

Tim: Hey while we're here, I have another topic

Bryan: Yeah, we keep staying longer

Tim: You know, we just have, we just have a lot of clients in particular I think here in Madison in general we have a lot of clients that kind of start with, you know that incubation period and then they go through the innovation period

Bryan: yeah

Tim: and then at some point they transform and go through the evolution and develop a revenue model

Bryan: and it becomes a business

Tim: and it becomes a real business,

Bryan: yeah yeah yeah, right.

Tim: you know and so you know how do we build that foundation as they start to evolve into the real business?

Bryan: Boy, it's a great question, and that's unique by client, right?

Tim: yeah

Bryan: So you know we've had a lot of growth, economic growth over the past few years we've had a lot of great businesses start up and we've been privileged to be a part of a lot of that. And what's really helped I think the business incubation process is there are technologies available now, software and the cloud, where people can kind of get their get their business started and get it moving then at some point they need to take that that kind of software they're buying in little bits and chunks and it needs kind of come together in a system that their business can grow from.

Tim: well and they have classic challenges though right?

Bryan: yeah

Tim: they need many different systems typically. Often ERP, CRM, perhaps some type of manufacturing or production environment system

Bryan: The relationship management

Tim: Need to control

Bryan: yeah

Tim: capital expenditures because they're in that period you have trying to position perhaps for investments, perhaps requisition

Bryan: trying to gain market share

Tim: trying to gain market share

Bryan: maybe going international. So there's a lot of cash constraints on the business and so you know how do we kind of get together and plan that and again I kind of said at the start it's really is unique by scenario and by client. And so you know what we've had some success doing you know recently over the past couple of years is kind of going in and really engaging with the business leaders and really kind of outside the confines of whatever IT structure would exist at that point and saying you know really where are you taking your business and you know what are you looking to do. And then trying to figure out how these systems come together and then how the information flows between them and making sure that we can connect them in a way that's not siloed. I mean, one of the advantages a new business has is it doesn't have legacy systems and legacy silos from years upon years of kind of cobbled development

Tim: that's right

Bryan: and instead we can take sort of a fresh modern approach of you know let's build an integrated system from the start and let's do that and kind of with an eye to how do we report the business how do we create visibility in how the business is operating and how sales is operating and how production schedules are running and how orders are processing what customer service is doing. So we have a kind of a coordinated holistic view of the health of the business at any given time. And if we do that, if we design that from the beginning we can create a very modern infrastructure for the business to run on that gives the executives a real advantage of visibility into what the business segments are doing in an orchestrated and in sort of one pane of glass of Health and I think that's the payoff pitch and so you know the technologies that sort of sit under the covers of that are things like an enterprise data warehouse and it might be an ERP system and it might be a collaboration tool and it could be contact center software and it could be you know, whatever.

Tim: so you describe what we call the pillar system

Bryan: correct

Tim: and but we need some layer as an organization goes through this evolution we need some layer

Bryan: yeah

Tim: kind of program management on top of it

Bryan: right

Tim: but then you know how do we plan you know kind of how we plan the fee structure for an organization

Bryan: right

Tim: As they start to invest in these systems

Bryan: yeah and so and that's really the key is how do we how to control this growth so it's just not run away creativity. So you come in and we do that kind of needs analysis, understand the business is going and what they want to get for output. And then we kind of carefully architect the systems together and then there's the almighty and magical execution of how we put them in place. How do we make them interact and how do we get them effective in the business on a timeline, on a budget, to create the

impact that's desired by the people investing in those systems. And that's that really, you use the word program manage, that's really what it is. Program management is, here's the problem, business problem, here's the technology enabling solution, and then here's the execution team that's going to deliver that for you. And that really, it's coordinated program management - is the synthesis of multiple projects kind of coming together at one point with interdependencies and timelines and milestones to deliver a solution that the business can build on

Tim: well I think as we look at, certainly as we look at our client base and as I said, we look at the clients that are within the Madison geography. There tends to be a lot of organizations that are kind of going through this evolution I think we have a particular strength

Bryan: mm-hmm

Tim: and in particular you've led a number projects with a strong program management strategy

Bryan: yeah

Tim: just to take those organizations from as I said incubation through

Bryan: Right

Tim: real business, right.

Bryan: It's my passion, right, is to take technology at it's kind of core basis and to really see it become enabling in a business or in an organization. How it transforms the way people think in the way that they work and you know how we get it to market on time how do we execute those cycles. That's yeah I've been really privileged to work with a lot of great companies that way and I hope it's something we continue to do a lot

Tim: Yeah