

**Verndale Technology & Business
Education Series**



**TRANSCENDING THE
TECHNOLOGY CONSTRAINTS
TO RAPID BUSINESS GROWTH**

**How Emerging and Midsize
Companies Use Integrated Internet
Business Systems to Improve Profits
and Manage Change While Reducing
Costs and Risks of Expansion**

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**EXECUTIVE SUMMARY:
TRANSCENDING THE TECHNOLOGY
CONSTRAINTS OF RAPID GROWTH**

It's a myth that the information technology (IT) requirements of emerging and midsize businesses are simpler than those of large enterprises. Virtually every day, we interact with the technology and business leaders of midsize companies whose IT demands not only rival the requirements of much larger companies, but in many cases exceed them. The primary reason: many emerging and midsize businesses get their competitive edge from unique business models that frequently are a poor fit for standardized software such as the enterprise resource planning (ERP), accounting, and customer relationship management (CRM) systems commonly used in Global 2000 companies.

“Though [emerging and midsize companies’] needs are complex, they’ve got millions of dollars less to spend on software and supporting infrastructure than large companies. Their IT shops may have only a small handful of employees, and they generally don’t have a lot of time to spend on software implementations.”
– *Beth Bachelder*,
InformationWeek,
August 25, 2003

Unfortunately, in addition to their complex IT needs, emerging and midsize companies grapple with another challenge that larger enterprises worry much less about: limited financial and staff resources to invest in the strategic technology they need to support their growth. As a result, they continue to rely on outdated legacy applications, add staff to handle growth, and postpone even desperately needed IT investments in the hope that profits needed to fund IT improvements eventually will catch up to revenue growth.

This creates a risky and potentially devastating trap that can lead to:

- ❑ Tremendous organizational stress caused by overworked staff operating without adequate technical and informational tools
- ❑ Duplicate data entry
- ❑ Increased customer service complaints
- ❑ Spiraling costs for maintaining and scaling legacy business applications
- ❑ Increased headcount costs for non-value-adding work that could be reduced or eliminated with a technical infrastructure that

supports more sophisticated and automated business processes

- ❑ Limited management visibility into business operations – and a potentially disastrous lag time in information about problem areas of the business

In other words, business success can sew the seeds of failure. Not just despite top-line business growth, but because of it, an outmoded technology infrastructure can reduce profitability, ensuring further postponement of needed IT investments – exacerbating the vicious cycle of inadequate technology managing increasingly unwieldy business growth.

A Way Out of the Conundrum

Fortunately, emerging and midsize businesses can resolve the dilemma of updating their outmoded IT infrastructure without massive one-time investments in technology. New technologies, such as Microsoft® .NET, enable companies to leverage previous investments in technology while step-by-step integrating their business systems to enable an efficient, cost-effective, and flexible solution to driving and managing growth.

This solution – which we call the Integrated Internet Business System – requires a strategic and

evolutionary approach to modernizing business processes and the technology that enables them.

In this white paper, we examine in-depth the common technology-related business challenges that many emerging and midsize companies face. We then outline the strategic business process improvements and evolutionary technology enhancements that can help growing enterprises overcome these challenges that inhibit successful growth and profitability.

“Enterprises are cutting internal IT costs and using those budget dollars to fund initiatives that improve information flow, decision-making, and coordination across their network of customers, suppliers, and business partners.”
 – *Michael Dominy, Senior Analyst, Business Applications & Commerce, Yankee Group*

**BACKGROUND:
THE TRUE COST OF AN OUTDATED
TECHNOLOGY INFRASTRUCTURE**

It’s hardly a secret that, in response to the tumultuous economy of the past several years, companies of all sizes put the brakes on technology infrastructure investment. Moreover, stagnant IT spending mirrored a broader trend cutting across all aspects of company operations. Companies slashed spending in human resources, research and development, marketing, non-IT capital expenditures, and so on. The impact was greatest on emerging and midsize businesses, which usually operate in a much leaner fashion even in the best of times.

“... the shelf life for most technology is usually only four to five years. Because companies have halted their spending on new technology, most of their infrastructure is either obsolete or soon will be. They need to think about the next generation of technology to get more productivity out of the systems they’ve already invested in.”
– Ravi Mhatre, General Partner, Lightspeed Venture Partners, quoted in Baseline, January 2004

Of course, companies rarely halt IT spending entirely. They continue to invest in essential system

maintenance, make minor tweaks to Internet assets, and occasionally target spending on new technology with a proven, rapid ROI. But wholesale IT infrastructure improvements remain on the backburner. Companies reasonably expect that their existing technology, which got them this far, should at least enable them to maintain status quo IT capabilities. And the task of a major systems overhaul seems too daunting – even when the potential rewards are obvious, the costs and potential risks seem too great when budgets are tight and profits are slim.

Unfortunately, with outdated IT infrastructure, the price of inaction can be even greater than the feared costs and risks of taking action:

- ❑ Tremendous organizational stress caused by overworked staff operating without adequate technical and informational tools
- ❑ Duplicate data entry and inconsistent data among multiple, disconnected systems
- ❑ Increased customer service complaints and inability to meet escalating demands
- ❑ Spiraling costs for maintaining and scaling legacy business applications

- ❑ Increased headcount for non-value-adding work that could be reduced or eliminated with an IT infrastructure supporting more sophisticated, automated processes
- ❑ Limited management visibility into business operations – and a potentially disastrous lag time in getting information about problem areas of the business

Companies that weathered the recent downturn can find themselves unable to prosper in the current upturn. This comes as a shock to today's survivors, whose fiscal cutbacks proved, in the short term, to be valuable or even essential measures to remain afloat during one of the worst economic downturns in American history. But longer term, as economic growth rekindles and companies scramble to capitalize on reemerging opportunities, capital-constrained emerging and midsize businesses find themselves doubly disadvantaged:

- ❑ *Renewed profits are absorbed immediately.* This happens because of renewed spending – for personnel, equipment, and other investment that's required just to capture new business and keep pace with accelerating growth. Or continued downward price pressure forces companies to continue cost-cutting to maintain margin. Or both.

- ❑ *Companies are hitting the wall on their IT capabilities.* Their IT infrastructure may have been adequate during a downturn but now is a critical constraint on growth. To reiterate, this results in numerous problems such as declining efficiency, increasing errors, poor management visibility into the business, and growing strain on personnel who must compensate for IT limitations.

These two challenges are intertwined: low profitability postpones needed investment in IT infrastructure, resulting in further inefficiency that exacerbates the pressure on profit margins. Left unchecked, the result can be a downward spiral of increasingly unmanageable growth – or missed opportunities for profitable growth.

In the aftermath of past recessions, surviving companies frequently had in hand the solution to such dilemmas. Flush with renewed cash flow from resuming demand, they poured money with abandon back into the business to capitalize on pent-up demand and a grab market share from a culled competitive field. Today, some large enterprises – Wal-Mart, McDonald's, and Dell, to name prominent examples from diverse industries – are indeed cleaning up (though even large multinationals are spending conservatively relative to the boom in the latter 1990s).

However, for most emerging and midsize businesses, massive IT infrastructure spending and other large-scale investments are simply not an option. But neither is standing still.

Fortunately, there's a third way – a selective yet holistic approach to augmenting existing IT infrastructure and enhancing associated business processes. This different approach lets emerging and midsize businesses cost-effectively manage rapid growth and improve profitability in today's exceptionally challenging economic recovery. The following sections explain how.

**BUSINESS SOLUTION:
TECHNOLOGY AS STRATEGIC ENABLER OF
RAPID GROWTH**

Few company executives would argue with the claim that technology and the Internet can be

“Technology has accounted for over 80% of the productivity growth over the last 7 years.”
– *President's Council of Advisors on Science and Technology, January 2004*

powerful drivers of business growth – indeed, IT investment is on the rise again for most U.S. midsize companies. But the issue, especially for emerging and midsize businesses, is how?

- ❑ How do we use technology and Internet assets to drive profitable growth?
- ❑ How can we avoid throwing away our previous IT investments?
- ❑ How can we afford the new IT investments we really need to make?

Such surprisingly fundamental questions don't arise out of technical ignorance. Companies already use technology to great effect across their organizations – business would grind to a halt without it. But the

returns on their previous large-scale IT investments are diminishing – in part because basic IT competence has plateaued into a level playing field among most midsize businesses. Moreover, though they’d like to “take it to the next level,” many midsize business leaders don’t believe they can afford or risk that scale of IT investment again – even recognizing that recent incremental tweaks to legacy systems have delivered incremental results, at best.

And they’re right. These days, most companies simply cannot bet the farm on IT investments. Making wholesale improvements to IT infrastructure requires a smarter approach.

The Strategic Approach to Enhancing Business Processes and IT Infrastructure

As emerging and midsize companies look to ratchet up their IT investment, they need to critically evaluate their technology infrastructure and business processes from a strategic perspective. Rather than merely deploying technology around an immediate need, a strategic approach means embracing a technical strategy that ties back into the company’s fundamental business strategy.

Unfortunately, to minimize risk, most companies are taking a very tactical, short-term approach to IT investment, deploying highly focused applications

that deliver rapid ROI or respond to a particular marketplace imperative – for example, manufacturer compliance with new Wal-Mart radio-frequency identification (RFID) standards or some other channel master partner’s requirements.

“Seventy-two percent of US midsize companies said they plan to increase capital spending in [2004], according to a new study. Financing equipment (78 percent) and technology (70 percent) were among the top priorities in the study conducted by CapitalSource and The Gallup Organization.”
– Edittech 12/9/03

These investments do little to address – and indeed, may exacerbate – the fundamental IT situation that most emerging and midsize businesses face today: disconnected islands of automation surrounded by a sea of manual, non-value-adding, inefficient business processes. What’s more, as noted previously, the lack of enterprise-wide integration handicaps both management and operational employees. Broad insight into overall business performance must

await monthly or quarterly reports. And lack of IT integration constrains the company’s responsiveness to both internal and marketplace changes – inhibiting agility that has become essential in today’s customer-driven, volatile, global marketplace.

The Integrated Internet Business System strategically addresses these fundamental challenges – in a cost-effective manner, without requiring wholesale replacement of legacy systems that continue to do their jobs. To accomplish this, the Integrated Internet Business System provides:

- ❑ An integrated view of information across the business with better and faster reporting – preferably real-time, on-demand information access
- ❑ Integrated transfer of information among accounting, distribution, sales, operations, customer service, and other functional business systems – creating a single source of core internal data that reduces duplicate entry and inconsistencies of data across business systems

The real-time, on-demand, integrated view of the business “can be presented on a dashboard-like onscreen display that shows you at a glance how your company is doing, right now, and, perhaps more important, where it is headed,” explains Niles Howard in a recent *Inc. Magazine* article on business analytics and reporting. This view, he continues, “can help you beat information overload by slicing and dicing your company’s data, spotting financial trends, and recognizing performance

patterns. Think Captain Kirk in the command center of the Starship Enterprise.”

However, the desktop management “dashboard” – also referred to as an Internet portal – serves not just company leadership; it can be deployed to any manager or employee desktop with a customized view based upon that person’s role within the business. Thus it empowers decision-makers at all levels – a sales rep accessing the distribution system to learn if a customer’s order has shipped, for example – to instantly leverage information from anywhere in the business, regardless of functional or physical location. Because of the underlying Integrated Internet Business System, information that serves cross-departmental business processes flows unimpeded among disparate legacy business systems.

And because business portals are Internet-based – accessed via a Web browser such as Microsoft® Internet Explorer – they also can be deployed easily, in a customized fashion, to customers, suppliers, outsourced service partners, and any other company constituent that would benefit from seamless access to relevant business information. This means, for example, that the aforementioned sales rep may not need to answer customer inquiries about shipment status – customers can help themselves to the information directly via a self-service Web portal.

Moreover, the dashboard or portal facilitates a two-way flow of information – constituents inside and outside the business not only access information, but also can input data directly into business systems via a portal. This provides obvious efficiency, accuracy, and other benefits. PI Worldwide, for example, manages a globally distributed workforce of business consultants who enter their project data directly into the company’s Integrated Internet Business System, eliminating the cost, inconvenience, and inaccuracies of centralized data capture.

A two-way flow of information via the business portal also means that much essential business knowledge – which previously resided only in the minds of the workforce – is now captured in business systems. This enables other employees and the company overall to benefit from synergistic sharing of knowledge and best practices as well as retention of intellectual property and process know-how.

Put simply, the Integrated Internet Business System creates a much more agile, responsive business. Emerging and midsize business compete in a dynamic global marketplace where, as the saying goes, “you can’t control the direction of the wind.” But via a dashboard or portal – which provides a real-time view of internal and external business

conditions – you can adjust your tack instantly to garner the most speed out of the wind.

IT infrastructure facilitates this strategic business agility – primarily because of the integrated transfer of information among previously disparate functional business systems. The next section provides an overview of the underlying technology and its implementation process – a cost-effective, step-by-step, strategic solution now within the grasp of virtually any emerging or midsize company.

**TECHNOLOGY:
AN EVOLUTIONARY PATH TO A MORE
RESPONSIVE IT INFRASTRUCTURE**

Superficially, the Integrated Internet Business System resembles the vision behind off-the-shelf enterprise software packages – namely ERP systems – that became prevalent in large enterprises throughout the 1990s. ERP systems facilitate cross-departmental processes and serve multiple users and departmental functions using a common user interface and a centralized database.

However, for many (or even most) emerging and midsize businesses, ERP systems prove to be a poor fit. ERP is an expensive proposition – because it outright replaces most existing business systems, meaning those legacy investments are thrown away, and because ERP implementation commonly

“Some prognosticators say IT can no longer deliver competitive advantage. Nothing could be further from the truth. The opportunity to automate interactions with customers, suppliers and services providers, and streamline the value chain can deliver powerful business capabilities and impressive returns. [However, to meet these] business objectives ... companies must integrate disconnected back-office systems into coherent edge applications.”
– Jon Derome, Yankee Group

costs three to ten times the base cost of ERP software licensing. Moreover, the business process standardization inherent in ERP systems tends to impose the software maker’s notion of “best practices” – usually gleaned from its largest, often publicly traded enterprise customers – creating a level IT playing field among ERP users and often eliminating the proprietary business processes that give many emerging and midsize businesses their competitive advantage.

With the emergence of the Integrated Internet Business System, there is now a much easier and more cost-effective “third way” for companies confounded by the stark choice of relying on or discarding inadequate legacy systems. The Integrated Internet Business System provides a consistent user interface, accessible via familiar Web browser, to leverage multiple and disparate legacy business systems – thus exposing managers and employees to all information relevant to their jobs, regardless of the data source, while reducing IT training costs. It provides a rapid, often real-time rollup of data, reports, and metrics generated by these disparate systems operating throughout the enterprise, giving decision-makers at all levels the immediate information needed for business agility.

Perhaps most importantly, the Integrated Internet Information System is a custom solution built and implemented based on each company’s unique

business processes, legacy IT infrastructure, and strategic requirements. And it's an evolutionary solution – meaning both that it can be implemented in stages and that it has the technical flexibility to change and scale based on unforeseen future requirements. New application development tools are what make this evolutionary flexibility possible.

The .NET Application Development Platform

In most cases, Microsoft® .NET technology provides the application development platform of choice for the Integrated Internet Business System. .NET was architected for real-world business IT infrastructure typically comprising multiple, disparate business systems. Applications built using .NET integrate easily with legacy systems, providing a framework that facilitates interoperability (data and business process flow) among applications. For end users, .NET applications easily enable seamless interaction with multiple business systems from a single application interface (the business portal), often without knowledge (or even awareness) of the underlying legacy applications.

.NET offers other benefits as well – from the user's and the developer's standpoint. .NET vastly improves developer productivity and can lower application maintenance costs. Additionally, a .NET application greatly improves performance

with well designed and well coded applications, delivering close to eight times the number of requests per second over classic application server page (ASP) systems. Finally, a correctly implemented .NET application provides better application security and an ideal platform for next generation technology development.

Developing and Deploying the Integrated Internet Business System

Even using advanced technology such as .NET, developing and deploying a customized Integrated Internet Business System does require significant time and effort. It also may lead to significant changes in existing business processes. But the level of effort is much more manageable for resource-constrained emerging and mid-sized businesses, and process changes are chosen by the company, not imposed by the solution.

The process for building the Integrated Internet Business system involves several key phases, including strategic business evaluation, business and technology process mapping, application development, and solution rollout.

Step 1: Strategic Business Evaluation

The first step in developing the Integrated Internet Business System involves asking the tough

questions required to evaluate the business strategically. These questions generally fall into two broad categories:

- *What works?* What does your business do, what are you good at, where are you adding value? Is it in research and development, in customer service?
- *What doesn't work?* And what is costing you money, where are you losing ground? What no longer makes sense to continue doing, what are the roles that are non-value-added?

This strategic discovery process captures the “big picture” of the business. This initial step determines – on a business level – how the company’s existing and planned technical capabilities can work together to achieve its goals. Once the company fully understands the current state of its business, then it can define how the company needs to move forward with a fresh approach to its business processes and the current and desired IT infrastructure needed to support them.

Step 2: Business and Technology Process Mapping

Process mapping involves literally sitting with every stakeholder involved in the company’s key business processes. The purpose: people “in the trenches” almost always know best the intricacies

and the precise sequence of steps involved in their jobs. Quite often, these stakeholders are pivot people in emerging and midsize companies – the scheduling manager everyone relies upon, for example.

Understanding roles and the existing workflow of the business is key to deciding how technology can improve processes and empower managers and employees to be more strategic and responsive in their jobs. Many times, jobs and processes are done a certain way simply because of institutional history. Once prompted, the stakeholders involved often have deep insight into improving the process and consequently increasing their own value to the business.

Complementing the mapping of human-based processes is a detailed evaluation and mapping of existing IT infrastructure – accounting, inventory and distribution, sales force automation, customer relationship management, and so on. This IT process mapping defines in-depth how existing IT infrastructure and applications work, and how they support (or do not support) the company’s business needs and goals.

Step 3: Application Development

With a comprehensive understanding of business and IT processes, application development begins.

Development usually will involve creation of digital dashboards and portal applications – enabling a seamless two-way flow of information inside and outside the businesses.

The digital dashboard or portal encapsulates each user’s relationship to the business at a glance – whether the CEO, the “pivot person” in scheduling, the remote sales rep, or customers and suppliers. And it provides a standardized tool for capturing data – again based on each user’s role in relation to the business.

Development also involves the design and programming of underlying technology tools that enable disparate business systems and IT users in all areas of the business to work together. Business processes may change significantly – in principle, anything that’s repetitive in nature and doesn’t require a lot of thought should be done by a computer.

Step 4: Solution Rollout and User Adoption

Once the Integrated Internet Business System is developed and tested, it is then deployed across the business. Solution rollout and subsequent adoption by users is speeded by widespread familiarity with browser-based environment. Though there’s always a learning curve with new technology, browser-based end-user applications inherently enhance ease

of use, even for who historically were not engaged with business applications.

To further ease adoption of new applications and new business processes, the new business system can be wizard-driven. The wizard walks the user step-by-step onscreen through the workflow of each automated process – whether building a job, posting a service issue, answering a customer request, or assigning tasks to the appropriate personnel.

Once the Integrated Internet Business System is in place, managers and employees tend to evolve with the technology. Because essential process knowledge no longer resides solely in the minds of people, but is captured and leveraged via the business system, managers and employees are freed to move from a reactive role to become more proactive, more knowledgeable, more strategic.

For the company, this transformation results in the capacity to manage growth profitably and the agility to capitalize on opportunities in a dynamic global marketplace.

**CASE STUDY:
PI WORLDWIDE MODERNIZES A GLOBAL
IT INFRASTRUCTURE**

PI Worldwide, headquartered near Boston, Mass., has a 48-year history of bringing organizations

more in touch with their employees. The company’s founder, Arnold Daniels, invented a tool called the Predictive Index (PI) in 1955 to help companies improve the performance of their people and make better decisions in the workplace. Since then, the company has further refined and developed its PI process to help its 5,000 clients and the 30,000 trained users of its products worldwide increase effectiveness, groom new leaders, and improve the management of employees.

“We’re a global organization, and that presents certain challenges. There are multilingual requirements, and there are diverse constituencies requiring different information. We needed an Internet-based system that could meet the needs of our clients and analysts.”
– Dennis LaRosee,
Senior Vice
President,
PI Worldwide

In mid-2001, PI Worldwide faced the challenge of revamping its internal business application, used to monitor metrics and

manage the business. The original system was over five years old, written in unsupported programming code, and simply had become inadequate to support PI Worldwide’s business. At the same time, PI Worldwide was also planning to redevelop its proprietary software, used by clients to aid decision-making and employee motivation.

“We’re a global organization, and that presents certain challenges. There are multilingual requirements, and there are diverse constituencies requiring different information,” says Dennis LaRosee, senior vice president of PI Worldwide, who oversees the company’s information technology initiatives. “We needed an Internet-based system that could meet the needs of our clients and analysts.”

The company asked its Internet development partner, Verndale, to create an Integrated Internet Business System that would meet the company’s current and future needs. Verndale conducted a requirements analysis of PI Worldwide’s business, outlined the company’s internal business processes, and scoped the project requirements. Next, Verndale produced a road map to guide development of the application, and over the next year built PI Worldwide’s Consultant Center, a Web-based business application to manage the company’s core operations.

Verndale also re-engineered PI Worldwide’s proprietary software—formerly a desktop application—as a hosted, Web-based subscription application, then added some needed functionality. The result was *accessPI*, a software system that provides clients with new information storage features and innovative methods for gathering user data for the Predictive Index. Further, the new feature-rich software provides another revenue stream for PI Worldwide. The project is on track to provide a return on investment within two years.

A Customer-Centered Approach for a Customer-Focused Business

“It’s one thing to have a nice-looking product. But it’s even more important to have a well-designed user experience. It’s modular, it’s efficient, and the data structures are designed to work well with the application.”
 – Dennis LaRosee, PI Worldwide

Verndale’s development of *accessPI* and the Consultant Center together form an Integrated Internet Business System that has streamlined PI Worldwide’s operations. The company’s consultants all have been trained on use of both *accessPI* and Consultant Center. Today, consultants use the integrated system to manage business operations, schedule workshops, and request materials.

The result: reduced errors from duplicate entry and improved information management capacity. Further, Verndale has continued to provide updates to the applications, including multilingual support and significant enhancements to reporting capabilities.

“It’s one thing to have a nice-looking product,” LaRosee notes. “But it’s even more important to have a well-designed user experience. It’s modular, it’s efficient, and the data structures are designed to work well with the application.”

PI Worldwide isn’t resting on its laurels, though. The company has again contracted with Verndale to further evolve its Integrated Internet Business System. In this latest phase, Verndale is working with PI Worldwide’s accounting software vendors to better integrate PI Worldwide’s billing, order management, and customer relationship management software.

While automating customer-facing processes often strikes fear in an organization, PI Worldwide has experienced increased intimacy with its customers.

“I was speaking with a client regarding some information from an earlier conversation,” comments LaRosee. “I didn’t have that in my briefcase, but I was able to log in and gather the information, then pass that on to the client during

the same phone call. He was blown away—he figured it would take two days to get back to him.

“Without a doubt, Verndale’s design has improved the quality of our customers’ experience.”

ABOUT VERNDALE CORPORATION

Founded in 1998, Verndale Corporation provides comprehensive Internet strategy, development, and support services to emerging and midsize businesses. A Microsoft® .NET developer, the company has served more than 200 local, national, and international companies and organizations in financial services, manufacturing, healthcare, e-commerce, retailing, and other industries. Verndale’s clients include Brattle Group, PI Worldwide, Tufts, Millennia Partners, Dana Farber Institute, The Taunton Press, Hodges Badge, and the Boston Athletic Association.

“The real reason we went with Verndale is that every time we worked with them on something, they had an extra idea. They weren’t waiting on us to lead them, they were leading us. They’re not just widgeting on your code – they focus on your business. They had a lot of experience in our space, so they brought a lot of ideas to the table. They also were very cost conscious – because they’re entrepreneurs themselves.”
– Dana Callow, *Managing General Partner, Boston Millennia Partners*

Verndale’s Integrated Internet Business Systems help companies:

- ❑ Deploy sophisticated e-commerce applications and integrate them with back-office information systems

- ❑ Integrate and manage disparate business systems via a single Web interface, enhancing operational efficiencies and enabling access to corporate data and systems by field personnel or from geographically dispersed offices
- ❑ Cost-effectively leverage the Internet to extend sales and customer support capabilities

Verndale’s applications development process provides clients with a road map in developing new or redeveloping old information systems. Verndale also develops and integrates mission-critical applications with the rigorous methodologies and quality control standards used in large enterprise software development. The result is the reliability and lower cost expected from “off-the-shelf” business software, combined with power, seamless integration, and flexibility provided by Internet applications that are fully tailored to a company’s unique business processes.

Headquartered by the seaport adjacent to Boston’s financial district, Verndale can be contacted at 617-399-8777, via info@verndale.com, or on the Web at www.verndale.com.

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