selection criteria, using information from the RFI/RFP responses, market research, interviews, and solution demos to inform the scores

- ✓ Document the rationale behind scores for future reference

- ✓ Use research, analysis, and collaboration to select a solution

- ✓ Conduct deeper due diligence research on the vendor's financial solvency, history, compliance, insurance, licenses, etc. as an integral part of the process

- ✓ Contact vendor references to gain additional insight

- ✓ Work with the company's legal department to provide oversight and mitigate risk

- ✓ Engage outside expertise if needed to provide additional market knowledge and insight

Stories from the Field

Our client — who is in the embedded technology space for parking guidance and intelligence and has doubled in size year over year — was looking to expand on their current ERP functionality. When they engaged us to help, many of the key stakeholders simply wanted to expand their current relationship with the incumbent vendor, because they "knew the system" and thought it would be easier to adopt than a new one. The company's CEO engaged us to conduct an evaluation of numerous candidates, including the incumbent vendor — to make sure they selected the best solution.

NeuEon identified and scoped out requirements and ran the RFP process. The outcome did not go the way many expected it would — as the team selected a different vendor than the incumbent using a data-driven approach. After the selection — knowing how to work with vendors and what can be negotiated — we helped the company save over 15% of total project costs. As we move forward, we're seeing how well the new vendor's technology and approach aligns with the company's requirements, business goals, and budget. The relationship is mutually beneficial — based on trust in the expertise each company brings to the table.

DATA DRIVES SOUND DECISIONS

Process Step #/Process Stage
Creates traceability back to process flows the requirements support.

Requirement Category/Requirement Sub-Category
Organization by functional area allows for easy reporting and filtering. Sub-category organization is key in prioritization.

Requirement Description
Translated understanding of the requirements to be used against standard terminology for the solution being evaluated.

Departments
Expandable section to cover all functions/units of the organization affected. Each requirement by department has an associated weighting based on business value and is used in the overall scoring of the solution.

Calculated Weight
Factored score used to assign business value to each requirement as determined by relevant stakeholders.

Override Weight
Allows for adjustment of the requirement's calculated weight based on additional factors the team deems important.

Vendor Answer/Rank/Score
Expandable section to cover all vendors involved. Captures the actual scoring for each requirement based on vendor response and calculated and override weight.

Section 3

Getting Started on Transformation

Ready to Go?

Following the strategies laid out in this guide will help you select the right technology solutions for your business. Yes, it takes time, but in the long run, it helps companies avoid the potentially high cost of rework. But you're not at the finish line yet! After making well-informed selections, you stand at the starting line for implementation and rollout, and there's a lot of work ahead. You can go into that work, however, with the knowledge that the valuable information you've documented during the selection process will jumpstart and support the implementation team, compressing deployment and accelerating benefits realization and ROI. You can also have confidence that you've minimized risk and set the stage for long-term success.

Need Help?

NeuEon has provided technology strategy and selection services for more than a decade. From these engagements, the company has built the robust and thorough data-driven and repeatable methodology you've just learned about — to eliminate bias, enhance identification and clarification of business process improvements, and accelerate and facilitate consensus.

If you're on the brink of making a significant investment in business-critical technology, contact us to learn more about how we can help you prepare for a successful journey with:

- **Creation of the business case and expected benefits**
- **High-level resource estimation**
- **Timelines and milestones for technology selection and implementation**
- **Budget allocation and alignment by fiscal year**
- **Operational readiness**

To learn more about NeuEon's Technology Selection Process and how it can help you select the best vendors and solutions for your business the first time, please email info@neueon.com or visit neueon.com.

Unbiased Guidance. Unparalleled Results.

NeuEon is a boutique consulting company focused on combining strategic technology transformation with practical implementation. For over a decade, the company has delivered measurable results for a wide roster of clients from start-ups to enterprises, with specialized services for the investor community. NeuEon's team of senior-level leaders with deep business and technology expertise apply proven methodologies and processes to enable clients to reach their objectives.