PANORAMA
CONSULTING GROUP

2025 Clash of the Titans

# SAP vs. Oracle vs. Microsoft vs. Infor

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Introduction

Panorama Consulting Group developed this analysis to compare the "titans" of the ERP industry: SAP, Oracle, Microsoft, and Infor.

The report analyzes responses collected from Panorama's Enterprise Software Benchmark Survey between September 2023 and September 2024. The dataset includes 172 respondents who have recently implemented SAP, Oracle, Microsoft, or Infor enterprise systems within their organizations. The analysis is based on a variety of solutions offered by these four vendors.
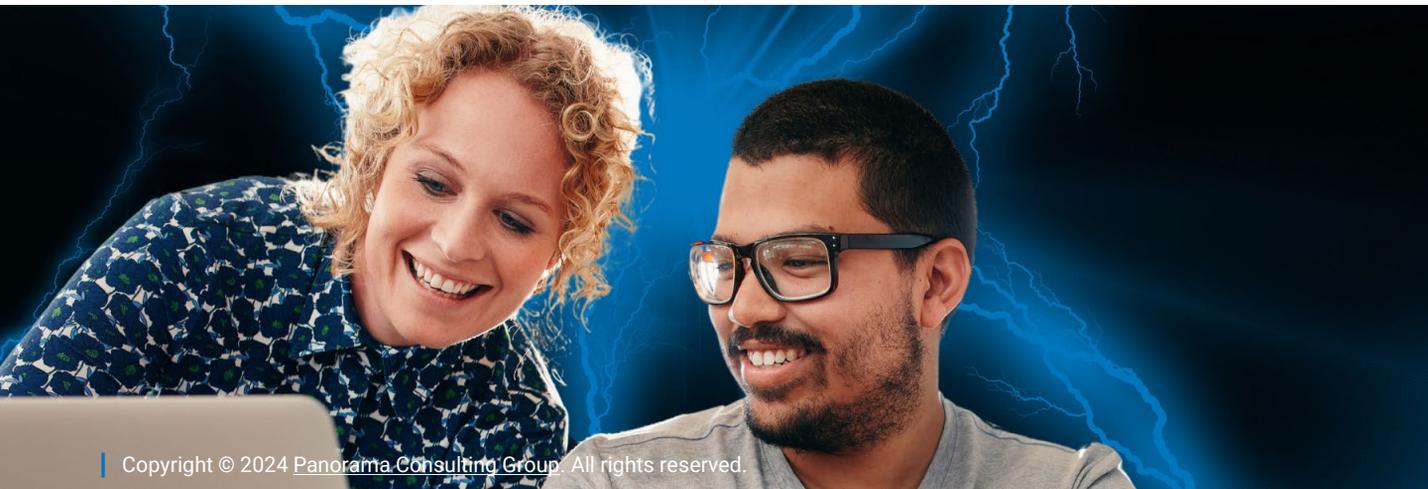
Respondent Overview

$400.5 M

Median Annual Revenue

750.5

Median Number of Employees

Industry Breakdown

- Other, 3.5%
- Public Sector , 3.5%
- Distribution and/or Wholesale , 4.1%
- Construction , 4.6%
- Energy & Resources , 5.2%
- Information Technology, 6.4%
- Healthcare , 7.6%
- Retail , 8.1%
- Financial, Insurance, Real Estate , 9.9%
- Professional Services , 27.3%
- Manufacturing , 19.8%
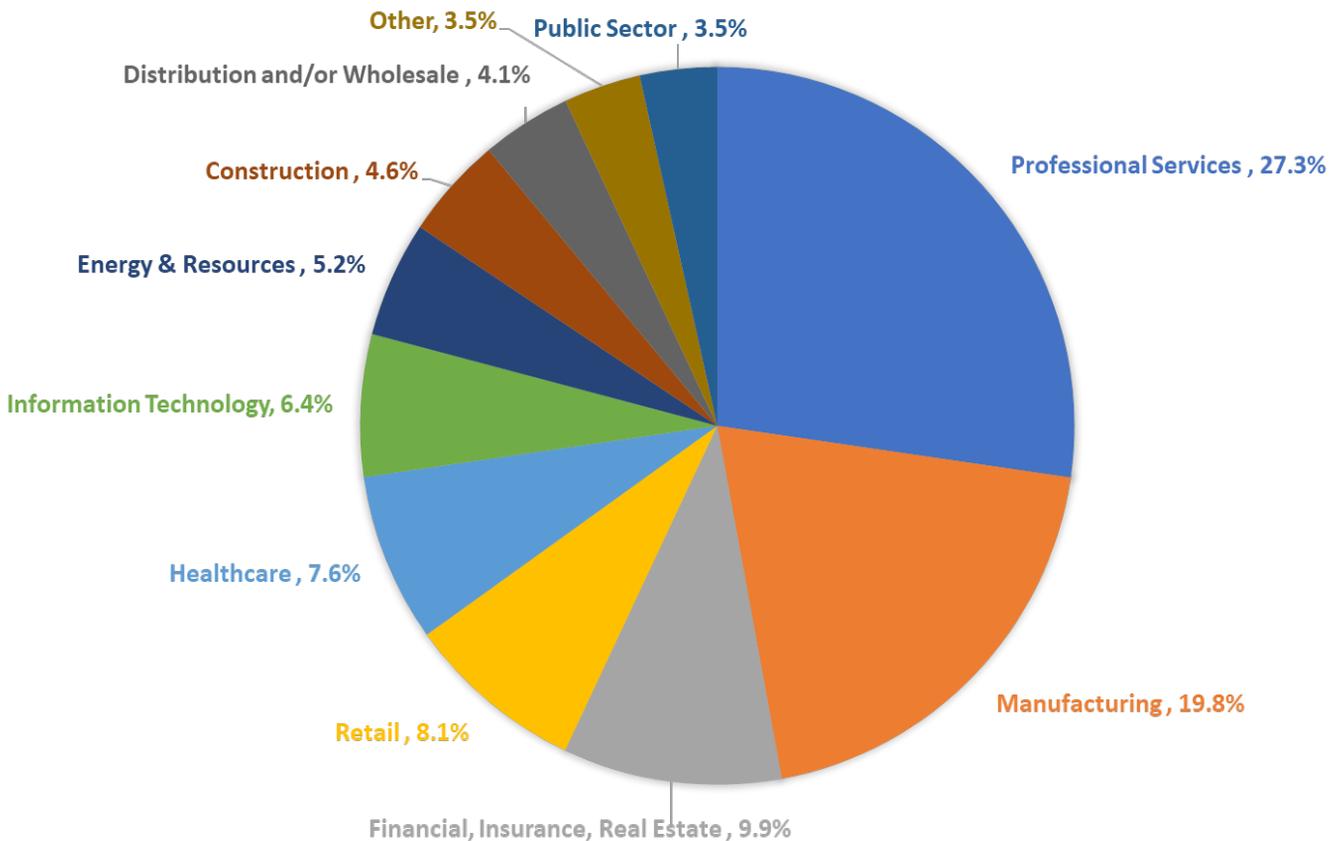
Respondent Overview

Geographies Served

Geography	Percent of Respondents
North America	98.8%
Europe	40.7%
South America	28.5%
Asia-Pacific	18.0%
Middle East	11.6%
Africa	3.5%
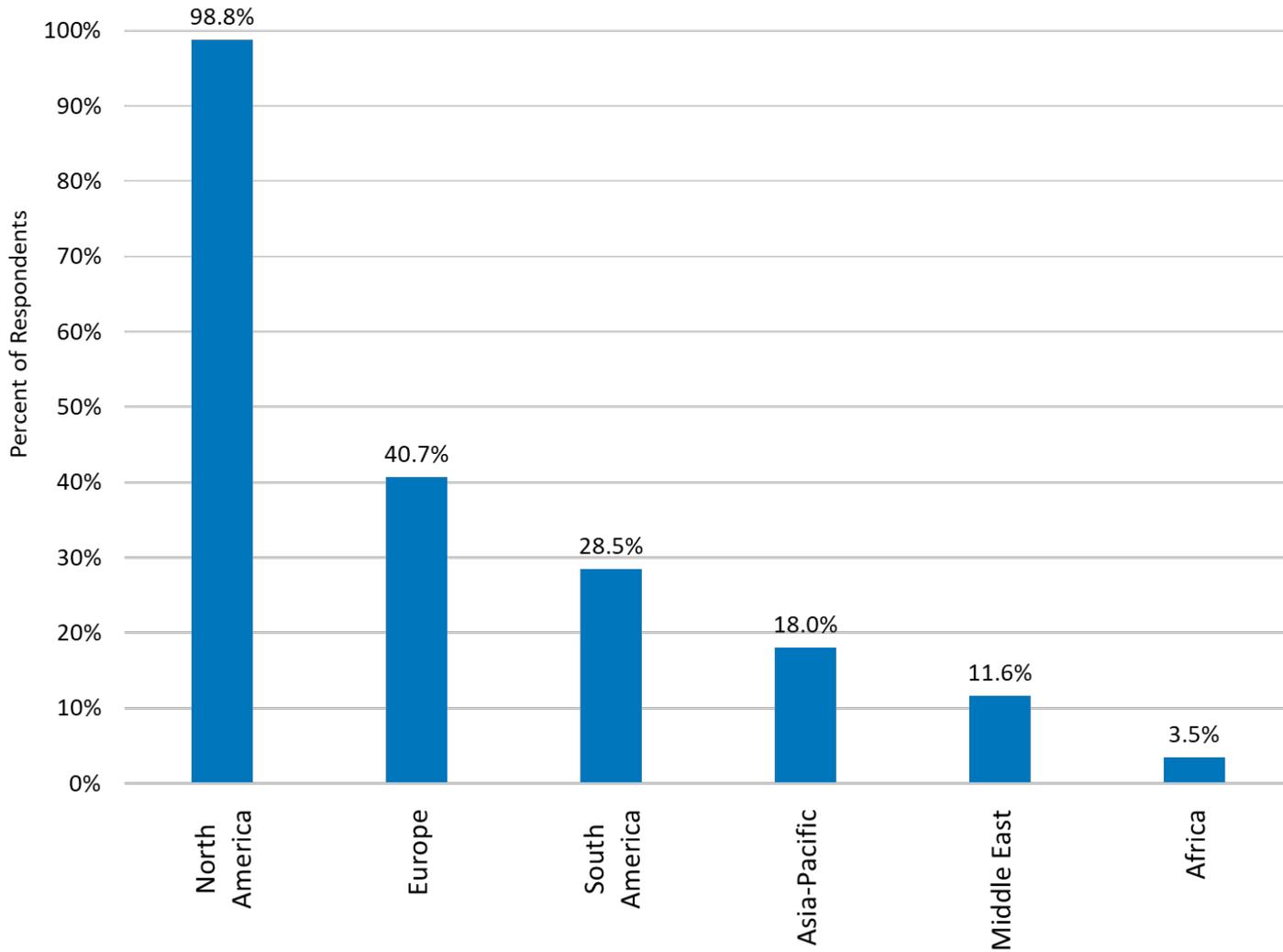
Respondent Overview

Type of Software Selected

Percent of Respondents

Category	Value
ERP system	83.7%
CRM system	53.5%
SCM system	37.8%
HCM system	26.7%
AI or RPA tool	23.8%
WMS	22.1%
eCommerce system	15.1%
Another point solution	0.6%

- ERP – Enterprise Resource Planning
- CRM – Customer Relationship Management
- SCM – Supply Chain Management
- HCM – Human Capital Management
- WMS – Warehouse Management System

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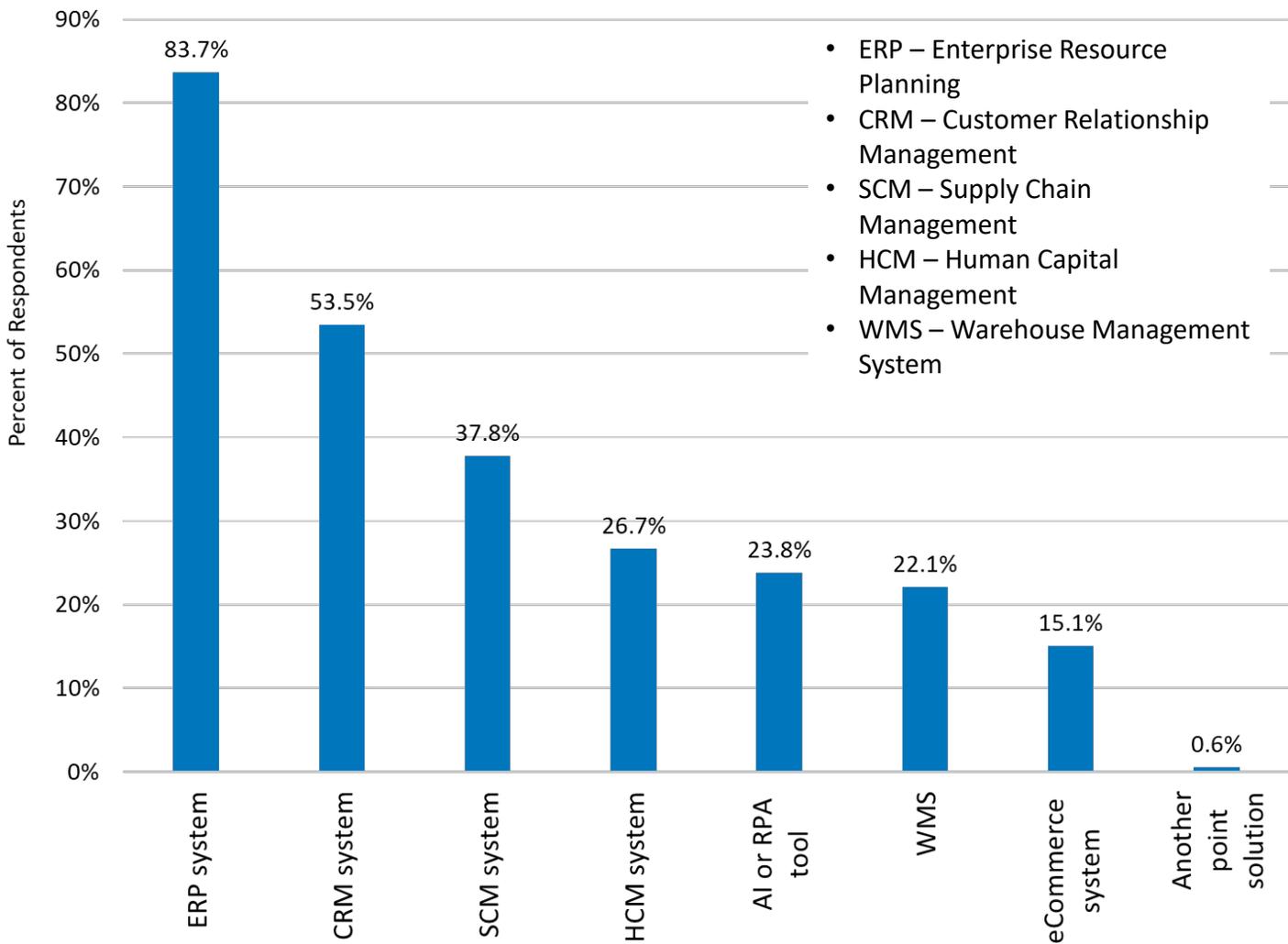
Vendor Overview

SAP

- SAP offers a diverse suite of cloud solutions, including SAP S/4HANA Cloud for ERP, SAP SuccessFactors for HR management, and SAP Ariba for procurement.
- SAP Joule, an AI copilot, is being continually enhanced to automate data analysis and provide contextual recommendations.

ORACLE

- Oracle offers a comprehensive suite of SaaS applications that integrate with various cloud platforms, including Microsoft Azure.
- A recent partnership with Google Cloud integrates Oracle Cloud Infrastructure with Google Cloud services to enable multi-cloud operations for enterprises.

Microsoft

- Microsoft offers a wide range of cloud products and services, including Microsoft Dynamics 365, a suite of integrated CRM and ERP solutions.
- Microsoft announced the integration of Microsoft 365 Copilot with SAP Joule to enhance productivity through seamless access to information from both platforms.

infor

- Infor provides a multitenant SaaS model for its core products (Infor CloudSuite) and supplementary edge applications.
- Infor recently introduced significant platform updates, including a Generative AI Assistant and process mining capabilities.

Panorama is in no way affiliated with SAP, Oracle, Microsoft, Infor, or any other software vendor or reseller.
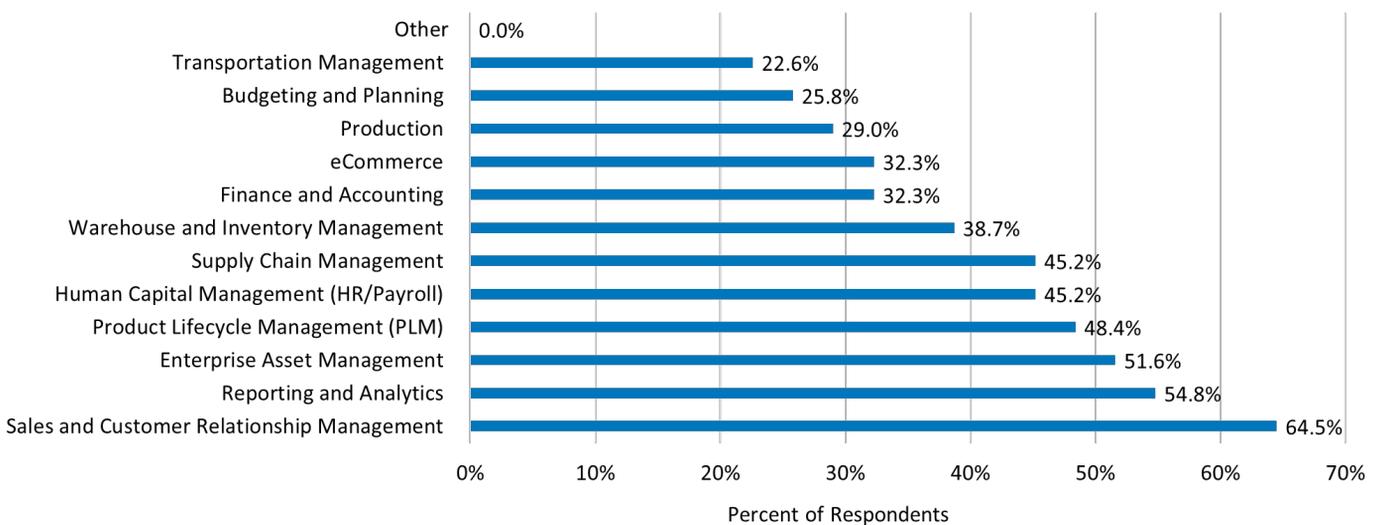
Functionality Implemented

We asked organizations what functions were part of their implementation. Respondents could select from eleven functions and could select multiple options.

The most common functionality that SAP customers implemented was Sales and Customer Relationship Management.

SAP customers are typically larger in scale and have complex operations. As companies mature in the use of their software, end-to-end data flow is increasingly important, so they aim for a fully integrated application that includes CRM and Sales functions.

Functionality Implemented by SAP Customers

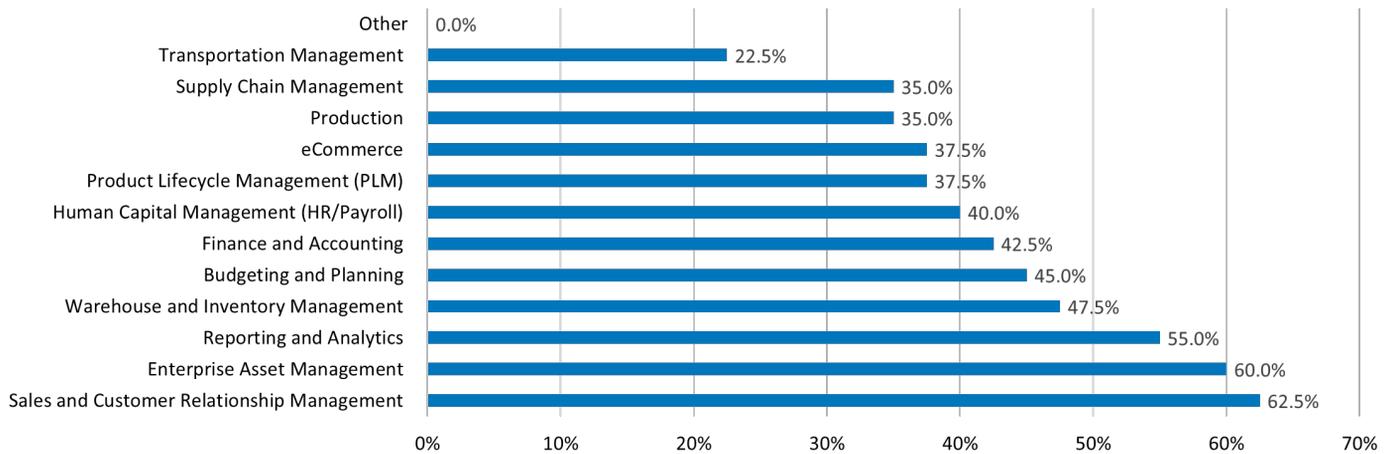| Functionality	Percent
Other	0.0%
Transportation Management	22.6%
Budgeting and Planning	25.8%
Production	29.0%
eCommerce	32.3%
Finance and Accounting	32.3%
Warehouse and Inventory Management	38.7%
Supply Chain Management	45.2%
Human Capital Management (HR/Payroll)	45.2%
Product Lifecycle Management (PLM)	48.4%
Enterprise Asset Management	51.6%
Reporting and Analytics	54.8%
Sales and Customer Relationship Management	64.5%

Percent of Respondents

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The most common functionality that Oracle customers implemented was also Sales and Customer Relationship Management.

A large part of Oracle's focus is on the retail, services, and health sciences industries, which are very customer-centric industries. Oracle has put pinpoint focus on customer experience in terms of R&D funds for top resources and continued development of the application.

Functionality Implemented by Oracle Customers

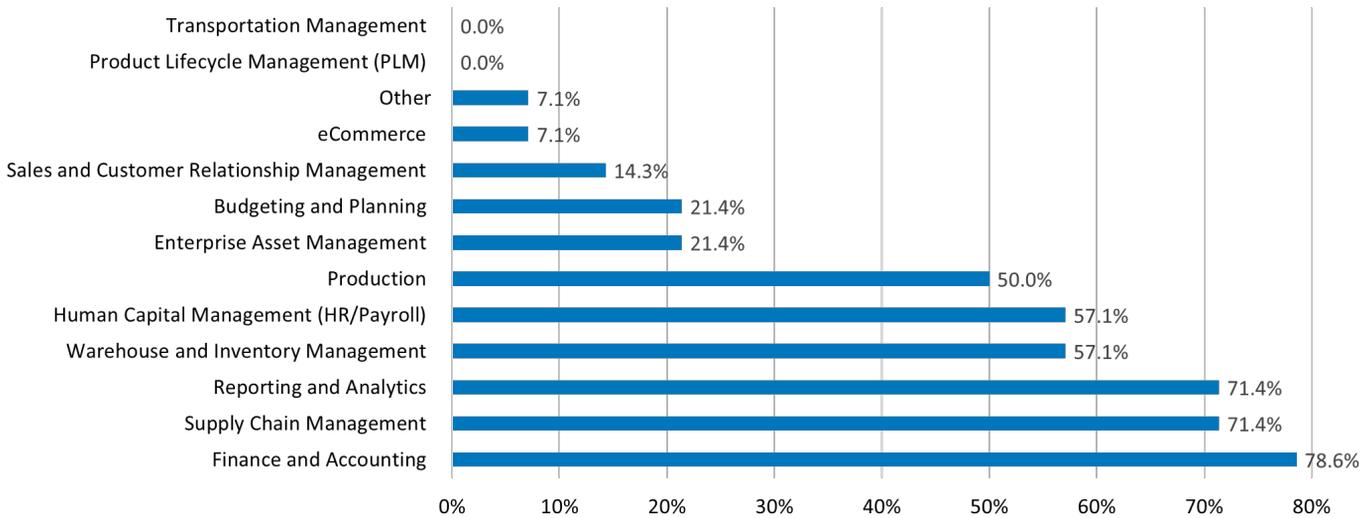| Functionality	Percentage
Other	0.0%
Transportation Management	22.5%
Supply Chain Management	35.0%
Production	35.0%
eCommerce	37.5%
Product Lifecycle Management (PLM)	37.5%
Human Capital Management (HR/Payroll)	40.0%
Finance and Accounting	42.5%
Budgeting and Planning	45.0%
Warehouse and Inventory Management	47.5%
Reporting and Analytics	55.0%
Enterprise Asset Management	60.0%
Sales and Customer Relationship Management	62.5%

The most common functionality that Infor customers implemented was Finance and Accounting.

Many mid-market organizations are using Infor to manage operations, quality, and field services. As they grow, they're finding that implementing core financials on the same platform is more beneficial and cost effective than integrating with a dedicated financial application. Infor also has a significant presence in healthcare, hospitals, and medical sciences, and these types of companies often prioritize finance functionality.

Functionality Implemented by Infor Customers

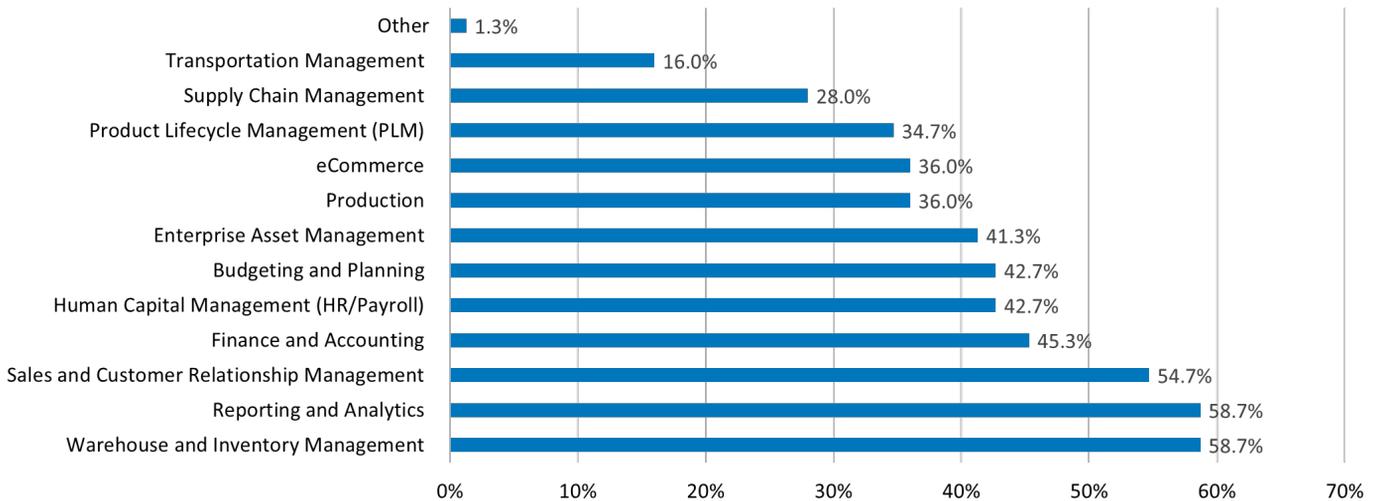| Functionality	Percentage
Transportation Management	0.0%
Product Lifecycle Management (PLM)	0.0%
Other	7.1%
eCommerce	7.1%
Sales and Customer Relationship Management	14.3%
Budgeting and Planning	21.4%
Enterprise Asset Management	21.4%
Production	50.0%
Human Capital Management (HR/Payroll)	57.1%
Warehouse and Inventory Management	57.1%
Reporting and Analytics	71.4%
Supply Chain Management	71.4%
Finance and Accounting	78.6%

The most common functionality that Microsoft customers implemented was Reporting & Analytics as well as Warehouse and Inventory Management.

Microsoft, with their Power BI solution and SQL Server Reporting Services, has a strong and intuitive offering. From a cost standpoint, Microsoft makes it very attractive to add and extend an organization's use of Power BI.

Functionality Implemented by Microsoft Customers

Functionality	Percentage
Other	1.3%
Transportation Management	16.0%
Supply Chain Management	28.0%
Product Lifecycle Management (PLM)	34.7%
eCommerce	36.0%
Production	36.0%
Enterprise Asset Management	41.3%
Budgeting and Planning	42.7%
Human Capital Management (HR/Payroll)	42.7%
Finance and Accounting	45.3%
Sales and Customer Relationship Management	54.7%
Reporting and Analytics	58.7%
Warehouse and Inventory Management	58.7%

Deployment & Hosting Decisions

We asked organizations what type of software they selected. The options were "on-premise" and "cloud (hosted, managed services, or SaaS)."
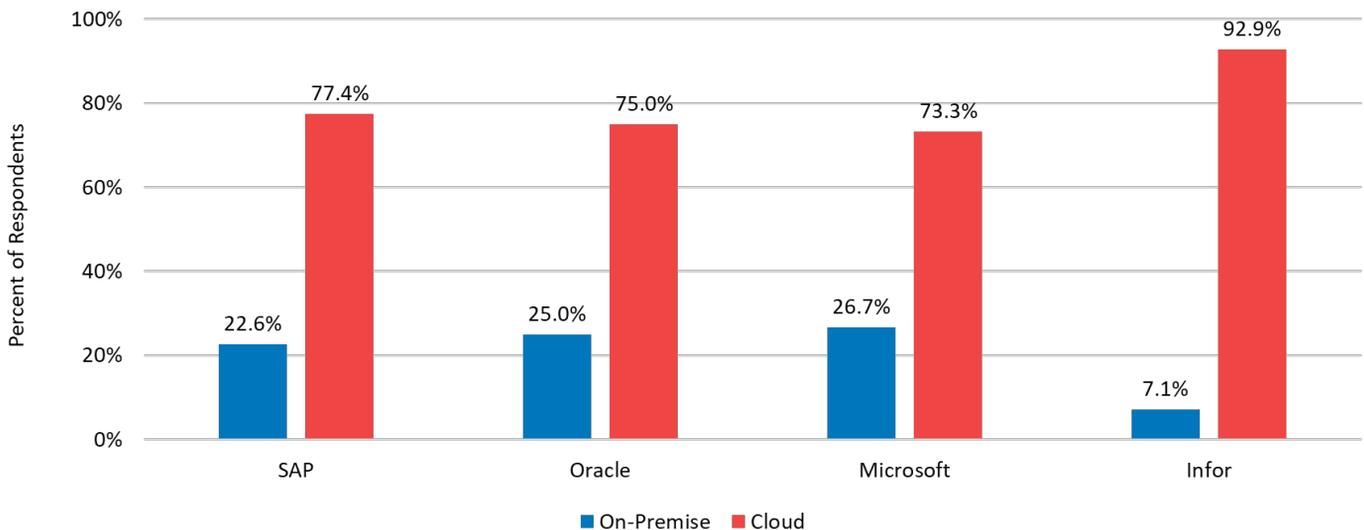
For those who selected cloud software, we asked if they chose a hosted/managed services model or a SaaS model.

Among all respondents there was a preference for cloud software over on-premise software, but the strongest preference for cloud was among Infor customers.

Infor has many legacy product lines and a large customer base still using on-premise applications. Many of these customers are now migrating to the Infor CloudSuites. Cloud technology provides flexible scalability, removes the need to maintain and update systems, and provides real-time access to data and systems from any device.

On-Premise vs Cloud

Bar chart titled "On-Premise vs Cloud". Y-axis: Percent of Respondents (0% to 100%). X-axis categories: SAP, Oracle, Microsoft, Infor.

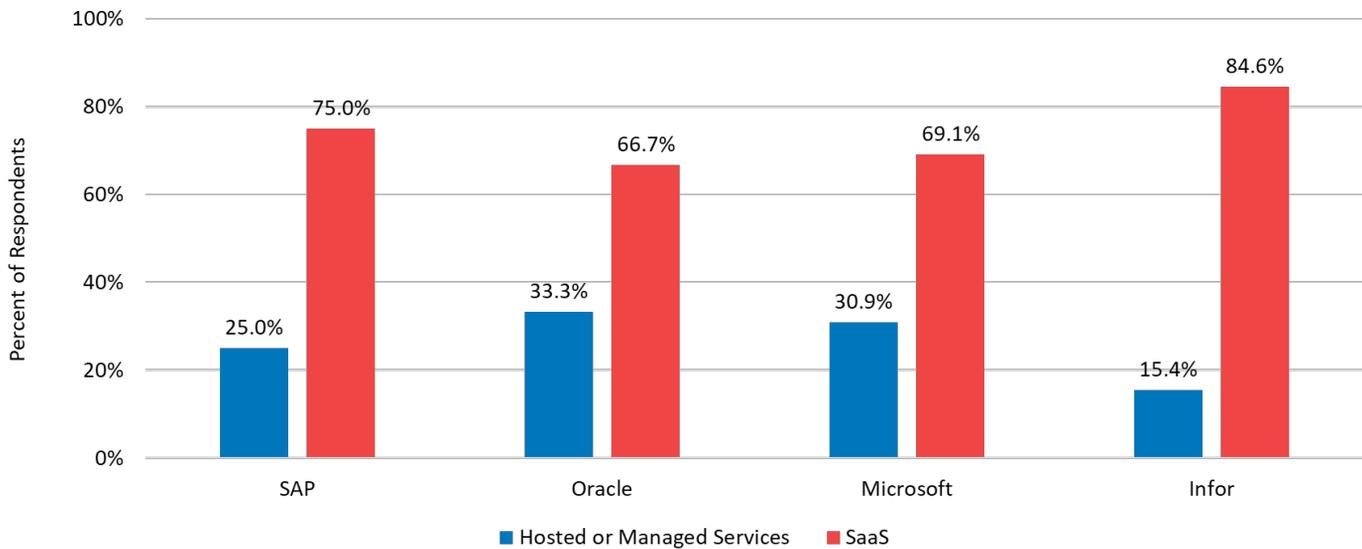|	On-Premise	Cloud
SAP	22.6%	77.4%
Oracle	25.0%	75.0%
Microsoft	26.7%	73.3%
Infor	7.1%	92.9%

Legend: On-Premise, Cloud

Among all respondents there was a preference for the SaaS hosting model over the hosted/managed services model, but the strongest preference for SaaS was among Infor customers.

Infor's CloudSuite applications use a fully vendor-managed model. This is attractive to companies that want their vendor to manage and apply updates and releases. SaaS customers will always be current on software versions and have the latest features through periodic incremental updates. In addition, there is no need to purchase a license or install the software, unlike what is required of hosted software.

Hosted/Managed Services vs SaaS

Bar chart showing Percent of Respondents comparing Hosted or Managed Services (blue) vs SaaS (red):

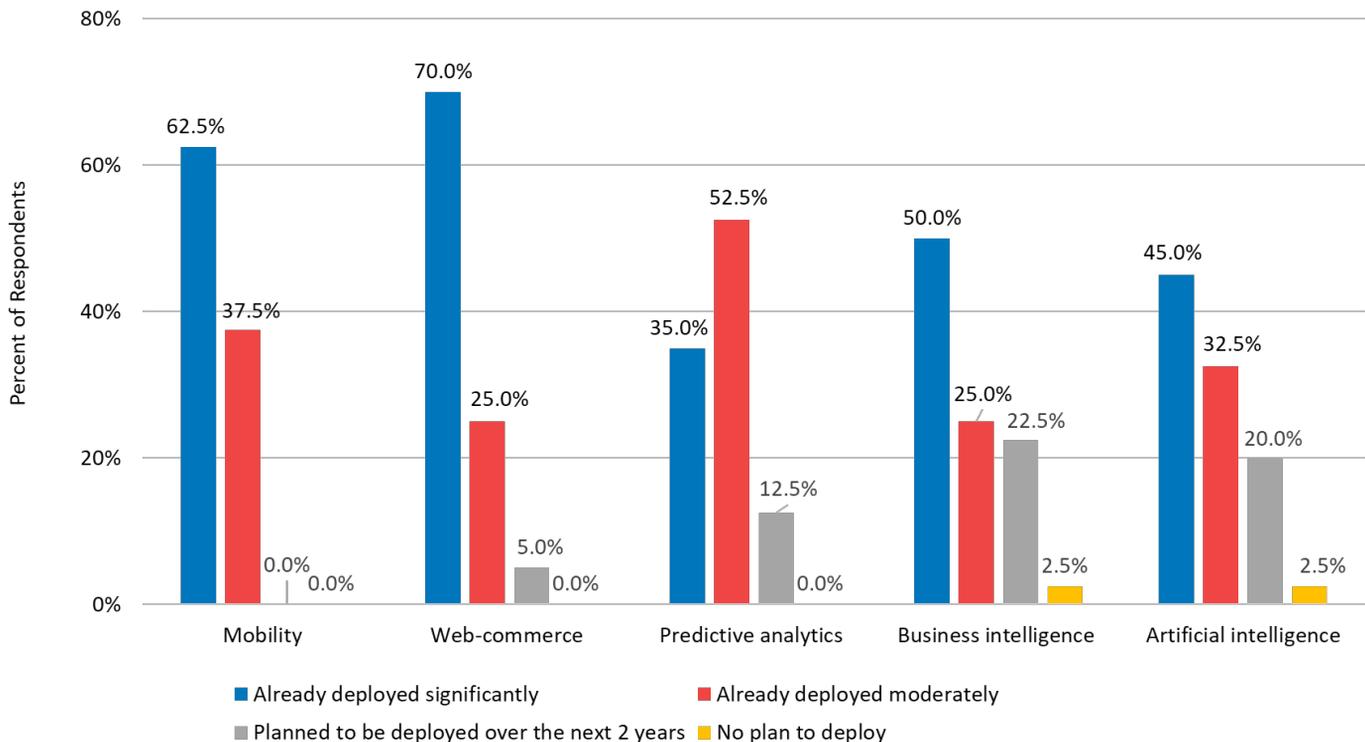|	Hosted or Managed Services	SaaS
SAP	25.0%	75.0%
Oracle	33.3%	66.7%
Microsoft	30.9%	69.1%
Infor	15.4%	84.6%

Other Digital Initiatives

We asked organizations which digital initiatives were part of their enterprise software project. Respondents could select from five different initiatives and indicate their stage of adoption (Already deployed significantly; Already deployed moderately; Planned to be deployed over the next 2 years; No plan to deploy).

Oracle customers were more likely than others to say that they already implemented mobility.

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With a large presence in retail, distribution, and financial services, Oracle works with many companies that have a growing need for mobility. Oracle's strong focus on customer experience ensures that customers have an intuitive, familiar, repeatable interface across all devices.

Focus on Various Digital Initiatives Among Oracle Customers

Bar chart — Percent of Respondents:

- **Mobility**: Already deployed significantly 62.5%; Already deployed moderately 37.5%; Planned to be deployed over the next 2 years 0.0%; No plan to deploy 0.0%
- **Web-commerce**: Already deployed significantly 70.0%; Already deployed moderately 25.0%; Planned to be deployed over the next 2 years 5.0%; No plan to deploy 0.0%
- **Predictive analytics**: Already deployed significantly 35.0%; Already deployed moderately 52.5%; Planned to be deployed over the next 2 years 12.5%; No plan to deploy 0.0%
- **Business intelligence**: Already deployed significantly 50.0%; Already deployed moderately 25.0%; Planned to be deployed over the next 2 years 22.5%; No plan to deploy 2.5%
- **Artificial intelligence**: Already deployed significantly 45.0%; Already deployed moderately 32.5%; Planned to be deployed over the next 2 years 20.0%; No plan to deploy 2.5%

Legend:
- Already deployed significantly
- Already deployed moderately
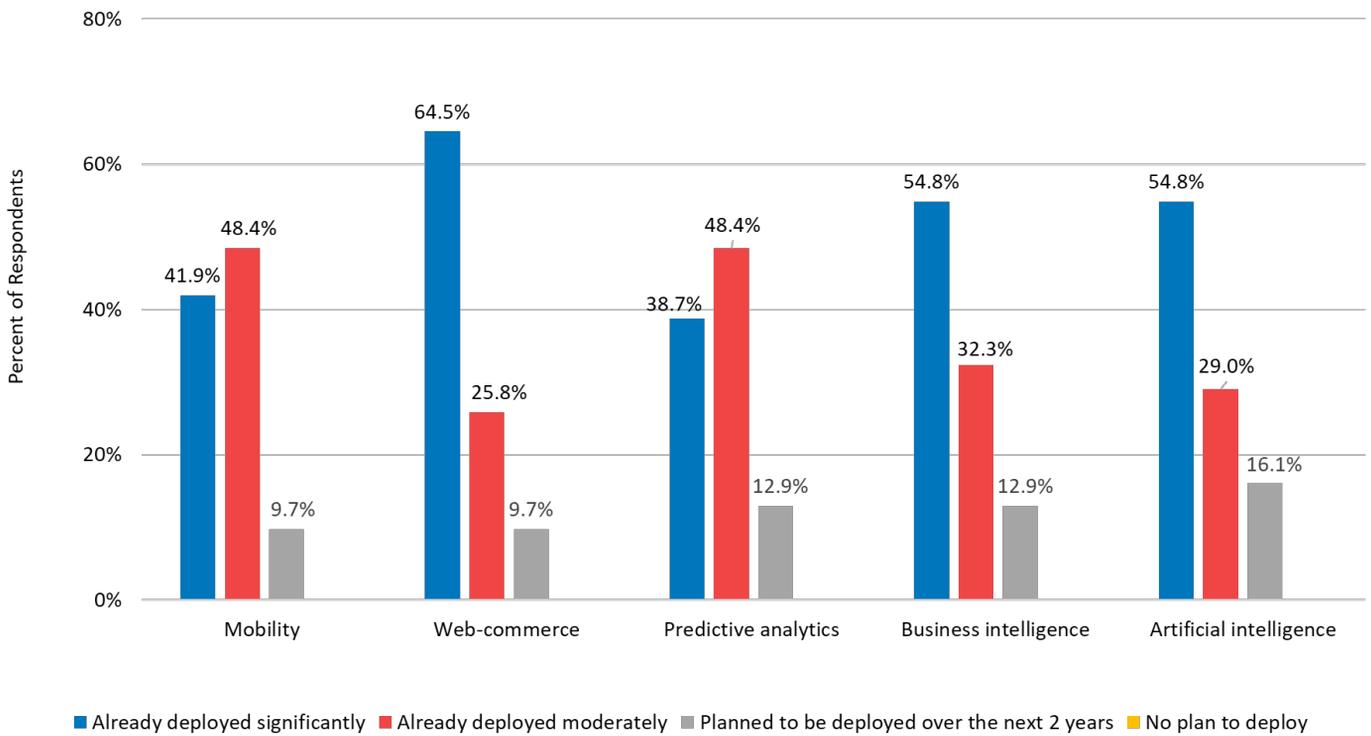- Planned to be deployed over the next 2 years
- No plan to deploy

SAP customers were more likely than others to say that they already implemented AI.

SAP was an early adopter of AI as part of their offering. Their customer base of larger and more complex organizations lends itself to a need to implement AI. SAP's Leonardo intelligent platform has always been on the forefront of technology. It has enhanced how companies manage their supply chain and financials.

Focus on Various Digital Initiatives Among SAP Customers

	Mobility	Web-commerce	Predictive analytics	Business intelligence	Artificial intelligence
Already deployed significantly	41.9%	64.5%	38.7%	54.8%	54.8%
Already deployed moderately	48.4%	25.8%	48.4%	32.3%	29.0%
Planned to be deployed over the next 2 years	9.7%	9.7%	12.9%	12.9%	16.1%

■ Already deployed significantly ■ Already deployed moderately ■ Planned to be deployed over the next 2 years ■ No plan to deploy
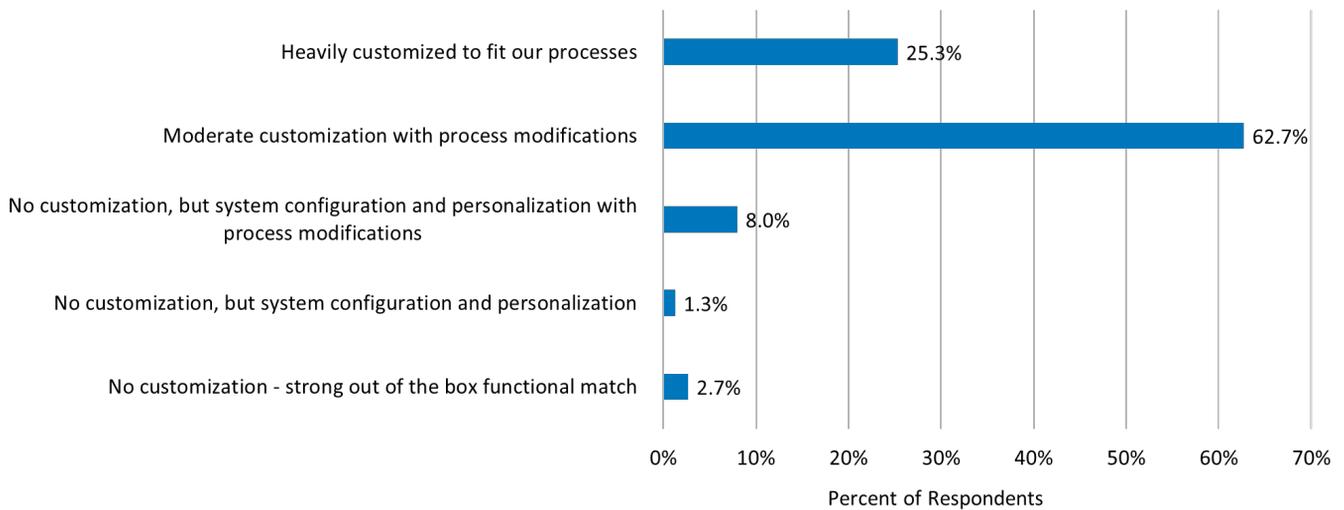
Customization Decisions

We asked organizations about their implementation approach when it came to software customization. Respondents could select from one of four approaches.

Microsoft customers chose to do the most software customization.

Microsoft has adopted a model that encourages value-added resellers (VARs) and system integrators (SIs) to develop industry specific knowledge and IP. These implementors often help clients adopt additional functionality to meet the deep and robust requirements of specific markets.

Customization Decisions of Microsoft Customers

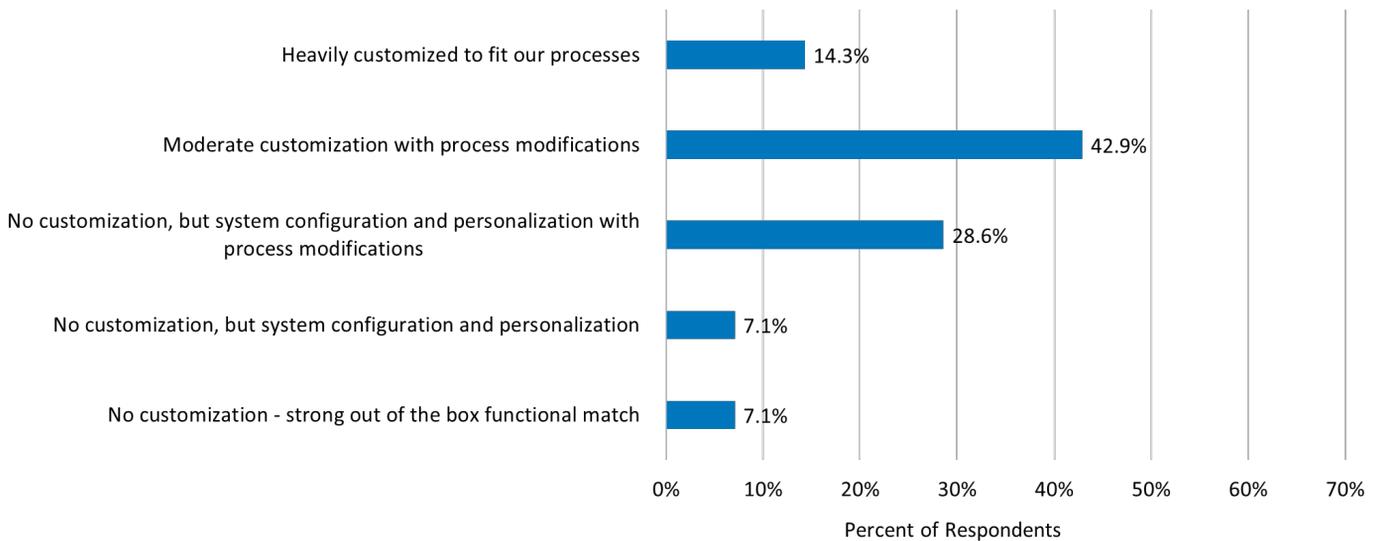| Category	Percent
Heavily customized to fit our processes	25.3%
Moderate customization with process modifications	62.7%
No customization, but system configuration and personalization with process modifications	8.0%
No customization, but system configuration and personalization	1.3%
No customization - strong out of the box functional match	2.7%

Percent of Respondents

Infor customers chose to do the least software customization.

Infor products are very industry focused. The vendor endeavors to provide out-of-the-box functionality that fits individual markets and requires less customization. In fact, Infor's CloudSuite applications are multi-tenant and don't allow for much or any customization to begin with.

Customization Decisions of Infor Customers

Category	Percent
Heavily customized to fit our processes	14.3%
Moderate customization with process modifications	42.9%
No customization, but system configuration and personalization with process modifications	28.6%
No customization, but system configuration and personalization	7.1%
No customization - strong out of the box functional match	7.1%

Percent of Respondents

Project Cost

We asked organizations how many licenses or users they purchased. We then asked them to estimate the total cost of their project.

Normalized for the number of licenses purchased, Microsoft customers spent the most on their projects.

This is a reflection of the broad, yet primarily standard, functionality of the Dynamics products. They rely on VARs to provide additional industry-specific functionality and IP which requires configuration and integration time. It's likely that many of our respondent organizations chose to configure and enhance their applications by working with various channel partners.

Normalized for the number of licenses purchased, Infor customers spent the least on their projects.

Infor's industry-specific solutions provide deep out-of-the box functionality, including reports and BI cubes (predefined data structures that enable multidimensional analysis). It's likely that many of our respondent organizations adopted out-of-the-box processes while changing internal processes to align with the software. In these cases, the cost of implementation decreases significantly.

	SAP	Oracle	Microsoft	Infor
Project Cost	$2.5 M	$2.6 M	$5.4 M	$1.8 M
# of Licenses Purchased	201	321	318	1,850
Normalized Project Cost	$12,575	$8,154	$2,095	$990

Project Duration

We asked organizations how many licenses or users they purchased. We then asked them to estimate the duration of their project.

Normalized for the number of licenses purchased, Microsoft customers spent the most time on their projects.

As discussed above, Microsoft's reliance on VARs can lead to higher implementation costs. Relying on VARs for industry-specific functionality can also lead to longer implementation times. Another factor is the time it takes to implement Microsoft's standard functionality because this functionality is very broad.

Normalized for the number of licenses purchased, Infor customers spent the least time on their projects.

As mentioned above, Infor's use of industry best practices can save organizations money. Infor's implementation accelerators can also save time and money. Typically, for time savings and reduced implementation complexity, we recommend that organizations adopt as many pre-configured roles and processes as possible – Infor provides more opportunities to do this compared to other vendors.

	SAP	Oracle	Microsoft	Infor
Project Duration	55 months	73 months	155 months	55 months
# of Licenses Purchased	201	321	318	1,850
Normalized Project Duration	0.27	0.23	0.49	0.03

Conclusion

SAP, Oracle, Microsoft, and Infor each have a variety of systems that can improve operational efficiency and adapt to dynamic environments, but you must understand your organization's specific needs.

What are your pain points? What are your organizational goals? How can you leverage a modern ERP system to support those goals?

Along the way, you can engage Panorama's independent ERP consultants to help you navigate the complex selection and implementation process. When your team is equipped with the right methodologies and mindset, you'll navigate challenges smoothly and achieve success.

Click the Button Below to Schedule Your **Free Consultation**
With an ERP Systems Expert Today!

FREE CONSULTATION

About Panorama
Consulting Group

Panorama Consulting Group is an independent, niche consulting firm specializing in business transformation and ERP system implementations for mid- to large-sized private- and public-sector organizations worldwide. One-hundred percent technology agnostic and independent of vendor affiliation, Panorama offers a phased, top-down strategic alignment approach and a bottom-up tactical approach, enabling each client to achieve its unique business transformation objectives by transforming its people, processes and technology.

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▸ Digital Strategy   ▸ Project Auditing & Recovery

▸ AI Readiness and Enablement   ▸ Software Expert Witness

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