

PANORAMA

CONSULTING GROUP

2021
TOP

10

ERP SYSTEMS

P A N O R A M A

CONSULTING GROUP

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ERP Selection Guidance

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INTRODUCTION

Panorama Consulting Group developed the 2021 Top 10 ERP Systems Report to provide ERP selection guidance to organizations across all industries.

Our advice and analysis are based on client experience, as well as vendor RFI and RFP responses. Managing the demonstration process for numerous clients has given us direct exposure to a variety of enterprise systems, including ERP software, HCM software, CRM systems and more.

The vendors and systems featured in this report were chosen based on the depth of their functionality. The order of listing is not based on ranking.

If you have questions regarding the content of this report, please contact us at info@panorama-consulting.com

Company Name

Panorama Consulting Group

Address

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Suite 207
Greenwood Village
Colorado, 80111
+1 (720) 515 - 1377

Completed Software Selections

250+

Year Founded

2005

Business Description

Independent ERP & Business
Transformation Consulting





A

ERP Selection Guidance

**Panorama Helps Organizations
Select the Correct ERP System**



ERP SELECTION CHALLENGES

Organizations today are facing many ERP selection challenges, including unrealistic expectations, a lack of buy-in and insufficient process documentation. Panorama has witnessed these challenges as we help clients define their project goals and evaluate software functionality.

We always tell clients that if new technology doesn't deliver tangible business benefits, then it isn't worth the cost. That's why we go beyond developing a business case and develop a benefits realization plan to help you track your success.



Panorama helped us through the selection process. We would never have been able to do it by ourselves. During the process, we evaluated nine potential vendors and through an orderly process, narrowed it down to one vendor.

—
Marvin Davis

[FINACE MANAGER/TREASURER,
NEVADA IRRIGATION DISTRICT]



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Project Buy-in





1. ENSURING PROJECT BUY-IN

Often, when an organization recognizes its need for a new ERP system, all stakeholders may not feel the same urgency.

If you need to ensure organizational alignment and gain executive support, we recommend developing a business case.

Once you've gained executive support, you're well on your way to gaining employee buy-in, as well. A strong executive sponsor can communicate project goals and instill confidence in employees regarding their job security and ability to adapt to change.

2. UNDERSTANDING PROJECT COSTS

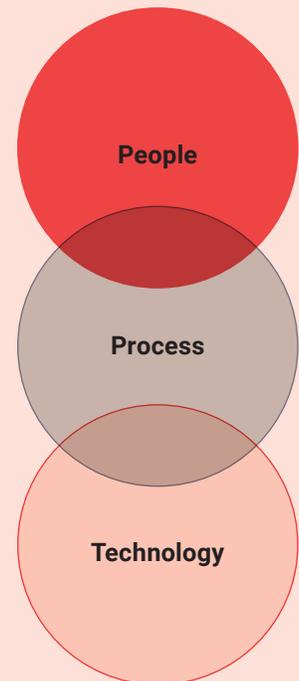
Estimating the total cost of ownership of new ERP software can be difficult. Organizations, often, are most concerned about variables like software costs, maintenance costs, hourly rates and scope of services. While these are all important, they typically are not the components with the most impact on total cost of ownership.

In reality, it's the things lurking beneath the surface that make a difference. These hidden costs might include software configuration costs or the cost of internal resources for the business aspects of implementation.

Having realistic cost expectations while evaluating ERP software makes it easier to accurately compare vendors' statements of work. An independent ERP consultant can help you set realistic expectations based on your industry, company size and unique needs.

PANORAMA FOCUS

Panorama uses a holistic approach to ERP selection.



Company Stats

Continents Served:
5

Average ERP Negotiation Savings:
20% - 30%

Average Time for Selection:
12 weeks

Average Client No. of Employees:
1,682





3. PERFORMING PROCESS DOCUMENTATION

Many organizations do not sufficiently document their business processes before ERP selection. Process documentation requires internal resource commitment, which is difficult for many organizations.

However, it's essential to have representation from each of your functional areas during requirements gathering workshops. This helps you understand pain points and identify opportunities for improvement.

During these workshops, you don't need to map your entire current state. You mainly need to focus on gathering requirements related to your competitive advantage.



Panorama maintains a proprietary ERP systems database to help streamline our selection process. This saves our clients significant time and money.

4. EVALUATING ADVANCED FUNCTIONALITY

Most ERP vendors can support all the basic functionality organizations need. Advanced functionality is typically what differentiates one vendor from another. You must decide what advanced functionality is most important to your business.

This is where an unbiased third party is helpful. An independent ERP consultant has no financial incentive to recommend one vendor over another, so they make their recommendation based on what functionality aligns best with your business needs.





Everyone was very knowledgeable, communicative, and helpful. The engagement to evaluate our accounting system was a great success and Panorama provided a helpful report to me and the rest of the senior leadership team to help us make a good decision on our path forward for choosing a new accounting system.

—
Jesse Harlan

[DIRECTOR OF FINANCE, ENVIRONMENTAL SYSTEMS CORPORATION]



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Recent ERP Selection Trends





HOW TO PREPARE FOR ERP SELECTION

1. BUILD AN ERP PROJECT TEAM

A project team should include stakeholders from every functional area. Look for people who can thoroughly describe their processes and how these interact with current systems.

A project team should also include someone from the C-suite who can fill the role of executive sponsor. This role is responsible for making important project decisions and demonstrating their support for the project in a way that is visible to employees across the company.

In addition to an executive sponsor, you will need a change management lead. This person is a certified change management practitioner who understands communication, training and resistance management.

One of the most essential roles on a project team is the project manager. This often is an internal resource with a deep understanding of your business and operations.



CHARACTERISTICS OF A GOOD PROJECT MANAGER

- 1 Understands business structure and goals
- 2 Has emotional intelligence
- 3 Has excellent communication skills
- 4 Remains calm under pressure
- 5 Understands who will be most impacted by the project and knows when to include them in the project

Pro Tips

Resource Constraints

1. While you may have sufficient internal resources, you likely will experience challenges when it comes to pulling these resources away from their day jobs. This is why we recommend backfilling with temporary contractors.
2. If you don't have sophisticated internal IT resources, you should consider hiring external IT resources.
3. Consider transitioning temporary resources into full-time roles after project completion so you can benefit from their deep knowledge of your organization.
4. Determine each role's time commitment for each project phase so managers can ensure they provide the right resources at the right time.

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Align Stakeholders



2. ALIGN STAKEHOLDERS

It's important to ensure strategic alignment before ERP selection so all stakeholders understand organizational goals and what to look for in an ideal ERP system.

Stakeholders also should agree whether a new ERP system will help the organization achieve its goals. There might be better options, such as business process reengineering or improving system usage.

3. GATHER REQUIREMENTS

When determining what business processes your new ERP software will need to support, it's important to conduct requirements gathering sessions. These sessions should include employees from across the organization, which is not only helpful in capturing pain points but also in educating employees about end-to-end workflows and how their work affects downstream processes.



WHY EXECUTIVES SAY NO

- 1 They are worried the project will take too long and cost too much.
- 2 They don't want the project to disrupt the business's operations.
- 3 They don't have the budget to pay for the initiative and don't consider it a priority.
- 4 They are concerned that new ERP software will not significantly improve the business.

Pro Tips

Obtaining Executive Buy-in

1. Understand what executives want from an ERP system.
2. Understand the pain points of existing technology and processes.
3. Develop a business case that quantifies potential cost savings.
4. Weigh the costs and benefits of ERP against the benefits of alternate options.
5. Develop a risk management plan.
6. Seek alliances from other functional areas to strengthen your case.

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Gather Requirements





4 CRITERIA FOR EVALUATING ERP VENDORS

1. FUNCTIONAL & TECHNICAL FIT

We recommend taking time to map your processes and define functional and technical requirements, so you can ask vendors to demonstrate specific functionality rather than presenting a canned sales demo. You also should allow vendors access to your subject matter experts to ensure vendors fully understand your business.

Remember: No ERP system can address all your business requirements, so be sure to focus on your highest priority requirements.

2. REPORTING FUNCTIONALITY

Most businesses need a fully integrated ERP system with strong reporting functionality. This is especially important when it comes to increasing operational efficiency and customer satisfaction.

We recommend looking for a system that provides real-time data throughout your supply chain. For example, when you receive an order from a customer, your ERP system should be able to instantly determine if there are enough materials available to produce the product.



Client Cases Success Stories

1. One of our nonprofit clients had a system that was completely customized. We helped the client select a system that is better aligned with their unique requirements, and we are now helping them implement it.
2. One of our manufacturing clients was determining whether to recode their current system or implement a new one. They documented every customized feature and what it would take to de-customize it. Based on this analysis, they needed a new ERP system. We are now helping the client select a system that requires little to no customization.





3. BEST-OF-BREED VS. SINGLE ERP

Most ERP systems are not able to handle every granular aspect of a business, so if your company operates in a niche space, you may need to integrate your main ERP with ancillary systems. This is often called a best-of-breed strategy.

For example, some manufacturing companies have numerous machines and numerous employees at different skill levels operating those machines. These companies may need a niche system that allows them to adapt their labor scheduling as needed.

Another example of when you may need a best-of-breed strategy is if you're a service company, like a cable company, that needs to optimize routes, log incoming calls or gain visibility into locations of technicians.

4. PRODUCT VIABILITY

It's important to understand where the vendor plans to invest their R&D in the future because you want a product that can support your business in the long-term.

Otherwise, product stagnation might force you to spend a significant amount of money on customization to remain competitive.

We recommend conducting industry research to determine if a product is as innovative as its competition. If it's not, this is a sign that the vendor may be planning to discontinue the product.





Panorama Consulting Group

2021 Top 10 ERP Systems Report



2021 Top 10 ERP Systems

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SAP



While most of SAP's solutions can take a relatively long time to implement, the vendor does offer out-of-the-box processes built specifically for an organization's needs. Both enterprise-sized and midmarket companies make up a large portion of SAP's customer base.

SAP S/4 HANA

- Includes built-in intelligent technologies, such as AI, machine learning and advanced analytics.
- Runs on SAP HANA, an in-memory database that offers real-time processing speeds and a simplified data model.
- Allows for on-premise, public/private cloud or hybrid deployment.
- Includes embedded process automation.
- Provides capabilities and best practices for a wide range of industries.

SAP BUSINESS BYDESIGN

- Is a single cloud ERP solution for fast-growing, midmarket businesses.
- Allows you to connect every function across your company to best practices.
- Provides in-depth, real-time analytics.



Panorama Consulting Group
2021 Top 10 ERP Systems Report

Quick Facts

Headquarters:
Waldorf, Germany

Ownership:
Public

Stock Ticker Symbol:
NYSE: SAP

Number of Employees:
100,330

Annual Revenue:
FY2019 Cloud Revenue: \$8.05B
Cloud & Software Revenue: \$26.8B
Total Revenue: \$32.15B

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Oracle





Oracle provides a set of core applications and industry-specific applications that can be leveraged in basic and advanced ways. In 2016, Oracle acquired NetSuite, an application that was born in the cloud and provides solutions for businesses of all sizes and industries.

ORACLE ERP CLOUD

- Offers a full suite of integrated applications for sales, service, marketing, human resources, finance, supply chain and manufacturing.
- Provides AI capabilities that leverage intelligent bots to automate back-office tasks in vendor management, collections, planning, audit and more.
- Enables touchless payments, meaning you can more efficiently scan for blank fields in forms and correct errors without human aid.
- Gives you the ability to collect customer feedback and data regarding touchless payments so you can make changes quicker and more seamlessly.

NETSUITE

- Is natively multi-tenant and leverages cloud infrastructure for multiple layers of redundancy.
- Provides role-based, out-of-the-box dashboards, KPIs and reports that are industry-specific and easy to customize.
- Provides robust functionality for multi-subsidiary management and multiple currencies.

Quick Facts

Headquarters:
Redwood City, CA

Ownership:
Public

Stock Ticker Symbol:
NYSE: ORCL

Number of Employees:
135,000

Annual Revenue:
FY2019: \$39.5B





Microsoft continually develops new data centers to support its cloud capabilities, including its Dynamics 365 suite. Microsoft's D365 solutions have been gaining market share, which is in part due to the solutions' wide variety of pre-configured processes.

D365 FINANCE

- Provides flexibility with general ledger account structures and financial dimensions.
- Includes robust project accounting and project management capabilities.
- Includes customizable machine learning models embedded in specific finance processes.

D365 SUPPLY CHAIN MANAGEMENT

- Includes mixed-mode and complex manufacturing capabilities, as well as the ability to configure for complex and simple business processes.
- Provides equipment and asset management capabilities that are fully integrated with fixed asset procurement and depreciation on the finance side.
- Includes a full suite of warehouse management capabilities for complex environments.

D365 BUSINESS CENTRAL

- Designed for small and midmarket businesses.
- Enables easy copy and paste into budgetary control for transactions, master records and setups.
- Provides a common screen appearance across modules.
- Shows tiles and statistics for managing the exceptions and important data on its main screen.



Panorama Consulting Group
2021 Top 10 ERP Systems Report

Quick Facts

Headquarters:
Redmond, WA

Ownership:
Public

Stock Ticker Symbol:
NASDAQ: MSFT

Number of Employees:
156,439

Annual Revenue:
FY2019: \$143.02B

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Infor





Infor's recent focus has been on its industry-specific cloud ERP solutions designed for enterprise and SMB organizations. These solutions are built with pre-configured business processes and setups.

Quick Facts

Headquarters:
New York, NY

Ownership:
Private-Koch Industries

Stock Ticker Symbol:
N/A

Number of Employees:
17,000

Annual Revenue:
FY2019: \$3.2B

INDUSTRY CLOUDSITES

- Allows you to adopt the latest innovations at your own pace because the solutions are delivered as a service in the Amazon Web Services® cloud.
- Provides built-in experience and industry analytics embedded at the point of decision making.
- Provides extendability that allows you to differentiate your organization without source code modification and without locking you out of regular updates.

Services Industries

- Financial Services
- Healthcare
- Hospitality
- Professional Services
- Public Sector

Manufacturing & Distribution

- Chemicals
- Wholesale Distribution
- Equipment
- Fashion
- Food & Beverage

Heavily Engineered & Manufacturing

- Aerospace & Defense
- Automotive
- High Tech & Electronics
- Industrial Manufacturing

Small & Medium Business

- Manufacturing
- Distribution



The IFS product is tailored for the aerospace & defense, utilities & resources, construction & infrastructure, manufacturing and service industries. It allows customers to pick and choose the specific functionality they need and add more as needed.

IFS (ERP, EAM & SERVICE MANAGEMENT)

- Provides a single solution and interface.
- Designed for mid to large-sized organizations and available in the cloud or on-premise.
- Tailored for the aerospace & defense, energy & utilities, manufacturing, construction and service industries.
- Utilizes artificial intelligence, machine learning, IoT, digital twins and augmented collaboration.



Panorama Consulting Group
2021 Top 10 ERP Systems Report

Quick Facts

Headquarters:
Linköping, Sweden

Ownership:
Private

Stock Ticker Symbol:
N/A

Number of Employees:
4,000

Annual Revenue:
Not Provided

Core Modules

- Customer Relationship Management
- Commerce
- Finance
- Human Capital Management
- Projects
- Procurement
- Manufacturing
- Supply Chain Management
- Service Management
- Asset Management





EPICOR®

In October, Epicor was acquired by CD&R, a US-based private equity firm. The firm plans to expand Epicor by building cloud-based products with a SaaS model. This will give Epicor increasingly advanced functionality in the cloud, including embedded EDI and advanced warehouse management.

EPICOR 10

- Provides a full suite of features for manufacturers with a new release coming in the spring.
- Includes asset management, product management, operations, production, business intelligence and supply chain management functionality, which are all in the cloud.
- Allows you to see and transact inventory in two separate units of measure, even when there is no constant conversion.
- Provides the ability to integrate customer suppliers, regardless of supplier's technical capabilities, via web portal access or direct ERP integration.

PROPHET 21

- Provides out-of-the-box distribution functionality, meaning you will not need extensive customizations or add-on products.
- Delivers warehouse, inventory, financial and shipping management tools in the cloud.
- Includes unique industry functionality, such as slab dimension tracking and lot tracking for tile distributors.
- Allows you to insert your own business logic into the user interface without altering the application code itself.

Quick Facts

Headquarters:
Austin, TX

Ownership:
Private

Stock Ticker Symbol:
N/A

Number of Employees:
4,100

Annual Revenue:
Not Provided





Acumatica was born in the cloud. It is a cloud-based ERP solution for small to mid-sized businesses. Acumatica's pricing model offers flexible licensing and deployment options and is easily expanded for a growing organization.

ACUMATICA ERP

- Comes with a fully integrated business management suite, including accounting & financial management, customer relationship management, distribution & manufacturing planning management, retail & eCommerce and field service.
- Provides fully integrated manufacturing functionality that has recently been fully developed with the same data tables, same code and same look and feel as the core application.
- Enables accounts payable automation using document recognition and AI technology.
- Includes automated bank feeds and reconciliation enabled by AI.
- Provides strong native integration ability via APUs or traditional file imports.



Panorama Consulting Group
2021 Top 10 ERP Systems Report

Quick Facts

Headquarters:
Bellevue, WA

Ownership:
Private

Stock Ticker Symbol:
N/A

Number of Employees:
300

Annual Revenue:
Not Provided

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SYSPRO





SYSPRO is a global, independent provider of industry-built ERP software designed for manufacturers and distributors. The SYSPRO solution can be deployed on-premise, in the cloud or accessed via a mobile device.

SYSPRO ERP

- Includes inventory optimization capabilities that help you optimize demand forecasting and improve profitability.
- Provides advanced functionality for outbound distribution control activities and inbound supply chain management.
- Allows for low to no code tailoring and customization, especially in terms of the user interface.

Quick Facts

Headquarters:
Johannesburg, South Africa

Ownership:
Private

Stock Ticker Symbol:
N/A

Number of Employees:
>600

Annual Revenue:
Not Provided

IQMS

Manufacturing ERP

IQMS provides a single solution for managing and monitoring the entire manufacturing process. It is ideal for discrete and process manufacturers. In addition to ERP, IQMS has an integrated manufacturing execution system that can interface with shop floor programmable logic controllers.

IQMS ERP

- Includes a touchscreen-based shop floor interface with configurable work center dashboards.
- Provides real-time data with visually enhanced graphics.
- Provides the ability to define a specific drop zone in a warehouse and automate directed task generation for all inventory items and all work centers.
- Provides the ability to automate production and rejection reporting.



Panorama Consulting Group
2021 Top 10 ERP Systems Report

Quick Facts

Headquarters:
Paso Robles, CA

Ownership:
Public

Stock Ticker Symbol:
OTCM: DASTY

Number of Employees:
20,000

Annual Revenue:
FY2019: \$4.018B (EUR)

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Salesforce





Salesforce provides cloud-based CRM software and a platform that is the basis for additional solutions, such as FinancialForce and Rootstock. FinancialForce is an ERP suite providing professional services automation. It has 13 different configurable workspaces that streamline how users perform their daily tasks. Rootstock is an ERP solution designed exclusively for manufacturers, distributors and supply chain organizations. Its flexible design supports a variety of business models and manufacturing modes, including build to stock, engineer to order, configure to order, project-based, mixed/hybrid manufacturing, and products as a service.

FINANCIALFORCE

- Allows you to leverage Salesforce analytics and Lightning Experience (LEX) to more quickly and accurately forecast, plan and adapt to changing business needs.
- Includes dashboards for services forecasting and cash flow forecasting, providing predictive capabilities for planning and reporting.
- Provides procurement and inventory dashboards giving you more power to manage suppliers, control costs and ensure the right inventory levels.
- Includes workspaces that enable you to surface anomalies in processes and address issues in real-time.

ROOTSTOCK

- Includes functionality for sales orders, engineering, production, inventory management, supply chain and financials.
- Enables business users to change processes, create tailored mobile applications and add customer/supplier communities, without using code.
- Provides real-time connections with the Salesforce Manufacturing Cloud, Salesforce Service Cloud, Salesforce CPQ, Salesforce Ecommerce Cloud and Salesforce Field Service Lightning.

Quick Facts

Headquarters:
San Francisco, CA

Ownership:
Public

Stock Ticker Symbol:
NYSE: CRM

Number of Employees:
49,000+

Annual Revenue:
FY2020: \$17.1B



CONCLUSION

While this list is a good starting point for your selection process, it is barely the beginning. In fact, there are twelve components of a successful selection process:

1. Understand Why You Need an ERP System
2. Determine Your IT Strategy
3. Build an ERP Selection Team
4. Determine Your Business Requirements
5. Improve Your Business Processes
6. Determine a Data Management Strategy
7. Build a Long List of ERP Systems
8. Build a Shortlist of ERP Systems
9. Schedule ERP Vendor Demos
10. Conduct a Business Readiness Assessment
11. Negotiate With ERP Vendors
12. Pause Before ERP Implementation

We discuss these in our [Guide to ERP Selection](#), which can be found in our [ERP Resource Center](#).

Once you understand the selection process, your organizational goals and the vendor landscape, you can determine where you need external guidance. At the beginning of this report, we outlined some areas where external guidance is essential. For assistance with any aspect of ERP selection, contact our team on the following page.





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.

Panorama's services include:

- [ERP Selection](#)
- [ERP Implementation](#)
- [ERP Contract Negotiation](#)
- [ERP University](#)
- [Digital Strategy](#)
- [Technology Assessment](#)
- [Change Management](#)
- [Human Capital Management](#)
- [Business Process Management](#)
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With an ERP Systems Expert Today!

[FREE CONSULTATION](#)

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