Understanding Cost Benefits of Managed IT While Budgeting for 2020

Igal Rabinovich: Hi everyone. Welcome to this session of the Net@Work webinar. Today's webinar is about understanding cost benefits of managed IT while budgeting for 2020. Today we'll be joined by the CEO's Right Hand. Today's conversation is going to be a panel discussion that we'll use one, a case study, an actual customer of ours to help walk the audience through the thought process and the steps that we took in that situation to think about what are the costs involved with moving this in this particular case who was moving a Sage environment from a host, from a on premise environment to a hosted environment. So let's begin. As I said today we're joined by the CEO's Right Hand. The CEO's Right Hand is an Alliance partner in Net@Work partner alliance program and we are thankful and happy to have them join us.

Today's webinar is going to be about an hour long. All phone lines are muted. And the webinar will be recorded, is being recorded. If anyone has any questions during this webinar, please type them in your question box located at the bottom of your webinar panel. We will have a question and answer session at the very end. If there are any questions or typed in that are relevant to where we are in the discussion, we'll of course introduce those questions. We'll be reading them out. Otherwise we'll save all of the questions for, for the very end. Okay, today's panel, so I am Igal Rabinovich. I'm the director of Partner Success here at Net@ Work. We are joined by Tyler Bower. Tyler Bower is a Director of Cloud and Hosting Services, here at Net@Work. From our alliance partner we have William Lieberman who is the Managing Partner at The CEO's Right Hand. And we have Robert Baker who is a CFO Consultant for The CEO's Right Hand. They will introduce themselves in just a minute. Okay at this point I'll turn it over to The CEO's Right-Hand, William.

William Lieberman: Thank you Igal. So yes, this William Lieberman and Bob Baker, we The CEO's right hand are a strategic finance and accounting firm and we act as the financial business partner to CEOs, management teams, boards, et cetera, and help guide businesses from point A to point Z, whatever that might be. Whatever your goals are with a financial lens on it. We're forward looking, how do we leverage the, the assets of the business in order to achieve whatever goals you have in place. We were founded in 2015 and we have a built a cross functional team, so it's not just CFOs but people from cross disciplines in cross industries. We are industry agnostic and have clients across a variety of spaces and based here in New York, but we have a national footprint in booking clients all over the country.

The services that we provide first and foremost on the fractional CFO, so part time CFO services, acting as a member of your management team and then through the rest of the stack from financial planning and cash flow. There's lots of reporting both internal and external that we help and get involved with; assist with fundraising either on the debt or equity side, exit planning. Many companies have the goal of, of selling in a few number of years so we help plan how, how that works and achieve maximum valuation. Financial reporting and the bookkeeping and all the tax compliance and reporting that is necessary to grow and scale organizations.

Igal Rabinovich: Okay. And it would really help if I put myself off of mute. So thank you for that William. Net@ Work's, I think many on this call are potentially our customers of Net@Work, but for those who may be new to us Net@Work is a unified team of professionals

representing very technology stacks all focused on delivering a complete IT solution. We, Net@Work, together with our Alliance partners are driven to help businesses unleash their full potential by unlocking their true transformative power of, of the technology that which they work. As I mentioned today's conversation, we'll feature our Cloud@Work team. So Tyler and as well as our Alliance partner, the CEO's Right Hand, and this is really unique opportunity to kind of be a fly on the wall and listen to the conversation between, you know, what would be a CEO or a CFO and then the technology leader in that organization to see how they walk through this this process.

So as I mentioned for today's conversation, it would be helpful to frame it around an actual case study. So again, we've changed the name to protect the innocent. But this is a real company that we work with. And they're a company that specializes in electronic and mechanical custom manufacturing. They founded in 1984. They're a designer, developer, so they're kind of representative of a lot of the kind of companies that we work with. They've got about 50 employees. They were running a Sage 100 for ERP and Sage CRM. They had 20 users in Sage 100. And they also use third party applications like Paperless Office, Avalara Sales Tax, Starship, Salesforce, WooCommerce. And they also had an internal IT team of two full time employees. Again, this store story is about them and the number who kind of represent them, but you know, this can apply to hopefully anyone, and it could be Sage 100, Sage 300, X3, you know, really makes no difference.

So their need and the conversation around what drove them to come and chat with us is that they, they recognize that they needed to be more strategic in terms of how their IT team spend their time. There was just way too much time spent on maintaining Sage servers. The servers themselves, a Sage application, you know, it's back office ERP right, that accounting inventory the way they use it. But they also had an e-commerce, they had forward facing applications and they just weren't spending enough time in those strategic assets. For example, each time the Windows updates came out, they had to maintain the 20 workstations. And it just took a lot of the time, every single, you know, month almost. They also wanted to reduce a risk to their business continuity. So that in 2019 they were hit with rent somewhere.

And in that process they discovered that the backup solution they were using was not backing up all the files consistently. So because of that, it took a long time to recover. It took two days and additional third-party vendor cost to get it back up and running. And then it took three additional days to then re-enter all of the data from the time that they had the last good backup. So it was a challenge and had a significant impact on their business. So I think, you know, in, in a very, very real sense, it, it gave them opportunity to pause and think about if there was a better way to do all of this. And then also in that time, they were hiring a new IT manager and they had recognized that they really didn't want this new person, who they were paying significant money to and you know, they wanted to be a leader and to move the business forward, not necessarily to kind of babysit back office applications.

So I'll jump to the, to the end results so to speak in a little bit of the process. But you know, the rest of the conversation is really going be walking through the process and the steps and the discussion that we had. So we did work with the CFO to model the financial impact of moving to a hosted solution. And based on that conversation, the decision was made to move the Sage

environment to the cloud. The impact was significant on the business. There was a 46% reduction in overall cost associated to those, the Sage environment savings over three years, over about $45,000. And these are, you know, real numbers from that case study. Connectivity was better than it ever was before. Improved performance, you know, no downtime. And even though they cut all these above the line savings and then all these benefits, you know, they still save money in a long run. So it was very positive result. But really the interesting part is, you know, how do we go through our process? What was the conversation? So at this point, let me hand it back over to William who can introduce, how we thought about this in a financial way.

William Lieberman: So the, the process involves looking at your legacy solution and understanding what are the variety of costs that are involved with supporting that legacy solution versus a cloud based solution, which has a very smaller footprint and lower costs. But what we do is, is and have developed a tool that allows a high level conversation but driven by the data from each client's own situation. So we bring to it not only our experience and Net@Work's experience, but the client's actual or prospective client to actual data that shows here's how much we spend and here's our actual numbers from our accounting system. And the purpose is to drive a conversation. So we want to understand and help our clients understand the actual costs, both the direct and oftentimes indirect or hidden costs of making this decision. And we've put the costs in three buckets, capital which includes the servers and the software and all the stuff that you buy. And then once that equipment is purchased, what are the costs for operating that on and on going basis. So how much of the cost to actually maintain your servers, how much do you have to pay your IT staff? How much are support upgrades and things like that. And then the indirect costs, which are downtime or loss of productivity, risk to the organization from any problems that might occur from operating on a legacy platform. So that's how we think about the overall picture for the process. And I'm going to hand it over to Bob, who will step you through exactly how the modeling works.

Bob Baker: Thanks William, so the process we developed starts with an interactive session with our clients where we discuss their existing IT environment, their business expansion plans and their tolerance for risk and allowing third party control of critical business functions. We'll also spend some time understanding how our clients have captured all their IT related costs, both on their balance sheet and then their profit and loss accounts. We often find there are elements of IT costs scattered throughout the financial statements and we know where to look for them. We rely on a company's detailed trial balance of vendor spending analysis and the fixed asset ledger to flush out the existing IT costs in the business. We'll use the tool, we've developed to input, all of the relevant data we've collected and the tool will help us understand if a managed solution generates bottom line cost savings and if there are other opportunities to increase revenues or reassign existing costs to other more productive business activities. The decision to move to managed services should be more than just financial. It should include recognition that IT may not be a core competency of the business. And it also include an assessment of the company's risk tolerance level and other factors. In the following few slides we'll discuss some of the more important data capture elements of our tool.

So the first element of data capture here is the costs of servers. This is a significant capital investment in many businesses and we want to know the number of servers you have and the kinds of servers employed in the business. We want to learn how many cloud servers are

employed, their age, whether the servers have any recent downtime issues and the business expansion plans as it relates to evaluating future service needs. In this case, our client had two servers existing and was thinking about adding two servers. Typically the cost of servers are sitting in your fixed asset accounts and are being depreciated generally over three to five year period based upon the useful lives you've assigned to your servers. In this area we also want to look at the repairs and maintenance counts to understand what costs our clients have incurred to repair or buy replacement parts for their servers during the year cause it gives us an indication of how the servers are performing. Just a point of note for simplicity's sake, we've chosen to show a three year time horizon in this model. However, this can be expanded or contracted based upon our client's traditional budgeting or long term, a long range planning cycles and the quality of forward looking data. Some companies can look forward quite effectively. Other companies want to keep it very short term.

The next area of cost that we look at, our server software costs, again here they could be purchase costs which have been capitalized but there can also be software costs sitting in your repairs and maintenance accounts and we know where to find them. We know the vendors to look for and you know, we summarize them here on this slide. A third area is network infrastructure. Again, there's a capital and an operating component to these costs. Typically we'll find network equipment costs and the fixed asset accounts and network maintenance costs and the repairs and maintenance section. We will also discuss bandwidth costs, which we either find in IT accounts or internet accounts or sometime in telephone accounts. And we'll typically have a discussion about our client's expansion plans and what incremental bandwidth requirements they may have over the time horizon that we're using for the model. The next area that we look at is backup costs. Companies can have both onsite and offsite backup and storage costs.

In this section, we'll look for the cost of tape drives, backup software, licenses, payments to third party backup administrators, and many other costs that comprise backup. Depending on policy and the value of these items, we'll find some in the fixed asset accounts and others in a profit and loss accounts. This is also a good,

Tyler Bower: Oh, I'm sorry, Bob. Sorry this, this is a Tyler Bower. I just wanted to jump in real quick and just elaborate a little bit on, on, on this backup section. This is, it's a very important piece to think about and there's, there's many different factors. Depending on, on the customer risk. In this case, this customer had software licenses that they were using or a backup tool like a Veeam or an AppAssure or you know, a Zerto using some type of replication software to then back up to another location. What a lot of our clients are doing too is they're actually using a backup as a service solutions like, like data or infer scale where these are packaged solutions, vendored solutions that handle back up for them as well. This doesn't include you know, disaster recovery or, or replication licenses because backup and disaster recovery are very different. In this case, the customer was not utilizing disaster recovery or having that initial cost. But in this section is where we would, through an ROI assessment, understand more about you as a customer and understand what types of goals and risks that you're looking to mitigate and associate those costs in there as well as model out future spend. Sorry, go ahead Bob.

Bob Baker: No, that's fine. You, you, you covered everything I was going to cover. So we can go to the next slide.

The next area we look at is your data center costs. And, again, here we recognize that your is data center may be anything from a closet in the existing office to a traditional server room with all the proper AC ventilation and requirements. When discussing the section, we'd like to talk about the opportunity costs of alternative use of the existing space you currently using and the cost savings from perhaps downsizing where practical or the savings generated from lower energy usage, perhaps reduced security requirements by removing IT equipment from your premises. And here's where we capture all the costs of the facility and those ancillary costs related to running your data room.

Tyler Bower: And something else to think about too, guys, this is Tyler. You know, Bob, had mentioned that, the word data center doesn't just mean this big robust facility. It can mean, even a storage closet where you keeping your, your equipment, it, you know, it really, there's a, there's costs associated with that as, as is reflected here in these costs. But what we're seeing from a lot of customers as well in the space is actually subscribing to co-location facilities or data centers to use as a, from a real estate perspective to put their actual infrastructure. So here's where we would capture that as well. And, and sometimes that can be overlooked as an expense or as a cost.

Bob Baker: You know another significant cost of a running your IT department is of course labor and there are many elements to discuss and review when we talk about labor. We'll sit down with our clients and talk about the different skill sets of their IT labor, how their labor is utilized, labor rates, redundancies, training and turnover costs. We'll then talk about the future expansion of the business, any plan, software upgrades and any new system implementations and the resources required to perform these tasks. We can often find that the companies have overqualified IT professionals doing mundane tasks. We find that IT professionals often cannot adequately focus on forward looking technology advancements and software improvements due to server maintenance and quick fix issues and constantly being pulled in many directions. This results in underutilization of talent and can also result in job debt, dissatisfaction and therefore turnover.

So when reviewing labor, we'll took a look at the number of IT employees a company has, their average salaries, their training costs and the company's turnover costs. It may also be necessary to bring in someone from the HR area to help us capture some of these costs since they're not typically separately identified in a GL account, unless a company has a robust department; they'll break down within their GL. In this case, the company identified wanted to look at this as a more broad 12,000 opportunity costs that they could use their labor more effectively.

Tyler Bower: And just to jump in as well, this is Tyler-in this particular case, the reason why we allocated $12,000 a year, this customer had two full time employees. And they were focused on IT. We estimated, very conservative estimate, that about roughly a thousand dollars a month of their time from a utilization perspective was spent on maintaining or, monotonous activity around infrastructure. It actually turned out to be much more than that. But again, this was just a conservative estimate that we walked through. This is a really important piece to think about as

business leaders CFOs, CEOs, CIOs, it's something that is happening, as just a shift, as everything moves more towards as a service is trying to find out what, what roles or I guess what responsibilities are becoming monotonous, or becoming commoditized, that can be alleviated in a more efficient manner as a service, right? Most IT folks today that I talked to want to focus their time above the line, right? And when I say above the line, there's that middle line between mundane and strategic. Most have skill sets, whether that be within coding application specific skill sets, could be, project management, could be a lot of different things that can help actually turn the needle and generate revenue within the organization where for a long, long, long time the, the, IT section of an organization has been looked at as basically as a cost center, spending money on infrastructure, spending money on employees to maintain. And what this model is trying to showcase is that it doesn't have to be that way. There are other ways to look at it and it's more not necessarily saying let's replace people, but mainly let's look at roles and, and identify key parts where we can insert automation or insert as a service to essentially create a more dynamic ecosystem for it moving forward.

Bob Baker: Okay, and the last slide that I'm going to talk about in the financial tool here is called indirect costs, which here we want you to focus on your business not being able to have its IT systems up and running whenever employees or customers need access to those systems. Sometimes our clients find those downtimes can be planned, but more serious are the unplanned downtimes and the potential costs to the business, both in employee productivity, morale and in lost revenue and gross margin. Anyone who's has purchased business interruption insurance has already had to think about this, these issues and the costs of the business not being up and running. We need to think of these costs of losing an important customer or perhaps the impact of lost revenue and gross margin from customers not being able to complete their orders when they want to. We also need to consider the overall customer experience as well as employee productivity and morale for these unplanned or planned downtimes, especially when they're occurring during working hours. We recommend that companies be conservative when looking at these costs, but we also recognize that there is a cost to your IT system not being available to you 24/7, if perhaps you have an online business. With that, I'm going to turn it back to Igal and Tyler to close out our discussion.

Tyler Bower: Just before we move on, this, this section as Bob had mentioned, is definitely an indirect cost and we certainly want to be conservative when looking at, those numbers. But you know, when I, when I talk with customers on a daily basis, talk with business leaders and try to help them orchestrate these types of scenarios for, for their companies, you know, it's really important that we walk through this, this exercise because it really helps define the organization. I talked to a lot of companies for instance, who tell me that downtime is acceptable, right? They're okay with that. I talked to some who mentioned that downtime is completely unacceptable. So it goes back to the old bell curve when you were in high school with supply and demand utilizing instead of supply and demand utilizing risk and cost in those accesses.

And so the more risk that you're willing to take on as a business and assume as a business, the less money you should spend in IT. The less risk that you're willing to take on as a business, meaning you don't want any risk, the more money that you should be spending in IT and investing in IT. And it really helps you as an organization identify where your dollars are spent and how we can maybe reposition those to get better results. Because at the end of the day, the

one thing we can't change is what our expectations and what are our customer's expectations. So we need to make sure we're meeting those and that we have solutions in place to take us to that next step.

Igal Rabinovich: Inaudible

Tyler Bower: Okay, thank you Igal. Just want to take a minute and talk about an option that we might have for some of you, as you guys are doing these, these types of solutions. We mentioned a lot about as a service. We mentioned a lot about OpEx and, and looking at different ways to procure IT and utilize these solutions to get better results and as well saving money. The customer that we just walked you through, we had shown you the, the summary slide where they had a 46% cost savings in IT. A large part of what we just went through where those spends were allocated prior to the transition to Cloud@Work that's where a lot of the that Delta happened was just transitioning to the cloud and then utilizing the functionality that is in an automated sense with a team of, of experts managing that and that really added a ton of value not only to their business but also to the bottom line.

So who is Cloud@Work? What I, what I thought we'd start at is just a quick overview of what we do and what makes us unique. So there are tons and tons of cloud companies out there in the market today. There's everyone from Amazon and Microsoft to Google to, I'm sure there's probably if everybody's around the country, you could probably type into Google cloud provider and 10 different companies, local companies would pop up just around you. And, and I've been in this space for about 12 years, so I know those companies very well and I know the technology, know how to get to the right level of stack and right level of security. The challenge in today's market is it's very crowded. It's very commoditized. I know it's cloud is a new term to, to some, but the type of cloud computing that we're looking at has really been around for a very long time.

And so when you're looking to explore cloud computing, there are expectations that we need to walk through, certain ROI or business assessments to understand your company more. But as well we need to start to understand the technology and we need to understand stack for stack, checkbox for checkbox, what's important to us from a capabilities perspective on security, redundancy and availability. Cloud@Work has all of those checkboxes and we can certainly dive into those in more detail. Everything that we do is focused on virtual private cloud computing. So dedicated clouds. But the biggest difference that we have and our mission statement as we move into the marketplace is around Sage. So we have taken it a little bit further, a lot further I should say, than most companies out in the space. A lot of companies can do cloud for you, but not many companies can say that we have virtual private infrastructure with tier four government grade security and then as well be able to fold in Sage expertise into a package that creates as a service or software as a service like feel.

And that's really what we're striving for and what we're, what we're all about. We want to create better experiences for Sage users utilizing cloud technology and utilizing our application expertise. Next.

The big piece to think about when defining Cloud@ Work and what is very important is that it really is broken down into six, six factors. Scalability is the first. So everything that we do, I

mentioned is virtual private cloud. So that means everything is isolated and segregated and dedicated for you as a company. If you need to scale let's say storage or Ram or add applications and add new features, we can do that within hours where before that might've taken you days or even weeks, possibly months. Predictability, we have industry leading SLAs around Sage cloud hosting. We have the ability because of the virtual private aspect to allow you guys to create an environment that's custom for you where we're not building a box and making you feel fit into it. We operate off of your upgrade schedules and, and accept all third parties and all ICs.

As far as reliability goes, we guarantee to our customers 99.99% availability that equates to roughly 52 minutes of downtime per year. So that's a very strong line in the sand as an organization. We've actually been trending closer to six nines, which is sub 10 minutes a year. Simplicity, so we have our experience. We focus on that one vendor experience providing solutions from cloud through application, working with our Alliance channel and our partners to deliver that same experience through them. As far as backups and retention, a lot of organizations aren't taking the type of redundancy protocols that we're taking. We take 30 daily backups and 48 hourly snapshots for every customer, no questions asked. That's our standard. We have disaster recovery in a second site in Texas where we're able to guarantee back a four hour recovery time objective. So you'll never be down for more than four hours and a one hour recovery point objective. So you'll never lose more than one hour's worth of data. So again, just our standard line in the sand as to who we are from a technology perspective and then our application expertise takes us that much further.

Igal Rabinovich: Thanks Tyler. Okay, so this is, Igal, I'm going to start to wrap things up a little bit and we got the Q and A. One thing I want to point out here, I think it's important when you think about what sort of solution you need. So it's important to right size a solution for your company. And this line about reliability and backup I think is an important differentiator. So when you think about downtime: you know, people often ask us, well, what size solution do I need? And you know, what should my SLA look like and what's right for my company? It's a very simple question you can ask yourselves. And I think the, and the question is, how long you can afford to be down at the busiest time of the year, right? So you can't choose when you're down? Things happen when they happen. So what does that look like for you? And if your answer is, well, I can't be down for more than an hour or two hours or three hours or four hours, then you know, then that's your answer. If you can say that, that can be down for two or three days or something like that, then you know, that's your answer. And then you build your solution, you build your technology stack to support whatever that requirement is. And once you decide that, okay, well I can't be down, you know, more than let's say a day or whatever that number is, then you can look at different solution providers. You've got to look at that number. And again, that 99.99 and you know, you hear the term five, nine, sometimes five nines means you're literally down on more than something like 10 minutes a year. Now there are solutions out there that you'll find and they say something like 99.95 or 99.9. But the interesting part that you need to kind of think about is the difference between 99.9 and 99.99 is fairly significant. That's a difference between an *hour* of downtime or *four* hours or eight hours or a day. Right now, data doesn't sound like a lot over the course of a year. But again, the question is can you afford to be down for a full day in your busiest season? That's how you have to kind of gauge these. And then the other things you have to think about are things like you know, backup. So you know, when,

so when, when you go down, what is it going to take to get you back up? So if you're taking a snapshot, for example, daily, then you can only ever recover 24 hours back.

If something happened within that period of time, you can't recover in that period of time. You've got to re-key the data, you've got to run reports, you've got to do something manually to get back to that point based on, you know, whenever your last good backup was. So that question of, you know, snapshots become important, daily backups become important, right? If you go down there's a difference between just backups and disaster recovery from the point of I actually need to get, you know, like my I've been completely completely flooded for argument's sake. So we have this a lot in flood prone areas, you know, hurricane areas where you have to not just think about, I have to get back up in terms of my data, but I may have lost my entire office and I've got to get my serve, not only my service, but I need to get my workstation. People need to go home and log into a laptop. Like how do, how does, how, how do I make all that happen? So all of that needs to be part of your plan. And you know, we have that within our solution, but you have to make sure that you're thinking about it. To close out our case study, and I know we talked about the numbers earlier on you know, the end result of everything that we've done with this particular client is that we've gotten advanced security over you know what today really is more sophisticated cyber threats than we've ever seen. And it continues to get worse. It's easier to budget their overall spend. They know exactly what they're going to spend the same number every month, ride the prices based on how many Sage 100 users there are, size of their environment. So we can, we can predict that we can budget it and it's a fixed number. And the IT group has now become a lot more productive and strategic as opposed to just babysitting servers and workstations, they can actually think about how to write integrations with other applications, how to bring in more e-commerce business, how to drive the business forward. So overall huge impact to the business. And even in the bottom line, again, if you look at all the numbers now, one of the things that we should have mentioned earlier that I'm sorry that we didn't, all the snapshots that you've seen in today's webinar, I'm on a different slides. They're representations from this tool that we built that you can actually plug your numbers into and it'll help you to calculate what the actual costs are for your current IT spend. And then you can compare that against, you know, whatever the spend is to go to the cloud. We are happy to share that tool with you. We're happy to walk with you through that tool. So we'll, you know, we'll send emails out at the end of this webinar or you can feel free to connect with us and if you'd like us or the CEO's Right Hand team can jump on with you and help you kind of walk through that tool.

Okay, so just one or two questions here. We're going to go into a question and answer period. There aren't too many. I'll read them out, but if you have some questions, please type them into your question box and I'll read them to the group and anyone can answer: you William, Bob, Tyler, a question of calculating costs. So there was a question about how to calculate energy usage and things like that around the servers. William, Bob, what are the thoughts on that? How do you get that number?

William Lieberman: So in my mind there's a couple things. One, you can always go to the piece of equipment and look at what are the utilization rates in amps and Watson in the actual power usage of your equipment. You can actually find that out and you can, if you really wanted to get into the granularity, it is possible to calculate electricity usage and there's a lot of resources online either from the equipment manufacturers or even some utilities will have estimation for

you for those pieces of equipment that way you can then layer in into the model. So we can say, okay, well we have 10 servers and we have 150 individual laptops, whatever it might be. And we can actually layer that in into the, into the model.

Igal Rabinovich: Okay. Thank you. Other things, if you want to factor in, and again, I don't know if this is the case, like if you're actually looking theoretically would remove the servers you have. If you went to a cloud, then you could also factor in things like you know, whatever you're paying per square foot for the rent, for the space, right. Cause potentially, maybe you could use that office for something else. Other things that would factor in are cooling costs. And again, to William's point, your IT provider can help you with that. Because there are cooling costs associated with, you know, that, that particular unit that, that the heater generates. So we can, you can calculate that as well. Okay, a similar question around labor quote. The question is, how do you calculate, cause it's, so basically the question is, are our, IT people don't track their time against project. *How do you conservatively calculate how much time spent supporting these actual, you know, Sage servers*?

William Lieberman: So this is William again. Yeah, this is William. I'll take a stab. There's a couple of ways. One, IT, people oftentimes do not like to track their time for a variety of reasons. So I've seen that many times. I think one way that we've gotten around that type of problem is first of all, we could do a high level estimation. So we say, okay, you're supporting 20 different systems, 500 users, whatever the picture might be of your job for that IT person. So let's just do a pro rata. We're going to divvy up your time across, you know, 10 different project areas and one that could be Sage. So that we could see, and maybe it's just equal to, let's say we have 10 different solutions. So 10% of your time is for your support time is spent on Sage.

So that's just one really rough way. Another way to do it is to actually have them. So okay, so just for a week or a month, just create a spreadsheet and every time you work on a Sage or the accounting system, put in the amount of time that either end user support or server support, putting the amount of time that you actually spent over a one month period. And we'll use that as a representative month. And if it's high, why is it higher? Or we think it's low, why do we think it's low? And we go and we can go from there. But at some point it's helpful to actually collect actual data so you can make a determination from there.

Igal Rabinovich: Yeah, I mean I could share and thank you William for that. That makes a lot of sense. I can also share one example for from where a client came to us and when they asked to have this discussion about moving their servers into the cloud, the way they present their conversation to us was to say, you know, we've done this calculation and we spend this much time every month supporting kind of this environment because they've actually done the calculation. They said, so we, there are these many workstations and we have to upgrade them every month. So, you know, that's X amount of time and every month when they run, or maybe every two weeks when they were on payroll, you know, the servers run a real long time and we have to sit there and babysit them and make sure that they don't crash.

And I'd have to get restarted sometimes so that you know that's X amount of time. And then, you knowwe have to make sure that the backups run. So they actually sat down and, and listed out all of the times that they interact with that environment. And it was interesting because it was really,

it was driven by the ebbs and flow of the business. It was apparel time, you know, monthly reporting time, you know, making sure that the servers didn't crash, you know, upgrade time, things like that. They had I think had an integration, was something that sometimes failed at to sit there and kind of babysit that. So we was really they, they literally looked at when they interacted with the system and then it kind of made a list out of that. And then associated some sort of time and they basically said, you know, if we can get rid of all of this, it's like, it's like hiring a half a person for us and then, then we can, you know, not hiring half a person. And as soon as case it was easy because there was a decision between hiring. We're not hiring someone, but sometimes it's just about allocating your time in a, in a better way. Okay. So I think those are all the questions. Thank you everyone for joining us today. If you have any questions, please feel free to reach out. And again, we will be reaching out to you and if you'd like to spend some time with a CEO's Right Hand or Tyler's team to go through the tool and your actual costs, we're happy to do that. Thanks so much. Have a great day.