



CLASH OF THE TITANS 2014

An Independent Comparison of SAP,
Oracle and Microsoft Dynamics



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Introduction

Panorama Consulting Solutions, an independent and vendor-neutral enterprise resource planning (ERP) consulting firm, developed its annual ***Clash of the Titans*** analysis to compare the three “titans” of the enterprise software industry: SAP, Oracle and Microsoft Dynamics. The analysis is based on all solutions offered by the three vendors and is not segmented by industry. The report provides a “quick read” on the high-level characteristics of each vendor and insight into respondents’ experiences with the chosen software. Panorama is in no way affiliated with SAP, Oracle and Microsoft Dynamics or any other software vendor or reseller.

Clash of the Titans 2014 includes analysis of responses collected via the Panorama Consulting website from May 2012 to September 2013. The data set includes more than 400 respondents from 31 countries who have selected or implemented SAP, Oracle or Microsoft Dynamics ERP solutions. The survey was open to participants via our website at **Panorama-Consulting.com**.

Panorama Consulting developed ***Clash of the Titans 2014*** by analyzing quantitative and qualitative data regarding SAP, Oracle and Microsoft Dynamics ERP implementations. The report includes findings on a variety of factors such as vendor market share, implementation durations and payback periods summarized by vendor. Also included in this report are metrics regarding selection trends and business benefits realization.

As should come as no surprise to the reader, the battle for dominance in the Tier I market continues apace as Oracle, SAP and Microsoft Dynamics each seek to further grow their global user base. Each of these three vendors has proven adept at adapting to the ever-changing needs of their clients, anticipating and capitalizing on economic trends and developing offerings to suit verticals outside of their original target markets.

While the ERP market continues to flex and flourish, these three titans are coming under even more pressure to retain market share. The competition shows all signs of continuing, with customers being the ultimate beneficiary as these three vendors strive to increase their appeal and utility to clients and industries around the world.

Brief History of the Big Three

Oracle

Oracle was originally known for its database systems rather than its ERP systems. The company expanded its share in the ERP market through organic growth and a number of high-profile acquisitions including JD Edwards, PeopleSoft, Siebel CRM and the like. Given this particular growth model, Oracle has become a configurable and flexible option and offers a best-of-breed option for its customers.

Oracle has grown primarily through acquisition of best-of-breed point solutions and has made considerable progress merging the JD Edwards Enterprise One functionality into Oracle EBS. Oracle EBS is comprised of over ten product lines, each of them with several modules that are licensed separately.

Oracle's other key ERP offerings include JD Edwards and PeopleSoft. JD Edwards supports the manufacturing industry especially well. It is an integrated applications suite of comprehensive ERP software that supports a wide variety of business processes with one common database. JD Edwards EnterpriseOne has an open platform, which provides for a broad support for different operating systems, databases, and middleware from Oracle and other vendors.

PeopleSoft targets large organizations, especially in the public sector and financial services sector. PeopleSoft has eight different application solutions such as financials, supply chain, HR, CRM and so on, among which HR and CRM solutions are the most desirable. Before being acquired by Oracle, the PeopleSoft suite was based on a client-server approach with a dedicated client. The current PeopleSoft version is based on a web-centric design, which allows all of a company's business functions to be accessed and run on a web browser.

Oracle offers its solutions with different deployment models, including both on-premise and on-demand. Examples include E-Business Suite On-Demand, PeopleSoft Enterprise On-Demand and JD Edwards EnterpriseOne On-Demand, all of which are hosted applications but are not true SaaS applications. There is a move to provide "virtualization," which is Microsoft terminology for the cloud environment.

Oracle's best-of-breed approach sometimes allows for more flexibility to accommodate changing business needs, but this strength can become a weakness when it becomes harder to enforce standardized processes across a larger organization.

Based on qualitative and quantitative input from our clients as well as our own implementation experience, some of Oracle's functional strengths include:

- Strong finance and accounting functionality
- Advanced pricing module supports complex pricing scenarios
- E-portal provides for easy interaction with customers and suppliers
- Well-built IT architecture
- Better product configurator
- Good functionality for production operations

SAP

SAP began as an ERP software provider and today is the leading player in the ERP market. SAP developed close relationships with a variety of alliance partners, which fueled its growth through the 1990s and 2000s. There are an abundance of third-party developers who supply numerous add-on programs that work in conjunction with SAP products. SAP also offers ERP solutions appropriate for all sizes of companies.

Based on SAP's technology platform NetWeaver, SAP Business Suite is a set of integrated business applications that provides industry-specific functionality and scalability. Although very powerful, SAP can be more difficult to change as a business evolves. This is both a strength and a weakness: on the one hand, it is tightly integrated and helps enforce standardized business processes across an enterprise, but it can also be more difficult to modify the software to adjust to evolving core processes and requirements.

SAP's core offerings include SAP Business All-in-One and SAP Business One. SAP Business All-in-One is a comprehensive, integrated enterprise software that offers industry-oriented solutions. All-in-One focuses on small- to mid-sized organizations with up to 2,500 employees. SAP Business All-in-One is template-based, and a configurable derivative of SAP Business Suite. It offers more than 700 industry-specific solutions by deploying their "best practices."

SAP Business One is a single, integrated application designed for small companies with less than 100 employees. It mainly supports retail, wholesale, services and manufacturing. With third-party add-ons, SAP Business One is able to support a variety of industries and functions.

In order to meet the needs of small or mid-size businesses, SAP offers SAP ByDesign. Available in United States, Germany, France, the United Kingdom, India, and China, SAP ByDesign supports companies with 100 - 500 employees. As a SaaS-type on-demand system, SAP ByDesign has low upfront costs and may require fewer IT resources than traditional ERP software.

Based on qualitative and quantitative input from our clients as well as our own implementation experience, some of SAP's functional strengths include:

- Strong product development functionality
- Ease in supporting Make-To-Order processing
- Integrated retail module
- Clear visibility to goods-in-transit orders
- Good quality control and quality assurance functionality
- Good compliance with SOX and tax regulations
- Strong cash management functionality

Microsoft Dynamics

Already established as the premier supplier of operating systems and business software, Microsoft Corporation entered the arena of ERP software through acquisition. In 2000, Microsoft acquired Great Plains, one of the first accounting packages in the USA that was designed and written to be multi-user and to run under Windows as 32 bit software. This was soon followed by the 2002 acquisition of Navision, a Danish software company who offered an accounting and ERP solution offered for Microsoft's Windows 2000 Professional operating system. Navision had merged with Damgaard Software in 2000. Damgaard's product was Axtapa, a highly respected accounting system and ERP solution originally brought to the United States from Europe by IBM in 1996. Written completely in Java, Axapta was designed to be a complete ERP solution which included advanced distribution, process and discrete manufacturing, built-in CRM capabilities, and within an integrated development environment. The products maintained their own identities under Microsoft and were originally marketed as Microsoft Business Solutions, until being changed to Microsoft Dynamics ERP in 2006.

Microsoft Dynamics GP, the former Great Plains product, is designed for small to mid-sized business desiring a simple, out-of-the-box software solution. Microsoft Dynamics NAV, the former Navision product, is designed for small- to mid-sized businesses that need broader functionality and the ability to customize their software solution. The

former Axtapa product, now marketed as Microsoft Dynamics AX, is the flagship of the Microsoft Dynamics offerings, and is geared toward larger, enterprise-wide implementations. Other products within the Microsoft Dynamics product line include SL (formerly Solomon), which is designed for project-oriented businesses, and CRM.

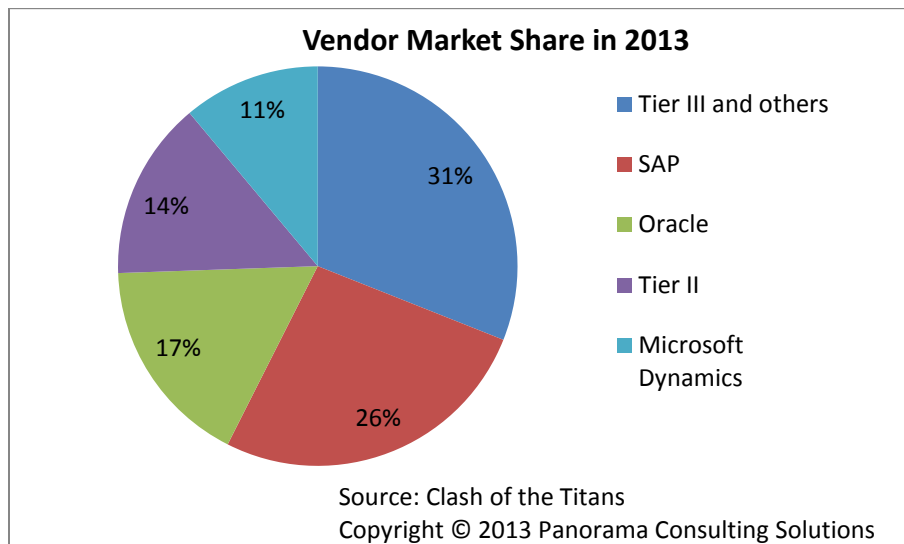
Microsoft Dynamics has historically relied upon its large network (10,000+) of partners to develop extended and industry-specific functionality beyond the core products. However, the recent AX 2013 release incorporates into the core offering industry-specific functionality for manufacturing, public sector, service industries and distribution. Additionally, this release incorporates significantly improved “cloud” capabilities.

Based on qualitative and quantitative input from our clients as well as our own implementation experience, Microsoft Dynamics’ functional strengths include:

- Ease of customization
- High flexibility
- Ease of integration
- Familiarity of user interface
- Strong inter- and multi-company support
- Strong multicurrency and localization capabilities
- Data dimension-enabled tracking of physical moves and financial transactions
- Strong MRP and trade capabilities

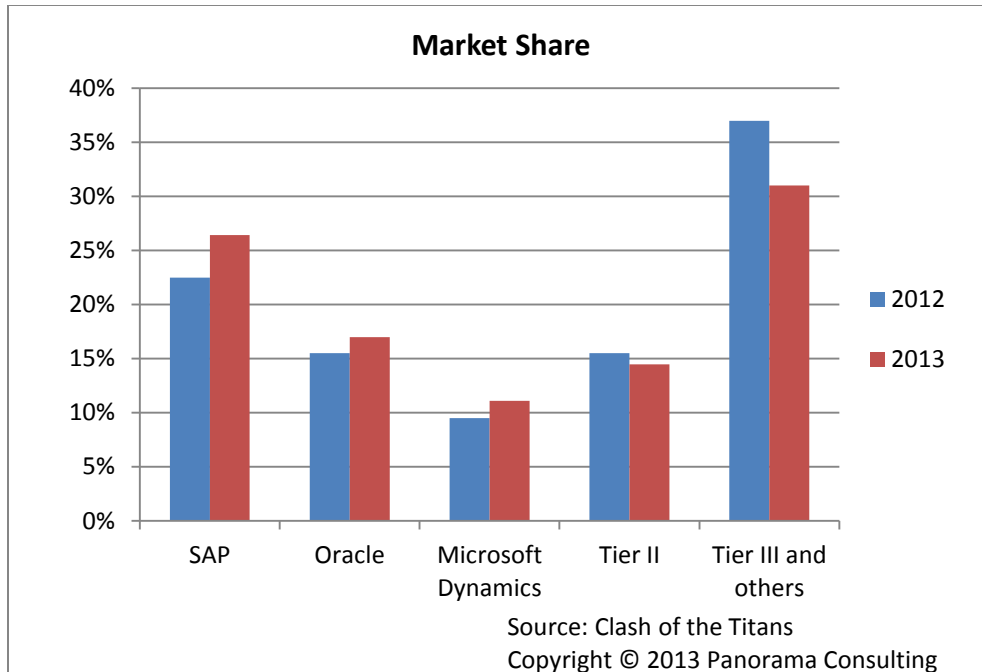
Market Share

Clash of the Titans 2014 provides market share statistics based on the frequency each vendor was selected by organizations represented in our annual survey. The chart below shows the overall market share distribution for the time period from May 2012 to September 2013:



The data show that SAP holds more than one-fourth (26-percent) of total market share, Oracle holds 17-percent and Microsoft holds 11-percent. Tier II solutions (including Infor and Epicor) represent 14-percent of the market while Tier III and “others” represent nearly one-third (31-percent) of the total market.

Compared to findings from last year’s **Clash of the Titans** report (available online at Panorama-Consulting.com), overall Tier II and Tier III vendor market shares have decreased (from 16-percent to 14-percent and from 37-percent to 31-percent, respectively) while each of the three titans have increased slightly. SAP continues to showcase its market dominance, with the largest year-over-year increase (four-percent), followed by Oracle (two-percent) and Microsoft Dynamics (one-percent).



Listing and Selection Comparisons

Short-listing is the process of culling the long list of potential ERP vendors to between two and four potential solutions. Among the key data points in this report are the rates that SAP, Oracle and Microsoft Dynamics have of being short-listed and the rates each vendor has of actually being selected after being short-listed.

The survey data reveals that SAP is the most commonly short-listed ERP system of the three in our study (short-listed by 51-percent of the respondents). SAP is followed by Oracle at 43-percent and Microsoft Dynamics at 32-percent.

Rates of Being Short Listed	
Vendor	Frequency
SAP	51%
Oracle	43%
Microsoft Dynamics	32%

After being short-listed, the popularity of the top three vendors remains in the same order. SAP has the highest percentage of selection following short-listing (21-percent). Oracle follows closely with 18-percent and Microsoft Dynamics with 14-percent.

Selection Rates When Short-Listed	
Vendor	Frequency
SAP	21%
Oracle	18%
Microsoft Dynamics	14%

The interpretation of the above data leads to a number of possible conclusions. First, the fact that SAP is short-listed at such a high rate suggests that its name recognition, use by a large number of organizations and overall product offerings incentivize a majority of organizations in the market to seriously consider the software. While Oracle and Microsoft are not as frequently short-listed as SAP, their rates are still highly respectable.

The selection rates after a vendor has been short-listed are more “neck and neck.” While the order still represents overall market share (SAP, then Oracle and finally Microsoft), both Oracle and Microsoft show very close to SAP in final results.

It is interesting to note that Oracle held the top position for selection after short-listing in last year’s *Clash of the Titans* report. This year, Oracle was overtaken by SAP, which suggests that more organizations are readily convinced that SAP is the best option for their unique business needs.

While both the short-listing and selection rates are strong for SAP, there is no evidence that organizations make the “right” decision by choosing SAP. In Panorama’s experience, many organizations simply do not have the proper methodologies or skillsets in place to effectively assess ERP software packages. Rather than considering these findings to be indicative of the suitability of the product offerings, it is useful to view them as broader data regarding trends in the sales cycle experienced by the three vendors.

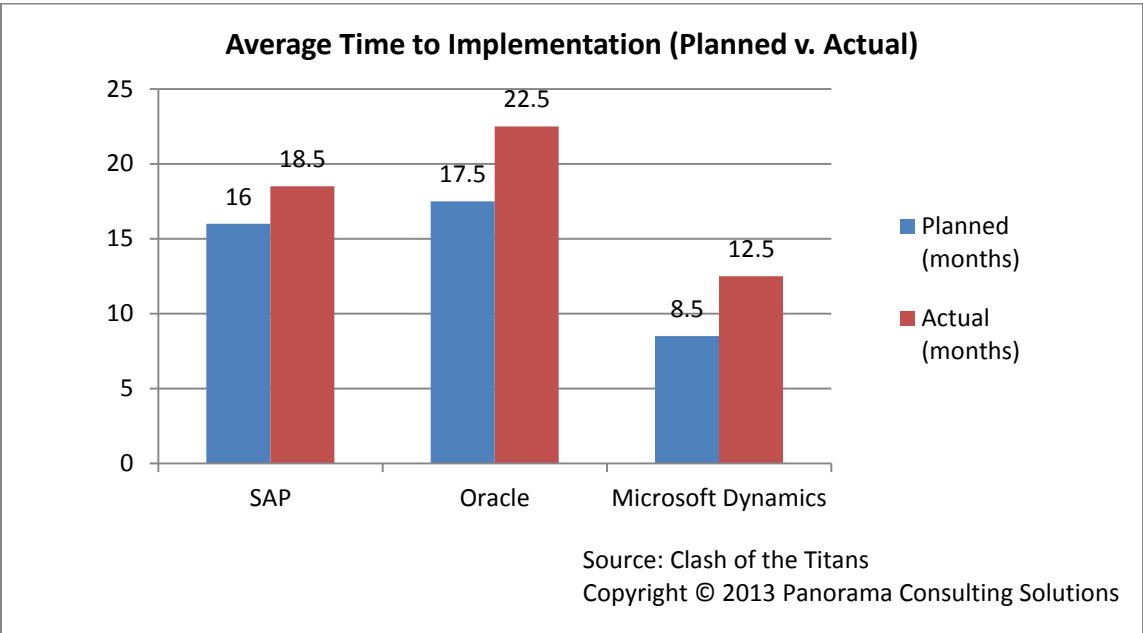
Implementation Duration

It is realistic to assume that implementation duration can be directly correlated to project scope, resource availability, the type of software purchased and the fit and functionality of that software. Further affecting duration are the number of solutions SAP, Oracle and Microsoft Dynamics each provides for different verticals, industries and needs as well as the levels of customization each implementing organization decides to embark upon.

Nearly two-thirds of respondents (62-percent) indicate that their implementations exceeded their anticipated schedules. Only 36-percent of respondents completed their project on-schedule and 3-percent completed implementation earlier than scheduled.

The biggest discrepancy was found in Microsoft Dynamics implementations, which average 12.5 months – four months (or 47-percent) more than they were expected to take. Oracle implementations take, on average, a month longer than Microsoft Dynamics projects (five months compared to four and have an overrun percentage of 29-percent. SAP projects have the shortest overrun time-wise (2.5 months) as well as the smallest percentage of overrun (16-percent).

Comparable to last year’s findings, Microsoft Dynamics had the shortest overall implementation time (12.5 months), followed by SAP (18.5 months) and Oracle (22.5 months).



Please note that implementation duration periods begin at the time of purchase of the software and end upon full functionality. Several variables affect implementation duration, including scope, size and complexity of the company implementing the software as well as the specific solution and deployment model chosen.

Extended Durations

The key reasons for extended durations noted in this analysis are the extension of initial project scope, organizational issues, and data issues, each of which were chosen by 29-percent of respondents. Respondents also indicated that unrealistic timelines and resource constraints contributed to project delays. All of these are common issues suffered by organizations that rush into implementation without taking the time to properly plan and set realistic expectations.

Reasons Behind Extended Durations			
	2011	2012	2013
Initial Project Scope was Extended	17%	29%	29%
Organizational Issues	14%	20%	29%
Data Issues	14%	17%	29%
Unrealistic Timeline	8%	11%	25%
Resource Constraints	13%	17%	21%
Training Issues	10%	15%	17%
Vendor Functionality Issues	8%	4%	13%
Technical Issues	7%	14%	8%
Conflicts in Priority of Project	10%	12%	8%

Between 2011 and 2013, the frequency of the challenges increased in all but two of nine categories, suggesting that companies are having increased difficulty implementing their ERP software. The biggest increase between 2011 and 2013 was seen in the amount of respondents who pointed to unrealistic timeline as a reason for extended duration. Organizations want to get their ERP system “plugged in” as soon as possible and don’t understand all of the components that are required to make an ERP project successful – organizational change management, data cleansing, optimization and standardization of processes, training, etc. Due to this lack of understanding, companies set unrealistic timelines for their ERP implementation and the result is that their projects run over-schedule.

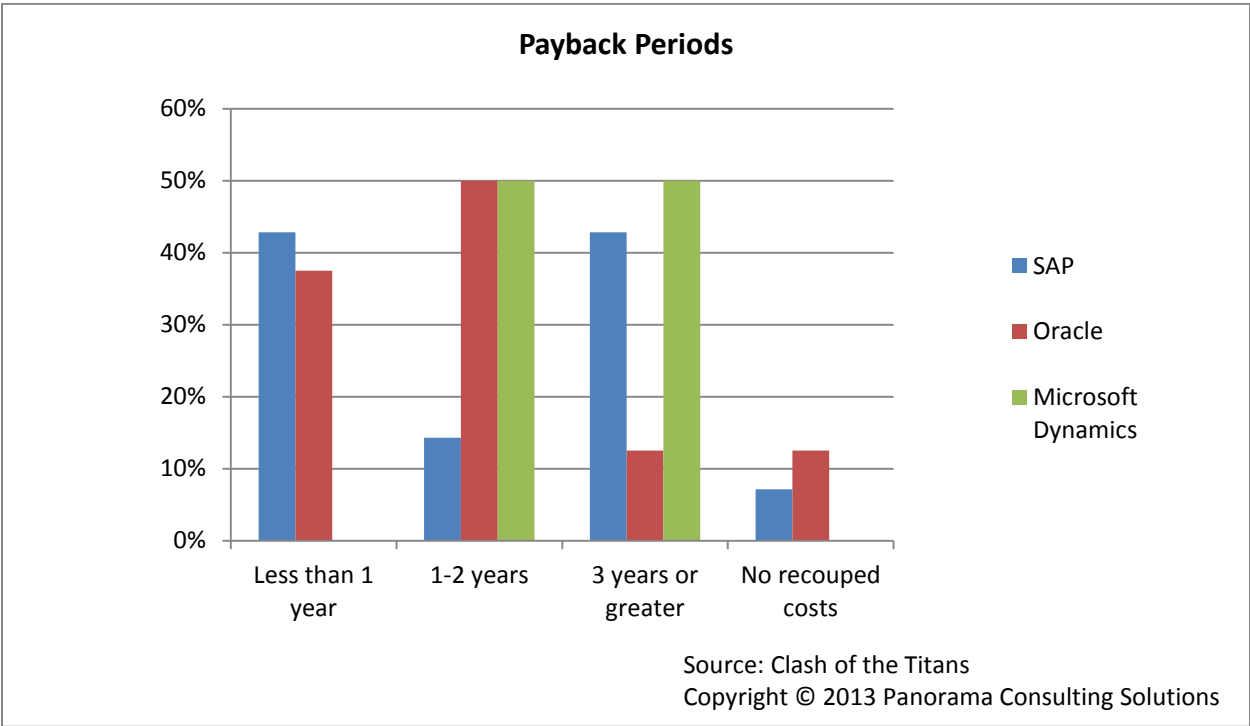
Also of note is that the percentage of respondents who indicated that organizational issues was a key reason for extended timelines more than doubled between 2011 and 2013. Organizations often lose focus of the “people” side of an ERP implementation, choosing instead to devote time and resources to the technical or functional aspects. As

Panorama’s research and experience has shown time and again, companies that fail to ensure their employees are aligned and trained and that leaders are clear on the true resource needs of the project (and the true needs of the resources *affected by the project*) will likely suffer slipped deadlines and timeline overages.

Payback Periods

Payback is defined as the point in time when the organization recoups its initial investment on the project. This metric can only be determined if key performance indicators (KPIs) and baseline measurements are put into place (such as in a business case) prior to implementation.

From 2012 to 2013, Panorama’s research shows that the time it takes for companies to recoup costs from their ERP implementation has decreased from an average of 2.4 years to an average of 1.7 years. Unfortunately, this is undermined by a notable increase in the amount of organizations reporting no recouped cost at all, which has risen from 31-percent to 38-percent.



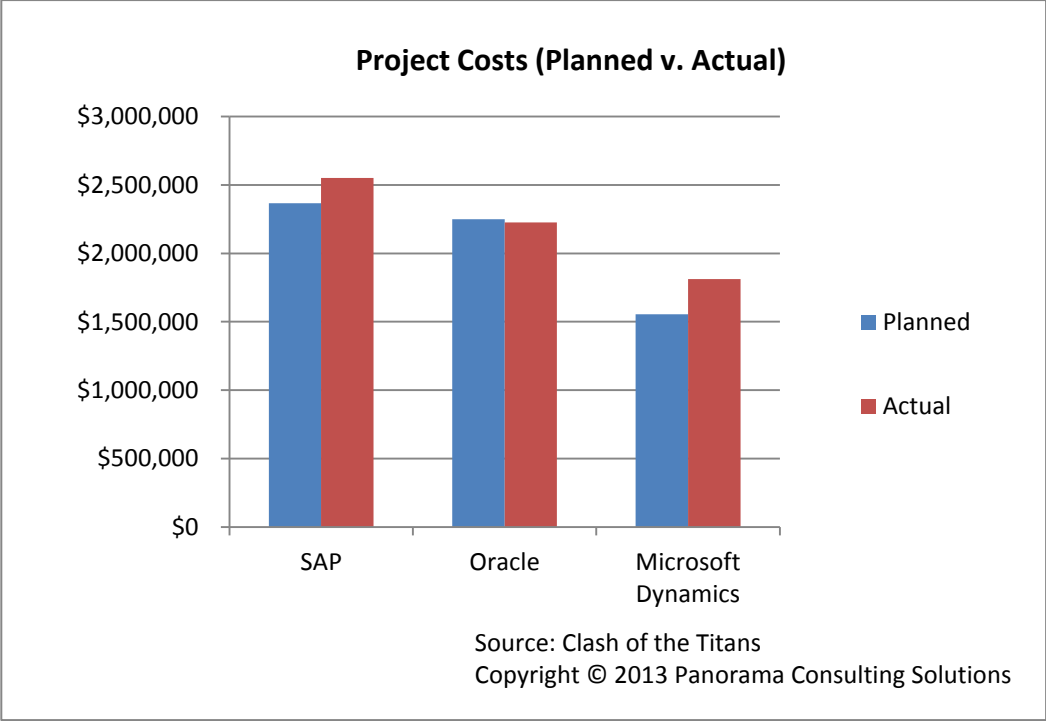
NB: Numbers do not always add up to 100-percent because not every respondent answered every question.

When examining payback period by specific vendor, Microsoft Dynamics takes, on average, the longest period of time to payback the organization's investment (24 months). This is particularly noteworthy given that Microsoft Dynamics costs the least of the three titans. SAP took 23 months and Oracle 16 months.

The vendor with the most respondents receiving payback in less than a year was SAP (43-percent), followed closely by Oracle with 38-percent. Interestingly, SAP had the same percentage (43-percent) of implementations that took three years or more to provide payback while only 13-percent of Oracle implementations took that length of time to achieve the same.

Project Costs

Organizations that plan for all the components of a successful implementation upfront will arrive at a realistic project cost and lessen the risk of being surprised by blown budgets, increased resource or staffing needs, or other potential disasters. Unfortunately, and as the data shows, this is much easier said than done. SAP, Oracle and Microsoft Dynamics projects all showed an increase between planned and actual project cost.



The smallest delta between planned and actual cost was achieved in Oracle implementations, with respondents reporting only a 3-percent difference between planned and actual cost. Microsoft Dynamics users reported the highest delta (18-percent) and SAP users came in somewhere in the middle with 13-percent difference between planned and actual costs.

Overall, the costs of implementation showed SAP being the most expensive to implement (on average, \$2.55 million), Oracle being the second most expensive (on average, \$2.25 million) and Microsoft Dynamics being the least expensive (on average, \$1.8 million).

When looking at cost as a percentage of the implementing company's annual revenue, SAP implementations represented 4-percent, Oracle implementations represented 1.7-percent and Microsoft Dynamics implementations represented 2.6-percent. These figures are lower than the average 5.5-percent of annual revenue that Panorama set as the benchmark in our **2013 ERP Report** (available at Panorama-Consulting.com), indicating that organizations implementing Tier I software may be taking a more modular-based approach to implementation (i.e., just implementing one or two components of a system, rather than the whole system). The relatively low cost of these projects (as explicated above) also appears to lend credence to this theory.

These findings also appear to indicate that the costs of Tier II and / or Tier III implementations may represent a higher percentage of an organization's annual revenue than that of their counterparts implementing Tier I solutions. Although it stands to reason that smaller companies are more prone to implement less expensive Tier II and Tier III products, all ERP implementations have certain fixed costs regardless of how big the organization – or how well-priced the software.

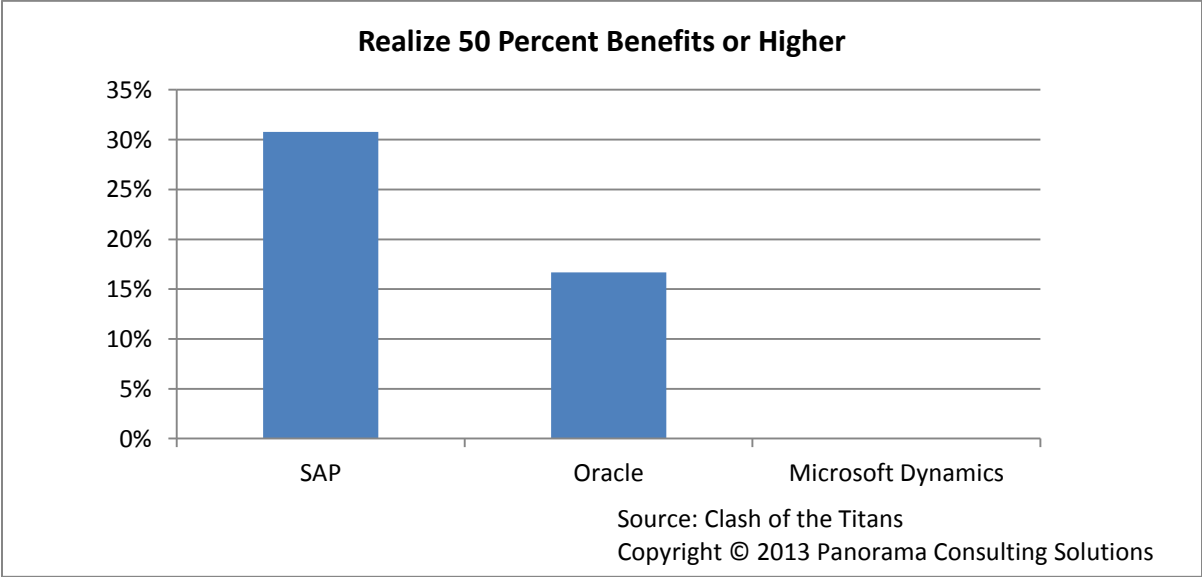
Benefits Realization

Benefits realization statistics reflect the measurable benefits achieved versus the measurable benefits projected in each respondent’s business case. The following chart depicts the specific benefits organizations received from their ERP systems:

Types of Benefits Received		
	2012	2013
Availability of Information	60%	42%
Increased Interaction Across Business	13%	13%
Decreased Labor Costs	7%	0%
Improved Lead Time	7%	4%
Improved Interaction With Customers	0%	8%

Year over year, less respondents noted availability of information, decreased labor costs and improved lead time as specific benefits achieved by their organizations as a result of their ERP implementations. No respondents indicated decreased labor costs as an implementation benefit.

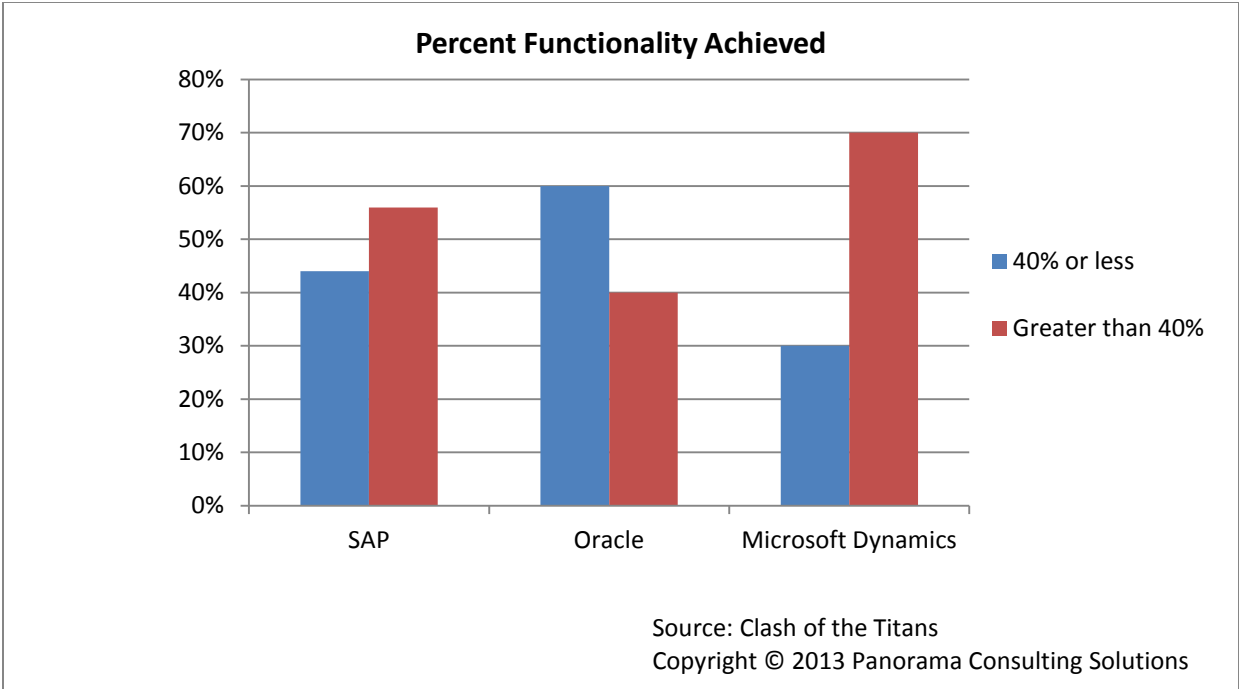
As one can see from the chart below, only 31-percent of SAP implementations, 17-percent of Oracle implementations and zero percent of Microsoft Dynamics implementations achieved 50-percent or more of measurable business benefits:



More than anything else, these findings show the need for organizations to develop and track to business cases and benefits realization plans in order to accurately measure *what* is being achieved and at *what rate* it is being achieved. These documents are critical to ensure that organizations can accurately measure the success or failure of their ERP implementations to achieve return on investment and / or determine next steps. Rather than assuming that no Microsoft Dynamics implementation bears significant ROI, it's better to assume that few respondent organizations that had implemented Microsoft Dynamics either had a business case or benefits realization plan or, if they did, shared the results with the employees who took our survey.

Functionality

It is rare for organizations to achieve 100-percent functionality of their ERP software, especially without consistent and customized training. The chart below shows the level of software functionality achieved by organizations implementing SAP, Oracle or Microsoft Dynamics.



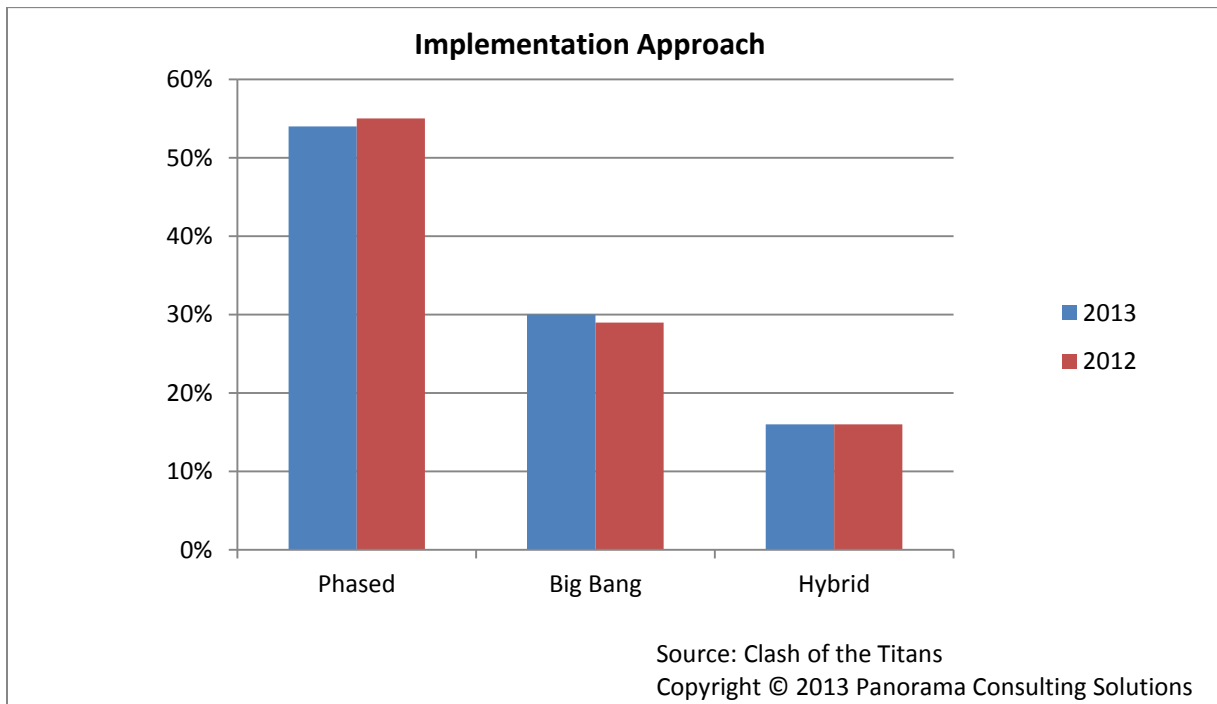
Of the three titans, Microsoft Dynamics had the highest percentage of respondents indicating that they achieved functionality of greater than 40-percent of the modules

implemented (70-percent) and the lowest percentage of respondents indicating they had achieved 40-percent or less functionality (30-percent). This could be due to the fact that Microsoft Dynamics software can be considered more intuitive to learn and use because its user interface closely resembles Microsoft Office – a system most end-users are familiar with. Microsoft Dynamics also uses an implementation approach that begins with basic functionality, allowing companies to achieve “quick wins” and then opens up additional functionality and optimization during a later phase when end-users know the system and can truly benefit from its overall capabilities.

Six out of ten of Oracle users (60-percent) reported 40-percent or less functionality and nearly half of SAP users (44-percent) reported the same.

Implementation Approach

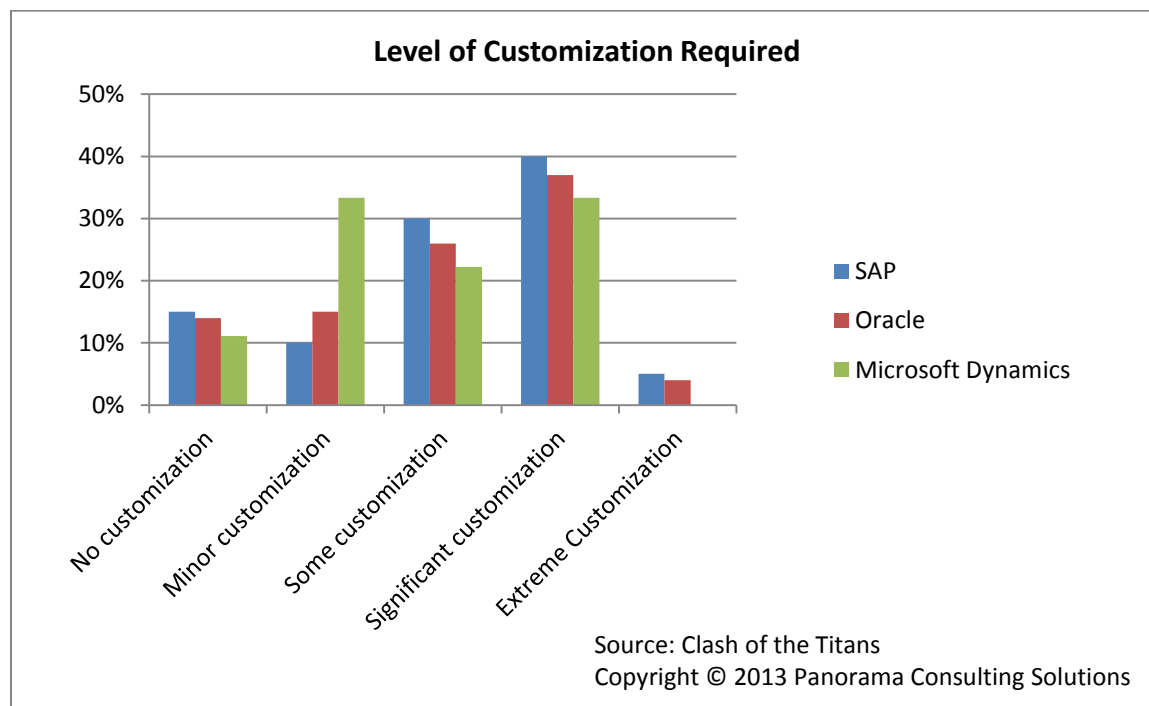
To minimize operational risk and decrease change resistance among their employees, many organizations choose to implement their ERP software in phases. Other organizations choose a “big bang” approach and implement the whole system at once, regardless of module, location or department and still others use a hybrid approach, which combines these two extremes.



As one can see from the chart on the previous page, Panorama’s research shows that most organizations use a phased approach (54-percent) or a “big bang” approach (30-percent). Similar to last year, organizations are still relatively uninterested in a hybrid approach that combines these two extremes: only 16-percent of respondents showed a preference for a hybrid approach in both 2012 and 2013.

Customization

The majority of respondents indicated that their organizations had embarked upon some to significant customization of their Tier I ERP solution:



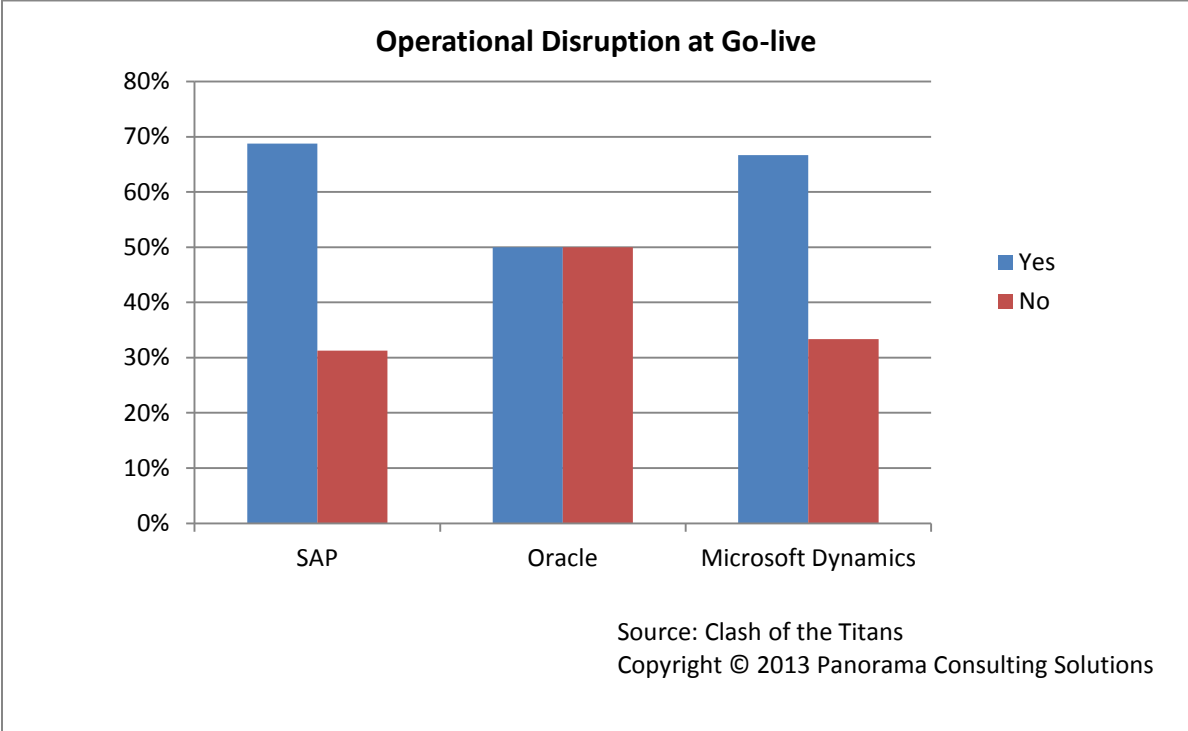
Two out of five (40-percent) of SAP customers, 37-percent of Oracle customers and 33-percent of Microsoft Dynamics customers indicated that they had significantly customized their enterprise software. Microsoft Dynamics users had the highest percentage of no to minor customization (44-percent), followed by Oracle (29-percent) and SAP (25-percent).

The relatively high rates of customization indicate that organizations are perhaps not as equipped to implement software “out of the box” as the salespeople would like them to believe. Panorama always advises our clients to rely on their chosen solution’s “best practices” when it comes to standardized activities (such as accounts payable) and to

only customize in areas of key competitive differentiation (such as customer service). In our experience, many organizations begin implementation with the idea that they won't customize at all only to find themselves changing the software to fit non-optimized business processes somewhere down the line. Comprehensive business process reengineering and organizational change management are both needed to ensure that the company determines, communicates and trains its people on the best possible future state business processes – regardless of the customization required.

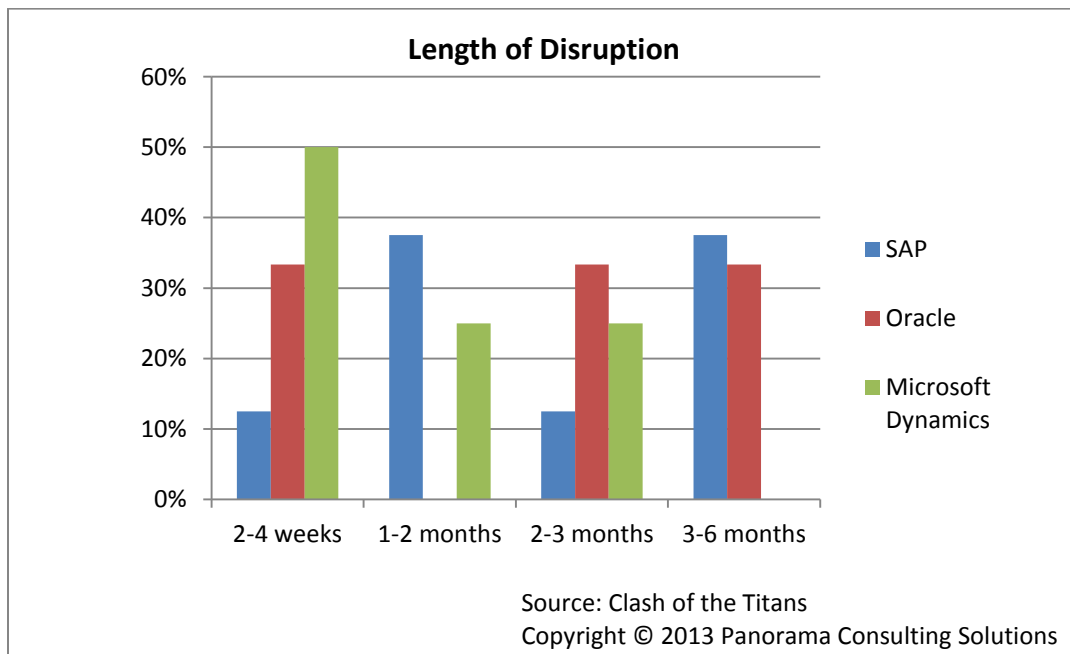
Operational Disruption

For our purposes, operational disruption is defined as any material disruption to business processes once an ERP system goes live, such as an organization being unable to ship product or close its books. Unfortunately, operational disruption is quite common among organizations implementing ERP software today, especially those that do not engage in pre-implementation planning or take the time to define current and future state business processes.



Panorama’s research shows that organizations implementing SAP have the highest occurrence of operational disruption at go-live (69-percent). SAP is followed closely by Microsoft Dynamics at 67-percent. Half (50-percent) of Oracle users reported operational disruption at go-live.

While Microsoft Dynamics has a high rate of disruption, our research showed that Microsoft users had the lowest length of disruption. As seen in the chart on the next page, Microsoft Dynamic’s disruptions lasted the shortest amount of time (2-4 weeks) while Oracle and SAP had the longest disruption times.



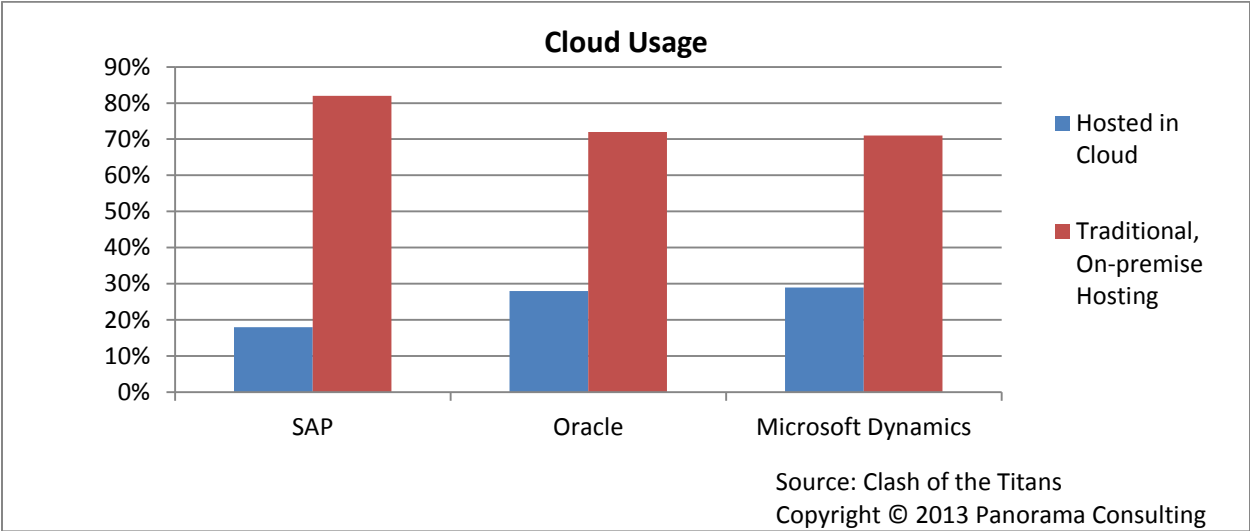
Nearly two out of five (38-percent) of disruptions caused by or at SAP go-live lasted three to six months; 33-percent of disruptions caused by or at Oracle go-live lasted the same amount of time. Oracle also had a high rate of disruptions that lasted two to three months (33-percent). On average, SAP disruptions lasted four months, Oracle disruptions lasted three months and Microsoft Dynamics disruptions lasted two months.

It is critical to note that most operational disruptions are **not** due to software issues but, instead, process and organizational issues within the implementing organization. To mitigate the risk of this occurrence (or the length of the occurrence if it does happen), companies must endeavor to complete due diligence during the blueprinting phase, map current state and future state processes, identify changes and address those changes appropriately – regardless of which ERP software they choose to implement.

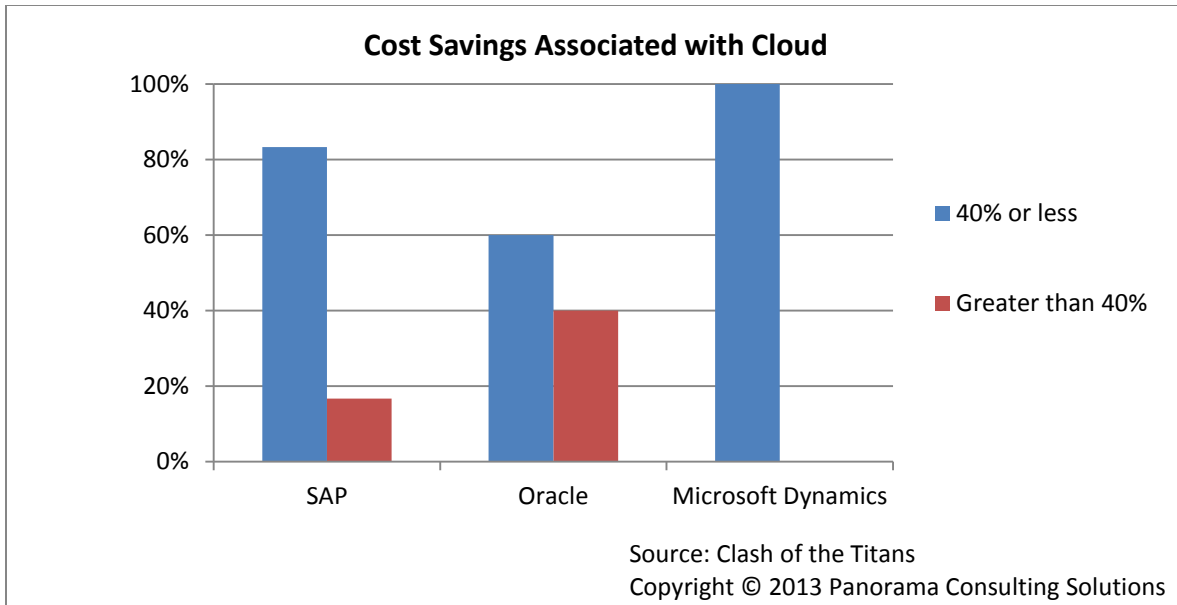
Cloud Usage

Although cloud ERP software is becoming increasingly popular in the enterprise software market on a whole, Panorama's research shows that a relatively low percentage of SAP, Oracle and Microsoft Dynamics users implement their software in the cloud.

SAP, in particular, had the lowest percentage of users indicating cloud usage (18-percent). Twenty-eight percent of respondents indicated that their Oracle system was hosted in the cloud and 29-percent of respondents indicated that their Microsoft Dynamics system was in the cloud.



These low numbers are perhaps explained by the following data point, which looks at the cost savings organizations realized through cloud usage. In general, few organizations (23-percent) realized greater than 40-percent cost savings associated with their cloud use.



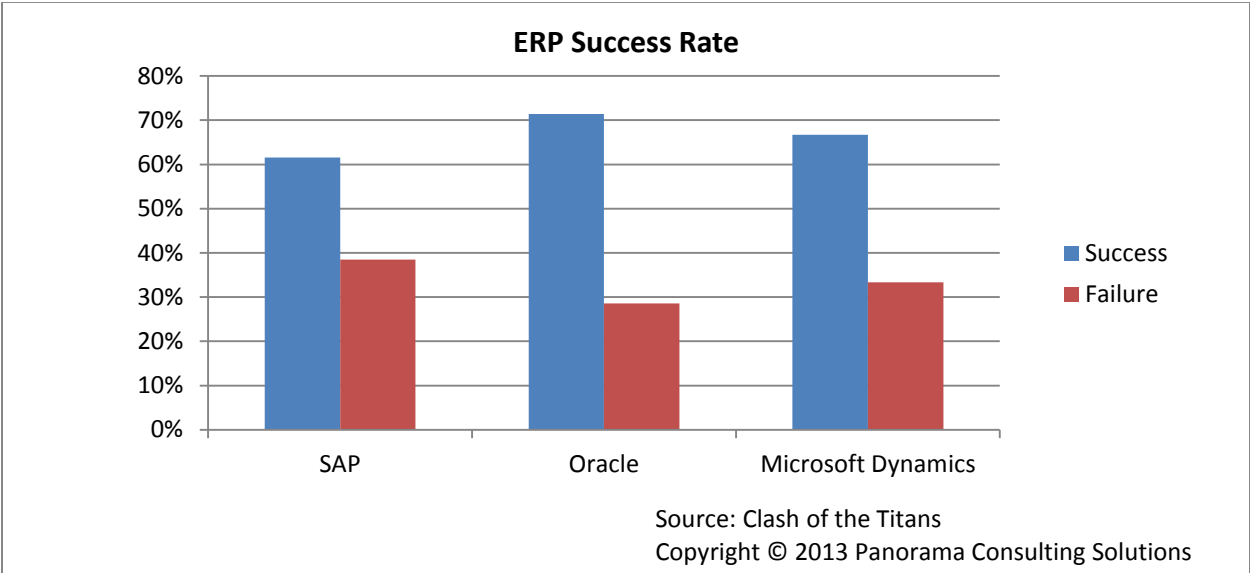
Of this group, Oracle customers represented the highest percentage of users reporting cost savings of greater than 40-percent from their cloud deployment (40-percent). Only 17-percent of SAP users and zero-percent of Microsoft Dynamics users reported the same. As stands to reason, 100-percent of Microsoft Dynamics users, 83-percent of SAP users and 60-percent of Oracle users who host their ERP systems in the cloud reported costs savings of 40-percent or less.

It is reasonable to posit that if organizations do not anticipate that cloud usage will save money, they are or will be less likely to consider this option – especially considering the rather erroneous belief many companies still entertain that cloud is a riskier option than on-premise deployments.

Success and Failure

When looking at success and failure rates, it's important to keep in mind that organizations define success differently based on their unique goals and objectives. Perceived satisfaction is one thing; true success another entirely. Nevertheless, stated satisfaction levels can still indicate that an implementation realized more than just incremental improvement.

As shown in the chart on the following page, Oracle users reported the highest success rate (71-percent), followed by Microsoft Dynamics (67-percent) and SAP (62-percent).



The high success rates for each of the vendors is particularly striking when compared with the relatively low amount of quantifiable benefits received (see page 14). It is likely that this disparity is due to a lack of business case, benefits realization plan and / or a lack of true understanding of the organizational goals of the ERP implementation by the survey respondents. The only gauge of success is not whether or not the system is up and running. True success is whether or not the system brings benefits to the company over the long-term.

Summary

Summary Data			
Vendor	SAP	Oracle	Microsoft Dynamics
Market Share	26%	17%	11%
Short-list Rates	51%	43%	32%
Selection Rates After Short-listing	21%	18%	14%
Implementation Duration (months)	18.5	22.5	12.5
Project Cost	\$2.55 million	\$2.25 million	\$1.8 million
Payback Period (months)	23	16	24
Success Rate	62%	71%	67%
Failure Rate	38%	29%	33%
% Realizing 50% or More Benefits	31%	17%	0%
Disruption at Go-live	69%	50%	67%

SAP

Below are some of the highlights of SAP's suite of solutions as they relate to Oracle and Microsoft Dynamics:

- Largest share of the market
- Highest short-listing rate
- Highest selection rate when short-listed
- Smallest delta between planned and actual implementation duration
- Highest rate of operational disruption at go-live
- Highest failure rate
- Lowest success rate

Oracle

A summary of Oracle's strengths and weaknesses as they relate to SAP and Microsoft Dynamics:

- Highest success rate
- Shortest payback period
- Fewest amount of respondents receiving payback in greater than three years
- Largest delta between planned and actual implementation duration
- Smallest delta between projected and actual project cost
- Lowest rate of operational disruption at go-live

Microsoft Dynamics

Below are some of the highlights of Microsoft Dynamics as it relates to SAP and Oracle:

- Smallest share of the market
- Lowest short-listing rate
- Longest payback period
- Largest delta between planned and actual project cost
- Highest amount of respondents achieving greater than 40-percent functionality
- Shortest length of operational disruption
- Shortest implementation duration

Conclusion

While SAP, Oracle and Microsoft Dynamics are clear market leaders in the ERP software field, implementations of these vendors' systems continue to be plagued by extended durations, increased project costs, operational disruptions and relatively low amounts of quantifiable benefits achieved. While many of these issues are, frankly, related more to the implementing organizations themselves rather than the software or the vendor, they are still valid metrics that must be taken into account (and discussed thoroughly) before any contracts are signed. A company that fails to adequately prepare for an ERP implementation, determine and measure key performance indicators throughout the transition, and adequately prepare its people for the shift, is a company that will always fail to achieve returns on their ERP software – no matter how sophisticated it might look.

While Panorama presents our ***Clash of the Titans*** reports to provide a deep-dive into implementation experiences specific to these three vendors, organizations should in no way assume that these are the only vendors worth investigating. Instead, organizations in the market for new enterprise software should engage the services of an independent ERP consulting firm to help them define their specific business requirements, ensure the vendors are able to speak to these requirements, and weigh the pros and cons of vendors and systems against where the company is currently . . . and where it wants to go. Call Panorama today to discover how our proprietary, vendor-agnostic methodology can help your company find, implement and realize benefits from the software that best fits its unique needs.

About Panorama Consulting Solutions

Panorama Consulting Solutions is an IT consulting firm specializing in the enterprise resource planning (ERP) market for mid- to large-sized organizations around the world. Independent of affiliation, Panorama facilitates the evaluation and selection of ERP software, manages ERP implementation, and expedites all related organizational change to ensure that each of its clients realize the full business benefits of their ERP systems.

More information can be found on its website, Panorama-Consulting.com and Twitter feed, [Twitter.com/PanoramaERP](https://twitter.com/PanoramaERP).