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TEC
BUYER'S
GUIDE
2016

ERP
for Services

Technology
Evaluation Centers

ERP for Services

Buyer's Guide

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About This Guide

The Technology Evaluation Centers (TEC) ERP for Services Software Buyer's Guide has been developed to help services organizations make an informed decision when purchasing enterprise resource planning (ERP) software. Services industries make up a large and growing portion of the economy, especially in developed countries. Yet, surprisingly, ERP solutions that target the nuanced needs of services organizations are not as numerous as those targeting manufacturing or other segments of the economy.

The term "services" organization is slightly nebulous. So, first we break down what we mean when we are talking about services industries. Next, we look at major technology trends such as social, mobile, and cloud, and what impact these are having on the ERP for services marketplace. The guide then introduces one of the latest exciting trends impacting this space—cognitive computing.

The guide will also helps readers understand what is meant by an ERP solution and how a full-suite ERP solution differs from the best-of-breed approach to an organization's software landscape. The guide provides a detailed breakdown of the components that make up a complete ERP solution, and a listing of major ERP for services software solutions and how these solutions support these ERP components.

And finally, the guide contains a number of resources designed to help readers get acquainted with vendors and software solutions in the ERP for Services space.

Services Industry—A Broad and Fragmented Marketplace

"Services" industries are commonly defined as those that provide services rather than a tangible or manufactured product. Sometimes, services industries are simply considered as those that are "non-manufacturing." Unfortunately, as a definition for the services industry, this broad-brush approach leaves a lot of blanks to fill in. Does this mean that services industries include any industry that doesn't do manufacturing? Per recent accounts, manufacturing in the United States accounted for only 12.5 percent of the total U.S. gross domestic product (GDP) in 2013.[1] If someone says services industries are the non-manufacturing sectors of the economy, then does it mean that services account for the other 87.5 percent of the U.S. GDP? And does this mean that solutions for services industries support this huge portion of the economic output in developed economies? Not really.

The problem with defining the services industries in this way spills over into trying to find software solutions for services industries. The number of industries that fall outside of manufacturing and fall into services are broad and there are few widely agreed-upon definitions or lines that can be drawn around various services industries.

The manufacturing industries and modes of manufacturing are well defined. The manufacturing industries fall into process or discrete manufacturing modes. The discrete manufacturing modes can be further broken down into, for example, make to stock (MTS), make to order (MTO), engineer to order (ETO), and others. One can easily find tens of discrete manufacturing ERP solutions for each mode of manufacturing and even targeted at a specific standard industrial classification (SIC) code or *Nomenclature des Activités Économiques dans la Communauté Européenne* (NACE), or Nomenclature of Economic Activities, codes in the European Union. But surprisingly, although services industries encompass a vast array of businesses with varying demands, it is much more difficult to find an ERP solution that is built for a particular services industry.

[1]Robert E. Scott, "The Manufacturing Footprint and the Importance of U.S. Manufacturing Jobs," *Economic Policy Institute*, Jan 22, 2015.

To better understand services industries and the software that is built to support these industries, one needs a better definition. Economics articles break sectors of the economy into four categories: primary, secondary, tertiary, and quaternary sectors.[2] The primary sector includes industries that make direct use of natural resources and includes agriculture, forestry, and mining. The secondary sector includes the manufacturing and construction industries. The tertiary activities in the economy include transportation, electric, and gas services, and wholesale and retail trade. The quaternary activities include primarily finance, insurance, real estate, public administration, and other services industries (figure 1).

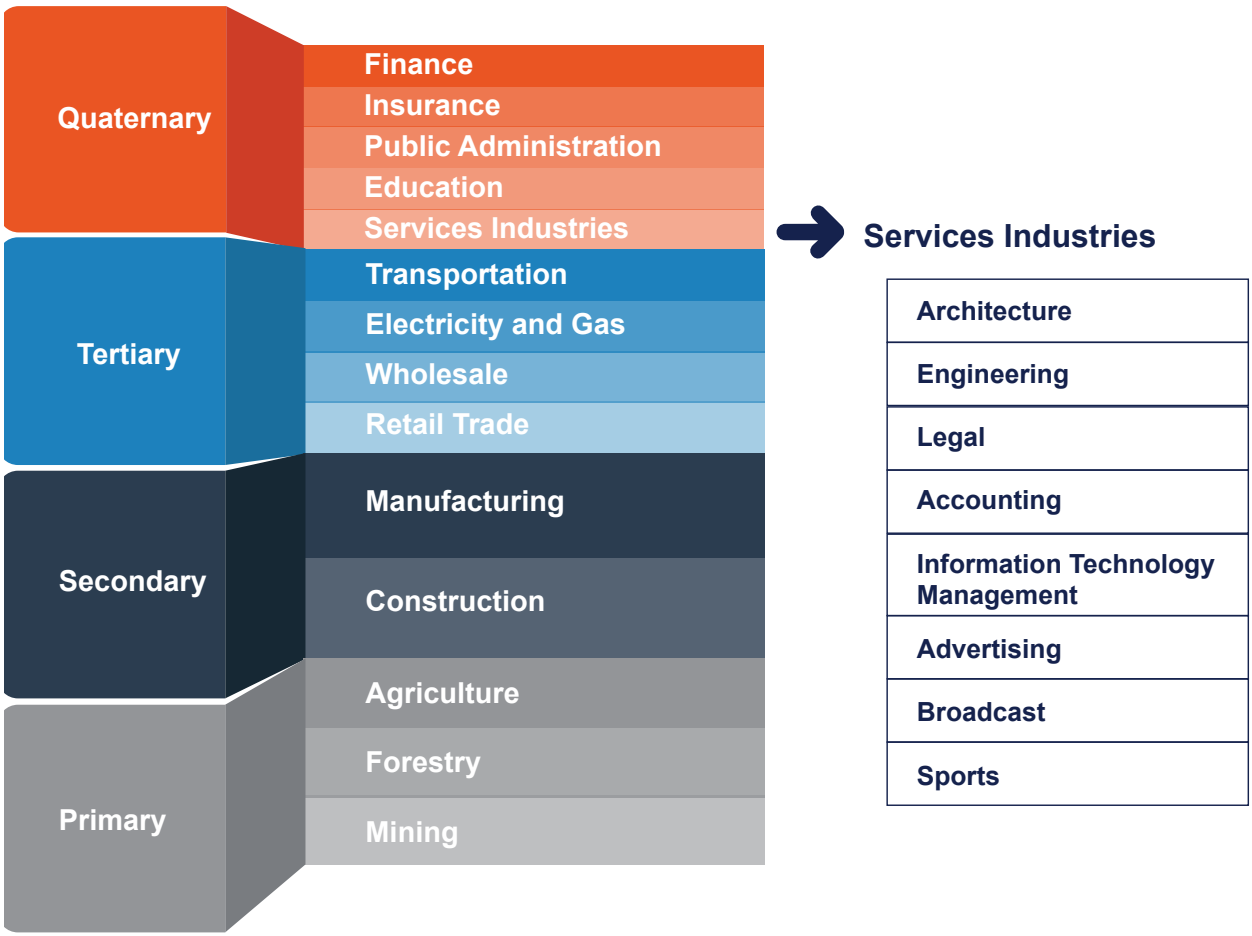


Figure 1. Traditional industry breakdown that shows services industries in the quaternary sector

[2]Zoltan Kenessey, U.S. Federal Reserve Board, "The Primary, Secondary, Tertiary, and Quaternary Sectors of the Economy," Journal of the International Association for Research in Income and Wealth, December 1987.

These four sectors of the economy provide a better starting point for narrowing down the definition of a services industry for the purposes of this buyer's guide and ERP for services software selection. Yet the quaternary activities are still fairly wide and cover many unique industries that provide different services. The financial services include retail, commercial, and private banking services, capital markets, and various non-healthcare insurance products. Healthcare services include payer and provider, managed care, hospital, and patient services, while public sector services are provided at the federal, state or provincial, and local level. Other services provided are for educational institutions of all levels. And finally, there exists a substantial list of other services industries, including professional services firms, architecture, engineering, and construction (AEC), and media and entertainment industries. This final list of services industries is defined by Microsoft as "talent-driven, project-centric, and intellectual-capital intensive" (TPI).

The bulk of the content in this guide—including the product comparison chart and survey results—is developed to speak to these TPI sectors of the economy. It's not that the other non-TPI services industries aren't important. The financial services, public sector, education, and healthcare services are critical to the economy. And while these industries do require some of the same ERP software capabilities as the TPI industries—such as financials or human capital management (HCM)—other unique needs like capital accounts for finance, or judicial services under the public sector are outside the scope of this guide.

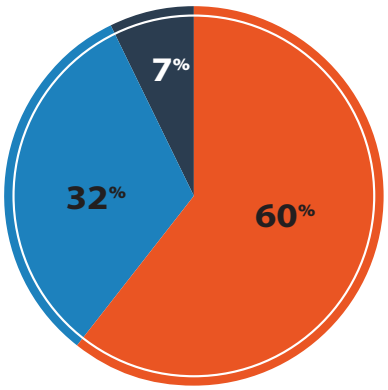
Services Industry Challenges

Services industries face a number of unique business challenges, including maximizing resource utilization, managing project costs, and hiring and retaining qualified staff. ERP for services software will help organizations manage these challenges and succeed in an increasingly competitive marketplace. Since the services industries are project-centric and talent-driven, the majority of the challenges revolve around staffing and managing projects.

To better understand services industry business challenges—along with other services industry software market trends—TEC has developed and conducted a research survey focused on the services industry. The TEC services survey was developed with two goals in mind:

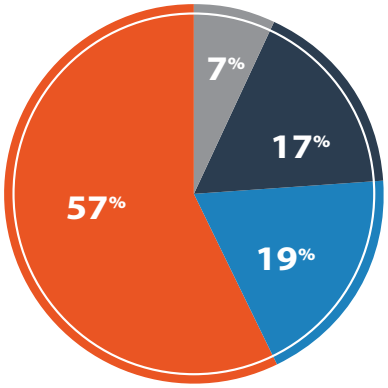
1. Help organizations benchmark themselves against others in their industry
2. Provide a voice for the customer to software vendors, and reveal customer concerns and directions

Business Size



- Small (Up to $50M) 60%
- Mid-size ($51M to $1B) . . . 32%
- Large (More than $1B) 7%

Business Sector



- Primary 7%
- Secondary 17%
- Tertiary 19%
- Quaternary 57%

Geography of Respondents

Values represent the number of respondents (more then one selection allowed)

The first question was: "What are your top business challenges?" This question was asked to determine which part of the business is the most challenging. The respondents were allowed to select one or more responses. The number one response received was that organizations are most concerned with maximizing resource utilization. Next—and not far behind—we see the challenge of project planning and execution. Managing project costs, managing customer relationships, and finding new business were in the next tier of concerns and scored equally among the respondents. Talent management expanding into global markets were not seen as challenging as the other problems. This is interesting because there is currently a lot of press and attention given to talent management, and particularly globalization.

Note that this question also indicates what area or component of an ERP solution would best help meet these particular business challenges. The survey results, shown in figure 2, imply that the major business challenges faced by organizations could be well serviced by having a robust ERP for services solution. Project planning and execution, resource utilization, and managing project costs are key capabilities that need to be centrally addressed by a complete services solution. Finding new business and managing customer relationships were also high on the respondents' minds. This points to the need for a strong customer relationship management (CRM) component within the ERP solution. Talent management capabilities to support hiring and retaining qualified staff were somewhat lower on the list of challenges.

Figure 2. Top business challenges for services industry organizations (percentage of respondents)

The survey also asked respondents to identify their ERP-related initiatives during the coming year. Here, we wished to determine where organizations are focusing their efforts in the coming year. We see that nearly 50 percent of respondents are pursuing either a replacement or an upgrade to their entire ERP system. The next tier of initiatives includes time and expense management, CRM, project quoting and scheduling, and HCM. The bottom tier of responses is rounded out with marketing automation and subcontractor staffing solutions.

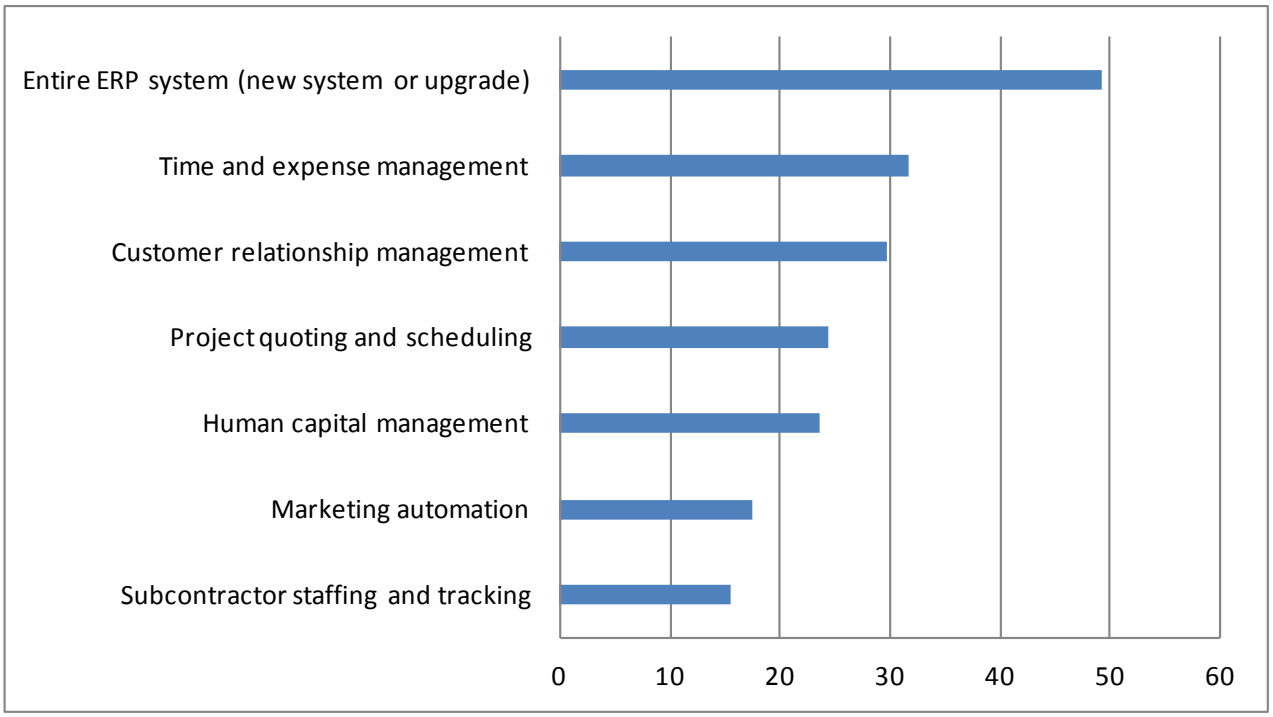


Figure 3. ERP-related initiatives in the coming year (percentage of respondents)

In the survey, we also sought to gauge the level of satisfaction customers have with both their software provider and vendor. The survey asked users: "What are your least favorite aspects of your current software?" Here we have some interesting results. With the years of effort that have gone into ERP systems, one would think that the user experience, flexibility, and scalability of the system would not be as high on the list. However, these results show that ERP solution vendors still have a long way to go toward meeting the expectations of the user community. Another interesting finding is that very few of the respondents really have a problem working with the ERP vendor. This seems contradictory, but it tells us that people have good relationships with the vendor, but they still would like to see more delivered.

Mobile device support wasn't seen as a major problem, with less than 30 percent of respondents seeing this as an issue. One other point is that the initial capabilities of the systems are less of a concern among users. This is because the solutions continue to mature in functionality. In other words, most solutions can provide solid capabilities like financial management, employee tracking, and so on. However, the solutions still fail to excite the respondents when it comes to the overall user experience.

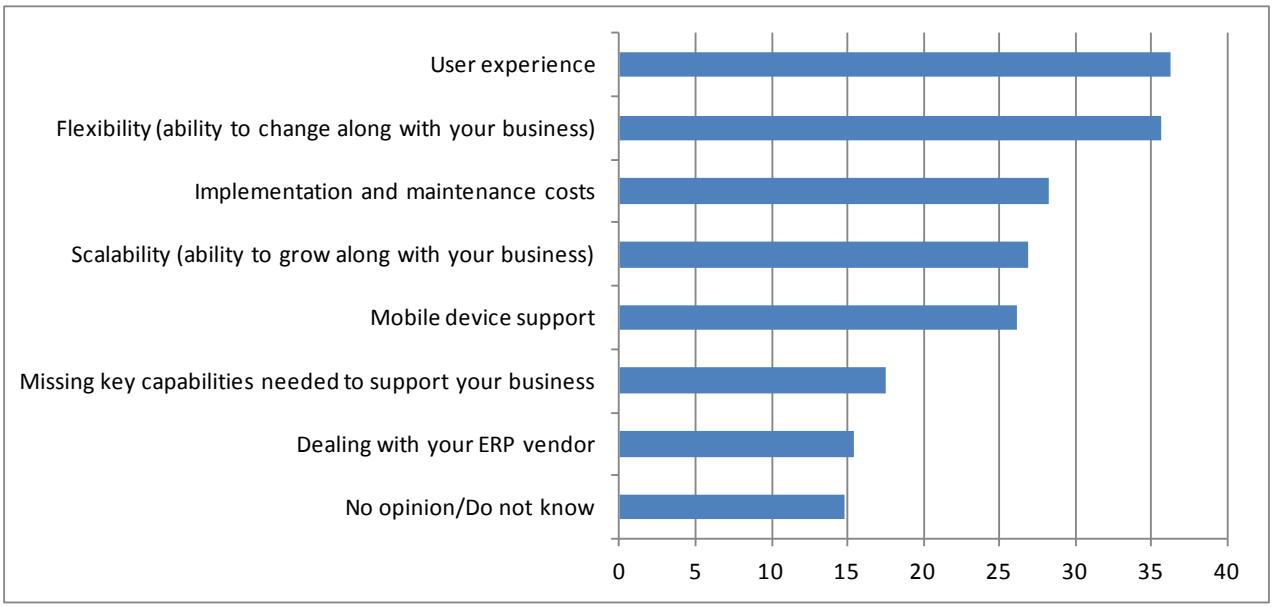


Figure 4. Levels of user satisfaction with aspects of current software (percentage of respondents)

Technology Trends

Social, Mobile, Analytics, and Cloud (SMAC)

Social, mobile, analytics and big data, and cloud—the technologies that have driven software changes over the last few years—will continue to have a major impact on ERP software over the coming years (figure 5). Some are even labeling the rise of these technologies the start of the next IT era. TEC has discussed these technologies in detail in its 2015 ERP for Wholesale and Distribution Buyer's Guide. In this guide, we will highlight how these technologies are impacting ERP for services software and the services industries.

Figure 5. SMAC

Social

Public social networks (Facebook, Twitter, Snapchat) and private, enterprise social collaboration tools are being used for more interactions. Services industries aren't necessarily as exposed to consumer scrutiny as certain other industries. For example, IBM's services division isn't under nearly the same level of public scrutiny as, for example, Coca-Cola, Volkswagen, or other consumer-facing products and brands. But, services organizations still need to be able to take advantage of social networks. Thus, ERP solutions need to enable marketing campaigns that incorporate social media platforms. Enterprise collaboration tools have not replaced email but rather have added another set of tools that people need to interact with. This may be because there are so many players in the field. SAP Jam, Microsoft Yammer, Salesforce Chatter, Infor Ming.le, and Deltek Kona are just a few of the players in this crowded space. No single tool has become the next Outlook, and it looks like this will continue to be the case.

Mobile

Mobile device use and adoption is continuing at a rapid pace. Gartner estimates that smartphone shipments will exceed 1.95 billion units in 2016. Software vendors are responding by moving to a "mobile first" development paradigm with future software development.

Vendors are following two paths in moving ahead with mobile first development. First, vendors can develop the applications with responsive design wherein the interface will adapt to the device used to work on the application. Most of this work is now being done using HTML5, because the language is built to run across multiple platforms and is supported by all leading browsers. HTML5 also supports multimedia formats such as audio, video, and image files.

In addition to a responsive interface that can run on any web browser, vendors will also develop native mobile applications. Native mobile apps are written on Apple iOS or Google Android operating systems. Vendors will develop native apps that are better suited to a smaller screen mobile device and also take advantage of unique device features such as the camera or global positioning system (GPS). Smaller vendors have to choose their direction wisely because they cannot afford to build extensive support for both of these mobile development options.

Analytics and Big Data

Not only are people creating more and more data every day, but the growing number of smart, connected devices are also churning out more and more data. IBM says that we are currently creating 2.5 quintillion bytes of data daily and a large portion of this data is unstructured. To take advantage of this data requires new analysis tools and improved database technologies. For ERP systems, we see vendors continuing to deliver richer analytics tools that enable users to easily visualize and interact with the data in the system. Most of these tools are also built to allow everyday users of the system to build sophisticated reports without needing the help of dedicated IT staff.

Predictive analytics capabilities are also starting to be added directly into ERP solutions. But, to realize the full power of predictive analytics, one needs to look to specialized analytics tools from vendors such as SAS, IBM, KNIME, and RapidMiner. These tools still have a fairly steep learning curve and remain within the purview of data scientists, but some "predictive" reports are starting to be introduced by ERP vendors for certain standard operational situations. Along with these major analytics vendors, other niche vendors are also offering predictive analytics for areas such as finance, human resources, or even student dropout factors. As this area matures, we look forward to seeing broader sets of predictive analytics reports integrated into the ERP vendors' suites.

The underlying database technology landscape is also shifting in part to leverage the large amounts of unstructured data. SAP's in-memory, column-oriented HANA database is shaking up the market and shifting customers away from Oracle and Microsoft, while Hadoop is becoming the face of big data and is being adopted by more organizations.

Cloud

If asked to choose, we would have to say that, of the SMAC technologies, the cloud is currently having the most impact on the ERP market. The mobile revolution instigated by Apple with the iPhone in 2007 may have been the single most significant event in recent ERP history, but the cloud is now garnering a bigger mindshare among ERP vendors.

The cloud gives companies of all sizes access to a virtually unlimited amount of computing power, tools, and software. This is significant for smaller companies as it helps to level the playing field with larger competitors. The scope of cloud services available today includes many offerings for infrastructure as a service (IaaS), platform as a service (PaaS), and software as a service (SaaS). Accessing these powerful resources is almost as easy as turning on the kitchen faucet. All anybody needs is a credit card and an Internet connection to start using systems that not so long ago would have taken months just to get up and running.

Cognitive Capabilities

Cognitive capabilities are finally moving out of the labs and being applied to many problems, including how to make ERP systems more powerful. These cognitive capabilities emerged out of years of artificial intelligence (AI) development efforts and are now beginning to bear fruit. The current cognitive capabilities that are being used with ERP solutions include machine learning, computer vision, natural language processing (NLP), speech recognition, and expert systems for tasks such as planning and scheduling.

These technologies hold not only many promises but also potential risks. In 2015, in an interview with the BBC, theoretical physicist Stephen Hawking warned that, "The development of full artificial intelligence could spell the end of the human race." Hopefully, that won't be for

some time. For now, we'll briefly look at some of the cognitive capabilities and how they are being applied to ERP software solutions.

Machine Learning

In 1959, Arthur Samuel defined machine learning as a "field of study that gives computers the ability to learn without being explicitly programmed." The application of machine learning has come a long way since 1959. One of the most famous products in this category is IBM's Watson. Watson uses a combination of machine learning, NLP, and other computational techniques to process massive amounts of unstructured data to arrive at possible best answers. After being crowned the undisputed Jeopardy champion, Watson is now helping physicians and medical practitioners give expert advice, make travel recommendations, and change veterinary care.

Machine learning is starting to be used in ERP systems to help automate relatively simple user tasks, such as recommending the optimal project plan based on past experience or the best supplier to use for a particular product. Predictive analytics (mentioned above) also uses machine learning to help predict future events.

Natural Language Processing (NLP)

A machine can interpret unstructured text in the same way people can turn text into an action. For example, a person would say, "Requesting a day off next Friday." Currently, for a person to put the request into a system, they would go into the time-off request screen in the system, pull up the calendar to look for the following Friday, and book the eight hours of vacation time. An NLP engine interprets this text and can execute the proper commands for the user. There are now NLP tools that are available for vendors to leverage, including the Stanford NLP Suite and Apache OpenNLP.

Speech Recognition

Speech recognition, when combined with other cognitive technologies, is starting to hit the mainstream. Siri from Apple and Cortana from Microsoft start with the ability to recognize human speech. ERP vendors are currently working on how and where to integrate similar digital assistant services with their systems. ERP vendors have been slow to recognize the value of a digital assistant, but it seems like it's only a matter of time until we can tell our devices, "Create a new expense report for my trip to New York," and the system will actually comply. Voice-prompted entry of transactions will soon be more prevalent.

Overall, these and other cognitive capabilities will continue to automate various common tasks. This is an expansive field of research and work. Forward-thinking vendors are researching how to apply these cognitive capabilities to their applications. Some of these, if done correctly, could truly be game changers.

ERP Solution Components—ERP Versus Best-of-Breed Solutions

ERP solutions are built as a unified suite of application components to manage an organization's businesses processes. The diagram below displays the major application components that make up an ERP for services software solution (the product comparison chart on page 24 gives a more detailed breakdown of the major functional components).

The ERP solution application components are built together to form a single solution that manages all the business processes of the organization. In a best-of-breed solution, one or more of the individual components will be selected from different vendors with the goal of buying the best of the best for each application component.

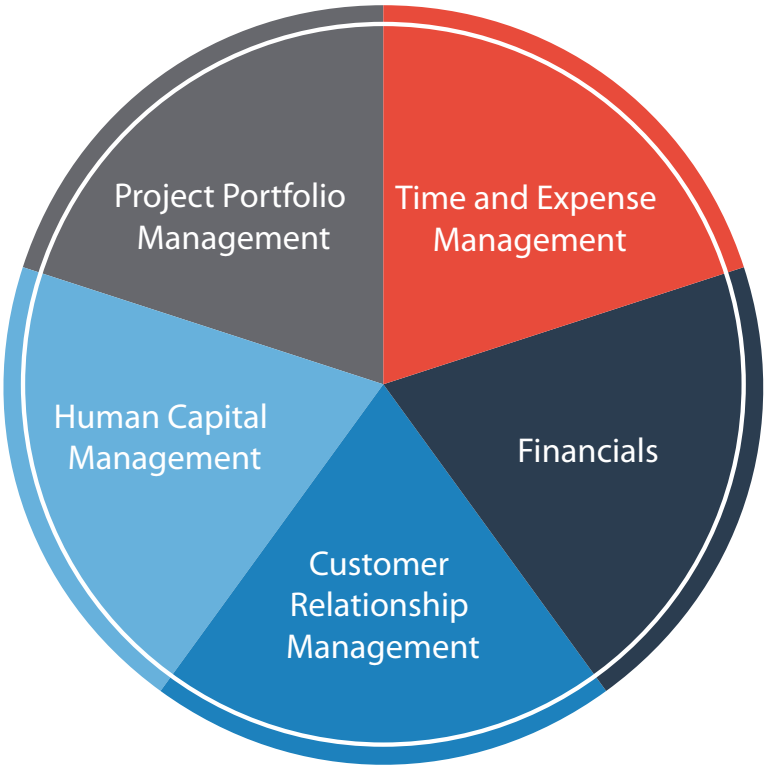


Figure 6. ERP for services application components

Services organizations are often torn between attempting to deploy a single ERP solution that will manage all of the organizations' needs, and using a best-of-breed approach. There are pros and cons for either approach, but experience has taught us that most organizations prefer having a single, unified ERP solution to meet all of their organizations' needs.

One of the primary reasons for a single ERP system is that it provides a single source of truth for a business. The unified system of record across all business processes also gives executives insight, in real time, into business opportunities, in-progress projects, and completed projects. The report 2014 Project-based ERP Buyer's Guide from SPI Research—drawn from their Professional Services Maturity benchmark—shows marked improvement in a number of key performance indicators (KPIs) for organizations using an integrated ERP solution. Most notably, this included a 27 percent increase in earnings before interest, taxes, depreciation, and amortization (EBITDA), and a 12 percent increase in revenue per employee, among other benefits.

A single solution also means that users have a single user interface for managing all daily activities—a user doesn't have to learn a new interface for different daily tasks needed to get things done. A single solution also reduces the IT landscape complexities and costs associated with having multiple best-of-breed solutions.

In researching this guide, one theme that came out of discussions was that many services organizations are using their "ERP" systems as little more than glorified financial packages. Services organizations will often have a separate tool for managing projects and portfolios (for example, Microsoft Project or Oracle Primavera P6), a popular expense management tool such as Concur, and a time and attendance product. These tools are then tightly or loosely tied to the financials of the "ERP" system.

More surprising is that many organizations are still relying on spreadsheets and manual processes to manage areas of the business. The project management office may be responsible for pulling together timesheet information and rolling it up to a master sheet that is then loaded into the financial system. Project status may be manually posted to a project portfolio system, which has a manual interpretation of project status. All these disconnected processes create delays and errors as the data is moved from one source to another and then rekeyed across systems.

In the survey conducted for this buyer's guide, TEC asked its user communities how they would describe their current software landscape. The choices ranged from a "single, unified ERP system" to a "patchwork of loosely integrated solutions". The results show that there is a fairly even split between users who have an ERP system as the core and users with loosely integrated systems (either disconnected best-of-breed or patchwork of solutions). While the survey also

revealed that more than half of the respondents are looking to either install a new ERP system or upgrade their current system, there is little evidence to indicate that most organizations will be able to get away from continuing to have a number of systems to support all the needs of their operations.

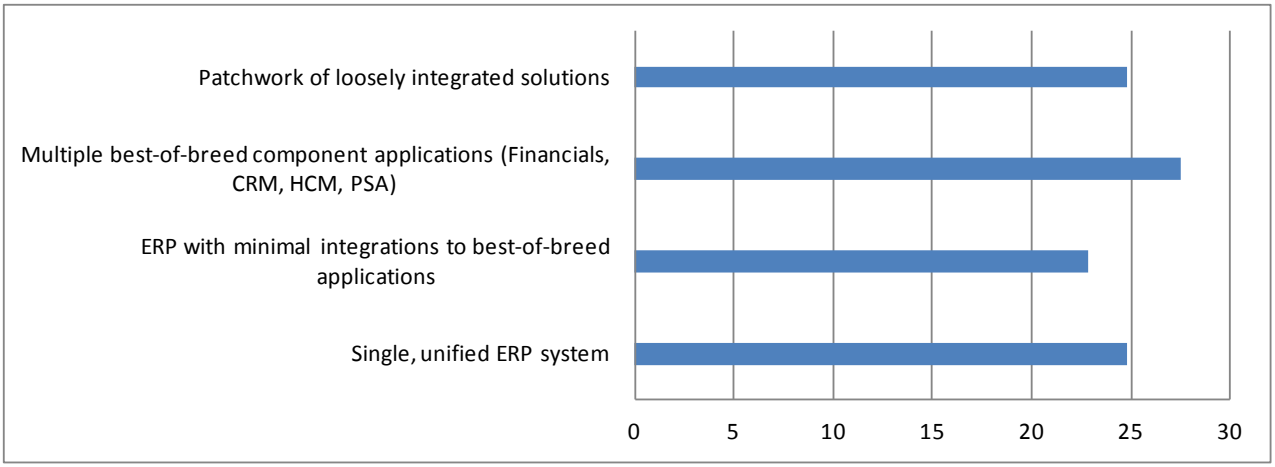


Figure 7. ERP for services survey—the current software landscape (percentage of respondents)

There are other classes of software that services industries need to look at, which include project portfolio management (PPM) and professional services automation (PSA) software. PPM and PSA software focus on the project and people parts of the services organization operations but often don't manage the back-office (financials and human resources) or the front-office CRM functions. Though this guide focuses on full ERP suites, PPM and PSA solutions can also provide an organization with a balance between having loosely coupled systems and an ERP suite.

Keep in mind, the unified ERP solution is only as good as its individual application components. An ERP solution with strong application components helps solve many of the major business challenges that services organizations face. The CRM component helps find new business and ensure that the new business will be properly staffed and executed. At the same time, if a new business opportunity cannot be properly staffed with existing personnel, an integrated HCM solution could aid in identifying a pool of possible candidates to staff the work. The project management tool should be able to provide support for all of the scheduling needs, including appropriate resource and capacity management, along with supporting extensive project costing. Only an integrated solution with solid component applications can provide benefits across all business processes within the services organization.

ERP for Services Software Capabilities

Services industries by nature run project-centric operations. This is very different from manufacturing industries, which run primarily product-centric operations. ERP systems for services organizations must therefore be project-based. This means that a project needs to be part of almost every transaction in the system. Many ERP systems were built first for manufacturing industries and were conceived with a product-centric approach. Their purpose was to design products, manufacture them, and bill for them. When project-based organizations try to use product-centric ERP systems to track the full cost of every transaction in the system, they are forced to distribute the project information across system transactions via extensive system modifications or customizations. When evaluating ERP for services industries, it's critical that the system be designed for project-based operations first.

In this section, we'll define the ERP capabilities that are built in for supporting services organizations. This is a high-level description of the system capabilities that really only scratches the surface. There is much more that goes into the development of a full request for information (RFI) when an organization begins its ERP software selection process, and TEC's research questionnaire for the ERP for services software market contains more than 3,000 functional criteria. The descriptions in this section align with the capabilities featured in the product comparison chart.

Overlaying all these capabilities are the requirements some organizations have in order to support working with government agencies. Contracting for the U.S. Federal government in any industry requires that a company comply with the federal acquisition regulations (FAR). FAR is extremely complex and requires that the ERP system be built from the ground up to support these requirements. Similarly, the European Union and other countries have extensive government contract guidelines that an organization needs to follow to do business in these countries and regions.

Portfolio and Project Management

Portfolio and project management capabilities are where organizations realize the value of their chosen ERP for services solution. In this area, we break down significant areas of functionality as portfolio management, individual project management, resource and capacity management, project costing, subcontracting, and project financial performance tracking.

PPM allows an organization to look at groups of projects within a portfolio. For example, an IT consulting organization could have portfolios of pre-sales, infrastructure, and software development projects. This might be further grouped by other characteristics such as size, region, or some other attribute that is important to the organization. Grouping the projects into portfolios allows a company to view and manage the portfolios, as opposed to managing on an individual project basis.

For project management, we are seeing that services ERP software vendors differentiate themselves by adding more robust features around resource and capacity management and project costing and billing. All solutions have good support for project management basics such as building out the work breakdown structures (WBS) with tasks and milestones. Individual, generic, and group resources can be assigned to the task, and schedules are built using infinite capacity planning. As revealed in the TEC services survey, some of the biggest business challenges include maximizing resource allocation and managing costs. The ERP solutions that stand out are those that provide additional resource and capacity management capabilities, such as helping to maximize a resource across multiple projects, matching resources based on best fit, or allowing organizations to easily handle matrix management relationships. Additionally, being able to control costs and handle sophisticated billing scenarios are product differentiators.

Subcontracting support, previously a nice-to-have, is becoming a necessity in ERP for services solutions. Subcontracting is more than just bringing in an outside party to work on a project and then paying that party for the time worked on the project. Providing the subcontractor with full visibility into their job, tracking the subcontractor's skills and licenses, and subcontracting entire portions of projects are becoming the norm.

Time and Expense Management

Time and expense (T&E) management for services industries is like eggs and bacon for breakfast—a common, necessary activity. Time and expense entry might seem like a mindless activity: simply enter time into the timesheet against the appropriate project, submit for approval, and done. Same for expenses. But there are other key things to keep in mind when evaluating T&E management software. Time and expense management tools are one part of

the solution that must support "any device, anywhere" business operations. For T&E approvals, the software must also offer flexible approval processes. Here is where the ERP system's tight integration with the human resources (HR) system is important. When the T&E components are integrated with the HR system, management approval can be seamlessly put in place along with alternate routings of approvals in case the manager is unavailable. Time and expense management solutions should help increase efficiency, increase productivity, and better improve the bottom line.

Front Office

The front-office components of an ERP for services solution include CRM and marketing automation. A CRM system is where a company manages all the customer contact information and conversations. Each sales lead can be tracked with information such as source, type, worth, status, and likelihood of closure. Here is where the company also manages project bids and proposals. Integrated marketing automation tools are an important part of an organization's front-office toolkit. Marketing automation tools help create and track targeted marketing campaigns to help grow a business. Successful services organizations keep a close eye on their customers by using an integrated CRM system and marketing automation tools.

Back Office

Though often not viewed as the most exciting part of the organization, smooth back-office operations are critical for a services organization to be successful. Back-office components include financials, HCM, grant management, and service management. Financials includes the general ledger, accounts payable, accounts receivable, fixed assets, cost accounting, and cash management. HCM will include personnel hiring and management, benefit management, payroll management, employee self-service, and training.

Grant management is important for a number of services organizations, including those in the nonprofit sector and for higher education and research organizations. Finally, service management functionality helps companies manage customer support calls and service contracts, and also manage parts and inventory required to support the customer. These service management capabilities are not a common feature of ERP for services solutions. However, companies that must manage these types of services are a growing part of the economy, and services organizations may need to consider their need for service management functionality. Many IT companies, for example, provide a range of managed services. Another growing trend is manufacturing organizations that are switching from selling the manufactured product to selling the amount of time the product is in service.

Business Platform Capabilities

Top systems are built on a solid fundamental set of platform capabilities. Much like the foundation, plumbing, and electrical in a building, the business platforms are at the heart of all the operations of the ERP system. Included in the platform category are

- knowledge management,
- workflows, alerting, and notifications,
- reporting, analytics, and business intelligence, and
- enterprise social collaboration.

Globalization and Localization

As our data shows, globalization is not one of the top concerns for services organizations. However, as a company grows there comes a time when it may need to operate in multiple currencies and languages. In the age of globalization, even when not required, it might be beneficial for companies to operate in multiple languages. Supporting people who speak other languages can open up additional sales opportunities to help grow business and sales. When evaluating ERP solutions for multi-language support, make sure to look deep into how the vendor supports other languages. Some will say they support another language but really all they do is allow for an alternate language to be displayed on the screen for system functions, form, and field labels.

Delivery Models

Most vendors offer flexibility in delivery models. Vendors have on-premises, hosted SaaS, or private or public cloud options for a customer to choose from. It is also becoming the case that some vendors will offer only a SaaS delivery model. There are a number of pros and cons to the different delivery models, and an enterprise software buyer should carefully consider the short- and long-term ramifications of the different delivery models. For a more in-depth discussion of cloud and software delivery models, refer to the TEC Cloud ERP Buyer's Guide.

Functionality	Adeaca Corp. Adeaca ONE Feature Release 15	Deltek Systems, Inc. Ajera 9	Deltek Systems, Inc. Maconomy 2.2.3	FinancialForce FinancialForce ERP Spring 2016
Portfolio and Project Management				
Portfolio management	S	S	S	S
Project management	S	S	S	S
Resource and capacity management	S	S	S	S
Project costing	S	S	S	S
Subcontracting	S	S	S	S
Project financial performance tracking	S	S	S	S
Time and Expense Management				
Time management	S	S	S	S
Expense management	S	S	S	S
Front Office				
Marketing automation	S	A (Deltek Ajera CRM)	NS	A (partners within the Salesforce ecosystem)
Customer relationship management (CRM)	S	A (Deltek Ajera CRM)	S	A (Salesforce)
Back Office				
Financials—accounts receivable (AR), accounts payable (AP), general ledger (GL)	S	S	S	S
Human capital management (HCM)	S	NS	S	S
Grant management	S	NS	S	NS
Service management	S	S	S	S
Business Platform Capabilities				
Knowledge management	A (Microsoft Dynamics CRM)	A (Kona)	S	A (Salesforce)
Workflows, alerts, and notifications	S	S	S	S
Reporting, analytics, and business intelligence (BI)	S	S	S	S
Enterprise social collaboration tool	S	A (Kona)	S	A (Salesforce Chatter)
Globalization and Localization				
Multicurrency capabilities	S	NS	S	S
Multicompany support	S	S	S	S
Multilanguage support	S	NS	S	NS
Delivery Models				
On premise	S	S	S	NS
Vendor-hosted software as a service (SaaS)	A (AX7 platform)	S	S	S
Private or public cloud platforms	A (AX7 platform)	S	S	S

S, Fully supported out-of-the-box | A, Supported via the indicated add-on or third-party product | NS, Not supported

Functionality	IFS IFS Applications 9	Infor CloudSuite Corporate 10	Microsoft Dynamics AX R3	NetSuite NetSuite ERP 2015.2
Portfolio and Project Management				
Portfolio management	NS[1]	A (Infor PSA)	S[3]	NS
Project management	S	A (Infor PSA)	S	S
Resource and capacity management	S	A (Infor PSA)	S	S
Project costing	S	S	S[3]	S
Subcontracting	S	S	S	S
Project financial performance tracking	S	S	S	S
Time and Expense Management				
Time management	S	A (Infor PSA, Infor XM)	S	S
Expense management	S	A (Infor PSA, Infor XM)	S	S
Front Office				
Marketing automation	NS	A (Infor MRM)	S[4]	S
Customer relationship management (CRM)	S	A (Infor CRM)	S[4]	S
Back Office				
Financials—accounts receivable (AR), accounts payable (AP), general ledger (GL)	S	S	S	S
Human capital management (HCM)	S[2]	S	S	S
Grant management	NS	S	S	A (Fluxx Labs)
Service management	S	S	S[5]	S[6]
Business Platform Capabilities				
Knowledge management	S	A (HCM Edge)	A (SharePoint)	S
Workflows, alerts, and notifications	S	S	S	S
Reporting, analytics, and business intelligence (BI)	S	S	S	S
Enterprise social collaboration tool	S	A (Infor Ming.le)	A (Yammer, SharePoint)	S
Globalization and Localization				
Multicurrency capabilities	S	S	S	S
Multicompany support	S	S	S	S
Multilanguage support	S	S	S	S
Delivery Models				
On premise	S	S	S	NS
Vendor-hosted software as a service (SaaS)	S	S	S	S
Private or public cloud platforms	S	S	S	NS

S, Fully supported out-of-the-box | A, Supported via the indicated add-on or third-party product | NS, Not supported

1 IFS supports some aspects of portfolio management, but is not a portfolio management application.
2 IFS Applications supports key Hire to Retire processes but leverages ADP for payroll.
3 Extended via independent software vendor (ISV) solutions.
4 Extended with Dynamics CRM and Parature.
5 Extended via FieldOne and ISV solutions.
6 Additional support provided via third-party tools like FieldAware and FieldPoint.

Functionality	Oracle Oracle ERP Cloud Release 11	Oracle Oracle JD Edwards EnterpriseOne Release 9.2	Ramco Systems Ramco Services Resource Planning (SRP) RES 5.2 CU18
Portfolio and Project Management			
Portfolio management	S	S	NS
Project management	S	S	NS[8]
Resource and capacity management	S	S	S[9]
Project costing	S	S	S
Subcontracting	S	S	S
Project financial performance tracking	S	S	S
Time and Expense Management			
Time management	A (Oracle HCM Cloud) [7]	S	S
Expense management	S	S	S
Front Office			
Marketing automation	A (Oracle Customer Experience Cloud) [7]	A (Oracle Customer Experience Cloud)	NS
Customer relationship management (CRM)	A (Oracle Customer Experience Cloud) [7]	S	S
Back Office			
Financials—accounts receivable (AR), accounts payable (AP), general ledger (GL)	S	S	S
Human capital management (HCM)	A (Oracle HCM Cloud) [7]	S	S
Grant management	S	S	NS
Service management	A (Oracle Customer Experience Cloud) [7]	S	NS
Business Platform Capabilities			
Knowledge management	A (Oracle Customer Experience Cloud) [7]	A (Oracle Customer Experience Cloud)	NS
Workflows, alerts, and notifications	S	S	S
Reporting, analytics, and business intelligence (BI)	A (Oracle Analytics Cloud, Oracle EPM Cloud) [7]	A (One View Reporting, Oracle BI, Oracle cloud products)	S
Enterprise social collaboration tool	S	A (Oracle Social Network)	NS
Globalization and Localization			
Multicurrency capabilities	S	S	S
Multicompany support	S	S	S
Multilanguage support	S	S	S
Delivery Models			
On premise	NS	S	S
Vendor-hosted software as a service (SaaS)	S	A (various partner offerings)	S
Private or public cloud platforms	S	A (Oracle Managed Cloud Services, select partner solutions)	S

S, Fully supported out-of-the-box | A, Supported via the indicated add-on or third-party product | NS, Not supported

7 Connects to other Oracle cloud products.

8 Project administration and profitability are supported, but not project planning and scheduling.

9 Capacity management is not supported.

Functionality	Sage Sage X3 9	SAP SAP Business One 9.2	Unit4 Unit4 Business World Milestone 5	Zavanti Zavanti ERP 11
Portfolio and Project Management				
Portfolio management	S	A (Beas Group, Variatec)	S	A (Planisware)
Project management	S	S	S	S
Resource and capacity management	S	S	S	S
Project costing	S	A (Beas Group)	S	S
Subcontracting	S	A (Beas Group)	S	S
Project financial performance tracking	S	S	S	S
Time and Expense Management				
Time management	S	A (Maringo)	S	S
Expense management	S	A (SAP Concur)	S	S
Front Office				
Marketing automation	S	S[10]	NS	S
Customer relationship management (CRM)	S	S	A (various partners)	S
Back Office				
Financials—accounts receivable (AR), accounts payable (AP), general ledger (GL)	S	S	S	S
Human capital management (HCM)	NS	S[11]	S	S
Grant management	NS	S	S	S
Service management	S	S	S	S
Business Platform Capabilities				
Knowledge management	S	S	S	S
Workflows, alerts, and notifications	S	S	S	S
Reporting, analytics, and business intelligence (BI)	S	S	S	S
Enterprise social collaboration tool	S	NS	S	NS
Globalization and Localization				
Multicurrency capabilities	S	S	S	S
Multicompany support	S	S	S	S
Multilanguage support	S	S	S	S
Delivery Models				
On premise	S	S	S	S
Vendor-hosted software as a service (SaaS)	S	S	S	S
Private or public cloud platforms	S	S	S	S

S, Fully supported out-of-the-box | A, Supported via the indicated add-on or third-party product | NS, Not supported

10 Primarily campaign management.

11 Supports primarily HR master data.

Product Profiles

Vendor: Adeaca Corp.
Product: Adeaca ONE
Version: Feature Release 15

Managing project-centric enterprises is different. It is all about milestones, timely decision making, and knowing the exact status of the project portfolio. Adeaca ONE is an ERP suite that supports business processes of project-centric enterprises and aims to provide C-level executives with insight to run and optimize their business. Adeaca ONE is built on the Microsoft Dynamics AX platform.

Vendor: Deltek Systems, Inc.
Product: Ajera
Version: 9

Deltek Ajera is an accounting and project management software built specifically for architects and engineers. Ajera is an integrated project management and accounting system that aims to provide accurate and up-to-date data, communication, and accessible reporting. Central to Ajera is its customizable dashboards, offering the business intelligence and instant access to information companies need for better insight and decision making.

Vendor: Deltek Systems, Inc.
Product: Maconomy
Version: 2.2.3

Deltek's fully-integrated enterprise solution Deltek Maconomy is designed to support the key processes of businesses that deliver project-based services to their end customers. Deltek customers using Maconomy come from all segments of professional services, including agencies, audit and tax, consulting, legal services, and scientific research. Maconomy supports a wide range of functions that power key processes across professional services firms, including financial management, project management, business intelligence, and social collaboration.

Vendor: FinancialForce
Product: FinancialForce ERP
Version: Spring 2016

FinancialForce is a cloud ERP vendor with apps built entirely on the Salesforce App Cloud. The company's financial management, professional services automation (PSA), and HCM offerings provide services-centric businesses with a platform that organizes sales, services, finance, and HR around customers. FinancialForce.com aims to allow businesses to be more responsive to customer needs.

Vendor: IFS
Product: IFS Applications
Version: 9

IFS develops and delivers enterprise software for ERP, enterprise asset management, and enterprise service management. IFS aims to bring customers in targeted sectors closer to their business, help them be more agile, and enable them to profit from change. IFS supports more than 1 million users worldwide from its network of local offices and through a growing ecosystem of partners. In addition to the processes supported by all business systems, such as finances, inventories, traditional manufacturing, and customer management, IFS Applications support the entire lifecycle of products, from construction to maintenance and aftermarket services.

Vendor: Infor
Product: CloudSuite Corporate
Version: 10

Infor's strategy is to deliver complete enterprise business management suites in the cloud that are tailored to industry. Infor's customers come from sectors like health care, public sector, hospitality, retail, financial services, insurance, banking, and professional services (including consulting, staffing, and other services businesses). CloudSuite Corporate was packaged and launched for broad market coverage with capabilities across HCM, financials, supply management, and enterprise performance management. Infor also offers industry-tailored CloudSuites, based on CloudSuite Corporate, for the healthcare and public sectors.

Vendor: Microsoft
Product: Dynamics AX
Version: R3

Professional services industry solutions from Microsoft have evolved over many years, with a number of key elements coming together recently to create a strong and integrated enterprise solution. Microsoft Dynamics AX offers a flexible suite of business solutions developed to help service professionals manage professional and intellectual capital, deliver timely and distinctive client service, and embed quality, efficiency, and risk management into business processes. With its enterprise solutions, Microsoft aims to enable firms to empower their most valuable assets—their people—and leverage them across the company to deliver consistently outstanding client experiences.

Vendor: NetSuite
Product: NetSuite ERP
Version: 2015.2

Using NetSuite, services firms can run their businesses on a single, unified platform. NetSuite ERP is a software-as-a-service-based business management system that includes accounting and financial management, inventory and supply chain order management, shipping and fulfillment, revenue recognition management, financial planning, human capital management, recurring revenue management, and financial analytics and reporting. NetSuite is built around a single customer record, so sales, support, accounting, shipping, and billing all use the same information for every interaction.

Vendor: Oracle
Product: Oracle ERP Cloud
Version: Release 11

Oracle ERP Cloud supports robust business and financial operational requirements—including financials, procurement, and project portfolio management—and is designed to provide modern functionality and infrastructure for increased productivity, lower costs, and improved controls. Regardless of company size, previous on-premises experience, and geographical locations, companies can use modern best practices for cloud with infrastructure and applications designed from the ground-up, incorporating security, integration, personalization, completeness derived from standards, globalization, business insight, and a full complement of digital capabilities. For customers needing modular solutions, Oracle's open architecture and multiple operating system options provide benefits from its products in every layer of the stack.

Vendor: Oracle
Product: Oracle JD Edwards EnterpriseOne
Version: Release 9.2

Oracle's JD Edwards EnterpriseOne is an integrated applications suite of comprehensive ERP software that combines business value, standards-based technology, and deep industry experience into a business solution with a low total cost of ownership. EnterpriseOne is the first ERP solution to run all applications on Apple iPad. JD Edwards also delivers mobile applications. It is suited for organizations that manufacture, construct, distribute, service, or manage products or physical assets.

Vendor: Ramco Systems
Product: Ramco Services Resource Planning (SRP)
Version: RES 5.2 CU 18

Ramco is a fast-growing enterprise software player, providing multi-tenanted cloud and mobile-based enterprise software in the areas including HCM and global payroll, and ERP. Part of the Ramco Group, Ramco Systems focuses on innovation and culture to differentiate itself in the marketplace. Ramco SRP is tailor-made for the services industry, aiming to help organizations become more profitable by leveraging the increasing value of human assets achieved through a more skilled, more billable workforce. It addresses the end-to-end needs of the services lifecycle, from lead management, up until contract management, project execution, rate card management, resource management, timesheeting, and invoicing.

Vendor: Sage
Product: Sage X3
Version: 9

From small start-ups to larger organizations, Sage software solutions are designed to help companies manage their business processes. Sage X3 was designed to give companies a simpler, faster, and more flexible business management solution. It aims to be simpler to use and cost-effective, with self-service, fast adoption, and minimal software management. Sage X3's multitier, service-oriented architecture (SOA) and Web-native design can help businesses reduce IT infrastructure costs and expand business opportunities.

Vendor: SAP
Product: SAP Business One
Version: 9.2

SAP provides business software applications and services to companies of all sizes in more than 25 industries. Today, more than 89,000 companies in over 120 countries run SAP software. SAP Business One was designed to help companies gain greater control over their SME or subsidiary, and is business management software designed to grow with the company that implements it. This single solution streamlines key business processes, from accounting and CRM to supply chain management and purchasing.

Vendor: Unit4
Product: Unit4 Business World
Version: Milestone 5

With pre-defined templates based on industry best practices, Unit4 customers can reduce ERP implementation time by up to 60 percent. Customers could benefit from rapid time to value while meeting specific industry challenges. The unique roles and business processes of services firms are supported in the Unit4 PSA solution. The PSA solution unifies ERP, PSA, and HCM, aiming to help services businesses secure project profitability, optimize resource utilization, and shorten service to cash flow in order to achieve revenue and margin targets.

Vendor: Zavanti
Product: Zavanti ERP
Version: 11

Zavanti ERP provides a full lifecycle ERP for project-based businesses, from project feasibility, budgeting, quantity take off, estimating, job costing, sub-contract management, HR and payroll, customer relationship management, plus all the standard financials modules. Zavanti ERP operates from a single database, allowing real-time project control and analysis. Users can manage multiple projects and companies from this database with ease, including the complexities of intercompany transactions and reporting. Zavanti ERP could be ideal for property developers, property owners and managers, construction, engineering, and other project-based companies.

TEC Resources

Articles

3-Step Guide to ERP for Small Businesses

More than "Talent": Exploring Talent Management and Workforce Management as a Continuum

The Makings of a Great ERP User Experience

Software Industry Notes

Deltek: Deltek 3.0 Takes Shape—Software Crafted with Project-centric Organizations Firmly in Mind

FinancialForce: FinancialForce ERP Unifies Cloud PSA, CRM, SCM, and HCM Software for Service-centric Organizations

Infor: Infor—Putting Innovation at the Center of Business

Microsoft: Microsoft Dynamics AX at Microsoft Convergence 2014

NetSuite: NetSuite Cloud ERP Software Gaining Traction with Larger Enterprises

Oracle: JD Edwards ERP Products Thriving Under Oracle

Unit4: Unit4 Launches Self-driving ERP Software for Project-based Businesses

TEC Software Reviews

Adeaca's Advanced Projects for Microsoft Dynamics AX

NetSuite ERP for Services

Zavanti ERP

Related White Papers

Monetizing Services in the New Hyperconnected World: Shifting Business Models from Products to Services

Professional Services Business Process Alignment

The SaaS ERP Applications Landscape

Top 10 Reasons to Buy a New ERP Now

ERP for Services Software Evaluation Tools

Request for Proposal (RFP) Templates

Get detailed, customizable enterprise software feature lists for your ERP for services software evaluation.

Software Evaluation Reports

Get side-by-side comparisons of ERP for services enterprise software solutions.

In-depth Software Evaluation

Use TEC's online software evaluation system, TEC Advisor, to see how ERP for services software solutions address your company's unique business requirements. Start your online evaluation now.

> "While every technology deployment comes with its own unique set of challenges, the TEC process was more efficient from the perspective of both cost and time."
>
> **—Bob Lloyd, Manager, Business and Logistics Solutions, Flakeboard Ltd.**

TEC's Enterprise Software Selection Services

Technology Evaluation Centers (TEC) is the impartial advocate for the enterprise software purchaser. TEC helps companies like yours choose the enterprise software solutions that best meet their unique business requirements. Our selection services can help ensure the success of your next software selection project—quickly, impartially, and cost-effectively.

TEC's approach combines comprehensive research, industry-leading decision support technology, a proven selection methodology, and the expertise of our analysts. We can help you

- bring objectivity and transparency to the selection process,
- choose the solution that best satisfies your specific business requirements,
- reduce the cost, risk, and duration of your selection project, and
- offer rational financial justifications, and provide a clear audit trail.

selectionservices@tec-centers.com
www.technologyevaluation.com

TEC Helps Financial Services Holding Company Select Best-fit Integrated ERP System in Only 6 Months

Company:

- Davidson Companies is a US financial services holding company offering a breadth of integrated brokerage, capital markets, money management, trust, and wealth management services.

Geography:

- Headquartered in Great Falls, Montana (USA)
- Offices in 24 states, with the majority in the West and Midwest

Markets Served:

- Davidson Companies provides financial services, including banking, investment, and brokerage, to a wide range of clients, from individuals to businesses and public-sector organizations.

Software Requirements:

- Replace inefficient system of multiple, redundant applications with several best-of-breed solutions or a new, fully integrated enterprise resource planning (ERP) system
- Functionality to support administrative and reporting capabilities—including financials, human resources (HR), compensation management, and business intelligence (BI)—across five business units
- A robust back-office infrastructure to facilitate administrative functions, eliminate laborious workarounds, and ensure timely financial reporting

Users:

- At the time of the software selection project, there were approximately 200 users in five business units (including 15 users from accounting, 4 from HR, and 3 from payroll)

Software Evaluation Project Needs:

- An experienced and impartial third party to support a selection team

Software Evaluation Expert:

- Technology Evaluation Centers (TEC), a firm that helps private- and public-sector organizations select the best enterprise software solutions for their unique business needs—quickly, impartially, and cost effectively

Benefits:

- TEC's comprehensive three-phase software selection methodology helped Davidson Companies quickly go from a clean slate to a signed contract in only 6 months.
- Davidson Companies leveraged TEC's experience of more than 300 delivered evaluation and selection projects and opted for an integrated ERP solution rather than three separate software systems. The TEC Advisor evaluation and selection application helped Davidson Companies compare vendor offerings and provide extensive supporting documentation to the executive team.

Time for a Better System

Founded as a small brokerage firm in 1935, Davidson Companies has matured into a leading financial services holding company composed of five subsidiaries. The flagship company, Davidson & Co., acquired several smaller financial companies in the last seven to eight years, and merged with Crowell, Weeden & Co. in 2014. Davidson & Co. specializes in brokerage services, investment banking for merger and acquisition advisory, capital raising, institutional sales and trading, and company research. Davidson Companies's smaller subsidiaries provide similarly specialized services:

- Davidson Trust Co. offers wealth management and trust services.
- Davidson Investment Advisors offers professional money management services.
- Davidson Fixed Income Management offers fixed-income services to mostly institutional clients.

In 2010, after several acquisitions, Davidson's back-office infrastructure was no longer keeping pace with the company's exponential growth. The company simply did not have the timely data it needed for effective bookkeeping and reporting. Each month, it would take Davidson two to three weeks to close its books.

"At the time, we were using a general ledger system that was incorporated into our brokerage clearing system," explains Karen Brandvold, Davidson's Vice President of Financial Analysis. "To produce financial reports, our staff had to take information from multiple sources and then manually input the collective data into spreadsheets."

Executives at the company could not ignore the requests of its recent hires, who were used to more efficient systems and were pushing for better resources. Davidson needed administrative capabilities that would provide more timely and effective information across all business units, which in turn would use this data for monthly financial reporting. The company also needed a solid HR system that could integrate with its current payroll software to optimize time and attendance tracking as well as commissions management.

In order to nurture its steady growth, Davidson executives knew they had to find a better software system.

> "Without TEC we would have proceeded to purchase up to three separate solutions. The project was off to a great start."
>
> -Karen Brandvold,
> Vice President of Financial Analysis,
> Davidson Companies

Impartial Approach Critical to Davidson Decision

Davidson appointed Brandvold to spearhead the software project and lead a support team of 15 people. Her search for software packages tailored to the financial and brokerage industry led to her to Technology Evaluation Centers (TEC). TEC's website provides an online resource for thousands of IT articles and white papers. Its ample documentation on accounting, HR, and BI helped Brandvold get a clearer view of the vendor landscape, but the direction toward best-fit software for Davidson remained blurry. "Many of our accounting and HR staff hadn't had the opportunity to participate in a software selection project before," she recalls.

Davidson lacked the internal know-how to identify which vendors were best suited to meet its diverse requirements. Brandvold turned to the expertise of a TEC software selection consultant for help. After initial sessions, Brandvold quickly realized that TEC's structured and impartial approach to software selection could simplify the daunting task ahead.

"It was critical to have an objective, third party that could help identify our business requirements and then provide options for vendor solutions," says Brandvold. TEC's methodology combines a structured approach to requirements gathering, extensive data on vendor software functionality for thousands of enterprise solutions, a state-of-the-art online decision-making platform (TEC Advisor, to compare ERP solutions, for example), and the experience of its industry analysts and decision experts.

Brandvold was eager to leverage TEC's expertise to jumpstart the project, but needed to ensure she was conducting the same due diligence as other brokerage firms. Although TEC had not supported a software selection project for a brokerage firm before, the software selection expert was confident of a successful outcome given its diverse cross-industry experience. "We guarantee best-fit software selection, *that* is our industry," says Michael Thaw, director of TEC Selection Services. "Our analysts and decision experts are proficient at matching processes across industries to build a technical and functional requirement set that both clients and vendors understand."

Reassured that TEC's methodology would help Davidson with an impartial software selection, Brandvold signed on for an extended software evaluation and selection project with TEC.

One Software System Is Better than Three

At the onset of the software selection project, Brandvold knew what Davidson needed: "everything." During the initial project orientation sessions, Brandvold communicated the need for a long list of systems to support Davidson's multi-faceted organizational structure and diverse client markets. Top priorities included a general ledger (GL) and financial reporting system, human resources information system (HRIS), time and attendance tracking, compensation management, budgeting, and forecasting functionality. Brandvold had come up with a long list of 21 vendors and was inclined to perform an evaluation for best-of-breed financials, HR, and BI systems.

When TEC project delivery manager Valentin Beranek reviewed Davidson's extensive project needs, he saw the opportunity to merge duplicate functionality into a single solution. He recommended that Davidson evaluate an ERP solution with integrated functionality, and compare it side-by-side with best-of-breed solutions. "Without TEC we would have proceeded to purchase up to three separate solutions. The project was off to a great start," says Brandvold.

TEC proceeded to build a customized functional and technical requirement set listing criteria for financials, HR, BI, and compensation management systems. It included more than 4,500 software features and functions—an overwhelming amount that was more than what Brandvold originally had in mind. However, it addressed critical software modules that Davidson would have overlooked otherwise. "The goal is to educate the client about functionality and how it affects their business," says Beranek. "We enhance the ability of our clients to make decisions—we don't make them on their behalf."

TEC's guidance helped Davidson complete the arduous task of requirements gathering in only one month. "Our project delivery manager provided us with invaluable insight and kept us on track," says Brandvold.

> "Our project delivery manager provided us with invaluable insight and kept us on track."
>
> -Karen Brandvold,
> Vice President of Financial Analysis,
> Davidson Companies

Selecting the Winning Option in 6 Months

> "We would not have made our decision within our original time frame had it not been for the TEC services."
>
> -Karen Brandvold,
> Vice President of Financial Analysis,
> Davidson Companies

Once Davidson's requirements and priorities had been established, Beranek reviewed the completed requirement set carefully and proceeded to load the criteria into TEC Advisor. Because of the extensive vendor data that TEC accumulates from hundreds of software projects and ongoing certification reports, TEC Advisor instantly generated a long list of best-of-breed and integrated software packages. Davidson was able to conduct a preliminary side-by-side comparison before sending off formal requests for information (RFIs).

Although best-of-breed packages showed considerable shortcomings in areas outside the company's niche market, Davidson did not want to miss out on functionality from tier-one vendors, and asked TEC to issue RFIs to 20 vendors in all. Thanks to the pre-populated data in TEC's online database, TEC was able to gather all the responses within one month—in spite of summer sluggishness. Beranek then loaded the completed RFIs into TEC Advisor for an in-depth software evaluation and gap analysis, which narrowed the list of solutions from 20 to just 4.

Davidson further narrowed the list to 3 solutions through web demonstrations from the two vendors that had scored the lowest in TEC Advisor. This allowed Davidson to achieve its target of just three on-site demonstrations. TEC helped the company develop demonstration scripts, as well as a homogeneous scoring system to eliminate all bias from the process. "The vendor demos were very helpful and eye-opening for many of our personnel who were unfamiliar with the existing in-house solutions," says Brandvold.

TEC compiled the vendor demonstration scores, along with reference checks and additional market data (corporate profiles, product development information, and implementations, as well as maintenance and support information) and loaded all the data into TEC Advisor for a final in-depth analysis.

In the end, the decision proved to be a simple one for Davidson. And it only took 6 months—from beginning to end—to make a rational, justifiable, and above all impartial software selection. "We would not have made our decision within our original time frame had it not been for the TEC services," says Brandvold.

Davidson's solid selection led to a smooth 6-month implementation process. The company launched its best-fit ERP solution in May 2011.

Vendor Directory

Vendor Directory

Company	Solution(s)	Website
3i Infotech	Orion 11j	www.3i-infotech.com/content/software/enterprise-resource-planning.aspx
A3 Software	a3ERP	www.wolterskluwer.es/software-de-gestion/a3erp-gestion-pymes
AB pro	ONE GOAL atmosphere	www.abprosystems.com/Productos/atmosphere.html
Acumatica	Acumatica	www.acumatica.com/solutions/services-industry-cloud-erp
Adeaca Corp.	Adeaca ONE	www.adeaca.com
BizAutomation	BizAutomation.com	www.bizautomation.com
BQE Software, Inc.	BillQuick	www.bqe.com
Deltek Systems, Inc.	Ajera	www.axium.com/products/about-ajera-software.aspx
Deltek Systems, Inc.	Costpoint	www.deltek.com/products/costpoint
Deltek Systems, Inc.	Maconomy	www.deltek.com/products/maconomy
Deltek Systems, Inc.	TrafficLIVE	www.deltek.com/products/trafficlive
Deltek Systems, Inc.	Vision	www.deltek.com/products/vision
Dynacom Technologies, Inc.	ERP Edition	www.dynacom.com/en/our-management-solutions/erp-edition.html
Entry Software Corporation	TeamHeadquarters	www.entry.com
Epicor	Epicor ERP	www.epicor.com/solutions/erp.aspx
Exact	Exact	http://exactonline.com
EXEControl Global Solutions	EXEControl	http://software.execontrol.com
FinancialForce	FinancialForce ERP	www.financialforce.com
Gamut Infosystems Ltd.	Farvision ERP	www.farvisionerp.com
IFS	IFS Applications	www.ifsworld.com
Infor	CloudSuite Corporate	www.infor.com/cloud/cloudsuite-corporate
Informat Software	MAÎTRE	http://informat.net/en/maitre-eng
Jeeves Information Systems	Jeeves ERP	www.jeeveserp.com/en
Microsoft	Dynamics AX	www.microsoft.com/dynamics/ax
Microsoft	Dynamics SL	www.microsoft.com/dynamics/sl
NetSuite	NetSuite ERP	www.netsuite.com/portal/products/netsuite/erp.shtml
Odoo	Open Source ERP	www.odoo.com
Oracle	Oracle E-Business Suite	www.oracle.com/us/products/applications/ebusiness
Oracle	Oracle ERP Cloud	https://cloud.oracle.com/en_US/erp-cloud
Oracle	Oracle JD Edwards EnterpriseOne	www.oracle.com/us/products/applications/jd-edwards-enterpriseone
Oracle	Oracle PeopleSoft	www.oracle.com/us/products/applications/peoplesoft-enterprise
Ramco Systems	Ramco Services Resource Planning (SRP)	www.ramco.com/industries/professional-services

Vendor Directory

Company	Solution(s)	Website
Sage	Sage 100c ERP	www.sage.com/us/erp/sage-100
Sage	Sage 300c ERP	www.sage.com/us/erp/sage-300
Sage	Sage X3 ERP	www.sage.com/us/erp/sage-x3
SAP	SAP Business All-in-One	http://go.sap.com/product/enterprise-management/business-all-in-one.html
SAP	SAP Business ByDesign	http://go.sap.com/product/enterprise-management/business-bydesign.html
SAP	SAP ERP	http://go.sap.com/product/enterprise-management/erp.html
TOTVS	TOTVS	http://en.totvs.com
Unit4	Unit4 Business World	www.unit4.com/applications/erp/business-world
WorkBook Software	WorkBook	http://workbook.net
Workday	Workday	www.workday.com
YASH Technologies	ServicesOne	www.yash.com/sap-all-in-one/servicesone-sap-business-all-in-one-solution-for-professional-services.php
Zavanti	Zavanti ERP	www.zavanti.com/enterprise-resource-planning-erp-financials

About the Author

Ted Rohm is a senior research analyst at TEC focusing on ERP manufacturing solutions. He has over 20 years of experience in large-scale selection, design, development, and implementation projects, primarily in the biotech/pharma industry.

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Rohm holds a bachelor's degree in electrical engineering from Columbia University and a bachelor's degree in physics from Allegheny College.

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