

# Building Trust through Incremental Outsourcing

 **OneNeck<sup>®</sup>**  
IT Services  
*ERP Outsourcing Solutions*

A-dec Creates Business Value by  
Strategically Expanding Outsourcing Services

A ONENECK IT SERVICES CASE STUDY



## The Company

Founded in 1964, A-dec has grown to one of the largest dental equipment manufacturers in the world. A-dec designs, builds and markets dental chairs, stools, delivery systems, lights, cabinetry, hand pieces, and a full line of accessories. The company distributes its products through an extensive global network of authorized dealers and customers in more than 100 countries, A-dec's primary focus is to create equipment innovations that help doctors perform healthier, more efficient dentistry — the company's mission for over 40 years.


Headquartered in Newberg, Oregon, A-dec employs over 900 employees at its 40-acre campus. A-dec is America's largest dental equipment manufacturer and the largest privately held dental equipment manufacturer in North America. In addition, the company consistently earns respect and recognition from its constituents. Recently, the company was selected as one of Oregon's "Most Admired Companies for 2007," ranking 9th from all industries and 4th for traditional manufacturers.

## The Challenge

Known in the dental industry as a leader in producing quality, innovative equipment, A-dec needed to keep pace with growth strategies while preserving its hard-earned reputation. The company deployed an ERP application to streamline operations and help achieve business objectives.

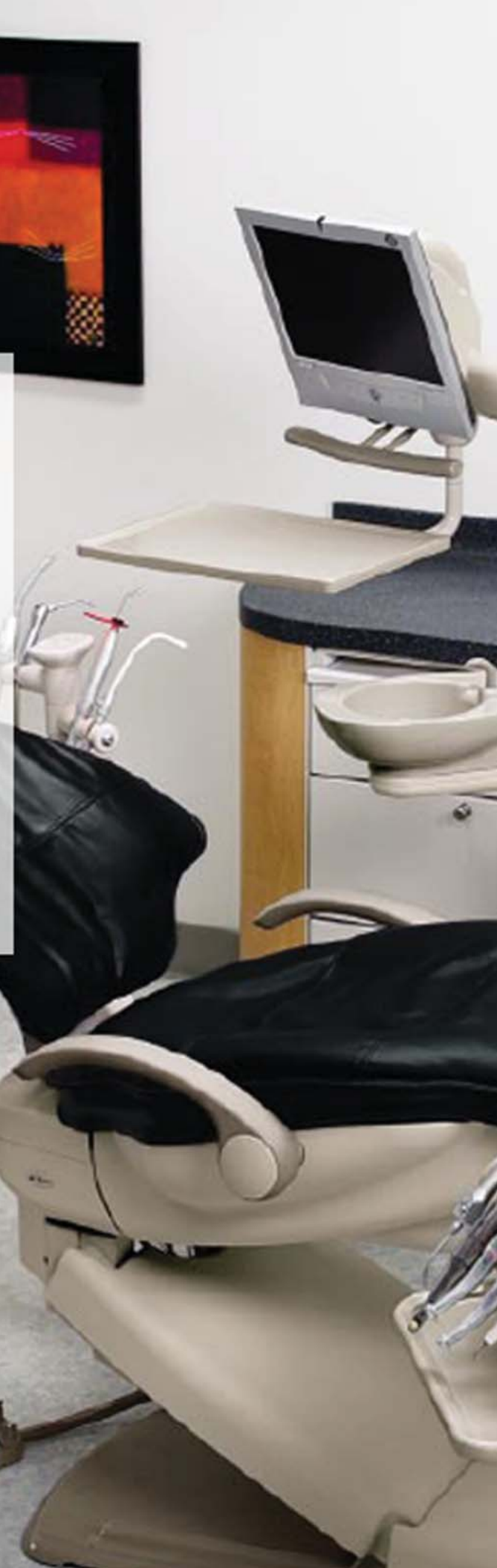
However, the increased complexity of the IT environment posed some unexpected support challenges. A-dec's internal resources were quickly consumed with keeping the ERP environment running smoothly. The day-to-day maintenance, troubleshooting and managing of the system began to tax internal resources to the point of impeding strategic projects. Furthermore, A-dec's IT staff did not have the specific application expertise to efficiently manage operational issues or tailor the solution to the company's specific environment.

ERP Outsourcing was an option, but A-dec's management team had concerns with bringing a third-party company into its fold. As a tightly-knit, family-run organization, A-dec wanted a culturally-synergistic relationship. A-dec executives knew it would be difficult to find an ERP outsourcer that would be a good organizational fit and meet all the crucial selection criteria. For A-dec to pursue an outsourcing relationship, the vendor must provide high-level ERP expertise, have sufficient in-house technical resources available, create a high-touch service working environment, and deliver all required services under one



*"I consider the collaborative nature of the relationship between A-dec and OneNeck IT Services to be an excellent model for the type of partnership needed with key providers. Together, we are able to proactively identify opportunities, as well as respond quickly and constructively to issues that may arise, providing industry leading service levels to our end users."*

Yolanda Green  
Information Services Manager  
A-dec Inc.



roof. "This is a people company," says Joan Austin, A-dec founder. "We focus on the long-term and build relationships based on trust – from our community, employees, dealers, and suppliers, to our final customers."

Despite the associated challenges with ERP outsourcing, A-dec began its vendor search in 2000. The company realized it had to free in-house IT personnel from daily ERP support operations to work on strategic projects.

## The OneNeck Solution

A-dec's search included a wide variety of outsourcing vendors – from large, Fortune 100 providers to smaller, niche companies. An official RFP was developed and distributed to selected outsourcing prospects. In September 2000, A-dec selected OneNeck IT Services as its outsourcing vendor.

A-dec believed OneNeck would make the best outsourcing partner because it demonstrated it had the required expertise, technical resources, flexible solutions, customer focus and proven track record.

Still concerned with achieving the desired relationship dynamics, A-dec took an incremental approach to outsourcing. As the relationship evolved, new services and projects were added. This decision limited any associated risks, provided a solid foundation on which OneNeck could grow and learn with the company, and ensured the best level of outsourcing success.

OneNeck's original outsourcing agreement included 24/7 Support Center, Data Center Management, Baan Application Administration, Database Administration and Application Functional Support services. In 2001, the contract was expanded to include EDI Administration and some Application Development. As OneNeck continued to earn A-dec's trust, contracts were regularly modified to add more and more services. In addition to the initial services from 2000 and 2001, OneNeck provides more complex and remote services, including Application Development, Application Integration, Operating System Administration, WAN/LAN Management, Infrastructure Management, and Consulting Services.

With OneNeck on-board, A-dec's IT personnel were able to assume more effective roles. In-house technical resources transitioned away from day-to-day application support and toward strategic projects. They became business analysts who worked on longer-term objectives such as increasing overall organizational efficiency, developing new processes and enlisting user input for better operations. This new role helped keep A-dec on track to accomplish its corporate goals.

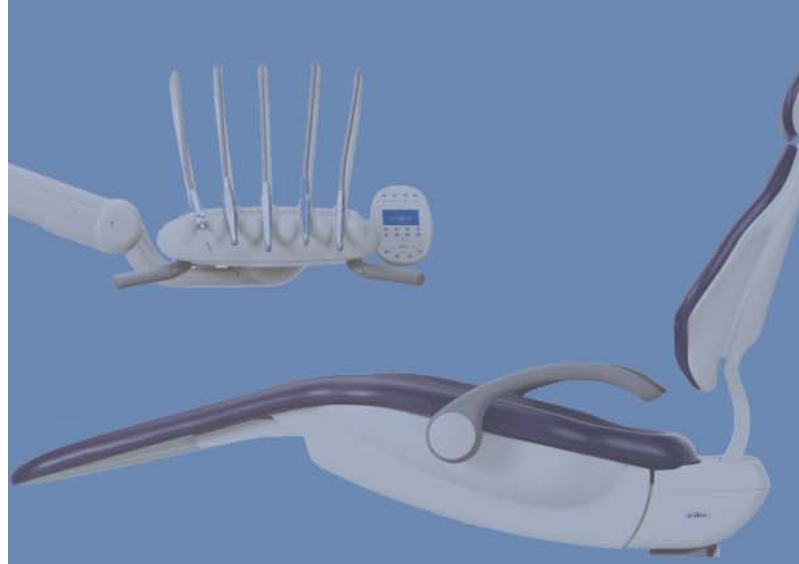
With its unmatched Baan expertise, OneNeck optimized A-dec's ERP application and provided the required daily support. Initially, OneNeck worked in the background learning A-dec's business and internal processes. As the relationship grew, OneNeck provided the same background services, but also became a valuable business partner on A-dec's IT issues.

## The Benefits

“OneNeck added the crucial components to our IT environment – they provided the much-needed application expertise and support to our organization so our in-house team could implement strategic projects,” said Yolanda Green, Information Services Manager. “Plus, their ‘customer-intimate’ and ‘single point of accountability’ approach has earned them our full trust. We continue to work closely with them on mission-critical initiatives.”

By taking an incremental approach to outsourcing, A-dec had the time to become comfortable with an outsourcing strategy and build a strong partnering relationship. Conversely, OneNeck was able to learn A-dec’s business from the ground-up to provide the best tailored and flexible solutions. Furthermore, OneNeck complemented the existing IT group rather than replace it. The result was a cost-effective solution that gave A-dec the whole ball of wax: daily support, readily available technical resources and expertise, and in-house IT personnel available to tackle crucial strategic projects that would add real business value.

Today, A-dec’s IT environment is running smoothly with OneNeck’s support systems in place. A-dec’s in-house team continues to make inroads with strategic projects that significantly impact the organization. And, OneNeck provides a full complement of IT services to help A-dec remain the market leader in dental equipment manufacturing.



## A-dec Facts

Organization	• A-dec Inc.
Industry	• Manufacturing
Business Challenges	• Support daily ERP system operations; Provide application expertise; Free in-house IT staff for strategic projects
Application Environment	• Infor Baan 4c4 / Oracle DB • Baan E-Sales / E-Config • Directory Smart Portal • BridgeLogix Barcoding • Trax Shipping • Essbase Reports • Gentran EDI • Carousel Warehouse Mgmt • Exchange 2003
Technical Environment	• IBM AIX Unix / EMC Disk • Over 50 HP Compaq Windows Servers



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