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CASE STUDY

REDMOND, INC.

Redmond, Inc. is best known for brands like Real Salt, Trophy Rock, and Best Vinyl Fence & Deck.

Overview



The story of Redmond, Inc. is one of great triumph in face of seemingly insurmountable hardship. It began in 1958, when a pair of brothers in Utah found that they couldn't get their crops to grow. There were rumors, however, that their land contained massive salt deposits. A few sticks of dynamite later, and the Bosshardt brothers were suddenly in the salt business.

From those humble beginnings, Redmond, Inc. has grown to a family of more than four separate companies with dozens of brands among them. From Real Salt (the top-selling food salt in health food stores around the globe) to IceSlicer road deicer to vinyl fencing, Redmond, Inc. has its hands in many different industries and continues to expand its reach.

This growth, however, was being hampered by one big roadblock: QuickBooks. As Redmond's CTO put it, trying to run a business their size on a "Fischer-Price accounting system" was causing a massive amount of pain in the accounting department and beyond. Although they were using QuickBooks Enterprise (Intuit's most robust solution), they were plagued by the same problems that many QuickBooks users have: huge delays in processes, mistakes throughout, and a lack of integration with other existing systems.

After a thorough vetting process, the development team at Redmond decided on Acumatica as their ERP solution, and then further narrowed down Crestwood as their implementation partner. With Acumatica's best-in-class technology, and Crestwood's innovative and collaborative implementation methodology, Redmond, Inc. is now poised for even more spectacular growth.

The Benefits

Redmond, Inc. no longer has to rely on a "Fischer-Price accounting system" – they have the best-of-breed ERP solution on the market in Acumatica. Crestwood and the team at Redmond together were able to achieve:

- On-time and under-budget implementations
- A single, unified project team for the duration
- Massive reduction in period-close time
- Seamless integration of disparate systems (including home-built applications)
- Combined reports from all platforms using PowerBI
- A thorough audit trail, and advanced user permissions
- The ability for Redmond's dev team to customize as needed



“Crestwood was a great company to work with. The implementation process was great. We couldn’t have asked for anything better.” Aaron Gabrielson, Redmond, Inc.’s CTO

The Challenge

Our task was a big one; Redmond, Inc. is a huge and complex web of companies and brands that all need to interact and filter back to a single central hub. Each arm of each brand contains processes that need to be tracked and accounted for. They even had several third-party and custom-built systems that worked well for the processes with which they were associated but did not integrate with QuickBooks.

Before Acumatica, data would be sent to the accounting software, and they would hope that it was saved in the correct spot. The team would lose countless hours per week double-checking and re-entering data as needed, leading to doubled effort and occasional mistakes. Reports were almost impossible to produce, since the data could be in any number of places in the disparate systems.

QuickBooks also did not allow for user permissions to be adequately assigned throughout the team. This meant that there were no checks and balances – any user could change any data point (purposely or accidentally) and there was no way to know who or why.

The Solution

Acumatica was the obvious answer for these problems, and Crestwood Associates was the obvious team for the job. Crestwood proposed utilizing our modern implementation methodology called ADM (Agile Deployment Methodology). Because – let’s face it: most ERP projects fail due to the implementation process, not the functionality of the system. Our modern method of implementation is an agile approach, where Redmond’s key employees work side-by-side with Crestwood engineers every step of the way. Learning and doing, thus eliminating the huge hourly project cost, and the added training and go-live support required at the end. By the time Acumatica was up and running, Redmond was already fully trained and understood all the ins and outs of the new system.

So, Crestwood and the IT department at Redmond hatched a plan: three separate and sequential implementation projects that would span the entire breadth of Redmond, Inc. tenants, with a single team of personnel headed by one sole Crestwood project manager. This would allow for minimal business disruption to the company

and allow us to work out the kinks as a unified team. Between each implementation, there was an opportunity to reflect on the lessons learned, and work to heed them in the following project. The first Acumatica implementation project tackled the main corporation of Redmond, Inc., Best Vinyl, and Valleywise. Three tenants in a single implementation, which completed **on time and under budget**. The second Acumatica implementation covered a fourth tenant: Redmond Life, which contains all the beauty and food brands. This project also completed **on time and under budget**.

The third and final Acumatica implementation, for the fifth total tenant, was the most complex: Redmond Minerals. The Redmond Minerals brand encompasses all of the agricultural, hunting, and industrial salt products. It was imperative in this implementation that all the once-disparate systems (like the third-party application for vehicle maintenance and a home-built system for tracking salt shipments by weight) be seamlessly integrated into Acumatica. Due to the guidance of our team, the ease of Acumatica’s API, and the talent of Redmond’s developers, the latter were able to take over many of the integrations during this implementation. This allowed the project to come in **on time** (naturally) but also **drastically under budget**. The most complex of the three implementations ended up being the easiest to complete and the lowest cost.

About Crestwood

Crestwood Associates is more than ERP. We bring current technologies – such as modern ERP systems like Acumatica and Microsoft Dynamics, along with cloud and business services – all while “Doing the Right Thing” by our clients. Living by this motto helps us to lead the way to change the widespread failure of ERP implementations over the past 30 years. With our modern methodology, over 20 years of experience, and expert, certified staff of business consultants, we see this as a chance to pave the way to aspire to achieve a 100% client success rate. How? Crestwood is committed to being beholden to our clients, not the software vendors and, in a larger sense, we want the people who work with us to enjoy technology and enable them to enhance their own lives.

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www.crestwood.com](http://www.crestwood.com)