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ERP SOLUTION SELECTION PROCESS

A Best Practice Step-by-Step Guide

This white paper provides a detailed framework to help you and your organization plan and execute a successful new ERP solution selection process – step-by-step. Written for CFOs, Controllers and business technology decision makers, it shares our point-of-view on an effective ERP evaluation and selection process to find the right ERP solution to meet your needs.

EXECUTIVE SUMMARY

The root cause of many failed business software implementation projects can be traced back to an incomplete evaluation and hasty selection process. To avoid this happening on your watch and to your organization, follow the solution selection steps described herein.

ERP selection is an important decision so it warrants a balanced and comprehensive approach. The four cornerstones of a good software selection process are:

1. Product Fit
2. Implementation and Support Approach
3. Risk Mitigation
4. Optimize Price/TCO

While it might seem a bit daunting at first, running an effective software selection process does not have to be complicated to be effective. However, it does re-

quire some thoughtful planning up front to define your appropriate software selection criteria.

As they say in both sports and business, execution is what really drives whether you achieve your objectives. Consequently, focusing on how your new ERP will be implemented is as important as what ERP product you choose. No vendor implementation proposal is the same. Make sure you know what services you are getting (and not getting) and who will do what.

Buyer beware! As you research ERP options, you no doubt will be confronted with opposing sales messages from very persuasive professional sales people. Whatever the hype, keep in mind the truth is often somewhere in the middle. Consider both sides with an open mind and then decide which is more compelling for your business.

CHOOSING THE BEST ERP SOLUTION IS AN IMPORTANT DECISION

Which ERP solution you select is a high-visibility decision precisely because it directly impacts day-to-day operations of most every area within your company.

At the same time, IT projects in general and ERP projects in particular are notorious for under-delivering on their intended business value. The reasons vary but often include both product and people-centric root cause issues.

REASONS ERP SYSTEMS UNDER-DELIVER

Listed below are the most common reasons ERP projects under-deliver, based on cited experience and third-party studies. The key takeaway is that these are all predictable, bona fide risks that every ERP project must overcome to be successful.
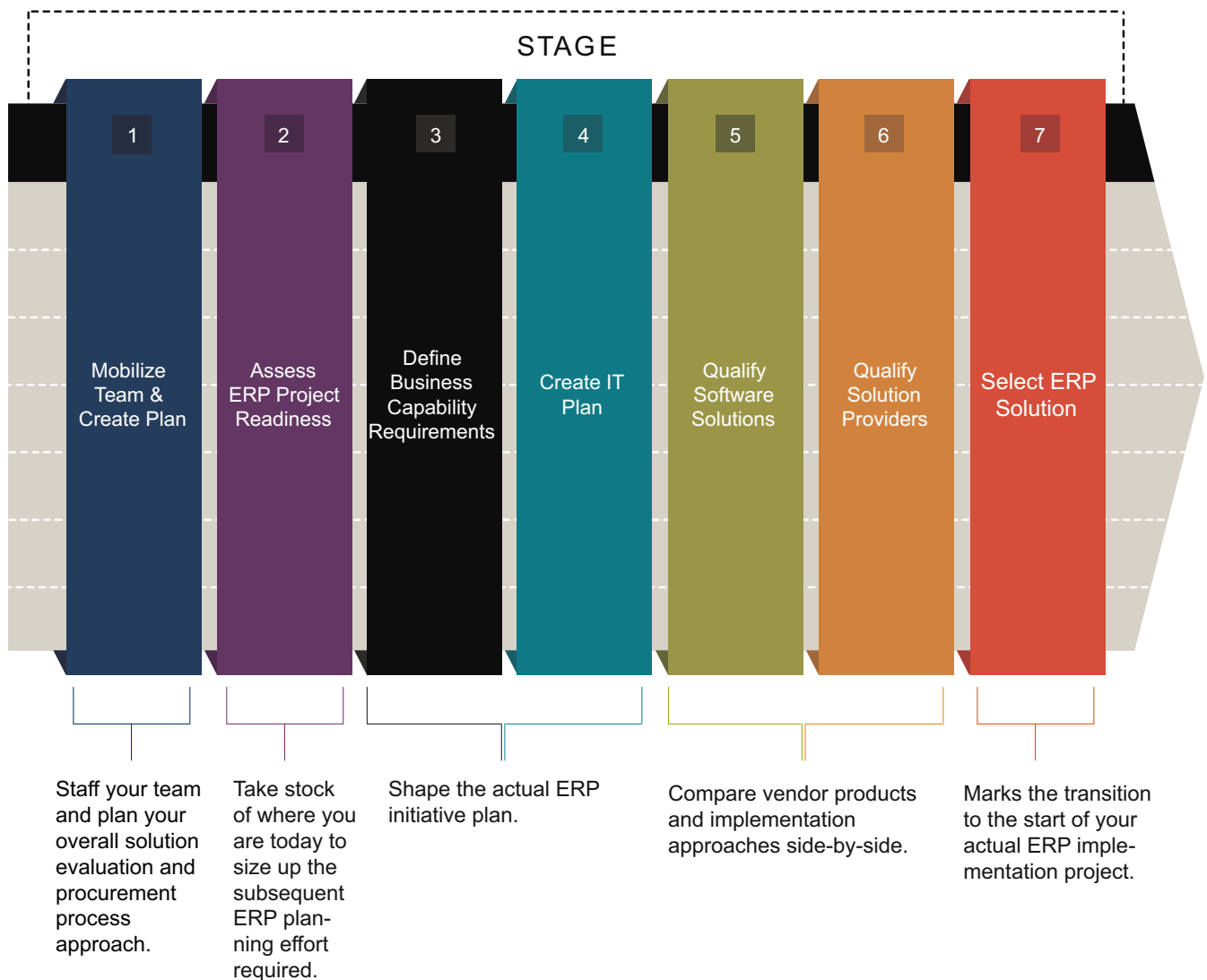
PRODUCT-DRIVEN REASONS

- The user interface is hard to use (leading to low user adoption)
- Hidden system integration issues (software doesn't work the way you expected)
- Unaccounted for complexities of maintaining disparate technologies (cost of ongoing skill development/management)
- Product obsolescence (vendor can't keep pace with the market over time)

PEOPLE-DRIVEN REASONS

- Vaguely-defined project plan and implementation methodology
- Misaligned stakeholder/solution provider expectations
- Poor project execution/change management (due to lack of relevant in-house and/or solution provider expertise)
- Ineffective training on how to use the solution (resulting in low user productivity, feature utilization and less self-sufficient operation)

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THE WHAT, WHY AND HOW OF A GOOD ERP SOLUTION SELECTION PROCESS

At a summary level, we advocate a multi-stage solution selection process.

STAGE

1	2	3	4	5	6	7
Mobilize Team & Create Plan	Assess ERP Project Readiness	Define Business Capability Requirements	Create IT Plan	Qualify Software Solutions	Qualify Solution Providers	Select ERP Solution

Staff your team and plan your overall solution evaluation and procurement process approach.

Take stock of where you are today to size up the subsequent ERP planning effort required.

Shape the actual ERP initiative plan.

Compare vendor products and implementation approaches side-by-side.

Marks the transition to the start of your actual ERP implementation project.

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"Ordinary people think merely of spending time, great people think of using it."

-Arthur Schopenhauer

The following section expands and drills down on the high-level process previously outlined.

Follow these 21 sequential steps to position your ERP project for success, and avoid the pitfalls that cause so many other projects to under-deliver.

MOBILIZE YOUR ERP SELECTION TEAM

If not known already, the first step is to designate your ERP initiative sponsor, evaluation team lead and key stakeholders.

In most cases, one or more of these team members will also become your ERP implementation project lead, functional super user, technical super user and key implementation project stakeholders.

Key stakeholders are all those who rely on and will be impacted by the new system. To be clear, this is more than just the accounting department. The new ERP system will directly influence day-to-day operations of almost every part of the company for the next 3-5 years! As such, it warrants both senior management's and key operational group stakeholders' full support and participation in the selection process. Viewing the ERP selection process as an "accounting department only" type initiative will not result in successful new ERP implementation.

KEY SUCCESS FACTOR

Ensure you have both senior management's and key stakeholders' full support before launching your ERP selection process. Be sure your CEO, CFO, Controller and Operating Unit VPs understand the critical role ERP plays in the overall functioning of the business. Depending on their level of familiarity with current ERP system capabilities, you may need to do some education to ensure everyone is "on-board."

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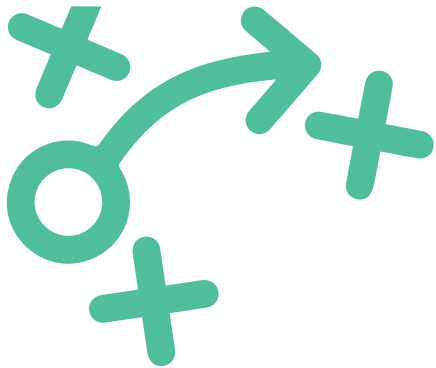
PLAN YOUR SOLUTION EVALUATION & PROCUREMENT PROCESS

The next step is to plan your actual procurement process. The tasks include:

Define and agree on your procurement process steps *(using this guide as an initial framework)*
In planning your procurement process, we advocate a "risk-based" approach. This means, seek to balance "How rigorous a procurement process is prudent?" with "How much work do you want to create for yourselves?" The answer will determine the most pragmatic and cost-effective procurement process for your organization.

While it might seem a bit daunting at first, running an effective software selection process does not have to be complicated to be effective. However, it does require some thoughtful planning upfront to define your appropriate software selection criteria.

Create a formal work plan for the procurement process steps defined
- Count backwards from when you want to go-live to map out the timing of necessary milestones
- Calendar tenative future meetings as appropriate to set expectations and reserve internal resource availability

KEY SUCCESS FACTOR

Once you've read this entire guide, revisit this step to create the appropriate work plan, drawing on the insights shared herein.

PERFORM A PROJECT READINESS SELF-ASSESSMENT

"Know Thyself (Organization)." Perform an honest self-assessment of your collective current project planning readiness along with an initial project risk assessment of what is most important to your business.

There are no right or wrong answers but assessing your current state helps determine the best place to start your actual project.

PROJECT PLANNING READINESS ASSESSMENT

How well-defined is your ERP solution vision already? How mature is your thinking around each of the key project elements listed below? What do you have covered already? Where do you think you want/need help?

• Business Objectives/Needs
• IT Plan
• Sourcing Strategy
• Business Processes
• Compliance Requirements

• Application Requirements
• Implementation Approach
• Post Go-Live Support Needs
• Project Success Criteria
• Change Management Plan
• Project Leadership Team
• Project Plans
• Communication Plans
• Internal/External Constraints/Dependencies
• Risk Management Plan

INITIAL PROJECT RISK ASSESSMENT

Given the risks facing all ERP projects, an important aspect to planning your ERP project is anticipating "What things might get in the way of your success?"

While the norm is to just focus on the best case scenario where everything goes as planned, it's prudent to scenario plan for when and if things do not go as planned.

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Therefore, for the benefit of the company, it is wise to openly discuss and understand the corporate risk tolerance and potential ramifications regarding each of the applicable risk areas listed below:

Business Risk
- Project failure
- Under-achieving on the intended ROI
- IPO Readiness

Pricing/Contract Structure
- Scope/Budget control
- Maintaining business control/flexibility
- Establishing a predictable cost model

Change Management
- Achieving business change goals based on the organization's willingness and capacity to change
- Internal/external constraints/dependencies

Compliance
- SOX
- FDA 21 CFR Part 11
- Payment Card Industry (PCI)

Product Risk
- Vendor Viability & Strategy
- Reliability
- Flexibility
- Future product obsolescence

Project Delivery Risk
- Solution Provider Viability & Strategy
- Solution Provider Reliability
- Solution Provider Capability
- Maintaining multiple sourcing options

Operations Risk
- Product utilization and user proficiency
- Managing the timing of upgrades
- Resource (skill) availability in the market
- Maintaining multiple support sourcing options

KEY SUCCESS FACTOR

For those risk areas that are important and consequential to your company's success, be sure to include them in your ERP solution-decision criteria.

DEFINE YOUR BUSINESS CAPABILITY REQUIREMENTS

The next step is to begin formally planning your business-driven ERP initiative. At ERBrains, we refer to this as part of the *CFO Evolution* for your company.

The *CFO Evolution* is a way to frame your business initiatives to ensure they align with your business strategy. In brief, it groups all the activities and responsibilities of the CFO organization and its touch points with the other areas of the organization into the three roles and goals of **Accountant**, **Protector** and **Business Leader**. For ERP projects, we view them as primarily focused on "Streamlining the Accountant" role.
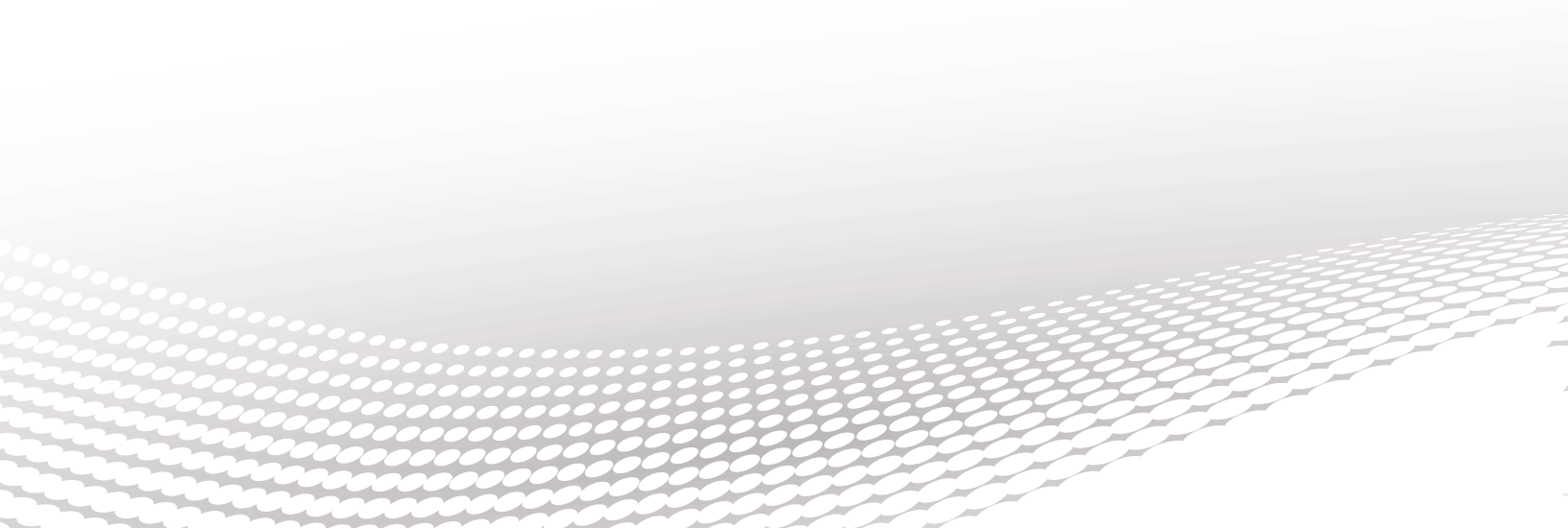
Having such a framework helps project team members and stakeholders focus on a set of common business goals and measures.

The key input to guide planning your *CFO Evolution* (business requirements) is your corporate strategy.
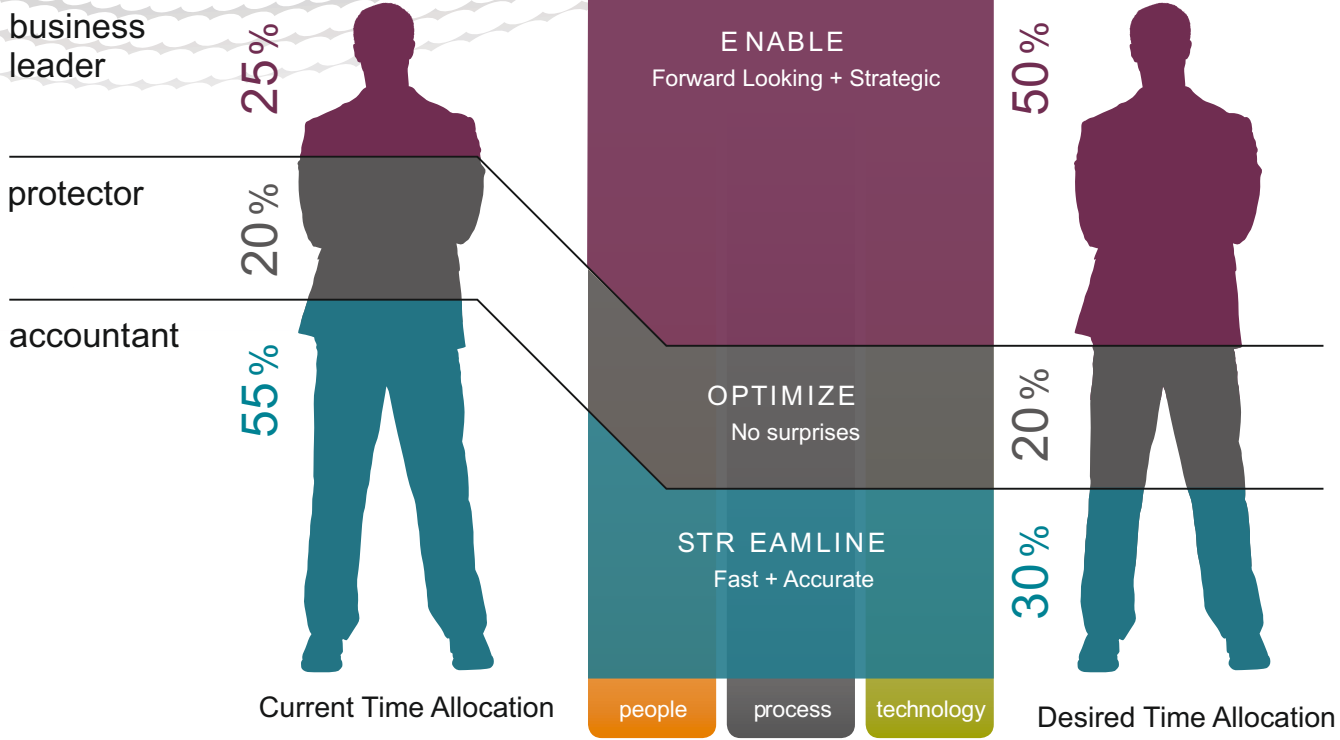
The key tasks for this step are:
- Define/refine your key business objectives/ requirements
- Plan your high-level business architecture design (to assess and fill gaps)
- Plan your people, process and technology initiatives to execute the plan
- Define your high-level sourcing/procurement strategy

ERB ROLE

business leader

25%

protector

20%

accountant

55%

Current Time Allocation

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ENABLE
Forward Looking + Strategic

50%

OPTIMIZE
No surprises

20%

STREAMLINE
Fast + Accurate

30%

| people | process | technology |

Desired Time Allocation

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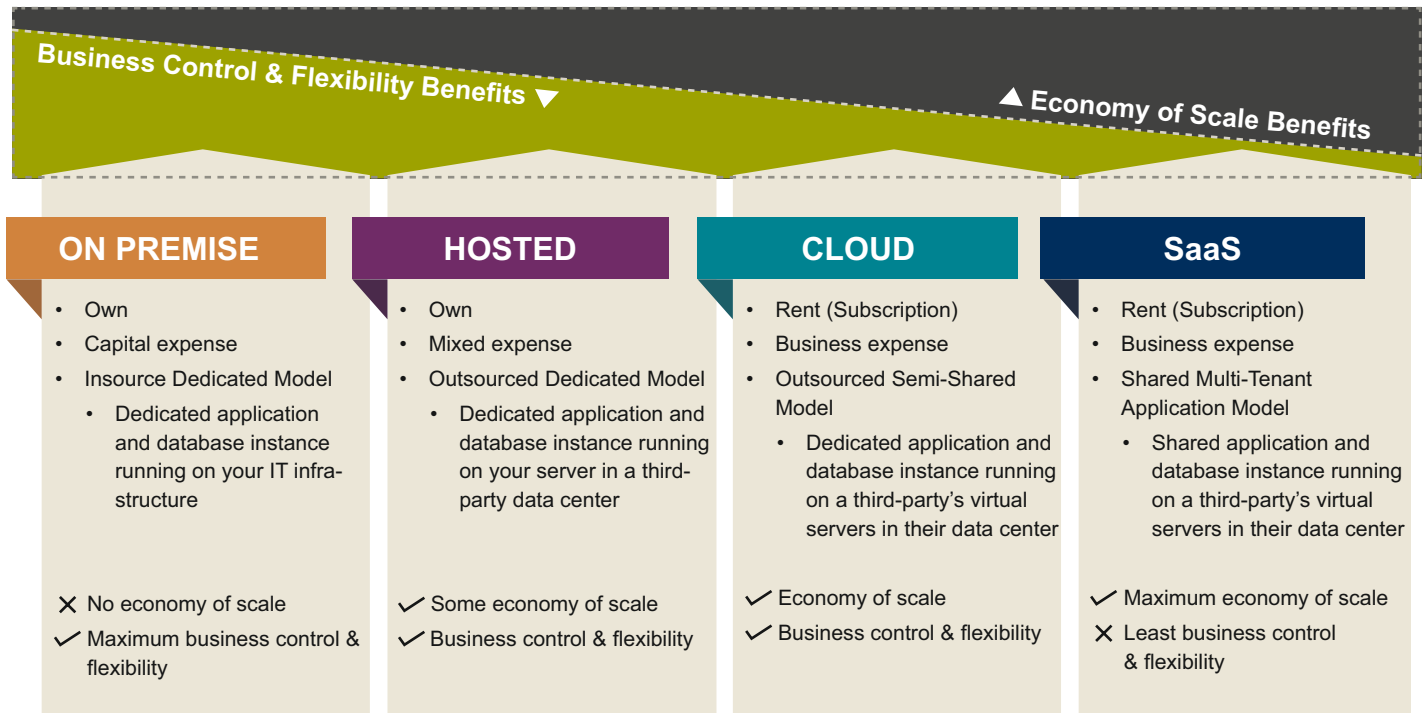
PLAN YOUR IT STRATEGY

With your business requirements top-of-mind, create your IT plan to enable the needed business capabilities. The key tasks for this step are:

• Plan your high-level IT solution architecture design
• Select your standard IT platform and deployment model

Keep in mind that choosing your ERP platform is essentially choosing your standard IT platform for the company and vice versa. The ERP platform you choose is critical to your company because it:

• Facilitates (or hinders) information sharing and business productivity across your organization
• Influences your other technology choices and ease of integration for:
  • Business Productivity Tools (e.g. integration to Outlook)
  • Other Business Applications
  • Database Management Solution
• Drives what resource skill sets are needed and must be maintained going forward (be it in-house or accessible in the market)

Part of your IT Plan is also choosing your preferred deployment model (On-premise, Hosted, Cloud, SaaS, or a hybrid of these). As there are no standard industry definitions for each, they all beg definition when discussed. For the purposes of this guide, we define them as follows:

Business Control & Flexibility Benefits ▼

▲ Economy of Scale Benefits

ON PREMISE

- Own
- Capital expense
- Insource Dedicated Model
  - Dedicated application and database instance running on your IT infra-structure

✕ No economy of scale
✓ Maximum business control & flexibility

HOSTED

- Own
- Mixed expense
- Outsourced Dedicated Model
  - Dedicated application and database instance running on your server in a third-party data center

✓ Some economy of scale
✓ Business control & flexibility

CLOUD

- Rent (Subscription)
- Business expense
- Outsourced Semi-Shared Model
  - Dedicated application and database instance running on a third-party's virtual servers in their data center

✓ Economy of scale
✓ Business control & flexibility

SaaS

- Rent (Subscription)
- Business expense
- Shared Multi-Tenant Application Model
  - Shared application and database instance running on a third-party's virtual servers in their data center

✓ Maximum economy of scale
✕ Least business control & flexibility

The key drivers to making your Deployment Model decision are:

- Do you want to own or rent your solution? (i.e., do you prefer capital vs. business expense)
- Do you prefer an on-premise or cloud-based solution?
- Do you have sunk IT support costs already or will adding a new ERP system cause you to need to hire more IT resources? (In which case, you might want to look more closely at one of the outsourced models.)
- What is your view on maintaining the right balance between "Business Control & Flexibility" and "Price" for your organization?

KEY SUCCESS FACTOR

It is wise to have a well thought-out and defined IT Plan prepared in advance to guide you through the wide range of solution options available. Without one, you risk making fundamental business and IT architecture decisions "on the fly" during the procurement process.

For more information on planning your IT strategy, visit our web site at:
https://www.erbrains.com

CREATE YOUR ERP SOLUTION SELECTION CRITERIA SCORECARD

With your business vision and IT plan to guide you, we submit there are four cornerstones to making a good ERP selection.

Software Product Fit (The What)	Solution Provider Approach (The How)
Success!	
Optimize TCO (How Much)	Mitigate Predictable Risks (No Surprises)

Using this framework, create your own customer-specific ERP Solution Selection Criteria Scorecard for use in evaluating each prospective solution (during the subsequent steps). ERBrains recommends an equal weighting for each cornerstone (category).

SOFTWARE PRODUCT FIT

The first cornerstone is Software Product Fit. It includes:

Functionality

A high fit to your functional requirements is 'table stakes' for any solution to be viable. That said, every vendor will claim their product does everything well, so it will require some due diligence to assess how well each product fits your way of doing business.

Usability

"Ease of use" is essential for user adoption and proficiency. It includes assessing the user interface and the ability to easily get data in and out of the system (without relying on IT). Recognizing poor usability is one of the key reasons why projects are not more fully utilized. Its importance cannot be understated.

Compliance Management
Includes IT controls, audit trails, electronic signatures, appropriate reporting and documentation, and segregation of duties through roles and access rights.

Technical Architecture
Assesses how well a solution aligns with your IT plan requirements (defined previously) around scalability, use of standard technologies (required skill sets, programming language, DBMS, operating system), interoperability, and open interfaces.

Deployment Model
Is in alignment with your preferred IT architecture model (i.e. SaaS, Cloud, Hosted, or On-premise).

SOLUTION PROVIDER'S IMPLEMENTATION & SUPPORT APPROACH
The second cornerstone is to evaluate each solution vendor's implementation and support approach. It includes:

How well do they understand your requirements?

What is their ability to execute?
- Breadth and depth of capabilities?
- Breadth and depth of related services?

What is their implementation approach?
- What is included?
- What is not included?
- What are they expecting you to do?

What is their post go-live support approach?
- How does it work?
- What services do they provide?

Can they meet the desired project timeline?
- Do they offer any other Business Relationship Value-add?

What additional tangible and intangible value do they provide (e.g. ongoing customer education programs, related services)?

MITIGATE PREDICTABLE RISKS
Aligned with your initial risk assessment performed previously, the third cornerstone is to mitigate the predictable risks associated with each solution option. "Hope is not a strategy" (to borrow a catch phrase from the book with the same title) so you need to be deliberate and proactive in addressing each risk. When solutions rate similarly in other ways, this is the area that often clearly differentiates between them.

OPTIMIZE TOTAL COST OF OWNERSHIP
The fourth cornerstone is to perform a cost/benefit analysis to optimize your TCO. Here again we advocate a holistic view of all the relevant costs (i.e. hard/tangible and soft/intangible) to enable an accurate "apples to apples" comparison between options. Be sure to consider your sunk costs as well. This may or may not take the shape of a formal business case but the thoughtful analysis should be the same.
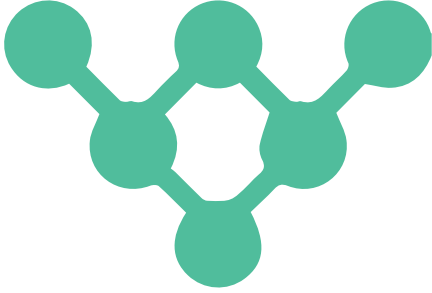
DEFINE YOUR KEY HIGH-LEVEL APPLICATION REQUIREMENTS FOR EVALUATION PURPOSES

Depending on how simple or complex your business needs and project risks are, consider either a top-down (issues/exception-based) or a bottom-up (more comprehensive) application requirement definition and software evaluation approach.

Which approach is right for your organization is driven by your collective management decision style and temperament. If you and/or your key stakeholders are detailed-oriented and analytical type decision makers, consider the bottom-up approach. If you and/or your key stakeholders are "get it roughly right and keep moving" type decision makers, consider the top-down approach. The main difference between the two is the bottom-up approach adds an extra due diligence step to analyze a broader requirement set (but then follows the same top-down approach thereafter).

TOP-DOWN APPROACH

ISSUE BASED / MANAGE BY EXCEPTIONS

- Create shortlist of leading ERP providers you want to work with and see demos from
  - Work with the best to lower unforeseen risk
- Create your "Top 10" type list of must-see requirements driven by your current business issues/challenges
- Focus demos on key differentiating requirements

- Create a potentially broader list of ERP providers
- Create comprehensive requirement inventory
  - Leverage third-party requirement listings
  - Scope listings to your needs
- Request solution providers map their capabilities by requirement
- Analyze vendor responses
- Continue with the *Top-Down Approach* steps...

BOTTOM-UP APPROACH

MORE THOROUGH / ANALYTICAL

DEFINE YOUR KEY HIGH-LEVEL IMPLEMENTATION REQUIREMENTS FOR EVALUATION PURPOSES

While almost all ERP buyers spend a great deal of time analyzing the functional differences between competing products, most spend very little time scrutinizing how each product will be implemented. Often buyers just assume that all vendor implementation approaches are the same and simply compare total estimates to make their solution selection. This is a big mistake and a common reason why so many ERP projects underdeliver on their intended ROI.

As is true for sports and business in general, how well you execute is what really drives whether you achieve your objectives. Consequently, focusing on "how" your new ERP will be implemented is as important as "which" ERP product you choose. No vendor implementation proposal is the same. Make sure you know what you are getting and not getting and who will do what. Become an informed buyer to assess the fit of both product and implementation approach in order to select the right ERP solution for your organization.

IDENTIFY AND RESEARCH VIABLE ERP SOLUTIONS

Draw on your own ERP product experience, leverage your knowledgeable contacts, do internet research, visit vendor web sites, download white papers and read leading analyst reports to identify potentially viable ERP solution candidates.

A few things to know about ERP product comparisons as you do your research:

Reviews are rarely performed by true independent parties. Often the rankings and content are self-assessed and produced directly by the marketing department of the respective vendor. In addition, many web sites offering comparison information are really just in the referral commission business. Hence, it's no wonder you'll find very wide-ranging and entirely conflicting views.

Check which version of the product was reviewed. Not all reviews are of the most current product version available. This is because vendors are continuously improving their products and logistically, it's simply hard to keep all the comparison information up to date. In any event, every vendor will claim to have closed any perceived gap since the last review (which may or may be the case).

Most every vendor, whether they are tier 1, 2 or 3, claims to do most everything well. So, in the end,

most product reviews don't really provide breakthrough insight or clear differentiation between products. While vendors support the same function in different ways, they all still call whatever type support they provide "full support" and "out of the box", etc. Thus, it begs viewing the products to be sure.

Regardless of rankings, **most vendors go to market with some level of industry-vertical "secret sauce"** via pre-configuration, strategic ISV relationships and/or other software assets of their own (e.g., as does ERBrains IT Solutions) to further differentiate offerings and fill known or perceived gaps in the product. These additions will not be reflected in other third-party comparisons.

KEY SUCCESS FACTOR

If you are a top-down type decision maker and want to fast track your selection with the least risk, choose one of the top market leading ERP solutions over the 100 plus others (adopting the "there's safety in numbers" approach).

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CONTACT ERP VENDORS TO ARRANGE MEETINGS

Reach out to prospective vendors to perform an initial qualification of their credentials, interest and availability. If you like what you hear, arrange a subsequent in-person meeting.

Be ready for vendors to qualify you as their prospect as well. Key questions you can expect include:

- What are your key business objectives?
- What don't you like about your current solution?
- Reasons for considering a new solution?
- Solution you are using now?
- What other products are you looking at?
- Number of current users?
- Relevant functional modules?
- System interface requirements?
- Solution decision process, criteria and target milestone dates?
- Desired project timing (start date and target go-live date)?
- Budget (range)?
- Names and titles of attendees at the next meeting?

KEY SUCCESS FACTOR

Don't be afraid to talk budget and price ranges in the initial qualification call. You don't want to waste your time (or the vendor's) if it's obvious your budget and a given solution's typical cost are not in the same ballpark. That said, there are multiple ways to adjust any project scope and approach to more closely meet your needs. The first step is to discuss your needs upfront.

QUALIFY PROSPECTIVE SOLUTION PROVIDERS VIA IN-PERSON MEETINGS (MEETING #1)

Meet with the solution providers you are most interested in to have more in-depth conversations around the topics listed in the previous step. Add the following discussion points as well:

Key Vendor Qualification Points from Customer's Perspective:
- Credentials
- How do they approach supporting each of your key requirements and solution decision criteria?
- Relevant experience
- Resource availability

Key Customer Qualification Points from Vendor's Perspective:
- Scope high-level solution (confirm key requirements, relevant functional modules in-scope, system interfaces, preferred requirements analysis approach, data migration approach, training approach, and deployment approach)
- Confirm solution decision process, criteria and milestone dates
- Confirm target project timing
- Confirm budget (range)

IDENTIFY SHORT-LIST OF SOLUTION PROVIDERS YOU WANT TO WORK WITH AND DEMOS YOU WOULD LIKE TO SEE

Based on the results of the previous step, determine the short-list of product demos and vendors you want to analyze further.

DEFINE DEMO REQUIRE- MENTS AND SHARE SAMPLE DATA WITH SOLUTION PROVIDERS FOR USE IN DEMOS

With the thousands of functions and features every ERP product supports, you can demo each for two hours or two days and still never see everything they have to offer. Given that, focus your demos on the requirements that matter most to your business.

To make for effective demos and use of your time, prepare your evaluation team and your prospective vendors as follows:

- What are the Top 10 must have/must see type capabilities to your organization? To some extent, all the major ERP software solutions can address the basics (though you shouldn't take that for granted if you have any doubts), so what are the unique things about your business that you want to be sure can be supported? Give that list to your prospective vendors and ask them to show you those things.
- Provide sample data to your vendor that they can use to populate in their demo system. A sample invoice, sales order, purchase order, bill of materi- als, and so on will allow them to use data that you

recognize and bring the demo to life with relevant context for you.
- Request vendors be ready to review their imple- mentation methodology and approach with you in the meeting.
- Create a rating scorecard aligned with your solu- tion decision criteria for use by your stakeholders attending the demos.

KEY SUCCESS FACTOR

Ask your prospective vendors to demo to you in-person. There's no substitute for face-to-face interactions when you are evaluating both the product and the vendor you will be working with.

REVIEW DEMOS AND VENDOR IMPLEMEN-TATION APPROACHES (MEETING #2)

Assess vendor product demos and implementation approaches with your key stakeholder group. Focus on the way each product supports your key requirements. Regarding the implementation, seek to understand what services typically are and are not provided. Document issues or concerns raised and vendors' responses as they are identified. Ask your evaluation team to score each solution option per the scorecard defined in the previous step. Fill them out immediately after viewing each demo while still top-of-mind.

AFTER ALL THE DEMOS, ASK VENDORS TO ADDRESS CONFLICTING SALES MESSAGES AND ISSUES RAISED

When reviewing different solutions, you're sure to hear conflicting sales messages from each vendor you meet with. And, when one vendor presents, it may trigger questions you wish you would have asked a previous presenter. When this occurs, record your list of follow-up questions and give your short-list vendors the opportunity to respond to each. Doing so will add some time to the process but is well worth it to ensure you make an informed decision for your company. After all, you'll be living with your decision for several years.

REFINE SCOPE WITH VENDORS BASED ON WHAT YOU LEARN (AS APPLICABLE) AND REQUEST PROPOSALS ACCORDINGLY (MEETING #3)

After all your follow-up questions have been answered, assess whether any of the responses cause you to change your envisioned solution scope and approach. For your shortlist of prospective vendors, provide revised requirement guidance as appropriate and request formal proposals.

KEY SUCCESS FACTOR

It's a win-win for both the buyer and seller to shape the solution that exactly meets your needs. Consequently, you can only gain by sharing your explicit feedback with vendors to allow them to refine their proposed scope and approach to best meet your needs.

REVIEW PROPOSALS AND SCRUTINIZE IMPLEMENTATION WEEKLY WORK PLANS TO VERIFY WHAT IS AND IS NOT INCLUDED

Arguably, the required tasks and work effort to implement any ERP solution successfully are nearly the same for any leading product and competent vendor. Indeed, the required work is unavoidable; there are no real short-cuts without increasing project delivery risk.

It is also true that the vast majority of this work (50-66%) is made up of people-driven tasks that are entirely independent of the particular ERP product selected. These tasks include project management, requirements analysis, solution design, data migration, user training, user acceptance testing, go-live deployment planning, and general Q&A support throughout the project.

That said, without your specific direction, you should know that for sales reasons, vendors purposely make very different assumptions in their proposals about how much support they will provide for each task. If the vendor is silent on a task or has a lower estimate than others, rest assured they are assuming you will do it or

do more of it as needed. That can all be fine, but just know what you are signing up for. So, while all vendor implementation approaches should be the same and the actual work effort will end up near the same, you should know they are never bid the same.

KEY SUCCESS FACTOR

Insist on reviewing each vendor's detailed weekly work plan. This will give you a clear view to what they are including and what they are not relative to others. Where there are differences between proposals, find out why.

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PROVIDE FEEDBACK TO VENDORS AS APPRO-PRIATE TO REFINE THE PROJECT SCOPE AND APPROACH TO ENSURE PROPOSALS MEET YOUR NEEDS (MEETING #4)

Identify and adopt the implementation approach or elements of different approaches that best meet your needs, then direct each vendor to adjust their approach accordingly. This will set more realistic expectations for all parties and enable a true apples-to-apples comparison for you.

CHECK REFERENCES FOR FINALISTS

There are two schools of thought on references. From the buyer's perspective, one is to use them as an initial vetting step. The other is to check them only once a given vendor is a finalist to win the business.

KEY SUCCESS FACTOR

ERBrains advocates checking references as a final step (only). Out of respect for our valued clients' time, we don't want to engage them unless we are sure there is a good reason. It is the same way we would expect to treat you when/if you also become our client. From that perspective, most buyers agree checking references as a final step is most appropriate

STEP 20

SELECT THE ERP SOLUTION THAT BEST MEETS ALL YOUR SOLUTION DECISION CRITERIA

Considering all your predefined solution selection criteria and scorecard results tabulated from your analysis, choose the solution that best meets your needs.

STEP 21

CONTRACT WITH YOUR CHOSEN VENDOR (MEETING #5)

As the final step, agree on business terms and begin your new ERP implementation project!

PATH FORWARD

As it is often said, "Failing to plan is planning to fail" and "If you don't know where you are going, any path will get there." Aligned with this wisdom, we further submit, "The difference between a successful and failed ERP project is often how much planning went into it upfront."

Successful ERP projects are well-defined and well-planned. Unsuccessful ERP projects are typically poorly defined and not well-planned.

Consequently, we strongly recommend you follow our Step-by-Step ERP Solution Selection Guide to make your ERP project a success!

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Microsoft
Partner

Gold Enterprise Resource Planning
Gold Application Development
Gold Cloud Platform
Gold Cloud Productivity
Silver Datacenter
Silver Small and Midmarket Cloud Solutions
Silver Cloud Customer Relationship Management

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Take the next step CONTACT US TODAY

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