

P A N O R A M A
CONSULTING GROUP

THE 2022 TOP 10

ERP Systems Report

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Introduction

Panorama Consulting Group developed *The 2022 Top 10 ERP Systems Report* to provide ERP selection guidance to organizations across all industries.

Our analysis is based on client experience, including evaluating vendor RFI and RFP responses, as well as managing the demonstration process.

The vendors featured in this report were chosen based on the depth of their functionality, their R&D investments, and their company culture. The order of listing is not based on ranking.





2022 TOP 10

ERP Vendors (and Systems)

ORACLE®

Quick Facts:

Headquarters:
Redwood City, CA

Ownership:
Public

Founded:
1977



Oracle provides a set of core applications and industry-specific applications. The vendor has a comprehensive set of cloud options, including public cloud, cloud at customer, and on-premises. One of its most robust solutions, Oracle Fusion Cloud Supply Chain & Manufacturing, is discussed below.

- ▶ Provides a complete picture of your finance and operations through an integrated applications suite encompassing functionality for supply chain, finance, HR, and customer experience
- ▶ Includes embedded advanced technologies - including AI and machine learning - to help you identify anomalies, predict possible outcomes, and make recommendations
- ▶ Enables social, mobile, and remote access
- ▶ Includes supply chain planning functionality within its demand management and supply chain collaboration solutions
- ▶ Includes blockchain and IoT capabilities that connect your operational, customer, product, and machine data, enabling issue detection, multitier visibility, and insights across the supply network



Quick Facts:

Headquarters:
Waldorf, Germany

Ownership:
Public

Founded:
1972



SAP offers out-of-the-box processes built specifically for an organization's needs. These organizations are typically enterprise-sized and midmarket companies. SAP solutions can be deployed in a public or private cloud, or in a hybrid environment.

SAP S/4HANA

- ▶ Provides a complete finance solution with predictive accounting capabilities, allowing you to run live finance
- ▶ Includes role-based applications available on any device/digital assistant
- ▶ Includes embedded analytics, machine learning, and RPA (Robotic Process Automation)

SAP Business One

- ▶ Designed for small and midsize organizations, allowing them to grow and implement additional modules over time
- ▶ Provides a comprehensive solution with integrated business intelligence
- ▶ Is fully integrated with the SAP HANA platform

SAP Business ByDesign

- ▶ Provides pre-built processes within a single cloud solution
- ▶ Includes functionality for everything from finance and sales to product management and purchasing
- ▶ Provides real-time analytics



Quick Facts:

Headquarters:
Redmond, WA

Ownership:
Public

Founded:
1975



Microsoft's D365 solutions include a wide variety of pre-configured processes. Microsoft is continually developing new data centers to support its cloud capabilities, not just in D365, but across its solution set.

D365 Supply Chain Management

- ▶ Includes mixed-mode and complex manufacturing capabilities
- ▶ Provides equipment and asset management capabilities that are fully-integrated with fixed asset procurement and depreciation capabilities
- ▶ Includes a full suite of warehouse management capabilities for complex environments

D365 Business Central

- ▶ Provides a cloud solution that connects your sales, service, finance, and operations teams
- ▶ Designed for small and midmarket businesses
- ▶ Can be extended with industry-specific applications from the Microsoft AppSource marketplace



Infor's industry-specific ERP solutions are designed for enterprise-level and small- and medium-sized businesses (SMBs). Infor® delivers its ERP software as a service in the multi-tenant cloud, securely hosted through Amazon Web Services®. An overview of Infor's Industry CloudSuites is provided below.

Quick Facts:

Headquarters:
New York, NY

Ownership:
Private

Founded:
2002

- ▶ Provides pre-built industry capabilities, meaning that prepackaged workflows, content, integrations, and analytics are designed with industry best practices
- ▶ Provides cloud-enabled data aggregation, workflow integration, hyperscaling, automatic upgrades, and a data lake
- ▶ Provides enterprise business intelligence (BI) and analytics
- ▶ Connects suppliers and manufacturers, brokers, 3PLs, and banks to the supply chain enabling visibility, collaboration, and predictive intelligence
- ▶ Includes AI that anticipates, recommends, and derives insights, while powering robotic process automation, machine learning, and IoT



ORACLE® NETSUITE

Quick Facts:

Headquarters:
Austin, TX

Ownership:
Public

Founded:
1998

NetSuite provides solutions for businesses of all sizes and industries. The company was acquired by Oracle in 2016. NetSuite ERP, an all-in-one cloud business management solution, is discussed below.

- ▶ Provides real-time visibility into operational and financial performance
- ▶ Includes a single, integrated suite of applications for managing accounting, order processing, inventory management, production, supply chain, and warehouse operations
- ▶ Enables you to easily customize dashboards, reports, and visual analytics
- ▶ Provides tools for tracking inventory in multiple locations, determining reorder points, managing replenishment, and optimizing safety stock
- ▶ Includes warehouse management functionality with advanced capabilities like wave management, cartonization, cycle count planning, real-time inventory updates, and shipping system integrations





IFS's industry expertise encompasses aerospace & defense, engineering, construction & infrastructure, energy, utilities & resources, manufacturing, and service. The vendor's core enterprise solution is designed for large enterprises and mid-sized organizations.

- ▶ Provides a single solution allowing you to access all of IFS's capabilities
- ▶ Includes personalized lobbies, reports, and dashboards
- ▶ Includes emerging technologies such as artificial intelligence, augmented reality, and machine learning
- ▶ Can be deployed in the cloud, remote, or self-managed
- ▶ Supported by a global partner ecosystem trained by IFS

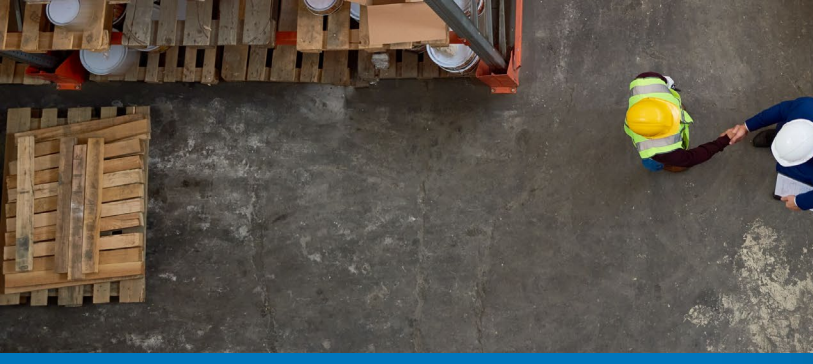
Quick Facts:

Headquarters:
Linköping, Sweden

Ownership:
Private

Founded:
1983





Quick Facts:

Headquarters:

Castle Donnington, UK

Ownership:

Private

Founded:

1978



SYSPRO is a global ERP software provider specializing in key manufacturing and distribution industries. The solution includes industry-specific functionality for manufacturers and distributors across a group of selected industries. It can be deployed in the cloud, on-premise, or both, and accessed via the web on any device.

Manufacturing ERP

- ▶ Provides a manufacturing operations management solution with complete manufacturing lifecycle management
- ▶ Includes a traceability system that allows you to perform a full product recall by accessing all the critical information to track a suspect product throughout the value chain
- ▶ Allows low or no code tailoring and customization, specifically in the area of business intelligence
- ▶ Includes out-of-the-box Customer Account Management, Supplier Account Management, and Request for Quotation portals, enabling your partners and clients to self service
- ▶ Provides governance, compliance, and supply chain connectors, while allowing out-of-the box integration

Distribution ERP

- ▶ Includes an interactive web platform that facilitates online transactions between you and your suppliers by providing accounts management information and controlled document access
- ▶ Provides flexibility in sales handling processes and capability for outbound distribution control activities and inbound supply chain management and traceability
- ▶ Includes a configurable pricing engine, allowing you to configure the pricing, breaks, and discounts needed to manage price lists and changes with suppliers and customers
- ▶ Supports batch control and tracking capabilities for lot and serials, allowing you to identify where materials have been consumed and sold, while enabling recall management and quality control



Rootstock provides a feature set for manufacturers, distributors, and supply chain companies. The Rootstock solution enables companies with single locations as well as complex global entities to plan demand, procure materials, manage capacity, and run the shop floor.

- ▶ Provides financial management capabilities including multi-company, multi-currency, and consolidated reporting
- ▶ Includes support for multi-mode demands with make-to-stock, make-to-order, engineer-to-order, project and configure-to-order business models
- ▶ Supports contract-based business that require subscription billing and revenue recognition complexity and connectivity to eCommerce
- ▶ Includes engineering features to manage engineering change control, revision management, simple or complex BOMs, and process routings for high-compliance industries
- ▶ Provides inventory capabilities supporting full lot and serial lifecycle control, as well as MRP and DRP



Quick Facts:

Headquarters:
San Ramon, CA

Ownership:
Private

Founded:
2008

Acumatica

The Cloud ERP

Acumatica provides a cloud-based ERP solution for small to mid-sized businesses. In 2019, Acumatica was acquired by EQT, a company that also holds ERP vendor IFS. Notable features of Acumatica Cloud ERP are outlined below.

- ▶ Provides a full suite of integrated business management applications, including financials, distribution, manufacturing, project accounting, field service, retail-commerce, construction, and CRM
- ▶ Allows you to add capabilities as your business grows
- ▶ Provides full visibility into all customer interactions, including pre- and post-sales contacts
- ▶ Includes a multi-site cloud manufacturing control and planning system for make-to-stock, make-to-order, engineer-to-order, project-centric, job shop, batch, and repetitive manufacturing
- ▶ Includes native integration to BigCommerce and Shopify

Quick Facts:

Headquarters:
Bellevue, WA

Ownership:
Private

Founded:
2008



In 2019, IQMS was acquired by Dassault Systemes who re-branded IQMS as DELMIAworks. DELMIAworks is a comprehensive manufacturing ERP and MES system specifically designed for mid-market manufacturers. It is a native, single database solution for both discrete and batch process manufacturers.

Quick Facts:

Headquarters:
Paso Robles, CA

Ownership:
Public

Founded:
1989

- ▶ Includes functionality for the entire manufacturing process with no need for third-party integrations
- ▶ Offers a full choice of deployment options, including hosted and managed services, pure SaaS, and traditional on premise
- ▶ Provides an integrated manufacturing execution system (MES) that can interface with shop floor programmable logic controllers
- ▶ Includes a touchscreen-based shop floor interface with configurable work center dashboards
- ▶ Provides the ability to define a specific drop zone in a warehouse and automate directed task generation for all inventory items and work centers



ERP SELECTION CHALLENGES

Organizations typically face many ERP selection challenges, including unrealistic expectations and a lack of process documentation. We've outlined some of the most common challenges we see along with advice for overcoming them.

1. A Lack of Project Buy-In

When an organization recognizes its need for new ERP software, some stakeholders will be enthusiastically supportive while others will question the reasoning.

Organizational alignment is essential to ERP success, so we recommend developing a business case. This will help you gain the support of the entire executive team.

When everyone on the executive team is aligned in support of the project, you can designate an executive sponsor. This role is essential when it comes to communicating project goals and instilling confidence in employees regarding their job security and ability to adapt to change.

2. Unrealistic Cost Expectations

Realistic cost expectations make it easier to compare vendors' statements of work. However, estimating the total cost of ownership of ERP software can be challenging. Obvious costs include software costs, maintenance costs, and hourly rates, but these components are not the ones with the most impact on total cost of ownership.

The costs with the most impact include software configuration costs, the cost of internal resources for the business aspects of the project, and other hidden costs that organizations tend to overlook.

An independent ERP consultant can help you set realistic cost expectations based on your industry, organization size, and unique needs.

3. A Lack of Process Documentation

Many organizations neglect to fully document their business processes before ERP selection. This is often because the effort requires internal resource commitment, which can be difficult to obtain.

It's essential to have representation from each relevant functional area during process documentation and requirements gathering. This ensures everyone's voice is heard in terms of pain points and opportunities for improvement.

4. Misunderstanding Available Functionality

ERP vendors are experts at making their systems look as appealing as possible. What they don't always tell you is that some of the functionality they show during the demo isn't yet available.

It's easy to select a vendor based on demonstrated functionality that you assume you will be able to access. It's also easy to misunderstand what functionality is available out-of-the-box and which requires third-party add-ons.

We recommend asking vendors specific questions, so you don't make dangerous assumptions.



How to Prepare for ERP Selection

1. ALIGN STAKEHOLDERS

As mentioned earlier, it's important to build strategic alignment before ERP selection. This ensures everyone understands organizational goals and what to look for in an ERP system.

You also need alignment on whether implementing a new ERP system is the right move. There might be other ways of achieving your goals, such as business process reengineering.

2. BUILD AN ERP PROJECT TEAM

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

A project team should also include someone from your executive team who can fill the role of executive sponsor. This person is responsible for making important project decisions and visibly demonstrating their support for the project.

In addition, you will need a change management lead on your team. This should be a certified change management practitioner who understands communication, training, and all the other components of a successful change management plan.

One more role worth mentioning is the project manager. This typically is an internal resource with a deep understanding of your business and operations.

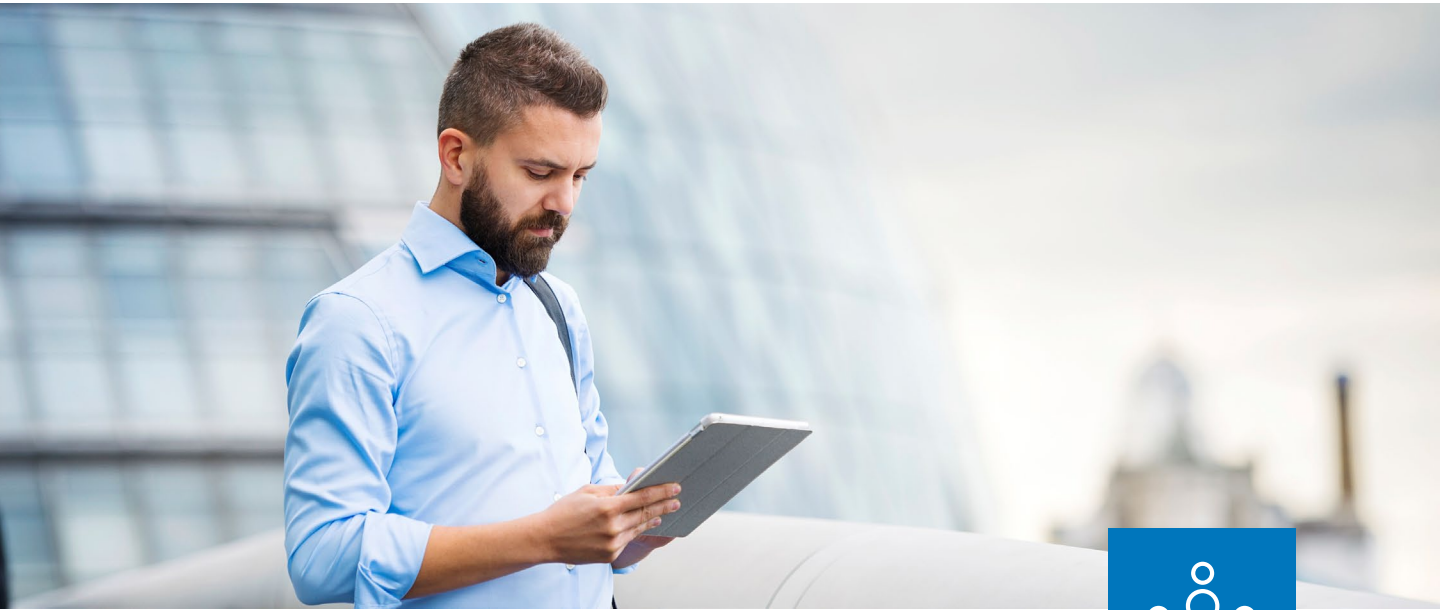
3. GATHER REQUIREMENTS

When determining what processes your new ERP system needs to support, it's important to conduct requirements gathering. These workshops should include employees from across the organization, so you can capture pain points and give employees the sense that the new system will benefit them.

Before undertaking this effort, we recommend assigning process owners. These individuals are responsible for managing a process across departments. In other words, they understand more than just a small portion of the process.

5 Roles of A Business Process Owner

1. Use data insights to suggest process improvements, determine key performance indicators, and measure business benefits.
2. Develop clear documentation and update it as processes evolve to ensure anyone can complete a process without asking the process owner for guidance.
3. Leverage their understanding of upstream and downstream processes to suggest process improvements that make sense for the organization as a whole.
4. Work with other stakeholders to develop a process map of how processes feed into each other and what inputs and outputs are involved.
5. Empower employees to continually make small process improvements.



4 Criteria for Evaluating ERP Vendors

1. FUNCTIONAL & TECHNICAL FIT

When you take the time to map your processes and define functional and technical requirements, you can ask vendors to demonstrate specific functionality. It's also important to give vendors access to your subject matter experts to ensure vendors fully understand your business.

2. REPORTING FUNCTIONALITY

Most organizations require strong reporting functionality. This is especially true for industries in which timely updates can improve service levels.

While there are many features to look for when it comes to reporting, one of the most important is fully-integrated ERP and CRM functionality. You should be able to store every detail of every customer interaction in one central database.

3. BEST-OF-BREED VS. SINGLE ERP

Most ERP systems cannot handle every granular aspect of an organization, so you may need to integrate a core ERP system with ancillary systems. This is called a best-of-breed strategy.

Instead of relying on one platform to supply all your needs, a best-of-breed strategy is about evaluating niche systems from multiple vendors. You can then integrate various applications to create a solution that's right for your organization.

4. PRODUCT VIABILITY

It's important to understand where a vendor plans to invest their research and development because you need a product that can support your organization in the long-term. Product stagnation can force you to spend a significant amount of money on customization to remain competitive.

We recommend conducting research to compare products in terms of their level of innovation. If a product is less innovative than comparable products, this is a sign that the vendor may be planning to discontinue it.

ERP Business Intelligence: 3 Capabilities to Look for

1. Easily customizable dashboards
2. Fully integrated ERP and CRM functionality
3. Artificial intelligence that powers predictive and prescriptive analytics



Conclusion

A willingness to move beyond the status quo can help your organization soar to new heights. If you've been stagnant and looking for a way to break through, then a modern ERP system with advanced reporting functionality could be the answer.

Reliable data is essential. Requiring your workforce to use disparate systems slows you down, frustrates employees, and leads to missed opportunities. Enterprise software with advanced analytics puts the power back in your employees' hands.

While this vendor list is a good starting point for ERP selection, it is barely the beginning. For assistance with every 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

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- ▶ [ERP Contract Negotiation](#)
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- ▶ [Change Management](#)
- ▶ [Human Capital Management](#)
- ▶ [Business Process Management](#)
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