

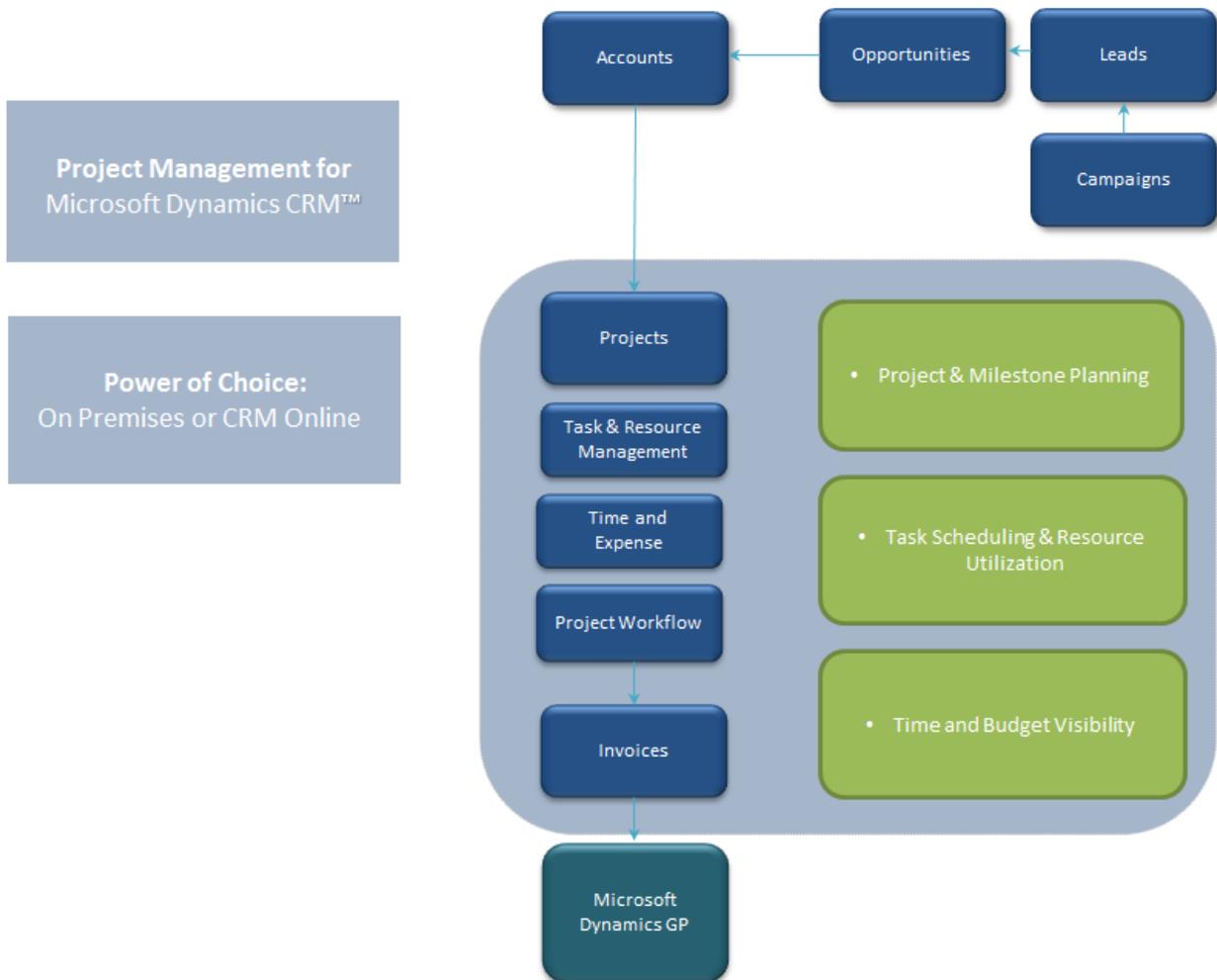
Project Management For Microsoft Dynamics CRM



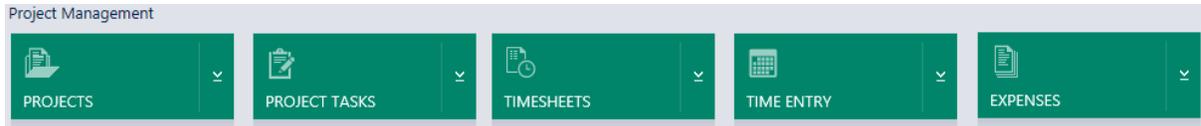
Table of Contents

Solution Relationships	1
Main Menu – End User Navigation	2
Projects	2
Creating a New Project.....	2
Copy Project	3
Shift Project	4
Shift Milestone	4
Shift Project Task	5
Project Form Layout	6
Project Task Summary – Inline Edit Mode	8
Project Task Summary Options	9
Gantt Chart	10
Project Form – Associated Relationships.....	11
Project Task Form Layout.....	12
Timesheet Form Layout	13
Time Entry Form Layout.....	14
Time Entry Associated Views.....	15
Expense Form Layout	17
Dashboard Charts.....	18
Reports.....	19
Main Menu - Administration Navigation.....	21
About Crowe Horwath	22

Solution Relationships



Main Menu – End User Navigation



Projects	Provides a list of Projects across Customer Accounts
Project Tasks	Provides a list of Project Tasks across Projects and Resources
Timesheets	Provides a list of Timesheets by Calendar Week and Resource
Time Entry	Provides a list of individual Time Entries by Project Tasks, Cases and Resources
Expenses	Provides a list of Expenses by Projects and Resources

Projects

Creating a New Project

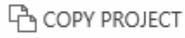
There are three ways to create a new Project.

 NEW	Creates a new Project record.
 COPY PROJECT	Creates a new Project record by copying an existing Project record.
 CONVERT TO PROJECT	Creates a new Project record by converting an existing sales Opportunity record. When converting a sales Opportunity to a Project the user also has the option of copying an existing Project record.

Tip: Copy Projects

Reduce the administrative effort needed to create new project records and maintain consistency across similarly structured Projects by creating standard project “templates” which new projects can be copied from. The structure of all project information is maintained.

Copy Project



Creates a duplicate of a Project and allows you to change the PM and associated account. You also have the option to keep Project Milestones, Project Tasks and their related items.

Copy Project

Copy the selected project as a new project.

This action will copy the existing project and related project records. This process may take up to a minute to complete.

Project Name: [Copy of] Implement CRM

Account: Applied Systems

Project Manager: Remy LeBeau

Start Date:

End Date:

Maintain the following from the selected project:

- Project Milestones
 - Project Milestone Dates
- Project Tasks
 - Project Task Dates
 - Project Task Resource Assignments
 - Related Project Task Activities

OK Cancel

Shift Project



Allows you to move a Project, Project Milestones, Project Tasks or Related Project Task Activities by a specified number of days

Shift Project Dates

Shift the following dates for the selected project(s)

This process may take up to a minute to complete.

- Project
- Project Milestone
- Project Task
 - Related Project Task Activities

Shift By Day(s)

Include Weekends

OK Cancel

Shift Milestone



Allows you to move a Project Milestone, Related Project Tasks and/or its related Project Task Activities by a specified number of days

Shift Milestone Dates

Shift the following dates for the selected Milestone

This process may take up to a minute to complete.

- Project Milestone
- Project Task
 - Related Project Task Activities

Shift By Day(s)

Include Weekends

Shift Project Task



Allows you to move a Project Task, its Dependent Child Project Tasks and/or its related Project Task Activities by a specified number of days

Shift Task Dates

Shift the following dates for the selected tasks(s)

This process may take up to a minute to complete.

Dependent Child Tasks

Related Project Task Activities

Shift By Day(s)

Include Weekends

OK Cancel

Project Form Layout

Microsoft Dynamics CRM | PROJECT MANAGE... | Projects | New CRM Rollout | Create Remy LeBeau
AbleBridge Demo

PROJECT

New CRM Rollout

Project Budget: \$48,000.00

Actual (\$): \$13,300.00

Billable (\$): \$10,800.00

Project Status: In Progress

General

Project Name: **New CRM Rollout**

Account: **Lithium Energy**

Category: **Internal**

Type: **Implementation**

Project Status: **In Progress**

Start Date: **1/6/2014**

End Date: **8/29/2014**

Project Manager: **Remy LeBeau**

Percent Complete: **75**

Project Budget & Billing

Billing Type: **Hourly**

Billing Rate Type: **Project Bill Rate**

Budgeted (hrs): **240.00**

Bill Rate: **\$200.00**

Project Budget: **\$48,000.00**

Project Task Summary

Name	Task Status	Needed By	% Comple...	Assigned To	Est. (hrs)	Est. (\$)	Billable (hr...	Billable (\$)	Actual (hrs)	Actual (\$)
2/3/2014 - Requirements Phase					50.00	\$10,000.00	8.00	\$1,600.00	8.00	\$1,600.00
Business Requirements Documentation	Completed	1/17/2014 9:00 AM	100%	Remy LeBeau	10.00	\$2,000.00	0.00	\$0.00	0.00	\$0.00
Functional Requirements Documentat...	Completed	1/22/2014 9:00 AM	100%	Remy LeBeau	32.00	\$6,400.00	0.00	\$0.00	0.00	\$0.00
IT Infrastructure Review	Completed	1/31/2014 9:00 AM	100%	Bobby Drake	8.00	\$1,600.00	8.00	\$1,600.00	8.00	\$1,600.00
2/21/2014 - Data Migration					70.00	\$14,000.00	12.00	\$2,400.00	12.50	\$2,500.00
Data Review	Completed	2/7/2014 9:00 AM	100%	Kurt Wagner	12.00	\$2,400.00	12.00	\$2,400.00	12.50	\$2,500.00
Initial Data Migration	Completed	2/15/2014 12:00 AM	100%	Kurt Wagner	18.00	\$3,600.00	0.00	\$0.00	0.00	\$0.00
Customization and Configuration	Completed	2/20/2014 9:00 AM	100%	James Howlett	40.00	\$8,000.00	0.00	\$0.00	0.00	\$0.00
7/21/2014 - Implementation Phase					76.00	\$15,200.00	34.00	\$6,800.00	35.00	\$7,000.00
Server Installation & Configuration	Completed	4/10/2014 9:00 AM	100%	Remy LeBeau	40.00	\$8,000.00	34.00	\$6,800.00	35.00	\$7,000.00
UI Form Design	In Progress	5/8/2014 9:00 AM	40%	Max Eisenhardt	24.00	\$4,800.00	0.00	\$0.00	0.00	\$0.00
QA / Testing	In Progress	6/5/2014 9:00 AM	15%	James Howlett	12.00	\$2,400.00	0.00	\$0.00	0.00	\$0.00
8/25/2014 - Go Live Phase					32.00	\$6,400.00	0.00	\$0.00	11.00	\$2,200.00
Go Live Documentation	Pending	7/11/2014 9:00 AM	0%	Remy LeBeau	20.00	\$4,000.00	0.00	\$0.00	11.00	\$2,200.00

Actual (hrs): **66.50**

Actual (\$): **13,300.00**

Billable (hrs): **54.00**

Billable (\$): **10,800.00**

Percent Complete: **75**

Active
Active

Form Header

The header area provides quick visibility into the overall Project Budget, Project Status, Actual and Billable Hours to date. Actual and Billable Hours for the Project are automatically calculated from the Time Entry related to the Project Tasks associated to the Project.

General Tab

The General tab is where you define and view basic Project information.

The Project Budget and Billing section defines the Project budget and the method in which billing is accounted for. The Project Billing Rate Type field provides the option of using the bill rate defined for the Project or using bill rates defined for each resource based on the role they play on the Project. Default resource role bill rates are defined in Administrative Settings but can also be changed from the Project Team menu for each individual Project.

Project Task Summary

The Project Task Summary section provides an organized view of the Project's related Project Tasks.

Inline editing makes it easy for users to quickly edit a Project Task without leaving the Project Task Summary tab. A hyperlink on the Project Task Name allows the users to click through the Project Task form for more detailed reviews and updates.

Dynamic grouping options can be enabled from the Project Task Summary toolbar. Project Tasks can be grouped by Milestone, Milestone and Target Date, Task Category, Resource or Status. Primary and secondary grouping can provide multiple ways of summarizing a Project for better visibility across the entire Project.

Details Tab

The Details tab is where you can include a brief summary of the Project and define Project Milestones.

The Milestones section signifies the project timeline against key target dates. Milestones can also be used to group Project Tasks related to a specific Milestone. The % Complete column represents the summary of completeness for each Project Task assigned to a specific Milestone.

Tip: Export to Excel

Data can be exported with or without formatting. The formatted option is useful for internal or external project status updates. The unformatted version can be used to create pivot tables, additional reports or utilized for data imports.

Project Task Summary – Inline Edit Mode

Required fields can be configured to be outlined in red

SAVE CHANGES		CANCEL CHANGES															
Name	Needed By ↑	% Comple...	Resource	Est. (hrs)	Est. (\$)	Billable (hr...	Billable (\$)...	Actual (hrs...	Actual (\$)...								
2/3/2014 - Requirements Phase												50.00	\$10,000.00	50.00	\$10,000.00	50.00	\$10,000.00
Business Requirements Documentation	1/17/2014 9:00 AM	100	Remy LeBeau	10.00	\$2,000.00	10.00	\$2,000.00	10.00	\$2,000.00								
Functional Requirements Documentati...	1/22/2014 9:00 AM	100%	Remy LeBeau	32.00	\$6,400.00	32.00	\$6,400.00	32.00	\$6,400.00								
IT Infrastructure Review	1/31/2014 9:00 AM	100%	Bobby Drake	8.00	\$1,600.00	8.00	\$1,600.00	8.00	\$1,600.00								
2/21/2014 - Data Migration												70.00	\$14,000.00	70.00	\$14,000.00	76.00	\$15,200.00
Data Review	2/7/2014 9:00 AM	100	Kurt Wagner	12.00	\$2,400.00	12.00	\$2,400.00	12.00	\$2,400.00								
Initial Data Migration		100%	Kurt Wagner	18.00	\$3,600.00	18.00	\$3,600.00	20.00	\$4,000.00								
Customization and Configuration		100%	James Howlett	40.00	\$8,000.00	40.00	\$8,000.00	44.00	\$8,800.00								
7/21/2014 - Implementation Phase												76.00	\$15,200.00	52.00	\$10,400.00	52.50	\$10,500.00
Server Installation & Configuration		100%	Remy LeBeau	40.00	\$8,000.00	40.00	\$8,000.00	40.00	\$8,000.00								
UI Form Design		40	Max Eisenhardt	24.00	\$4,800.00	10.00	\$2,000.00	10.50	\$2,100.00								
QA / Testing		15%	James Howlett	12.00	\$2,400.00	2.00	\$400.00	2.00	\$400.00								
8/25/2014 - Go Live Phase												32.00	\$6,400.00	0.00	\$0.00	0.00	\$0.00
Go Live Documentation	7/11/2014 9:00 AM	0%	Remy LeBeau	20.00	\$4,000.00												
Administrator Training	8/16/2014 9:00 AM	0%	Remy LeBeau	6.00	\$1,200.00												
End User Training	8/25/2014 9:00 AM	0%	Remy LeBeau	6.00	\$1,200.00												
				228.00	\$45,600.00	172.00	\$34,400.00	178.50	\$35,700.00								

Project Task Summary Options

Export to Excel ✕

Select the options to generate an Excel output of the current data.

Export as Formatted Data
This will export an Excel spreadsheet with formatting applied. If the grid has summary rows, they will also be exported.

Export as Unformatted Data
This will export an Excel spreadsheet without formatting applied. This is useful if you want to do additional processing on the data after the export, such as resorting, using pivot tables, or applying style templates.

OK

Data Grid Options ✕

Select from the options below to change how this Data Grid presents records.

Enable Grouping

Group By ▼

Then By ▼

OK

Select Currency ✕

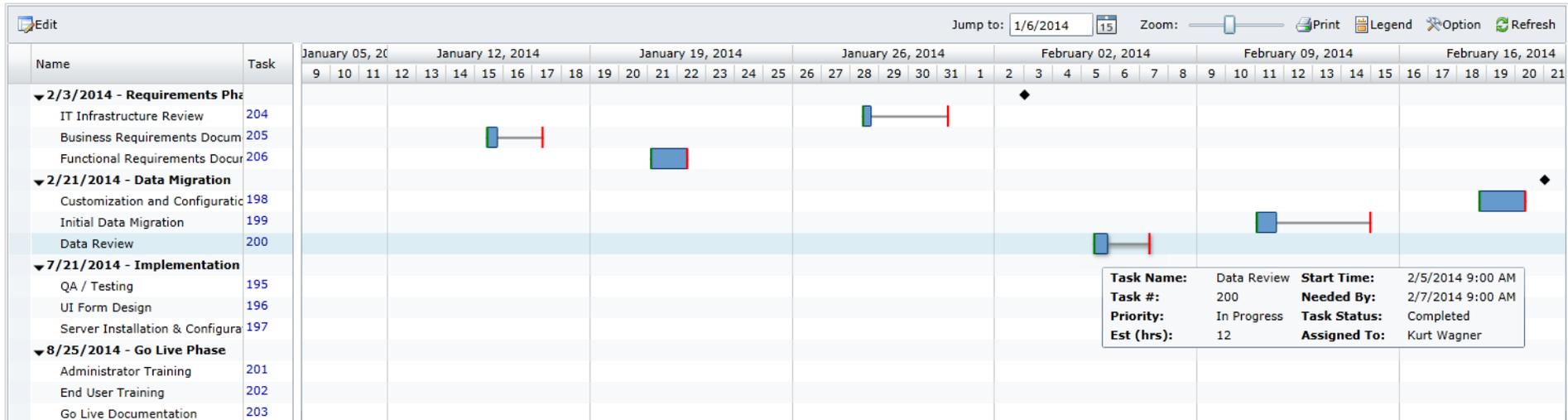
Select a currency to use for the results. This will not change the actual currency of the data.

Currency: ▼

Normalize Row Values:

OK

Gantt Chart



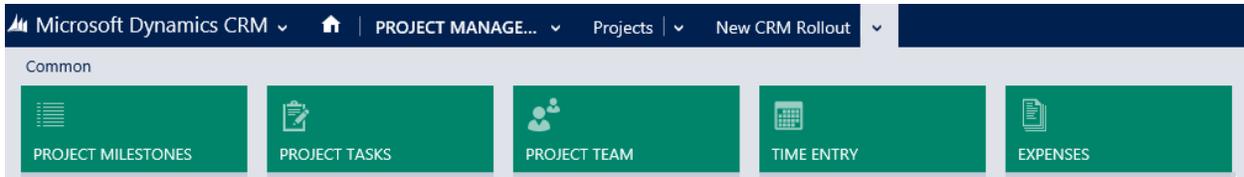
Gantt Chart

The Gantt Chart provides a timeline view of Project Task Start and Needed By dates. Project Milestones are also displayed.

Similar to the Project Task Summary, grouping options can be applied to provide multiple ways of viewing the project timeline. For example, grouping by Resource provides a timeline view of Resources and their assigned Project Tasks.

Edit the Start and Needed By dates for a Project Task by simply dragging or expanding the Project Task marker within the Gantt Chart.

Project Form – Associated Relationships



Project Milestones	View or create Project Milestones for the current Project.
Project Tasks	View or create Project Tasks for the current Project.
Project Team	View or create Project Team resources and the roles they will play on the Project.
Time Entry	View or create time entry for the current Project. Time entered from this menu will create a new Timesheet record if one doesn't exist for the specified time period. Alternatively, it will update an existing Timesheet record if one already exists.
Expenses	View or create Project Expenses for the current Project.

Project Task Form Layout

The screenshot shows the Microsoft Dynamics CRM interface for a Project Task. The breadcrumb trail is PROJECT MANAGE... > Project Tasks > Functional Require... The user is Remy LeBeau, AbleBridge Demo. The task is 'Functional Requirements Documentation' with Task # 206, Status Completed, and Assigned To Remy LeBeau. The form is divided into sections: General, Details, and Description. The General section includes fields for Project Task Name, Priority, Project, Parent Project Task, Assigned To, Task Status, Percent Complete, Milestone, and Category. The Details section includes Start Date, Needed By Date, Actual End Date, Est. (hrs), and Est. (\$). The Description section contains the text 'Gather technical requirements that will serve as a blueprint for the project'. At the bottom, there are summary rows for Actual (hrs), Actual (\$), Billable (hrs), and Billable (\$). The form is currently in 'Active' state.

PROJECT TASK			
Functional Requirements Documentation			
Task #	Task Status	Assigned To	
206	Completed	Remy LeBeau	
General			
Project Task Name	Functional Requirements Documentation	Task Status	Completed
Priority	3 - Normal	Percent Complete	100
Project	New CRM Rollout	Milestone	Requirements Phase
Parent Project Task	Business Requirements Documentation	Category	General
Assigned To	Remy LeBeau		
Details			
Start Date	1/7/2014 8:00 AM	Est. (hrs)	32.00
Needed By Date	1/22/2014 9:00 AM	Est. (\$)	\$6,400.00
Actual End Date	1/17/2014 3:00 PM		
Description			
Gather technical requirements that will serve as a blueprint for the project			
Actual (hrs)	32.00	Billable (hrs)	32.00
Actual (\$)	6,400.00	Billable (\$)	6,400.00
Active			

Tip: Project Task Dependencies
 On the Project Task form, there is a field that allows you to designate a Parent Project Task. This comes in handy when you have tasks that need to be completed before others begin.

Timesheet Form Layout

To enter time, just click inside any box to launch the time entry window:

Time Entry Form Layout

The screenshot shows the 'Time Entry' form in Microsoft Dynamics CRM. The form is titled 'Data Review' and is categorized under 'TIME ENTRY : INFORMATION'. The form is divided into several sections:

- General:**
 - Description*: Data Review
 - Regarding Type*: Project Task
 - Project*: Plan Document Templates
 - Project Task*: Data Review
 - Service Date*: 7/16/2014
 - Type: --
 - Summary: --
 - Owner*: Remy LeBeau
 - Timesheet: Week 29 [7/14/2014 - 7/20/2014]
 - Actual (hrs): 8.00
 - Billable (hrs): 8.00
 - Time Entry Status: Invoiced
- Invoice Details:**
 - Invoice: Data Review
 - Invoice Date: 7/21/2014
- Status:** Active

Timesheet Form

The Timesheet form allows a user to quickly enter time in bulk on a weekly basis. Time can be entered against multiple Project Tasks or Cases.

Timesheet submissions can follow an approval process based on a company's time review and billing procedures.

Time Entry can be associated with an Invoice for direct billing within Microsoft Dynamics CRM. Or it can be integrated with Microsoft Dynamics GP or another ERP / Accounting package.

Time Entry Form

Time can also be entered by launching a new Time Entry Form from either the Time Entry List View or from a Project Task.

Time Entry Associated Views

From the Project form, you can view all Time Entries related to a Project

PROJECT

New CRM Rollout

Project Budget

\$48,000.00

Actual (\$)

\$11,100.00

Billable (\$)

\$10,800.00

Project Status

In Progress

Time Entry Associated View Search for records

+ ADD NEW TIME ENTRY
 ADD EXISTING TIME ENTRY
 EDIT
 ACTIVATE
 DEACTIVATE
...

✓ Service Dat...	Description	Actual (hrs)...	Billable (hrs)...	Time Entry Status	Project Task	Project ↑	Owner
4/10/2014	Server Installation & Configuration	8.00	8.00		Server Installation & Configuration	New CRM Rollout	Remy LeBeau
4/9/2014	Server Installation & Configuration	4.00	4.00		Server Installation & Configuration	New CRM Rollout	Remy LeBeau
4/8/2014	Server Installation & Configuration	9.00	8.00		Server Installation & Configuration	New CRM Rollout	Remy LeBeau
4/7/2014	Server Installation & Configuration	6.00	6.00		Server Installation & Configuration	New CRM Rollout	Remy LeBeau
4/4/2014	Server Installation & Configuration	8.00	8.00	Approved	Server Installation & Configuration	New CRM Rollout	Remy LeBeau
2/6/2014	Data Review	2.00	2.00	Invoiced	Data Review	New CRM Rollout	Kurt Wagner
2/5/2014	Data Review	4.00	4.00	Invoiced	Data Review	New CRM Rollout	Kurt Wagner
2/4/2014	Data Review	6.50	6.00	Invoiced	Data Review	New CRM Rollout	Kurt Wagner
1/30/2014	IT Infrastructure Review	3.00	3.00	Invoiced	IT Infrastructure Review	New CRM Rollout	Bobby Drake
1/29/2014	IT Infrastructure Review	5.00	5.00	Invoiced	IT Infrastructure Review	New CRM Rollout	Bobby Drake

1 - 10 of 10 Page 1

All	#	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Actual (hrs)		55.50							Billable (hrs)	54.00							Percent Complete	75									
Actual (\$)		11,100.00							Billable (\$)	10,800.00																	

From the Case form, you can view all Time Entries related to a Case

CASE ▾

Applied Systems 2014 Support

Priority: Normal

Created On: 11/25/2013 5:19 PM

Status: In Progress

Owner*: [Remy LeBeau](#)

Identify (Active)

Research

Resolve

→ Next Stage

Time Entry Associated View ▾

+ ADD NEW TIME ENTRY
ADD EXISTING TIME ENTRY
BULK DELETE
CHART PANE ▾
RUN REPORT ▾
...

✓	Service Dat...	Description	Actual (hrs)...	Billable (hrs)...	Time Entry Status	Project Task	Project ↑	Owner	⌵	↻
	4/7/2014	CRM 2013 Outlook Client Issue	1.00	1.00	Approved			Max Eisenhardt		
	3/14/2014	Help with Project Task Activities	2.50	2.00	Invoiced			Remy LeBeau		
	2/15/2014	Timesheet Calculation Error	1.50	1.50	Invoiced			James Howlett		

Expense Form Layout

[+ NEW](#)
[DEACTIVATE](#)
[DELETE](#)
[COPY EXPENSE](#)
[ASSIGN](#)
...

EXPENSE : INFORMATION

Remy LeBeau - Rental Car - 3/21/2014

General

Date	3/21/2014	Owner *	Remy LeBeau
Category	Rental Car	Project	New CRM Rollout
Amount	\$375.00		

Rental Car

Company	Enterprise		
Pick Up	3/21/2014	Drop Off	3/24/2014

[+ NEW](#)
[DEACTIVATE](#)
[DELETE](#)
[COPY EXPENSE](#)
[ASSIGN](#)
...

EXPENSE : INFORMATION

James Howlett - Lodging - 4/18/2014

General

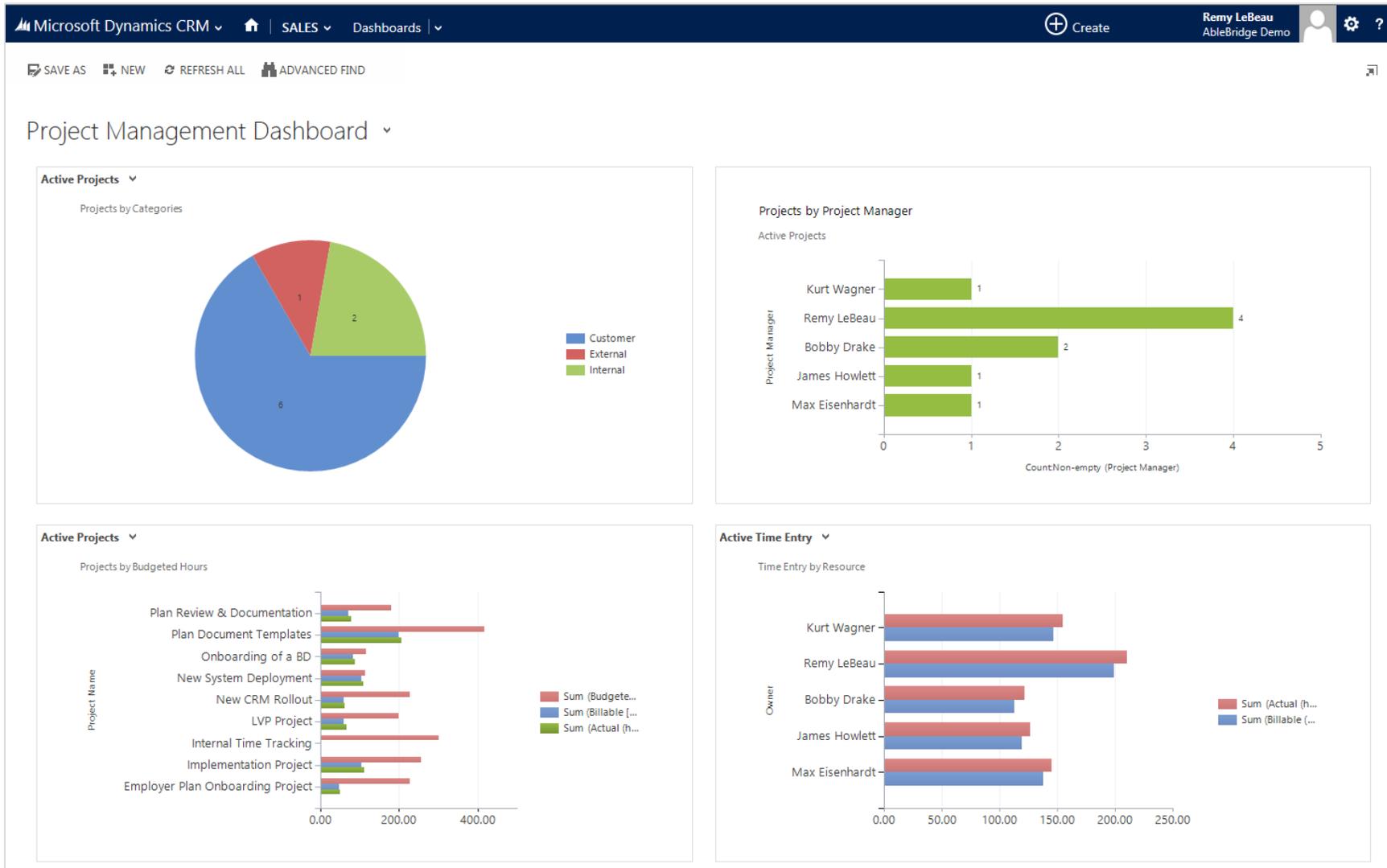
Date	4/18/2014	Owner *	James Howlett
Category	Lodging	Project	Plan Document Templates
Amount	\$359.97		

Lodging

Hotel	InterContinental Hotel		
Check In	4/7/2014	Check Out	4/10/2014

General Tab The General tab is where you enter and track project expenses. Pre-defined Expense Categories dynamically display the relevant fields for each type of Expense. Expense Category and Mileage Rates are managed within the Project Management Administration menus.

Dashboard Charts



Reports

Pre-built Project Management reports provide quick insight into your Projects and can be found by selecting the Reports Menu.

- ▶ PM - Project Hours By Resource
- ▶ PM - Project Summary Report
- ▶ PM - Utilization By Month
- ▶ PM - Utilization By Week - Any Year
- ▶ PM - Utilization By Week - Current Year
- ▶ PM - Utilization By Week - Last Year

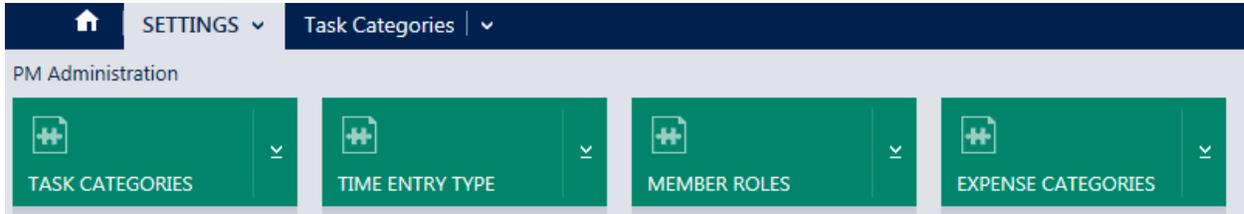
Project Hours By Resource

Project	Status	Start Date	End Date	Actual (hrs)	Billable (hrs)
Bobby Drake					
Employer Plan Onboarding Project	In Progress	11/19/2013	8/31/2014	5.00	4.00
Bobby Drake Total				5.00	4.00
James Howlett					
New CRM Rollout	In Progress	7/1/2013	4/1/2014	2.00	2.00
James Howlett Total				2.00	2.00
Max Eisenhardt					
New System Deployment	In Progress	11/15/2013	9/15/2014	8.50	8.50
New CRM Rollout	In Progress	7/1/2013	4/1/2014	5.50	5.00
Employer Plan Onboarding Project	In Progress	11/19/2013	8/31/2014	4.50	4.00
Max Eisenhardt Total				18.50	17.50
Remy LeBeau					
New CRM Rollout	In Progress	7/1/2013	4/1/2014	45.00	45.00
Remy LeBeau Total				45.00	45.00
Total				70.50	68.50

Project Summary by Project Category

Account	Project Name	Project Manager	Project Status	Start Date	End Date	Budgeted (hrs)	Billable (hrs)	Actual (hrs)
Customer								
Applied Systems	New System Deployment	Remy LeBeau	In Progress	11/15/2013	9/15/2014	114.00	8.50	8.50
Every International Partners	Employer Plan Onboarding Project	Remy LeBeau	In Progress	11/19/2013	8/31/2014	228.00	8.00	9.50
Advanced Systems Inc.	Sample LVP Project	Bobby Drake	Pending	3/1/2014	9/21/2014	200.00	0.00	0.00
Grandview Distribution	Onboarding of a BD (Demo)	Bobby Drake	Pending	4/30/2014	8/28/2014	115.00	0.00	0.00
Applied Systems	Implementation Project (Demo)	Remy LeBeau	Pending	5/1/2014	11/16/2014	255.00	0.00	0.00
Zappos Company	Plan Review & Documentation	James Howlett	Pending	6/18/2014	10/30/2014	180.00	0.00	0.00
Subtotal						1,092.00	16.50	18.00
External								
Blackwater LLC	Plan Document Templates	Max Eisenhardt	Pending	2/15/2014	6/24/2014	416.00	0.00	0.00
Subtotal						416.00	0.00	0.00
Internal								
Bridge Consulting LLC	Internal Time Tracking	Kurt Wagner	Pending	1/1/2014	12/31/2014	124.00	0.00	0.00
Lithium Energy	New CRM Rollout	Remy LeBeau	In Progress	7/1/2013	4/1/2014	228.00	172.00	178.50
Subtotal						352.00	172.00	178.50
Total						1,860.00	188.50	196.50

Main Menu - Administration Navigation



Administrative settings allow each customer to define the most appropriate settings for their organization. These settings are typically reserved for a CRM Administrator.

Task Categories	Provides a list of the Categories that can be assigned to a Project Task within a Project record. Task Category templates can be defined so a standard set of Task Categories is applied to every Project by default. Task Categories can help an organization segment and group Project Tasks according to their scope or purpose.
Time Entry Type	Provides a list of Types that can be assigned to a Time Entry record. Time Entry Types can help an organization segment and group Time Entry according to their scope or purpose.
Member Roles	Provides a list of the Roles that can be assigned to a Project Team member within a Project record. Member Roles help an organization define the roles and responsibilities each Project Team Member will serve on a particular Project.
Expense Categories	Provides a list of Categories that can be assigned to an Expense record.

About Crowe Horwath

Our experience is delivering CRM project success.

We have been implementing CRM technology from the inception of contact management applications through the evolution to sales force automation and ultimately customer relationship management (CRM) systems. Our logical CRM project implementation methodology is proven and is focused on project success.

We know Microsoft Dynamics CRM.

At Crowe we are focused on Microsoft Dynamics CRM and the Microsoft technology platform. Our involvement with Microsoft CRM dates back to the first release in 2003 and continues through its evolution into the market-leading CRM platform it is today. The flexibility of the platform, familiar user interface, interoperability with the Microsoft Office platform, including Outlook, and its top-flight functionality make it a smart investment choice for any organization looking to implement a CRM technology strategy.

Focused on success.

Crowe strengths are our people and their personal commitment to each customer engagement. Our logical approach, the quality of our effort, and the seriousness and professionalism we bring to the table have been the keys to our accomplishments. We measure our success by our customers' success.