**Successful ERP for Seeds'N'More**

Enterprise Resource Planning systems (ERP) bring many benefits to organizations. However, there is much detail and thought that must go into the selection and implementation of these systems for the benefits to reach their greatest potential. There are many obstacles that organizations must plan around and avoid through precautionary measures, thus consultants are used to help organize and develop the choice and the implementation process. As being hired as the Seeds’N’More Lead ERP consultant, I am glad to announce that the ERP implementation was successful.

**Meet Seeds'N'More**

Seeds'N'More is an organization in the Agricultural Industry in the United States. They are based out of Southern Indiana and sell seeds and produce, such as corn, wheat, soybeans, hay, and tomatoes, while also importing and selling other seed crops not commonly found in Indiana. As well as growing and selling harvested crops in the United States, they do ship seeds internationally but do not ship crops internationally.

After their merge with another company in Southern Indiana, the company now has 5,000 employees and has about $500 million average yearly revenue. Seeds’N’More has greatly benefited from the new ERP systems and all of the features it has brought.

**Enterprise Resource Planning System Implementation**

After much review and research into ERP providers and their solutions, SAP provided the greatest benefits for Seeds’N’More. The systems that was implemented was the SAP S/4HANA Cloud ERP, with the Vistex Farm Management and Grower Management for Perishables software additions.

**Enterprise Resource Planning Implementation Schedule**

With Seeds’N’More merging with another company the implementation planning had and allowed for an entire year for the merge to happen and settle. Within that year there was extensive planning and teams developed to help build the plan, skills, and schedule for the implementation. Overall, the entire merge and implementation took 3 years.

The staff and employees were very supportive of the merge and the implementation. Three months into the merge year ERP announcements were made and there were scheduled assemblies and meetings each week for every department that explained the changes that were coming and why they were being made. In these weekly meetings ERP systems and their functions were also explained so that the employees understood them. Memos, flyers, and emails were also sent out. Six months into the merge year heads and/or the best form each department for both sights were pulled to build the Strategic Planning Team. Their positions were filled with long-term fill-in employees. Incentives were offered to the members of the Strategic Planning Team (SPT) to maintain their moral and to ensure that they would stay throughout the duration of the project and all of them did stay (if they stayed they would receive a raise when they returned to their previous positions and for each year worked on the project they would receive $2,000). The team had their own space to work together and spent one week gathering and examining current business processes and information flow. They also analyzed key documents. Objectives were derived, and the week review of software capabilities began. Comparison between the both companies was analyzed to see what Standard Operating Procedures should remain manual or be automated. At this point the merge year was over and the installation years began.

With the step of installation, consultants were hired ad placed strategically to help all employees working on the installation understand all of what was happening and how they worked. The Information Technology employees were the most impacted by this step and were educated very thoroughly. They were also able to perform their normal job hours and were managed very well so that did not become overwhelmed. There were also many weekends were on Saturday the IT employees that did not normally work that shift were paid overtime to come in and receive training and help the weekend shift employees learn what was going on. While all of this was going on, the SPT was collecting, converting, reviewing, and cleaning-up data. The data desired needs to be accurate and complete, therefore, before the new system can be used data clean-up is a part of the process.

Within the last year training of all employees began. The SPT team members went back to their departments and did training and informational training, weekly. The departments were broken up to groups so that the smaller setting was easier for employees learning. Tools such as cheat sheets and documentation were handled as part of the raining as well. This was very effective in helping employees be prepared for the ERP system.

Two weeks before launch, the system was pre-tested to ensure that there were no hardware/ software issues. The first week is simply for physical issue and to make sure that they system initially works. The second week transaction data was pushed through the system to provide for validation that the system does truly work as planned. Once go-live was ready, a checklist was made to do before going completely live. The list was started at the two-week mark as well. A physical inventory was completed, beginning balance entry procedures were developed and established, documentation and modifications were tested, and employees had their final training sessions. Go-live was successful and assistance was provided during the first live transaction.

**Features and Benefits**

Seeds’N’More has greatly benefited from the new implementation of the S/4HANA ERP system with the Vistex software. The SAP Grower Management for Perishables has a versatile tool set that has helped crop and planting scheduling and predictions on where to plant certain crops the following years to maximize yield. The product traceability and task management have helped to improve efficiency. The Chemical Application Tracking feature has especially been very successful and helpful. It has saved Seeds’N’More time, money, and labor boosting efficiency and effectiveness. It also has helped to keep Seeds’N’More in compliance with Good Agricultural Practices (GAP). Also, since it is combined with SAP Farm Management module, improvements have been supplied in quality control and product traceability bringing improvement in adherence to regulatory requirements. The visualizations and predictions have also helped in producing better planting planning to meet seed and crop demands. The Customer Relationship Management (CRM) has also improved form this feature and its Contract management tool. Seeds’N’More is capable to keep more accurate record on contracts and their details for their clientele. It also helps them to manage their purchase and sale conditions. The system has helped to reconcile the inconsistencies within information. The Grower Management for Perishables from SAP has also provided for Out-Grower support. The settlement process is able to integrate financial assistance or direct payments for logistical services and can calculate this into contracts. Therefore, it is easier to manage cash flow, as things such as equipment rentals, seed, fertilizer, and pest control materials can all be placed under one bill and not multiple. The Farm Management Module has helped to streamline the flow of harvested crops to the facility and has helped to bring the optimal inventory system with product traceability. It has helped Seeds’N’More improve in their ability to meet crop demands. Inventory, storage, and finished goods manufacturing has been benefited by both modules, and has provided the correct tracking and documentation that Seeds’N’More needs to continue to grow and profit. The S/4HANA ERP system has provided Seeds’N’More with financial transparency, automated processes, as well as real-time data analysis.

**Supply Chain Management**

Direct Impacts: Suppliers, Costs, Budgeting, Logistics, Sourcing, Supply and Demand Predictions, Competitive Advantage, Product Development, Data Analysis

Supply Chain Management (SCM) is the active management of supply chain activities to maximize customer value and achieve a sustainable competitive advantage. Supply chains cover activities for product development, sourcing, production, logistics, and the information systems needed to coordinate these activities. The new ERP system along with the software additions the supply chain was improved, and more products are reaching customers (end users) more quickly. The ERP and software has the capability to supply accurate predictions on demands to that Seeds’N’More has been able to more accurately prepare seeds and crops in preparation for the demand. The physical flow has been improved as well as the information flow between Seeds’N’More and their supply chain partners.

**Accounts Payable**

Direct Impacts: Cash Flow, Budget, Debt, Finances, Terms & Payment Deadlines, Transactions

Accounts payable is an accounting entry that represents a company’s obligation to pay off a short-term debt to its creditors or suppliers. With the new ERP system Seeds’N’More has been very successful in tracking and keeping track of their account payables to wait for the right time to pay. They have more control over their finances, terms, contracts, and cash flow. They are able to get the best deals concerning terms and discounts as well as being able to pay on time every time. No transaction is lost.

**Product Lifecycle Management**

Direct Impacts: Communication, Feedback, Products Lifecycles, Supply and Demand Predictions, Production Costs, Marketing Strategies, Product Retirement

PLM provides for the means of collaboration between customers, developers, manufacturers, and suppliers all throughout a product's lifecycle. The PLM systems are used to manage and track portfolios for each product for their lifecycle. In doing so there are three main objectives of the process, one being customer benefit such as quality of a product. The second being for the company benefit, like product cost and profit, while the third is the societal benefit, which includes aspects such as clean and green environmental factors. Seeds’N’More with their new ERP have been able to track and store and sort more data from their customers in order to enhance their product's. One example being that they received feedback that a shipment of squash contained a high percentage of seeds. Seeds’N’More were then able to check their crossbreeding team and alter the plants to have a lesser chance of having this issue. The ERP system also allows Seeds’N’More to predict more accurate timelines for the life cycles of their crops and seeds. They are able to transition and plan ahead for the dissent of each product. They can then establish new marketing strategies or the launch of new products before the old needs to be retired.

**Customer Relationship Management**

Direct Impacts: Improved Customer Feedback, Improved Customer Relationships, CRM Phone Integration, Increased Customer Satisfaction, Reduced Labor, Increased Employee Satisfaction, Reduced Human Error, Increased Data Analytics

Customer Relationship has greatly improved upon the implementation of the new ERP system. Not only can the customers report back and give feedback as seen in PLM, the Vistex software solutions allow for contracts to be well organized and kept track of. Therefore, Seeds’N’More customer service providers can access and input important details on each client and thus, provide them with better service. Seeds’N’More also requested for a CRM feature that would link with their phone system. The feature allows for phone numbers to be saved and recognized through caller ID and will put up the caller's existing information within the system. Calls can be transferred between departments and the information follows the calls so that every department knows what the customer needs assistance with. It also allows for better relationships to be established with the clientele. The other features included are:

1. Caller ID - Data File Integration
2. Automatic Data Files Open upon call
3. Profile Data
4. Hierarchical Data
5. Speech-to-Text call logging
6. Call following Data File transference between departments
7. Online Click-to- Call functionality

Customers and clients are very happy with the new system and its features as well as the employees. It is much easier to train customer service representatives and for the staff to build lasting relationships with clients. The feature has reduced labor costs, lost data, and tedious data entry and searching. It has increased customer satisfaction, labor efficiency, and data analytics.

**Electronic Data Interchange**

Direct Impacts: Improved Synchronization, Real-time Communication, Improved Communication, Reduced Human Error, Improved Cash Flow, Increased Order-To-Cash Cycles, Increased Customer Satisfaction, Enhanced Data Analysis

Businesses and companies today exchange data electronically in order to perform transactions with one another. Most of the processes that interchange data are carried out through automated and standardized ways and such a process is known as Electronic Data Interchange (EDI). Seeds’N’More has achieved better synchronization through the use of EDI with their new ERP. Speed and accuracy have been increased in transactions and real-time communication and much of the human error faced has been eliminated through the use of EDI. Seeds’N’More buyers have been able to order product's faster and easily, which helps to improve delivery times and allows them to take advantage of the higher discounts Seeds’N’More offers (payment terms). Seeds’N’More has benefited from improved cash flow, faster order-to-cash cycles and lower inventory levels. Overall theses prove the benefit of business and customer being synchronized. Seeds’N’More has also been using process mining to enhance their data analysis through there EDI. This allows for a more accurate performance analysis to be conducted regularly.

**Warehouse Management System**

Direct Impacts: Improved Organization, Improved Visibility, Improved Supply Chain Management, Reduced Labor Costs, Improved Inventory accuracy, Improved Responsiveness, Reduction of Error, Improved Customer Service, Real-time Data, RFID Tracking, Legal Paperwork and Procedural Monitoring

Warehouse management systems (WMS) are software and processes that allow organizations to control and administer warehouse operations for the time goods or materials enter a warehouse until they move out. WMS can provide visibility into an organization's inventory at any point in time and helps to manage supply chain operations from the manufacturer or wholesaler to the warehouse and then to a retailer or distribution center. Upon the new ERP implementation, Seeds’N’More has help them to reduce labor costs, improve inventory accuracy, improve flexibility and responsiveness, decrease errors in picking and shipping goods, and improve customer service. There WMS also operates with real-time data, allowing them to manage the most current information on processes like order, shipments, receipts and the movement of their goods. Seeds’N’More has also moved and upgraded to a better RFID (Radio Frequency Identification) system. This system alone has allowed them to reduce the number of employees needed in the warehouse at one time. They are able to locate and track their product's very effectively and efficiently. The RFID systems also allow them to store more information on their product's, like move history, expirations date, and environmental conditions. This provides a greater measure of safety for the consumers but allow for Seeds’N’More. They can track all of their products through the supply chain to monitor, find issues, or to locate and track products that have been recalled. Overall the new WMS has greatly benefited Seeds’N’More.

**Inventory**

Directly Impacts: Improved Inventory Accuracy, Improved Replenishment Accuracy, Improved Supply and Demand Predictions, Increased Customer Satisfaction, Increased Employee Satisfaction, Improved Organization, Improved Turn Over Rates, Improved Data Analysis

Inventory management is central to getting the results needed from an ERP system. Seeds’N’More has seen increasing benefits within their inventory with the implementation of their new ERP. Replenishment order are able to be made with greater accuracy, even down to the right quantity and at the best time. This has helped them to meet demands with fewer transactions, optimizing the replenishment orders. Seeds’N’More has also been able to react and quickly see their surplus inventory. This allows for quicker reactions and helps to prevent the waste of product's and the businesses money. Seeds’N’More has also been able to track inventory turnover through the new ERP system. The inventory management feature allows for the custom categorization of their inventory. They then can analyze how their inventory is turning over more accurately, which helps in Product Lifecycle Management. Seeds’N’More has also benefited from the reorganization suggested through the new ERP inventory management software. They have organized their warehouse spaces so that the items with the most transactions are placed near the front and are easily accessible. They have saved money, time, labor, and boosted customer and employees satisfaction.

**Transportation Management System**

Direct Impacts: Improved Organization, Increased Efficiency, Improved Contract Management, Improved Contract Negotiation, Cost Prediction, International Logistics, Improved Budgeting, Supply Chain Predictions, Increase Customer Satisfaction, Improved Inventory tracking, Parcel Tracking, Improved Truckload Management

Seeds’N’More installed a new Transportation Management System after the new ERP was implemented and it has help to build up organization, effectiveness, and efficiency within their shipping. Seeds’N’More does not own their own trucks and relies on third party carriers to move their shipments. The new TMS digitizes contracts so that all team members can access them and compare contract costs. The system also allows for the negotiation of better rates through the comparison. The system also tracks all individual terms and carrier agreements in real-time, sends alerts when a contract is up for renewal and includes discounts for new contracts. It also shows the total cost including accessorial chares so that the lost cost carrier can be easily selected. The new TMS also calculates the exact cost of delivery so that pricing can be accurately established. Seeds’N’More also has a risk factor with shipping fertilizer. The TMS handles and keeps the proper paperwork and warning labels in check and monitors proper procedures are put in place. For Seeds’N’More international logistics the TMS has a multi-language interface and helps to select air or ocean carriers as well as handling all necessary paperwork and calculating additional expenditures. Customers are also able to view where their products are with the Item visibility feature. It is integrated through EDI with a carrier. It provides for happier customers and reduces cycle items and manage logistical costs. Parcel rating and routing is handled within the new TMS (traditional truckload and less-than-truck load). Seeds’N’More has also benefited from the simplified accounting features. The TMS helps to audit and organizes the freight invoices, creates payment vouchers, allocates costs, and assigns billing codes for accountability and budgetary purposes. Thus, saving time, labor, and money. The new TMS has helped to build up business intelligence. Seeds’N’More can analyze their shipping practices and base future decisions off of the data. They are able to minimize logistical costs, reduce shipment delivery times, develop performance metrics and key performance indicators, and generate computer-based models and predictions on supply chain issues.

**Invoicing**

Direct Impacts: Real-time Data, Improved Cash Flow Management, Improved Receivables Tracking, A/P (Payables)Monitoring

In every business, in order to be successful, cash flow management is an important aspect to manage well. With the help of the new ERP system Seeds’N’More has been able to go through the steps to managing their cash flow better. Using the real-time data analysis, they have determined their break-even point and have set goals for themselves. They have set aside cash reserves to deal with a shortfall. Seeds’N’More is also more capable of tracking and contacting clients and customers to collect payment (tracking receivables). They have set up a stricter standard for determining credit which has helped to improve cash flow. They are also able to track and predict when they need to pay their own bills without being late and to make the most out of the discounts and terms.

**Reports/Dashboard**

Direct Impacts: Improved Communication, Improved Data Analysis, Improved Performance, Improved Reporting, Improved Decision Making, Improved Risk Analysis

An ERP dashboard is an easy-to-understand, visually intuitive graphical representation of key business performance metrics, easily accessed by users from a single screen. Color coded bar charts, graphs and other visual depictions of data give users a fast look at key metrics important to their functional area. Seeds’N’More is using their new ERP’s Dashboard to track and measure key data that will lead to more improvements within their organization. Reports include anything related to how the business runs. As an example, a dashboard might display downtime monitoring, production rates, maintenance needs and other real-time reporting. Dashboards summarize the most important key performance indicators (KPIs) with charts that are easily interpreted. All departments of Seeds’N’More have benefited from the Dashboard and Reports of the new ERP. For example, the production or operations staff use the visual dashboard to track inventory accuracy, quality achievements, production measures, and more. The shipping manager uses a dashboard to track on-time shipping completion percentage and premium freight cost. The key is that every role is tailored to the dashboard view to track those key performance metrics that are critical to their functional area. By making mission-critical metrics available to the entire enterprise in real-time, Seeds’N’More has a better chance to take action about decisions for a more competitive business process. The dashboard also enables a feedback loop that encourages functional areas to focus on the tasks, accomplishments and targets that organization has chosen to highlight. Ultimately the Seeds’N’More has built a dashboard that allows them to:

* Display mission-critical information needed on a real-time basis to run the business
* Provide interactive user selections to manage time frames and risk assessments.
* Provide the ability to drill down or drill across from the dashboard to better assist in the decision-making process

**Change Management**

Direct Impacts: Increased Employee Support and Participation, Increased Employee Satisfaction, Improved Performance, Improved Teamwork, Improved Leadership

Implementing or upgrading an ERP system is a good opportunity for a manufacturer to create lasting business change within an organization and so it is important to have change management. Seeds’N’More realizes that the implementation of the new ERP system is more than the final destination. While the ERP system is a tool to enable improved business performance, their priority must be on leveraging modern technology to streamline operations, improve employee productivity, and improve performance of the business. These are then reflected in their improved profit and loss metrics on their balance sheet . Seeds’N’More focused on the Key Performance Indicators rather than simply the software features and functions. They organized a team to implement the ERP and got as much participation and engaged commitment to all areas within the organization. Education was also very well deployed to make sure that employees were not confused and would perform as best as they possibly could, therefore they received little to no resistance to the new ERP. Seeds’N’More also created an effective, organization-wide communication plan. This helped the implementation to run smoothly and for any and all questions to be answered. The good communication also allowed or the elimination of misinformation and errors, promoting consensus and commitment across Seeds’N’More. Effectively Seeds’N’More created an organization change management framework that:

* Ensuring readiness for change
* Ensuring project alignment
* Developing and managing project communication
* Fostering team engagement and collaboration
* Building organizational trust and accountability
* Crafting organization design
* Managing stakeholder engagement plans
* Assessing the spectrum of change leaders, adopters, followers, and resistors

Seeds’N’More effectively provided good leadership, communication, training, people management, as well as effective organization and leadership development. All of these change management factors allowed for the successful implementation of their new ERP system.

**Conclusion**

Seeds’N’More has greatly benefited from the implementation of the S/4HANA SAP ERP system. The system has improved every area of their business and their revenue is predicted to increase by 25-35 percent by the end of 2019. They are also planning on improving and updating through the Internet of Things with some field sensors that communicate with the Vistex software. It was not implemented at the same time as the ERP system due to its complexity and the customization factors that would need to be done. Seeds’N’More will continue to expand and increase in growth and profit thanks to the successful ERP implementation.

Work Cited

Adrian-Cosmin, Caraiman. ADVANTAGES AND DISADVANTAGES OF USING

INTEGRATED ERP SYSTEMS AT TRADE ENTITIES . 2015, www.utgjiu.ro/revista/ec/pdf/2015-04/24\_Caraiman%20Adrian.pdf.

“Ag and Food Sectors and the Economy.” USDA ERS - Sharing the Economic Burden, USDA,

2018, www.ers.usda.gov/data-products/ag-and-food-statistics-charting-the

essentials/ag-and-food-sectors-and-the-economy/.

“Agricultural Act of 2014: Highlights and Implications.” USDA ERS - Sharing the Economic Burden, USDA, 19 Mar. 2018, www.ers.usda.gov/agricultural-act-of-

2014-highlights-and-implications/.

“Agriculture: A $2.4 Trillion Industry Worth Protecting.” CropLife International, 15 Oct. 2015, croplife.org/news/agriculture-a-2-4-trillion-industry-worth-protecting/.

Barker, Traci, and Mark N. Frolick. “Erp Implementation Failure: A Case Study.” Information Systems Management, vol. 20, no. 4, 2003, pp. 43–49., doi:10.1201/1078/43647.20.4.20030901/77292.7.

Bedord, Laurie. “10 Ag Tech Advancements From 2017.” Successful Farming, 19 Dec. 2017, www.agriculture.com/news/technology/technology-a-year-in-review.

Carr, Jeff. “5 Questions About ERP Dashboards.” Ultra-Consultants, 18 May 2018, ultraconsultants.com/5-questions-about-erp-dashboards/.

“Cultivate.Coop.” *Cooperative Bylaws - Cultivate.Coop*, cultivate.coop/wiki/Consumer\_cooperative.

Engadget, director. The Farming Robots of Tomorrow Are Here Today . YouTube, YouTube, 15 Aug. 2017, www.youtube.com/watch?v=Rl77FVobxVI.

“Engaging in Global Agro-Food Value Chains.” OECD, OECD, 3 May 2017,

www.oecd.org/tad/events/4-FINAL%20GVC%20policy%20note%2027%20April.pdf.

Engel, Robert, et al. “Analyzing Inter-Organizational Business Processes; Process Mining and Business Performance Analysis Using Electronic Data Interchange Messages.” CrossMark, 2016, doi:10.1007/s10257-015-0295-2.

“Extension Market Place and Custom Development.” Extension Market Place and Custom Development - InoERP!, 2015, inoideas.org/content/Extension-market-place-and-Custom-Development.

“Get the Most From Your Product Life Cycle.” Smartsheet, 26 July 2018, www.smartsheet.com/product-life-cycle-101.

Hedges, Lisa. “Transportation Management Systems.” Software Advice, 2018, www.softwareadvice.com/scm/transportation-management-software-comparison/.

“How Has World Agriculture Changed over the Last Decade?” Ag Professional, 18 Oct. 2013,

www.agprofessional.com/article/how-has-world-agriculture-changed-over-last-decade.

Kumar, Sameer, et al. “The Future of Traceability within the U.S. Food Industry Supply Chain: a Business Case.” International Journal of Productivity and Performance Management, vol. 64, no. 1, 2015, pp. 129–146., doi:10.1108/ijppm-03-2014-0046.

Miller, Tom. “4 Benefits of ERP Inventory Management.” Four ERP Implementation Case Studies You Can Learn From, Nov. 2017, www.erpfocus.com/four-benefits-of-erp-inventory-management-2896.html.

Neeley, Tsedal, et al. “Global Teams That Work.” Harvard Business Review, 1 Dec. 2015, hbr.org/2015/10/global-teams-that-work.

Newman, Pam. “The Ins and Outs of Cash Flow Statements.” *Entrepreneur*, Entrepreneur, 15 May 2007, www.entrepreneur.com/article/178302.

O'Boyle, Tom. “RFID: A Taste of Traceability.” Food Quality & Safety, 23 Apr. 2016, www.foodqualityandsafety.com/article/rfid-taste-traceability/.

Panorama Consulting. “Learn How Business Process Management & ERP Go Together.” Panorama Consulting Solutions, 14 May 2018, www.panorama-consulting.com/what-is-business-process-management-and-what-does-it-have-to-do-with-erp/.

PLS Logistics. “Search.” The Importance of Transportation Management, Jan. 2018, info.plslogistics.com/blog/features-of-a-transportation-management-system.

QuickBooks. “10 Tips for Better Managing Cash Flow.” *QuickBooks*, QuickBooks, 15 May 2017, quickbooks.intuit.com/r/financial-management/10-tips-managing-cash-flow/.

“Resources.” InterTrade, 2018, www.intertrade.com/edi-resources/supply-chain-insights/what-edi-can-do-for-your-business.jsp.

“Resources.” InterTrade, 2018, www.intertrade.com/edi-resources/supply-chain-insights/how-edi-and-data-synchronization-support-omni-channel-experience.jsp.

Rouse, Margret. “What Is Warehouse Management System (WMS)? - Definition from WhatIs.com.” SearchERP, Jan. 2018, searcherp.techtarget.com/definition/warehouse-management-system-WMS.

SAP. “Budget.” *Expense Management, Travel, Invoice Software, Travel Expense Reporting - SAP Concur*, 2018, www.concur.com/en-us/budget-management?pid=ppc&cid=us\_goo\_web\_ph\_cash\_flow\_management&ef\_id=EAIaIQobChMIlefRt4Hz3gIV3oKzCh0A7gQHEAAYBCAAEgKMLvD\_BwE%3AG%3As&s\_kwcid=AL%215224%213%21249659407651%21p%21%21g%21%21cash%2Bflow%2Bmanagement&mkwid=sueySPnMN&pcrid=249659407651&pmt=p&pkw=cash%2Bflow%2Bmanagement&pplac=&gclid=EAIaIQobChMIlefRt4Hz3gIV3oKzCh0A7gQHEAAYBCAAEgKMLvD\_BwE.

Sincavage, Dan. “6 Ways Your CRM and Phone Integration Saves You Money.” Tenfold, 4 Jan. 2018, www.tenfold.com/cti/6-ways-your-crm-and-phone-integration-saves-you-money.

Staff, Investopedia. “Shortfall.” *Investopedia*, Investopedia, 20 July 2018, www.investopedia.com/terms/s/shortfall.asp.

Staff writer. “8 Must-Have Transportation Management System (TMS) Features.” SCM | Supply Chain Digital, James Henderson, 4 Nov. 2014, www.supplychaindigital.com/scm/8-must-have-transportation-management-system-tms-features.

SugarCRM Inc. “Sugar and Telephony Integration- RT Telephony Learn More.” Sugar and Telephony Integration- RT Telephony SugarCRM, Inc., 2018, sugarexchange.sugarcrm.com/apps/181/sugar-and-telephony-integration-rt-telephony.

“The Future of Agriculture.” The Economist, The Economist Newspaper, 11 May 2016,

www.economist.com/technology-quarterly/2016-06-09/factory-fresh.

Ultra-Consultants. “Organizational Change Management | OCM Consulting and Services.” Ultra-Consultants, 18 Sept. 2018, ultraconsultants.com/services/organizational-change-management/.

Weiss, Daniel. “CRM Phone Integration: Work Smarter.” Customer Experience & Cloud Call Center | Aircall Blog, 30 Apr. 2018, aircall.io/blog/crm-phone-integration/.

“What Is EDI (Electronic Data Interchange)?” EDI Basics, 2018, www.edibasics.com/what-is-edi/.

“World Agricultural Production.” United States Department of Agriculture Foreign Agricultural

Service, Aug. 2018, apps.fas.usda.gov/psdonline/circulars/production.pdf.