





ERP Now!

Comparisons of Solution Providers and their 60+ ERP Products

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Introduction

What a time for ERP! New solutions providers and merger mania have kept this market from being dull. And new technologies—social, mobile and cloud—are the must-have capabilities that keep solutions fresh for existing customers, as well as attract a new generation of customers.

More than 65 packages are profiled in this report, and we know there are more out there. Amazingly, our global economy can support a rich assortment of solutions. And although the number of ERP provider companies has shrunk (for now), the number of ERP users continues to grow, as ERP providers embrace SMBs, even the smallest companies. Interestingly, the big players with multiple ERP products—Aptean, Epicor, Infor, Oracle and SAP, who have acquired ERPs through various mergers—have not retired those solutions. They have, or plan to update them, preserving your—the user's— software investment. But that does not mean that from time to time you shouldn't look elsewhere for new providers. When it's time for a major upgrade, most companies stay with the initial provider. However, companies of all sizes do change ERP providers when a major change happens.

In this short report we are highlighting a few important aspects of the ERP companies in the market:

- Target-company size—Large, Midsize or Small Enterprise
- The industry for which the solution is designed
- The delivery platform—on premise, hosted, or cloud

We have chosen the above criteria because in talking to hundreds of users, their initial filtering process focuses on those three issues. That said, there is so much to understand about ERP providers, and we've written about many of them (which you can read on our website).

For example, there are some incredible, competitive solutions in markets like manufacturing or distribution. As well, there are ERPs for specialty markets such as auto parts, cell phone, or hardware retailers; plumbing supply companies; paper mills; or senior living facilities. These are sectors and subsectors the general providers often don't think about. These specialties are big enough markets, though, to warrant continued investment in software design and sales; although some of their requirements are unique to their industry only. Often these nuances are left out of a general package. So it is worth your while, as the technology buyer, to check industry focus as a key filter in your selection criteria. We provide a table comparing offerings by industry in this report.

What is also interesting is the number of new companies—new startups with code written from scratch—entering into underserved markets like retail or construction. In addition, markets that had little presence in ERP— such as retail and healthcare—are getting some attention today. There is a thriving market for original sales.

Some long-term players have had financial or technology facelifts, so there are a few interesting turnaround stories to tell, which we will discuss within this report (you can also read more about this at our ERP research page.)

This report does not provide specific vendor evaluations or scores, nor does it comment on the quality of these solutions. Its goal is to provide, in one place, a fairly complete picture of who is in the market, their solutions, and to whom they sell. In this report we are going to keep it simple.



ERP Providers by Company Size

So who are the providers we have been mentioning? Today, there is quite a range of ERP providers, with so many products.

Table 1 on the next page shows a list of the providers in this space. Some providers are differentiated by small- vs. medium-sized businesses. This table also covers on premise, hosted, and cloud solutions. We define cloud as a multi-tenant type of solution, i.e. single-instance multi-tenant/single release—this means all customers are on the same release and multiple customers may share the same instance of the software. There are variants on multi-tenant, as well, with highly configurable approaches. Definitions of Cloud/SaaS differ from on demand, which requires little upfront technical work and has a variety of payment options.



Hosting, according to our definition, is not categorized as cloud (although you may access your software over the web). However, many providers do call themselves cloud. Hosting has *your version of the software*, just as an on premise solution would, but in another location, managed by a third party. The distinction is important since these criteria affect customization and the cost of these solutions.

As you will see in Table 1, we are immediately confronted with a daunting list of players. It's critical to understand that the larger firms like Sage, SAP, and Infor have multiple product offerings that are either industry or company-size oriented solutions. Some of these also are designed for growth, so as you grow you don't have to buy a new package. NetSuite, Plex and SAP's All-in-One are some examples. For example, a small, less complex business might adopt SAP BusinessOne; whereas a business destined for growth would purchase All-in-One and add functions as they grew.



Plex and NetSuite provide this same concept without the purchasing confusion, we think. Highly configurable, multitenant architectures allow users to adopt business processes as needed without guessing which software package might be the one they need. Today, many ERP firms have business consultants who work with their clients to ensure that they choose the right solution.

¹ You can get definition of license vs. SaaS here, definition of service platforms here and On Demand vs. other types of SaaS

Company size by employees	Ultra Small 1-10	Small 10-50	Small -Mid 50- 100	Mid 100- 500	Mega- Mid > 500	Sub- sidiary	LE	On- Premise	Hosted	Multi- Tenant SaaS	Comments
Aspen Tech	0	0	0	0	0				0	0	For heavy process industries (mainly Petrochemical); engineering and construction
Aptean-Axis	\bigcirc								\bigcirc	\bigcirc	ERP system for the Metals, Wire and Cable industries
Aptean Compiere					0		0			0	Open-source stack (e.g. Java, Linux, JBoss, Postgres); utilizes a browser-based AJAX UI based on the Google Web Toolkit
Aptean Cimnet							0		\bigcirc	\bigcirc	Designed for electronics global business model: outsourced, yet integrated processes from design through manufacturing
Aptean DTR					0	0	0		0	0	Plastic manufacturing solution with multi-mode: process through discrete manufacturing process
Aptean Encompix						0	0			0	Project-based and engineer-to-order businesses—from quoting through service management
Aptean Envision X ERP					0	0	0			O	ERP built for trading companies. The solution supports multi-company, multi-location, multi-currency operation
Aptean Empower ERP					0		\bigcirc			\bigcirc	For discrete manufacturers in the Asian Pacific who face unique challenges, from accounting regulations to production modes
Aptean Intuitive							0			\bigcirc	Rich ERP stack for regulated discrete manufacturing (such as Aerospace and Defense)
Aptean Made2Manage					0		0			0	ERP known for strong manufacturing execution—scheduling, control, and quality on the shop floor; a major platform upgrade to .NET in version 7.0 and beyond
Aptean Relevant	0						0		0	0	Engineer-to-order for industries such as Aerospace & Defense; has some larger Fortune 200 enterprise customers
Aptean Ross ERP	O	O					O			O	Regulated process industries; stong supply chain; and track and trace
BizSlate ERP				Ŏ	Ŏ	Ŏ	Ŏ	Ŏ			Web-based or on premise for Wholesale Distributors, Small Apparel and Brand Companies, Small Retailers—sales and marketing modules included
BlueLink					\bigcirc	\bigcirc	\bigcirc			\bigcirc	Marketed as the "upgrade from QuickBooks"; Canadian headquarters
Cincom	O									O	Partnership with Microsoft for small-market customers; one of the earlier MRP/ERP's in the market (~30 yrs); focus on complex manufacturing

Table 1-A: ERP Providers

Company size by employees	Ultra Small 1-10	Small 10-50	Small -Mid 50- 100	Mid 100- 500	Mega- Mid > 500	Sub- sidiary	LE	On- Premise	Hosted	Multi- Tenant SaaS	Comments
Epicor Prophet 21							0			0	Software targeted at Industrial, Fluid Power, Fasteners, Medical Supplies, HVAC, Paper, Packaging, JanSan, Tile, and Petroleum distributors, with customers in many other distribution markets
Epicor Eclipse										\bigcirc	Designed for Electrical, Plumbing, and HVAC wholesalers, with customers in many other distribution markets
Epicor ERP											9.5 will offer any delivery platform—E9 has a multi-tenant cloud version
Epicor Express					0		0	0	\bigcirc		Cloud-based on-demand full ERP for Distribution businesses
Epicor Eagle						O	O			O	ERP for small- to medium-sized retailers focused on eight specific specialty retail sectors
Epicor Catalyst							0			\bigcirc	ERP for Lumber and Building Materials Dealers—retail and distribution businesses—has POS, inventory management, etc.
Epicor Prelude	0	0								0	Large enterprise Wholesale Distribution focus—includes service management/repair, rentals
Epicor Vision	\bigcirc						\bigcirc			\bigcirc	Solution for Automative Aftermarket business—focus on warehouse and parts distribution
Epicor Retail Suite	0	0	0			0				0	LE and mid-sized enteprises—customers who are too large for Eagle are advised to purchase Retail Suite
Epicor Retail SaaS						0	\bigcirc				Small- to mid-sized cloud retail solution includes POS, Merchandising, Financial
HarrisData ERP for Manufacturing	0										Cloud platform will be upgraded in late 2012; HRIS is focused at mid- and large-sized companies; new UI across products
HarrisData ERP for Distributors	\bigcirc						\bigcirc				Customers can buy modular solutions such as HR (link to my harris data article) or CRM
<u>IFS</u>	0	0	0							0	Cloud service for tracking, asset management, service management
Infor SyteLine	0						0				ERP for industrial, engineer-to-order and discrete manufacturers that have follow-on services
Infor VISUAL					0		0			0	ERP for small, but manufacturing-intensive enterprises
<u>Infor LN</u>	0	0	0							0	Mega-mid and large enterprise focus; for complex manufacturing, distribution and service industries; strong MRP and global accounting

Company size by employees	Ultra Small 1-10	Small 10-50	Small -Mid 50- 100	Mid 100- 500	Mega- Mid > 500	Sub- sidiary	LE	On- Premise	Hosted	Multi- Tenant SaaS	Comments
Infor LX	0	0				0	0			0	Designed to run on IBM System i Series, for mid-size business for process industries
Infor XA	0	\bigcirc	0				0			\bigcirc	Designed to run on IBM System i Series for mid-sized business for discrete with mixed-mode processes including repetitive and 'to-order' manufacturing
Infor Adage	0				0					0	Process industries—food, beverage and chemicals
Infor System 21	0				0		0		0	0	An ERP global solution for complex mixed-mode or distribution including apparel, automotive, food/beverage, electronic and other industries; can run on IBM System i series
Infor (Lawson) Financial Management (S3)	0	0	0			•					Healthcare and Life Sciences
Infor M3 (Lawson)	\bigcirc	\bigcirc	\bigcirc								Food & Beverage; equipment, chemical manufacturing and distribution
<u>iQmetrix</u>					0	0	0	0		0	RQ4 Retail Management is an ERP for small retailers, including POS. Designed especially for wireless retailers
<u>IQMS</u>	0								0	0	Manufacturing-centric ERP for mid-market; IQMS is known for its MES and quality systems; built in MS Windows, runs on Oracle database
<u>Kenandy</u>						0	0	0	\bigcirc		Built on force.com platform; a version 2.0 just released
Microsoft Dynamics GP					•	•	0			0	Not multi-tenant in core ERP
Microsoft Dynamics AX						0	0			\bigcirc	Industry-specific ERP; CRM is multi-tenant
Microsoft Dynamics NAV							\bigcirc			\bigcirc	For small and mid-sized businesses. Not multi-tenant in core ERP
<u>MyERP</u>				0	0	0	0	0	0		Based on Google tools—uses Google marketplace for sales; free–to-fee
<u>NetSuite</u>							O		0		Cloud solution; ERP, CRM, eCommerce integrated on single database and architecture
NetSuite OneWorld	0						0	0	0		Adds multi-currency, multi-language, multi-time to NetSuite
NetSuite OpenAir							\bigcirc	0	\bigcirc		Professional Services automation with Project/Resource management & accounting, timesheet, expense

Company size by employees	Ultra Small 1-10	Small 10-50	Small -Mid 50- 100	Mid 100- 500	Mega- Mid > 500	Sub- sidiary	LE	On- Premise	Hosted	Multi- Tenant SaaS	Comments
Oracle E-Business Suite	0									0	Not multi-tenant; small businesses are most often served by partner network
Oracle PeopleSoft Enterprise	O	O					0			O	Not multi-tenant; for fast-growing companies on limited budgets and government
Oracle Fusion	0	0	•							0	A variety of delivery modes—modules, on demand, on premise, full enterprise; not multi-tenant. Oracle has a 'public' cloud platform to host various applications
Plex								\bigcirc	\bigcirc		Sold as stand-alone Cloud MES, as well as Cloud ERP—very strong Manufacturing
QAD	0	0									Have launched an on demand version
SAGE ONE			0	0	0	0	0	0	0		For start-ups—accounting, PM/time management, billing, etc in the cloud "online application"; would not support distribution or manufacturing users
SAGE X3	0					0	0			0	Industry-specific ERP offerings such as Life Sciences; for small companies
SAGE 100 ERP	0	0				0	0			0	Deep Industry capability; partner-only sales and implementation. Focused on companies from 100 to 500 employees. Previously called Sage ERP MAS 90 and 200; available on premise or online; partners will host the solution
SAP All-in-One	0	0			0	0	0		0	0	Smallest enterprises—has starter kit for first time ERPers; partner; price competitive
SAP Business One				0	0	0	0			\bigcirc	Professional Services automation with Project/Resource management & accounting, timesheet, expense
SAP Business ByDesign	0	0	0				0	0	0		Cloud-based; for SMBs and subsidiaries of large companies; sold by SAP. Implemented by SAP or partners
SAP ERP 6.0	0	0	0	0					0	0	SAP's historic offering for Large accounts
SYSPRO	0						0			0	ERP for small- to mid-size business in many industries—consumer, food, manufacturing and new retail enterprise solution
UNIT4 Agresso Business World	\bigcirc										UNIT4's ERP product. UNIT4 also has CODA for Financial management and Financial Force. ERP for mid to large companies and public sector
<u>Visibility</u>	0	0	•			•				0	Solely focused on engineer-to-order/highly engineered and discrete manufacturing; on premise or cloud ERP



New Kids on the Block

It takes a lot of <u>faith in the future to tackle a new ERP</u> development effort. Yet we have seen a number of new players emerge in the last two years.

There is a whole underserved market whose needs were not met by existing providers and who are looking for new things—new UIs, new platforms, business functionality not evident in other packages. Basically, ERP has to have financials, but these new players have taken different paths—newer fresher platforms, mobile, or social.



For example:

BizSlate focuses on small global apparel and retail customers who spend much of their time selling products to the big retailers or to buyers for the small- to mid-size markets. Founder Marc Kalman, who was also the founder of eZCom, listened to his customers' ERP requirements and took the gamble to leave eZCom and start a new enterprise.

Compiere, now owned by Aptean, was built on open source such as Java, Linux, JBOSS, AJAX and Google Web Toolkit, which is gaining in popularity with many IT shops.

Kenandy was founded by a multi-generational manufacturing focus team, ² blending their manufacturing experience with the young Force.com architectural expertise to create a new ERP for manufacturers.

MyERP is also founded by ERP experts who saw the opportunity to create a new, more open ERP solution based on a radical UI that Google made ubiquitous. MyERP is for the smallest companies who still need business financial capabilities. Unlike QuickBooks, MyERP is a free-to-fee solution. This approach has really taken off and is already changing the way we procure software.

Turnarounds

The saga of Aspen and CDC is interesting to look at: not to dredge up more history, but to point out that those companies can have a very meaningful second act. This fact is very important to their customers.

Aspen Technology is a leader in the chemical, oil and gas industry. It was an innovator in its early days, and it appears to be headed that way again, with recent major investments in a research center in New England. Aspen was started by a process industry insider who understood the requirements of chemical engineers. Over the years Aspen grew and acquired other modules that service the process industry. By the mid 90s, they were the leader. However, without focus on internal operations, a company can get bogged down, as was the case here. Hard work to revitalize the company, plus investor patience, appears to have paid off.

² For ERP history buffs, Sandra Kurtzig, founder of ASK Computer Systems, Inc. (Products were MaxCim and Manman. They are now owned by Infor.)



Aspen vies with SAP for a major share in process industries today, and is a serious contender in many deals. This is great for long-term customers who have exploration, plant, and construction projects that can last many years. You want a software partner who can invest and go the distance in these innovative industries.

CDC is another important revitalization story taking shape due to Aptean's recent purchase of CDC. CDC has an extremely strong position in the global food and pharmaceutical industries where know-how about global regulatory bodies is fundamental to good manufacturing and distribution software. So allowing CDC to fail was not a good idea. (You can read more about this in Who Owns the ERP Market?) Right now, Aptean is in a major 'thinking process' about product direction. So customers should be engaged in a dialogue with Aptean about what they need for their future. The timing is good, since the ERP market is thriving, investors are knowledgeable, and new technology options make solutions easier and more versatile.

The Industry View

This is the most critical aspect of your evaluation: Is the software truly a good fit for your business? Can it support the business process and enhance your operations? No doubt there is a lot of speculative investing in ERPs: users are willing to invest in a company that understands them and their needs even though the solution is not yet in their code. For the more adventuresome and patient users this has generally been demonstrated to be a viable path forward, but the wait is usually greater than one would like. There have been many development techniques created in the last few years to accelerate the process. Some companies have extremely advanced architecture (service-oriented architecture, open source, or leveraging of partners' modules) that speed up the creation and availability of features.

Do I Pick a Package, a Company, or a Platform?

This is the question we are hearing most often from buyers these days. If Infor, Epicor or SAP has all those packages, shouldn't they have the necessary code somewhere in there to support all my needs? Yes...and no.

Component offerings are on the rise in the ERP community. For example, the sales models of SAP and Force.com are looking more alike these days. In other words, SAP now sells components such as CRM, WMS or a basic ERP package to which you can add modules. If you are a Salesforce aficionado, you can find a similar sales play—one component at a time—and these components work together. With Salesforce though, you have to purchase from multiple companies: CRM from Salesforce, manufacturing from Rootstock, and accounting from FinancialForce. From this you can create a component ERP.



Infor and Epicor have taken on the installation-base challenge of probably close to 200,000 companies who may be on an older version of software. The challenge is how to offer new products that integrate with the old, yet ultimately nudge/incent these customers to upgrade their ERP. Epicor and Infor have built a platform—much more than middleware—that sits on top of the ERPs and provides not only integration, but projection into mobile, social analytics, and best-in-class modules.



Other platform concepts built on Google and open source software are MyERP, OpenERP and Compiere. Companies who are so inclined can buy into this world.

And of course, the turnkey value proposition is still important to scores of companies. The ERP-on-the-hardware option successfully sold by IBM for decades now has Oracle joining this market. IBM's Pure Systems has major partners such as HarrisData, Infor SyteLine (on IBM SmartCloud) and JD Edwards OneWorld (in the usual ironic twists in the technology world, owned by Oracle). In the past, IBM was such an important partner of JDE that it's difficult to unseat them as partners, even though, today, IBM and Oracle are arch enemies. This is a great decision to give the customers what they want.

Oracle and Microsoft and now, Salesforce, are among the bipolar breed of providers: on one hand they are solution agnostics. On the other hand Oracle databases are in SAP all over the world. Oracle still has a rich partner network, but not as many in the enterprise space as in the past. Microsoft's .NET tools and platforms have been the number one choice for ERP developers for years. 4 Yet Microsoft is also committed to its own ERP solutions. Bipolar has its privileges, as these are extremely successful companies. But this is one of the motivators for new companies to move to a more open source software foundation—in an odd sense you are making your competitors wealthier by using their tool sets.



And right now more challenges are coming from mobile—especially from Apple's iOS. Although Apple is not an enterprise operating system, the mobile and tablet UI and applications are too compelling to ignore. Microsoft's answer is the Metro UI, and firms like Epicor have committed to using Metro (which is pretty cool looking if you have not seen it).

Which brings us to cloud. Cloud end-users may be interested in which technology tool sets and platforms the provider uses, but ultimately it's not their headache anymore. However, B2B and

application-to-application (A2A) technologies become really important in determining that you have the most effective methods for ensuring integration from on premise to cloud solutions. But that is another topic.⁵

³ Oracle OpenWorld; here is a short list of Oracle's partners who exhibit at OpenWorld

⁴ Here is a short list of Microsoft's eco-system from Convergence

⁵ B2B <u>writing here</u>



Cloud vs. On Premise

SaaS ERP has been around for more than a decade. But during the last decade a few things have occurred to lend importance to the cloud. The internet, when first developed, was considered more a vehicle for trading partner integration and commerce, not core enterprise management. But the enterprise has changed since the early internet days:

- 1. The enterprise has gone global and gotten out of the office. Mobile workers need to connect to the enterprise, and this is fairly easy with a cloud solution. From the CEO to the sales department, traveling professionals can have real-time enterprise data.
- 2. There are an increased number of new enterprises or transformational enterprises. Global trade has changed the landscape: There are so many new companies that want to get started, and they are savvy about the need for good IT—spreadsheets don't scale. The new entrepreneurs are part of the internet generation and cloud is the way they naturally work.
- 3. *IT Budgets*—we have seen a steady decline in IT budgets for certain classes of software. Today, we have continued downward pressure on the budget, and cloud economics are quite compelling. So economics—the total cost of ownership—is a prime issue. (You can read about <u>cloud economics here</u>.)
- 4. *Competition*—a critical filtering criterion centers on the on premise vs. cloud question. More companies are outright declaring their cloud-only preference, or are showing open-mindedness about the benefits.
- 5. *Pricing options are more flexible*—we will return to this in our conclusions.
- 6. Growing technology needs and complexity—from dynamic requirements for capacity, growth and virtualization to the challenges of integration, technology has become a more and more complex enterprise issue. Nowadays, there are more outsourced options to address these needs.

Even with all the above enterprise changes, cloud is not for everyone. We have seen some mega-sized companies within certain large-scale industries eschewing cloud for their own enterprise applications. Scaling issues and security concerns keep these companies on premise. And some of the companies that remain on premise would surprise you, as they are leaders in the tech industry. For many firms, decades of customer software and layers of applications already in operation keep the software close to home. There is too much on premise to give up.

On premise focuses:

- 1. *Scale of operations*—mega companies with 'cannot fail' applications tend to manage their own software on premise or have a high-end hosting company manage their installations.
- 2. *Custom code*—much of the operation is based on homegrown code or the customization or extension of packaged software.
- 3. Strong internal IT expertise focused on the company's needs—their own teams may often be the smartest people in their industry when it comes to developing and supporting their business applications. Why give that away?
- 4. Security—we have seen certain industries who fear—or who have had—intrusions, walk away from their web applications and convert them back to in-house. Some of the ERP providers recognize this phenomenon and have built this change option into their delivery models.

There surely is no right or wrong answer here—needs differ according to company and industry.



Conclusion—What about the Price?

There is a lot that goes into considering what it costs the user to purchase and implement a solution.

Consider:

- Total cost—the provider's price plus your costs
- The pricing model or basis—price can vary based on a variety of methods in vogue today
- Payment Methods—how you pay/the way they charge—a flat fee, or charge or over time—which affects your cash flow and working capital

What it Costs

Technology architecture, delivery method, and to whom it is delivered affect the cost of a solution. There is the provider price (cost for software) plus your costs for items such as additional software, integration, hardware, services and support. And there are generally additional internal costs such as staffing for the project, data center space and the energy costs to manage it, and IT-staff training for ongoing system management once the system is installed. So in thinking about how you want to buy technology—on premise or as-a-service—those issues are *all* part of the total cost to you.

ERP providers have a variety of delivery options and selling models today, as you can see in Table 1. And in each of these models, more or less of the 'other' costs is your responsibility. With on premise, you still own the hardware and IT people; whereas with the hosted system you get a series of line items for all the people and services associated with managing your software. With SaaS, you generally have one bundled fee and no hardware or IT staff to manage.

On Premise/Perpetual license	A Traditional customer-hosted, perpetual license. All additional costs paid for by the customer.
Hosted/Perpetual license (ASP model)	A service to host for the customer, with traditional licensed software. All additional costs paid for by the customer.
SaaS Single-tenant	SaaS in single-tenant model; unique code instance for each customer. Hardware and many other costs managed by provider and included in your subscription fees.
SaaS Multi-tenant/ Single Instance	SaaS in a true, multi-tenant, single-instance model; single code base shared by many customers. Many costs managed by provider and included in your subscription fees.

Table 2: Technology Delivery Options

In addition, SaaS multi-tenant may be a little more economical/affordable, since the price of the software and support is lower for the provider.

Pricing Models/Basis of Price

Pricing methods have become very creative—by user, by module, by server, by connection, by data volume, by number of trading partners. This is typical. (You can read about the <u>pricing in more depth here</u>.) It behoves users to project how their businesses might change over time and how their needs might <u>affect their total cost of ownership</u>, and then compare how their finalists line up on these issues to gain a better understanding of the real price.



Payment Methods

Payment options—full payment for the license plus annual support, or subscription or pay-as-you-go models—are available based on the delivery options.

License/Pricing Approaches and Characteristics	Description
SaaS	Software can be offered as subscription, on demand or leased. Payments can be divided based on frequency, basis, and commitment period; or as one-time, upfront fees.
Payment frequency	Typically monthly or quarterly; sometimes annually
Commitment period	Some solution providers require a minimum commitment period of one to three years. Others may not require a commitment, but offer a discounted price for upfront payment of a year or more.
Upfront/Startup fees	SaaS providers typically have some sort of upfront fees, setup fees, and fees for on-boarding trading partners, data conversion, integration, and configuration. These may be a fixed amount or 'time and materials' implementation engagements.

Table 3: Payment Method

Subscription and pay-as-you-go models have become very attractive to users. They preserve cash and help align the joint metrics of success between the customer and the solution providers.

Final Thoughts

As in all purchasing decisions, it's *caveat emptor*. Be patient and take the time to fully understand your options, the competitors in the market, and the providers' future plans. As we have mentioned, the product and technology market is very dynamic.

Pricing flexibility can make a real difference in your project's affordability. Technologies that allow companies to compete on a grander scale are easy to acquire and adopt due to increased delivery options. Technologies like ERP that were out of reach to small companies can now be contemplated due to extended payment options.

Technological prowess is critical in today's rapid paced and complex market. Getting your house in order (making your foundation as strong as the third pig's brick house in the children's story) can help your company weather threats, competition, and volatile times.

Subscription is a particularly attractive option in the new world order, and is offered by all the software companies in one form or another. This is a real game changer for users: it frees up cash, and binds the solution providers more closely to their customers—a most agreeable state!





Appendix One—ERP Firms Included in this Report

Here we have provided highlights of the companies talked about in this report. At the <u>ChainLink site</u>, we have more in-depth profiles for most of these companies. You may find some of these useful in an initial pass, since often we provide insight on their entire portfolio as well as the company's direction.

ERP Provider and Web Link	Highlights of the Company
<u>AspenTech</u>	ERP and other products for the process industries—Chemical, Oil and Gas and the construction eco-systems that support these industries.
Blue Link	Growing into ERP? Then Blue Link might be just the solution provider for you. With its roots in accounting for the emerging enterprise, Blue Link has taken the logical path into inventory management and distribution. Blue Link can support a growth strategy by getting you started with an enterprise financial solution to which you can add modules as you grow. More on Blue Link in our last ERP report.
<u>BizSlate</u>	Apparel and consumer products are global today. Yet small companies often can't turn to an ERP. Enter BizSlate. Includes full suite of CRM and accounting with an interesting capability for sales needs specific to manufacturers or wholesalers. More on BizSlate
<u>Aptean</u>	Newly formed through a merger of Consona and CDC. Own famous brands in ERP such as Made2Manage ERP and Ross ERP. With a strong suite in the process industries, CDC has a strong globalization focus in their solutions. CDC boasts a global customer base and supports highly regulated processes for industries such as Food and Beverage, Pharmaceuticals, and Chemical production through their supply chains, to include traceability, importing and distribution. More on Aptean's full ERP Portfolio
<u>Cincom</u>	With a long history of serving the enterprise, Cincom is one of the longest standing independent ERP players out there. Years at the job means lots of code to support business processes. More on Cincom in our last ERP report
Epicor	Epicor has been on a buying spree since the merger with Activant. New UI and updated architecture make Epicor a worthy contender these days for larger enterprise and global enterprise deals. More on Epicor's technology strategy and the Company direction .
Infor	Infor is the shopping mall for ERP, including brands such as Lawson, Baan, SSA, ASK products, Adage, ERP SyteLine, and more, as well as many functional special solutions in asset tracking and supply chain. We have covered which of their supply chain products can stand on their own in a sales contest in our various supply chain reports. More on Infor's ERP portfolio.
<u>HarrisData</u>	HarrisData's ERP now has some components like HRIS for HR departments (competing head-to-head with Excel's WORKDAY). Strong player on IBM Pure Systems , helping provide turnkey solutions for midsize and smaller companies. More about HarrisData
<u>Kenandy</u>	One of the newest ERP players—one year old in September 2012—Kenandy owes their speed of implementation to the Force.com platform. More about Kenandy
Microsoft	The Microsoft Dynamics family continues to be a lead player in the SMB sector. Solution focus is based on your business model. Strong partnership network for add-on applications and implementers worldwide. Lots of objective articles about Microsoft Dynamics at http://msdynamicsworld.com/ .
<u>NetSuite</u>	Emerging from its CRM roots, NetSuite is a full ERP with manufacturing and distribution, as well as Professional Service solutions. Not just <i>the</i> cloud ERP leader right now, they also have a development platform, SuiteCloud , on which partners can develop their solutions.
	NetSuite has a strong partner network of cloud-based solutions partners in mobility, supply chain, services, and others. NetSuite had the first cloud ERP, and has learned a lot about supporting real time/uptime across the globe for mid-size businesses. Today, they boast the largest install base of cloud ERP customers. More about NetSuite here.



MyERP	The popularity of free-to-fee purchasing methods continues to grow. And these companies have
IVIYERP	been remarkably good at not betraying the trust of early users who want to try before they buy
	More about MyERP in Free-to-Fee.
Plex Systems	Don't let the SMB category dissuade you if you are a large manufacturer. Plex is a deeply focused manufacturing solution with a stellar cloud offering for L, M, and S players. Strong manufacturing-process-centricity allows Plex to handle multi-stage manufacturing. Plex also has a strong customer social network and advisory group for peer-to-peer sharing and solutions development. More about Plex.
SAP	SAP, today, supports solutions for the smallest to largest enterprises, with separate products and delivery options ranging from on premise to multi-tenant cloud. More about SAP.
<u>Sage</u>	SAGE Group is one of the largest software firms in the world. A portfolio of several ERP solutions, with focus by industry and company size.
SYSPRO	With global implementation partners plus more than 14,000 customers worldwide, SYSPRO can handle highly complex business challenges, yet retain the ease of use and implementation required by the SMB market. More about SYSPRO.
UNIT4	With solutions for the mid-market and up, <u>UNIT4 recently announced their cloud solutions</u> . One of the major complaints in post-implementation of ERPs is the challenge to grow and change the business. <u>UNIT4</u> focuses on ensuring that their customers can deal with business process change. <u>UNIT4</u> also has taken their <u>Coda</u> Financials solution and created a financial solution for the Salesforce community called <u>FinancialForce.com</u> . More about <u>UNIT4</u> .
Visibility	Visibility's focus is on build/engineer-to-order businesses: for example, industries such as Aerospace, Industrial, Engineering and Construction as well as custom manufacturing. It's essential that those businesses' ERP solution has the ability to support complex, and often, one-of-a-kind installations that have highly skilled and unique work assignments. Visibility's customers are often not small or mid-size. More about Visibility in our previous ERP report here

Appendix Two—References for Further Reading

Cloud reading

ERP for the SMB Report

ERP Library

Who Owns the ERP Market?—profiles of the private equity investors/owners of several ERP companies

<u>SaaS vs. Licenced Software</u>—definitions of offerings and their variants

<u>As-a-Service</u>—definitions of the service platforms available today



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