

# Cincom in aerospace, defense, and project-based manufacturing

Lean enterprise solutions  
for complex manufacturing companies



## Are your information technology (IT) strategies aligned with your business strategies?

Throughout the aerospace and defense (A&D) industry, manufacturers struggle to make this important connection. Results have shown that companies who unite their IT and business strategies are more prepared for sustained growth, deliver on planned revenue and profit goals, and respond more quickly to market opportunities.

Every manufacturer feels the pressure to increase revenues, improve earnings per share, and boost profit margins, and knows the way to success includes a mix of organic growth in new markets, strategic acquisitions, differentiating and innovative products, and customer satisfaction – all while carefully managing costs and return on assets. This is Operational Excellence.

Cincom provides sustainable competitive advantage to complex manufacturers worldwide, by offering unrivaled industry-focused software and business consulting solutions to complex manufacturing industry segments, which include government contracting, aerospace, defense, project manufacturing, and aftermarket services.

For nearly 40 years, Cincom has offered the best combination of valuable and reliable solutions in the marketplace for complex manufacturers. Our products provide comprehensive functional and technical solutions that provide an industry-leading low total cost of ownership along with unmatched software quality, implementation, and support services.

People. Processes. Technology. Cincom helps you bring together these key elements in your pursuit of Operational Excellence.



Cincom's experience has shown that no two manufacturers are alike. Diverse business operations, customer requirements, regulatory requirements, and quality standards are just a few of the factors that make the aerospace and defense industry unique and complex, as shown through the following industry types.

## Aerospace

Manufacturers across the aerospace industry have faced many key economic conditions.

First, a major decline in the commercial airline industry was the worst in decades, but offers the promise of new opportunities as it returns. Meanwhile a transformation of many of the world's militaries has opened new markets.

Cincom helps aerospace manufacturers embrace lean practices, better manage their complexity, and keep costs under control so they may sustain their position in the market. This is why companies like GKN Aerospace, Magellan Aerospace, and Stanley Aviation put their trust in Cincom.

## Defense

Increased government spending and a drive toward increased innovation have improved the market opportunity for defense contractors and manufacturers. Military transformation is also contributing to increased market opportunity. But as more and more companies move away from cost-plus contracts to fixed price, cost containment becomes more important to protect profitability.

Cincom helps defense companies better manage cost, schedule and regulatory compliance, while providing industry-leading contract administration capabilities. Customers like Alliant Techsystems (ATK) and ABRO manage their mission-critical needs with Cincom.

*"Information technology is critical to helping us achieve our organizational goals, and Cincom's Enterprise Management solution is precisely what we needed to address our business challenges today and for the future."*

– Jay Fitzsimmons,  
President and CEO, GKN Aerospace North America



## Project-based manufacturing

Project-based manufacturers have the added challenge of capturing cost and schedule elements all the way through the value chain. Aligning customer requirements with fulfillment means that every aspect of the contract you have with your customer must be extrapolated to support downstream processes.

Cincom is one of the only software providers in the world that specializes in serving mixed-mode and project-based manufacturing environments. This is why Aerojet and Eurocopter run Cincom every day.

## Government contracting

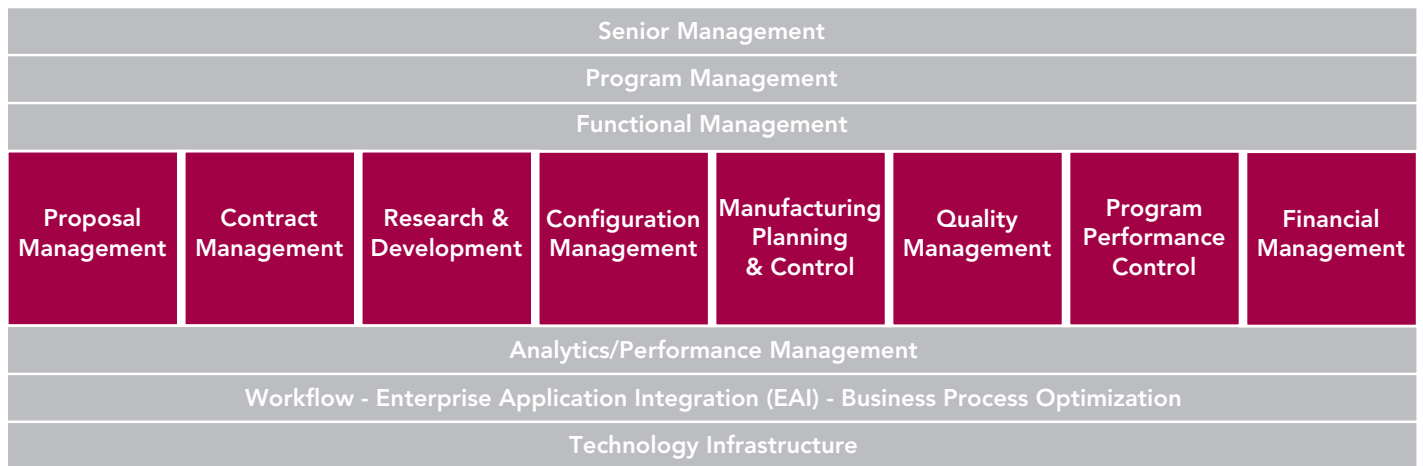
Growing opportunities from government agencies in emerging markets, along with those already established, means that manufacturers must adhere to strict regulations and manage the entire contract-management process more closely than with non-government contracts.

Cincom provides contract and project-based manufacturing capabilities to ensure compliance at every stage of the value chain, matched with full support to ensure projects are on time and on budget. This explains why world-leading government contractors Harris, ASC Corporation, and General Dynamics manage their enterprises with Cincom.

## Highly engineered products

Manufacturers of complex, highly engineered products face unique challenges in how they manage the life cycle of those products. Maintaining the product's configuration and managing change is a requirement all the way through the value chain.

Cincom realizes that customer satisfaction is paramount, and helps to ensure that customer expectations are met and that consistent product and process definition sustains product quality for the long term. Highly engineered product companies like Rolls-Royce and Northrop Grumman use Cincom to manage their complex manufacturing environments.



Cincom's experience in serving aerospace, defense, and project-based manufacturers has facilitated a deep understanding of the value chain you rely on every day, to bring new products to market, acquire and manage orders, and meet customers' cost and schedule expectations in today's highly competitive and demanding environment. The key business processes are illustrated above.

## Proposal management



### Industry requirements

- Speed, volume, and accuracy of proposals
  - To remain competitive, manufacturers must quickly and accurately generate proposals, being careful to monitor profitability and schedule attainment.
- Integration with configuration management, project and component cost history, capacity and schedule availability.

This imperative stage of the value chain demands a two-way interaction between proposal processes and downstream processes. The ability to properly define Work Breakdown Structures (WBS), cost and burden rates, project and component cost histories, and other parameters each contribute to proposal accuracy, regulatory compliance, and speed of turnaround.

### Cincom solution

- Quote-to-order solutions
  - Supports product configuration and guided selling as well as engineer-to-order with estimating support.
- Project/standard costing
  - Quickly and easily determine final projected item costs, through the use of modular BOMs and routings, cost histories, purchased quotes, and other sources.
- Business system integration

Cincom's event-enabled environment provides application-to-application integration, such as Computer-Aided Design (CAD) and cost-estimating applications – allowing connectivity and interoperability of applications to support your organization's entire value chain. Leverage your existing software investments with those from Cincom, creating a technology framework that is tailored to your needs.

*“The Cincom configurator is an integral part of the ordering process for Telstra. Without it, the network planners would find it very difficult to convert their business requirements into technical specifications.”*

– Phillip Lawton,  
Project Manager, Alcatel



## Contract management



### Industry requirements

- Sophisticated contract structures

Managing the complexity of the many contract types and structures represents unique challenges for manufacturers, which include complex billing, long-term revenue methods, tracking of funding, and defining delivery schedules.

- Contract revision control

Managing change within contracts represents added complexity to ensure that specifications, schedules, costs or price, quantity, and other contract parameters are being tracked carefully and documented.

- Integration with execution, billing, revenue recognition, and cost-performance systems

During both the contract creation and subsequent change or revision processes, keeping downstream processes up-to-date is essential to ensuring quality, schedule attainment, and order accuracy.

### Cincom solution

- Quote-to-order solutions

Cincom provides the ability to accurately define contract terms and conditions that are pre-defined to the needs of your customers, matched with the various products, services, and options you seek to make available to them.

- Contract management

Cincom provides support for the entire contract entity, which includes contract lines and sub-lines. This flexibility allows you to better manage delivery schedules and provide economic order quantities for optimized pricing.

- Flexible order billing and revenue recognition

With Cincom, you can bill each contract line separately based on the products and/or services delivered, and recognize revenue differently on a line-by-line basis. Cincom also provides support for progress payments and shipments so you can liquidate against prior progress payments.

- Integration with manufacturing and project costing

Cincom's robust manufacturing solutions and project-costing capabilities support the contract management phase by tracking costs and inventory on a project basis all the way through the WBS structure. This flow-down aids in establishing order breakdown structures and initiates the fulfillment processes in the value chain.

## Research and development



### Industry requirements

- Segregated planning and tracking

During the Research and Development (R&D) phase, manufacturers often need to segregate material and labor from ongoing project and non-project deliverables. This is required to support the design phases when BOMs and routings are still unknown as Engineering continues product development.

- Product, BOM, and routing definition

Readying products for market and production is an imperative step in the value chain, to support contract and project phases and ensure quality and delivery performance. These activities include Product, BOM, and Routing Definition.

- Cost and schedule measurement

Establishing cost and schedule parameters can be a complex process, so you may later do cost rollups and manage schedule activities.

### Cincom solution

- Part revision control

Cincom provides the ability to manage part revisions, lending flexibility for Engineering and Materials Management.

- Part re-identification

During new product introductions, many parts are often defined without knowing the actual part number that will be used at a later date. Cincom provides a re-identification capability to manage this process, while maintaining the appropriate cost, lot/serial traceability, and transaction auditing.

- Non-production work orders

Cincom provides the ability to create non-production work orders to support the R&D phases, helping you track labor and materials.

- Project cost control

Cincom helps capture costing information for your R&D projects by allowing you to establish a project and collect costs.

- Integration with PDM

Cincom's event-enabled architecture provides integration support to third-party Product Data Management (PDM) solutions that are either already in place or in environments where you require a repository for design information.

## Configuration management



### Industry requirements

- Engineering management

The engineering design process is very dynamic in nature. Engineers, designers, and engineering management personnel require robust collaborative systems to create and approve designs and communicate designs to internal and external customers.

- Engineering and manufacturing synchronization

During the transition between engineering and manufacturing, BOMs, routing, specifications, and other information needs to be communicated and managed. Successfully doing so positively impacts cost and schedule performance, and ensures order accuracy and quality.

- Configuration change-control flexibility

Change is constant, and can come from customers, engineering, suppliers, and other sources at every stage of the value chain. Each phase, including the as-designed, as-planned, as-built, and as-maintained configurations, needs to be carefully documented throughout the product structure.

### Cincom solution

- Part revision/document control

Cincom provides part revision control capabilities to manage part specification changes and maintain the part master. Cincom's rules-based revision control with automatic subscriptions and use-up capabilities allows the ability to control revisions throughout the product life cycle. In addition, Document Control allows you to warehouse and manage part and product information throughout the structure, including design documents, instructions, and more.

- Document vaulting

Cincom provides a tool to index documents and cross-reference them to applicable parts. Document storage, management, distribution, and revision control are essential components of a comprehensive PDM system.

- Date, serial and unit effectivity

Cincom provides date, serial, and unit effectivity capabilities, designed to provide flexibility and accurate tracking of parts and products by being able to define component parts by date, unit number, or both. In each case, Cincom provides a documented chain of parent/child structures for improved visibility and measurement.

- Lot/serial control

Cincom provides lot and serial control to allow for system-wide traceability of as-built product configurations.

*"It was proved that Cincom was the overall winner on the day, looking at all aspects of ABRO's requirements."*

– Brian Edye,  
Business Systems Project Manager, ABRO



# Manufacturing planning and control



## Industry Requirements

- Internal and external schedule attainment

Delivery performance to schedule is paramount to each internal customer in the value chain, as well as to end-customer expectations. Meeting quality, product performance, and other customer specifications impacts customer satisfaction, profitability, cash flow, and more.

- Mixed-mode manufacturing support

In many companies, manufacturers have multiple customers – both government and commercial. This requires the segregation of inventory and requirements for commercial/company-owned and project-owned materials.

- Maximize commercial practices

Commercial manufacturing is typically less stringent than defense manufacturing in terms of regulations and compliance. Therefore, many A&D companies have embraced commercial business as a mechanism for growth. With that, they have also embraced commercial practices such as lean manufacturing, to drive down cycle times, reduce costs, and optimize business processes.

- Lean manufacturing and supply-chain management

Recent research documents the widespread adoption of lean principles in every segment of manufacturing. Global pressures and competition are forcing down costs and demanding reduced lead times at every level of the supply chain. In response, A&D manufacturers are also embracing lean techniques and working to drive out waste throughout their supply chains.



## Cincom solution

- Material Requirements Planning (MRP) and Master Production Scheduling (MPS)

Cincom also provides full support for traditional manufacturers that leverage a push-based manufacturing model. With foundations in MRP and MRP II (Manufacturing Resource Planning), Cincom provides flexible and comprehensive materials management support.

- Demand flow

Cincom provides demand-driven solutions that enable manufacturing to build to demand in a pull-based, demand-flow environment. Cincom employs constraint-based planning and configuration techniques to help manufacturers shape demand, then sequence it into available production slots.

- Project pegging

Cincom enables manufacturers to peg specific parts to projects to ensure availability, cost tracking, and adherence to specifications.

- Soft allocation

Cincom supports soft allocation practices, which is the temporary assignment of commingled, non-project supplies to project demands. The primary competitive benefit that results is the greatly enhanced ability to adapt lean, commercial processes to what were previously project-siloed operations.

- Mixed-mode manufacturing

Cincom provides support for both project-oriented and commercial manufacturing in a single, flexible business solution. Based on your organization's business, you can activate project and configuration management capabilities on a part-by-part and order-by-order basis for any or all products. Cincom also enables you to manage in job-shop, batch, repetitive, or discrete settings.

- Procurement

Cincom's solutions support procurement processes by enabling the flow-down of requirements by project, part, and revision. Purchase orders can be approved on a project-by-project basis, and supplier progress payments can be made accordingly.

*"Alliant Techsystems, Inc. was looking for an ERP supplier that had deep experience in the aerospace and defense industry – and not a recent arrival on the scene. Certainly Cincom meets those requirements."*

– Joe Schaub, Vice-President, Alliant Techsystems

## Quality management



### Industry requirements

- Maximize product and service quality

A product's quality is its single most important attribute, and many A&D companies must adhere to stringent quality regulations for both products and services.

- Ensure accurate nonconformance analysis

Processing nonconformances requires a set of well-documented processes and systems to support them. Documenting information about nonconformances and tracking this information is required for measurement and continuous improvement.

- Manage closed-loop corrective action

The corrective-action process must balance what is done to rectify the nonconformance, while being careful to monitor and maintain the schedule. Keeping every party informed and each process documented may be required not only to maintain the product's configuration or costing information, but also for regulatory compliance.

- Measure supplier performance

Purchased goods comprise a significant part of your budgets, so measuring supplier performance is especially important to ensure that expectations for quality, price, and schedule attainment are being met.

*"An increasingly competitive global marketplace means that A&D companies must undertake initiatives that grow productivity gains across the whole value life cycle of programs – from product launch and delivery to service."*

– Bob Parker, Industry Analyst

### Cincom solution

- Nonconformance tracking

Cincom provides end-to-end support for nonconformance documentation and tracking, while reducing administrative costs.

- Lot/serial traceability

Cincom provides tools to track the pedigree of a product from the initial receipt of raw material through end-item shipment. Controlled lot and/or serial numbers of each part at each level in the assembly contain pertinent data including shelf life and retest cycles as well as an inspection criteria and results.

- Corrective action and preventive action

Cincom provides a platform that supports an end-to-end exception and change management capability to help clients capture problem data from across the business, manage the corrective action process, and implement changes to ensure that problems are resolved.

- Audit and survey

Cincom provides streamlined audit cycles through online workflow, including corrective actions. Cincom also provides standardized company-wide auditing procedures through built-in templates and checklists that are automatically synchronized to off-site audit data. This eliminates inaccurate manual data entry and duplication.

- Vendor performance analysis

Cincom provides tools to help reduce total purchasing costs through effective management of a smaller, more qualified supplier base and streamlines in-processing procedures and raw materials dispositions.

- Return material authorization support

In the event that suppliers provide defective or incorrect materials, Cincom provides the tools to return materials to suppliers and adjust invoices and payments accordingly. Supplier performance ratings reflect this important measure of supplier performance.

- Integrated training solutions

Cincom offers integrated training capabilities to address all aspects of employee training including certification, training courses, training materials, and documentation.

# Program performance control



## Industry requirements

- Program cost performance

Project-oriented manufacturers often manage multiple programs at the same time, spanning multiple years, and using common inventories. Managing cost performance becomes a daunting and complex task that can have significant implications on profitability and even the company's stock price.

- Program schedule performance

Another imperative requirement for A&D manufacturers is schedule performance. Deadlines set in contracts can have major incentives or penalties tied to them, and can positively or negatively impact profitability, customer satisfaction, retention rates, and other strategic factors.

- Contract billing/contract revenue recognition

Because of the nature of many A&D environments, multi-year contracts and numerous billing and funding techniques must be taken into consideration. Also, being able to accurately and flexibly manage complex billing is imperative to maintaining adequate cash flow and is a reward for milestone attainment to schedules.

## Cincom solution

- Multi-level work breakdown structures

Cincom project cost control provides the capability to define and develop an MIL-HDBK-881x-compliant work breakdown structure. PCC clients control the number of levels in the WBS – the levels where budgets and earned values amount are captured and estimate-to-complete and actual costs are recorded.

- Project accounting sub-ledger

Cincom provides a fully integrated project sub-ledger that supports the enterprise's general ledger, whereby project cost details can be stored by project, project element, user-defined cost element, and bid category. Costs are maintained on a period, year, and inception-to-date basis and rolled up through all levels of the WBS.

- Earned-value management systems (EVMS) support

EVMS is a management control system that required DoD prime contractors who, for instance, engage in large defense contracts to adhere to 32 EVMS guidelines. To be in compliance, those contractors require a comprehensive IT application system like Cincom, so they may provide audit trails and many other data management and reporting tools that are essential for regulatory compliance.

- Full audit trail

Cincom's project cost control provides the detailed audit trail of cost transactions that support all periodic project and GL postings.

- Multi-level burden

Cincom's project cost control provides very flexible burden allocation and application tools. Burdens can be allocated to any direct charge cost based on a rate per unit of resource or a percentage of the direct cost. The user-defined, date-effective burden structure allows you to have unlimited burden calculation definitions, which support both the financial and billing burden structures as well as financial and billing burden rates. Cincom provides the means to record and handle retroactive and prospectus rate adjustments.

- Integration with project management applications

Cincom's ENVIRON™ technology enables clients to extend the project management solution by integrating it with widely used project scheduling and reporting tools.



## Financial management



### Industry requirements

- Regulatory compliance

Companies that require full project/contract management support capabilities will often times fall under the guidance of one or more regulatory agencies. In the US, the two most often referenced are the Department of Defense (DOD) and the Federal Aviation Administration (FAA). The following outlines some of the regulation documents enforced:

#### Aerospace regulations

- FAA regulations
- FASB (Financial Accounting Standards Board)

#### Defense Regulations

- FAR (Federal Acquisition Regulations)
- DFAR (Department of Defense Federal Acquisition Regulations)
- CAS (Cost Accounting Standards)
- MMAS (Materials Management and Accounting Systems standards)
- DODI (DoD Initiatives)
- FASB (Financial Accounting Standards Board)

- Internal control assurance

Companies must ensure that financial records are secure and that only those certain individuals who are allowed to see the financials will be given the right privileges. It is important to report and track the handling of inventory across projects and from common inventories. The system must be subject to periodic audits where the system can support compliance to the regulations. The ability to accurately report the cost of the project to the government to support your billings is essential. Having global access to financial data, which is auditable but automated with user controls that identify the exceptions to the controls built, is critical for your ability to be Sarbanes/Oxley and MMAS compliant.

- Analytics

Similar to program performance, is the ability to analyze your financial impact by project/contract. Having the ability to see a balance sheet or profit and loss report by project ensures that you can determine if each project is maintaining the profit margin planned. The system must provide easy access to your financial information.

### Cincom solution

- Fully integrated financial management

Cincom provides a complete integrated enterprise solution from quotation, contract management, manufacturing and delivery, procurement, billing, and revenue. This supplies the project sub-ledger that houses the financial detail, which rolls up and posts automatically to the summarized enterprise ledger, while separating the project analysis needs from the general ledger requirements. Cincom supports both a standard-cost and an actual-cost system based on your business requirements. You can view and analyze your cost breakdown of an item by cost element for a specific project, which provides you with the detail to analyze potential cost improvements.

- Flexible chart of accounts

The Cincom solution allows you to define how you want to analyze your business. You may view your accounts receivable by customer or by project, and provide for the support to view variances by project. Cincom provides rapid accessibility to information that will allow you to drill from the top of your balance sheet down to a project's details. As your business changes, Cincom's solutions adapt to your needs.

- Financial/project status analytics

It is imperative that the state of the overall business, as well as each project, can be identified. Every business questions, "Are we profitable? What are my margins? Are we on schedule and under budget?" and each must be answered as the project moves forward. Cincom provides for user access to Key Performance Indicators (KPI) within a user portal that can highlight the areas of concern that you want to monitor. Be automatically alerted when unfavorable conditions occur, so you can take action as they occur – not days after. Be able to track your trends to prevent issues from arising in the future and quickly identify backlog, percentage of completion, current period, inception to date and year-to-date financial figures for a project. A complete integrated system, with flexibility and reporting analytics allows you to ensure you that remain profitable even in tough economic times.

- Contract billing/contract revenue recognition

Due to the nature of many A&D environments, where multi-year contracts are the norm, complex billing processes, long-term revenue recognition techniques, and funding tracking must be taken into consideration. Being able to accurately invoice, based on agreed-to ceilings and liquidation rates throughout the project, is imperative to maintaining adequate cash flow. To accurately reflect your company's financial position, Cincom helps you record revenue that is recognized on a fiscal-period basis, based on the status of the projects.

- Multi-level burden

Cincom's project cost control provides very flexible burden allocation and application tools. Burdens can be allocated to any direct charge cost based on a rate per unit of resource or a percentage of the direct cost. The user-defined, date-effective burden structure allows you to have unlimited burden calculation definitions, which support both the financial and billing burden structures as well as financial and billing burden rates. Cincom provides the means to record and handle retroactive and prospectus rate adjustments.



*"By an overwhelming margin, regardless of size or attitude to the adoption of technology, delivering high customer satisfaction is the industry's first priority. Providing innovative products and managing the product life cycle appear to be desired ways of meeting these elevated levels of desired customer satisfaction."*

– Todd Inskip, Principal and Industry Expert,  
CSC Aerospace and Defense Industry Survey



## Technology and performance management

Cincom provides multi-platform hardware and database compatibility to help our customers leverage existing investments or embrace new standards. Cincom's Enterprise Management is available on the Windows and UNIX operating systems and the Microsoft SQL Server and Oracle databases.

Cincom enables fact-based performance management for A&D by providing an integrated view of customer, business, and manufacturing data that can support traditional enterprise and ad hoc reporting, OLAP analysis, Key Performance Indicator (KPI) scorecards, and data mining. In addition to prebuilt resources, Cincom also provides a rich tool set enabling customers to extend this framework to generate balanced scorecards and other types of business performance management applications specific to any employee, partner, department, or division in an organization.

Cincom's integrated, fact-based, performance management solutions deliver value by providing real-time data and analysis that enables the leading manufacturing organizations to:

- Increase profitability
- Improve sales performance
- Improve operational effectiveness
- Optimize the supply chain
- Leverage investments in other enterprise software

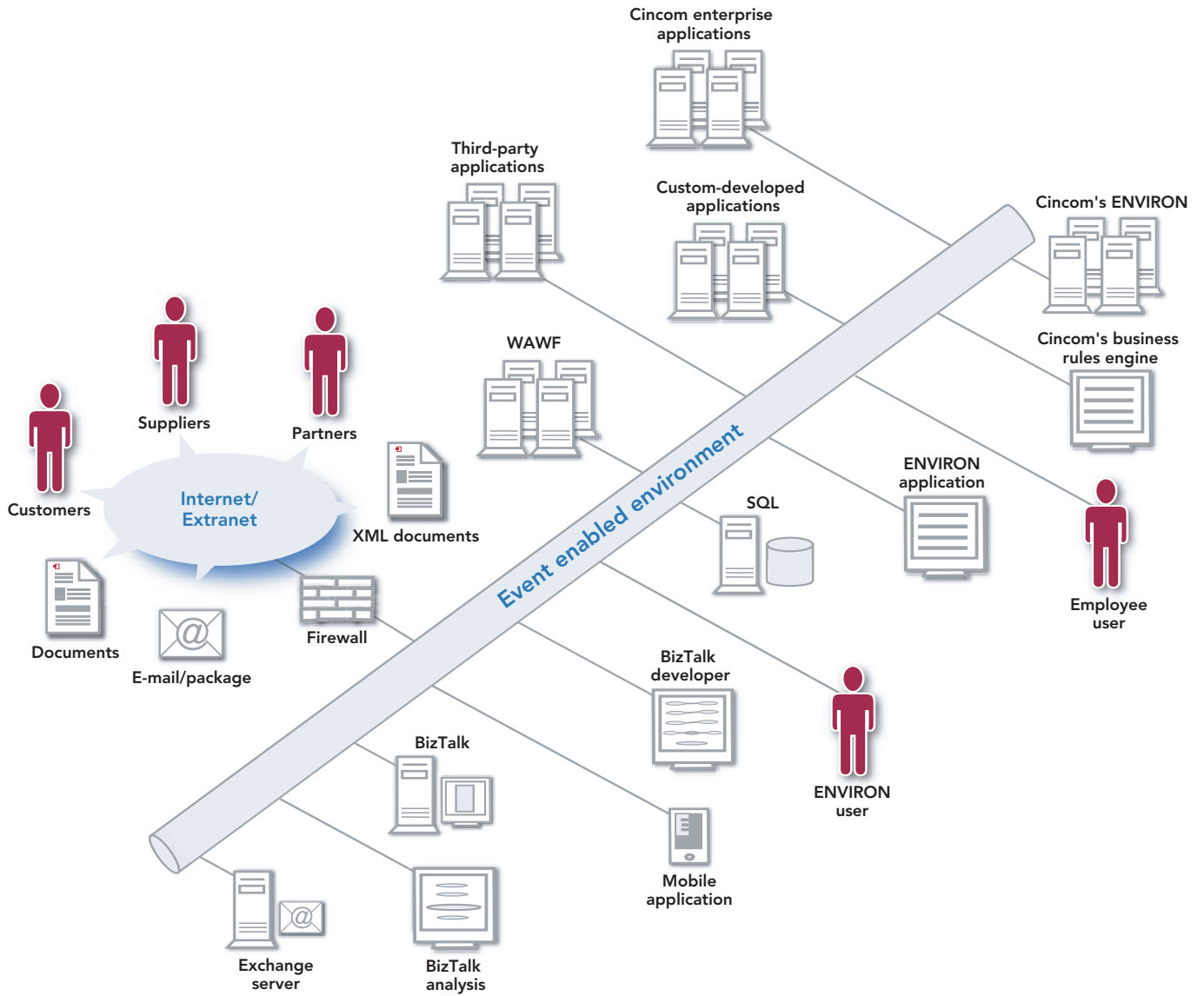
Cincom provides companies with the ability to build adaptive, manageable, and reliable business process automation solutions that can span applications, people, and trading partners. The solution delivers full support for business process, business activity monitoring, and business rules with built-in management and deployment of connected systems. system-to-system, system-to-human and human-to-human workflow can be supported delivering significant ROI from a single, unified development, management, and interaction model within the entire enterprise and to partners. Industry-standard protocols such as Business Process Execution Language (BPEL), Web Service Description Language (WSDL), XML Schema Definition (XSD), Simple Object Access Protocol (SOAP), and Universal Description, Discovery, and Integration (UDDI) are supported.



*"From a financial angle, the company has seen increased profits and an increase in visibility, and it's strictly due to the implementation of Cincom."*

*– Dave Edwards, IT Manager, Stanley Aviation*





Cincom's ENVIRON coupled with Microsoft BizTalk provides the enabling technologies to manage business process orchestrations that include diverse applications as well as internal employees, external suppliers, customers, and other partner participants. This event-enabled environment supports all of a company's Business Process Automation (BPA) and Enterprise Application Integration (EAI) needs. This integration framework uses standard XML schemas and a "publish and subscribe" model to integrate and communicate with any existing or new system.

## Cincom Professional Services and Customer Care

Cincom's Professional Services in combination with Cincom's Customer Care team provide a full-service organization, dedicated to your success. The professionals in these groups come from businesses and environments just like yours, and are some of the best and brightest in the industry. Bringing an average 15 to 25 years of business and technical experience, they come from backgrounds working as controllers and materials managers, planners, and buyers. They have a deep knowledge of our products and know how to deploy them to make you successful. Powerful software, backed up by industry expertise and support, is how Cincom helps you implement quickly and build sustainable competitive advantage for years to come.

Cincom's Customer Care and Support teams are here to serve you 24 hours a day, 7 days a week, to ensure your mission-critical operations get the response you deserve. Your organization deserves the very best service and support, and Cincom delivers it with the best in the industry.

## Cincom implementations ... we succeed when others fail

Implementation is what we do best. Our implementation planning and project management methodology progresses smoothly because we know and understand the demands that come with manufacturing complex products, and have domain expertise second to none in our industry. Our unique reference manual contains step-by-step instructions and guidelines that take you from initial planning right through to post-implementation audits. Our project managers will make sure your project team stays on track and within budget. Cincom Professional Services implementations boast a range in costs from .6 to 1.35 times the software cost compared to the average two times or more of the software cost for our competitors.

*"We were very satisfied with the implementation services that Cincom provided. It provided a very painless transition."*

– Karanel Larson, IT Director, American Ordnance



## Integrate your Information Technology (IT) and business strategies with Cincom

We invite you to see for yourself why Cincom is a leading provider of Information Technology (IT) solutions for aerospace, defense, project-based manufacturing, government contracting, and highly-engineered products companies.

Contact Cincom today to schedule your free and comprehensive discovery session, where our experienced consultants evaluate every aspect of your value chain.

People. Processes. Technology. Cincom helps you bring together these key elements in your pursuit of Operational Excellence.

[www.cincom.com/manufacturing](http://www.cincom.com/manufacturing)  
1-800-2CINCOM

*"After seeing numerous of these implementations, one element of this one seems clear to me. Cincom has staff that sincerely cares about their clients."*

– Milton L. Cummins, ERP Project Manager, Litton EOS



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