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Technology Solutions and Selections—Where to Start

August 15, 2024



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Session CPE Requirements

- You need to attend 50 minutes to receive the full one CPE credit.
- There will be four knowledge check questions throughout the presentation. You must respond to a minimum of three to receive the full one CPE credit.

****Both requirements must be met to receive CPE credit****



Learning Objectives

1

Identify the need for a technology change and evaluate and prioritize your options

2

Recognize how to make the most of what you have, and how to manage a selection and implementation process

3

Recall the credible frameworks for how to advocate for technology and data modernization in your organization



Today's Presenters



Teresa Kalinowsky

Principal, Implementation Advisory
Andover, MA
(781) 402-6354

teresa.kalinowsky@CLAconnect.com



Mitchell Turnbow

Digital Growth Director
Indianapolis, IN
(317) 569-6141

mitchell.turnbow@CLAconnect.com



Bart Hawley

Director, Systems Selection Leader
Arlington, VA
(703) 825-2130

bart.hawley@CLAconnect.com



Agenda



Who is CLA?

How do you know?

Software system solutions and selection

Revisit frameworks for internal advocacy

Open Q&A

How to connect with us



OUR PURPOSE

CLA exists to create opportunities for our clients, our people, and our communities.

CLA Promise

OUR PROMISE

We promise to know you and help you.

OUR FAMILY CULTURE

We're one family, working together to create opportunities.

OUR STRATEGIC ADVANTAGES

Deep industry specialization
Seamless, integrated capabilities
Premier resource for private businesses and owners
Inspired careers



Curious, Collaborative, Transparent, Inclusive, Reliable



Knowledge Check

Are you using spreadsheets to produce financial reporting packages?

- Yes
- No





How Do You Know?



Digital Helps Businesses in Three Ways



Software Integration

In-house products and resale solutions allow businesses to leverage off-the-shelf value.



Data and Automation

Every business relies on data insights to make accurate informed decisions.



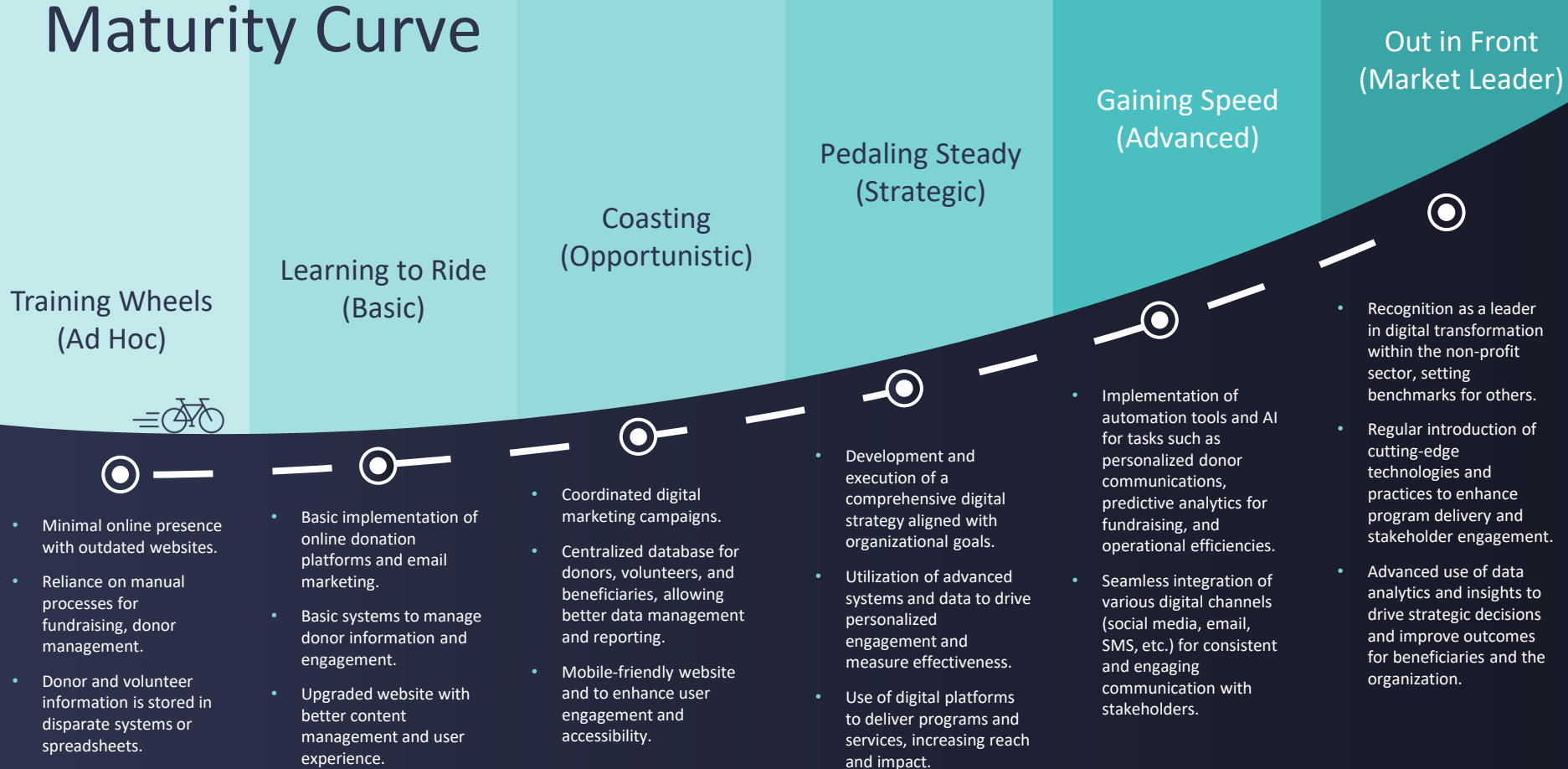
Cyber Security

Evaluating and implementing cyber security improvements for businesses.

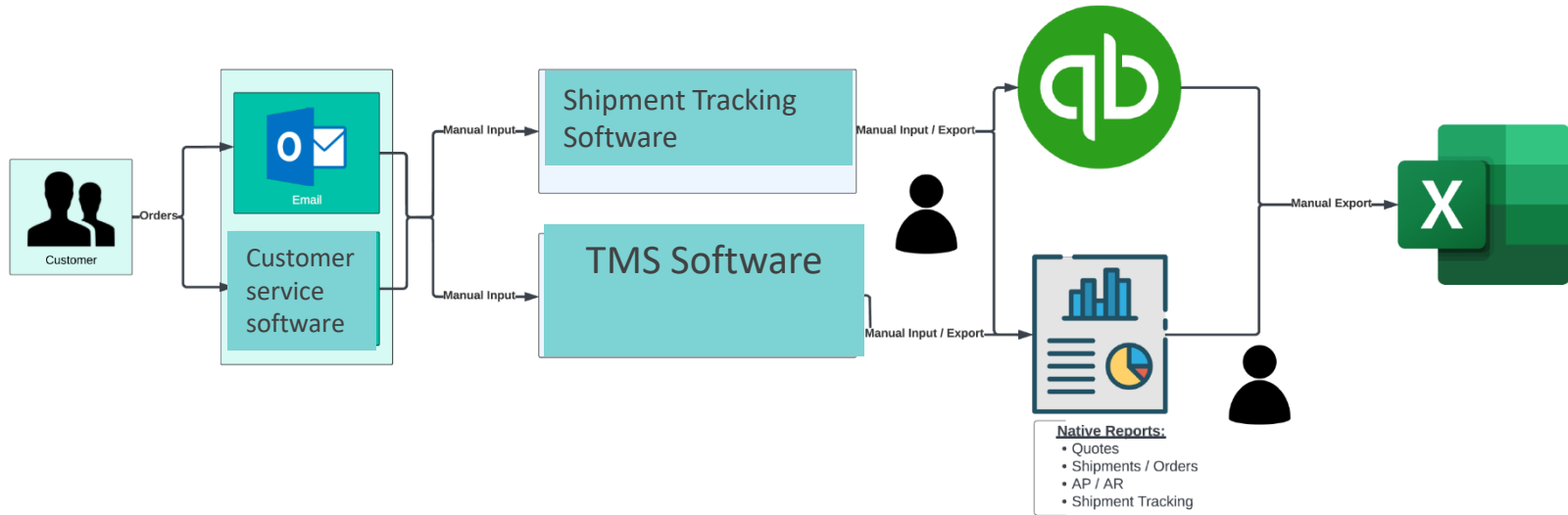
Maturity Curve



Maturity Curve

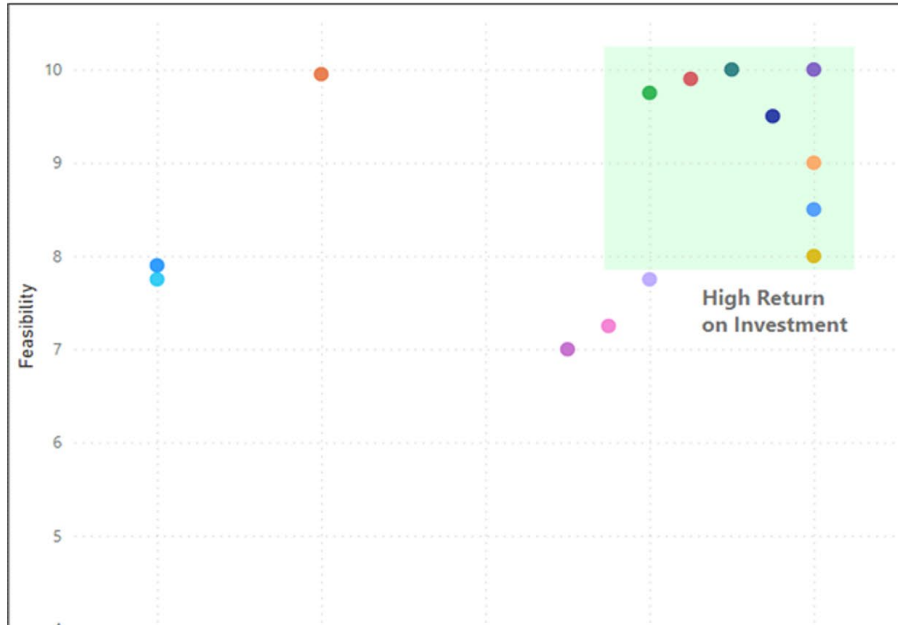


Automating Workflow to Increase Efficiency (Current State)



Begin to Build Your Digital Roadmap

Use-Case Prioritization Matrix



Use-Case Name/Description	Value	Feasibility
Create Automated Workflows		
Implement Automated Workflows to bring Efficiencies and Automation to Database Management & Existing Business Processes	10.00	8.50
ERP Evaluation & Selection		
Conduct deep-dive evaluation of potential ERPs to explore possibility of replacing / consolidating disparate systems & Access DBs currently in place	10.00	10.00
ERP/CRM Optimization		
Leverage newly selected ERP/CRM to Further Host and Build Out Applications Pulling or Pushing Data to Support the Organization	10.00	9.00
Implement ERP Solution		
Implement & Customize Selected ERP Solution to Support / Facilitate Whitetails Unlimited's Business Processes	10.00	8.00
Consolidated BI / Reporting Development		
Develop Custom Dashboards/Reports/Insights to Serve the Needs of the Business and Enhance Speed to Information Baseline	9.75	9.50
KPI Identification		
Conduct an Exercise / Discovery Session(s) to Brainstorm, Identify and Prioritize KPIs Critical to the Success of the Business	9.50	10.00
KPI Consolidation	9.25	9.90
KPI Segmentation	9.00	9.75
Ticketing Solution Review, Evaluation & Selection		
Evaluate Potential Off-the-Shelf Solutions vs. Custom Application Build for a Digital Ticketing Solution	9.00	7.75
Integrate Digital Ticketing Solution w/ Existing Data Models & Reporting Infrastructure		
Incorporate Data From Digital Ticketing Solution Into Existing Data Models / Reporting Tools to Derive Insights & KPIs	8.75	7.25
Implement Digital Ticketing Solution		
Implement & Customize Selected Digital Ticketing Solution to Further Enhance Efficiency of Business Processes / Attendee Experience	8.50	7.00
Data Calendar	7.00	9.95
Ad-Hoc Reporting		



Roadmap and Go-forward Plan



Knowledge Check

How well do you believe your current tools and technologies support your Digital efforts?

- Exceptionally well
- Adequately for most tasks
- Inadequately, we need better tools





Software System Solutions and Selection



Are You Hearing These Questions?

How can we better maintain inventory?

Can we automate workflows and approvals?

Why are our financial reports late every month?

Do we have the right software?

How can we go paperless?

Why are our managers tracking information outside the system?

Why does it take so long to get the reports I request?

Are we being as efficient as we can?

Should we be tracking so much in Excel?



Are You Encountering These Issues?

- Manual accounts payable process
- Large chart of account structure
- Manual reporting
- Lengthy close process
- Numerous excel spreadsheets
- Inconsistent workflows
- Lack of staff skill set
- Not using all the modules
- Reports not meaningful
- Manual budgeting process
- Complicated accrual process
- Unreconciled systems
- Departments are disconnected
- Manual payment process



Assessing Your System Needs

What are the primary pain points?

Is reporting accurate and timely?

Are workflows and approvals manual?

Are significant workarounds or spreadsheets required to accommodate system limitations?

What operational areas will be included in the assessment?

What systems are used and how well are they supporting the operation?

What would you like to accomplish through this process?

Should you enhance the current systems (ERP, CRM, HRIS, etc.)?

Should you explore potential replacement solutions (ERP, CRM, HRIS, etc.)?

What is the timeframe in which would like to accomplish this project?

What is the right system and who is the right vendor?

What is your budget?





How will you *choose*?





Systems Optimization



System Optimization Components



Development of functional requirements

Complete a gap analysis of current system

Work with current vendor to close gaps

Determine if a change is needed



Functional Requirements

- **Workshop key processes** to determine functional requirements (AP, AR, GL, fixed assets, close, etc.)
- **Rank** functional requirements
 - Show stopper
 - Required
 - Desired
 - Optional
- **Rank the functionality** of each system requirement
 - Working as desired
 - Partially working
 - Not currently working/used

Process	Functional Requirements	Client Mandate	Current Functionality	
BI / Reporting	Ability to establish dashboard views specific to each user ID that include data from multiple functional areas	S - Show Stopper	Working as desired	
BI / Reporting	Ability to generate reports by role or function that are selected by the user(s)	R - Required	Working as desired	
BI / Reporting	Ability to generate consolidated reports with the option of consolidation determined by the user(s)	D - Desired	Working as desired	
BI / Reporting	Capability for multiple entity (i.e., company, division, department, etc.)	S - Show Stopper	Working as desired	
BI / Reporting	Ability to schedule reports and/or pull in data from other systems for processing	O - Optional	Partially working	
BI / Reporting	Alerts and notifications functionality	D - Desired	Partially working	
Integrate / Required Module	Ability to import from/export to or integrate with software outside ERP ecosystem	D - Desired	Working as desired	
Integrate / Required Module	Automated workflow management capability	D - Desired	Working as desired	
Integrate / Required Module	Capability to integrate with HRIS and/or 3rd party provider	O - Optional	Not currently in use (at client)	
Integrate / Required Module	Ability to integrate with warehouse/inventory management	R - Required	Working as desired	
Transactions	Ability to attach notes to various transactions throughout the system	R - Required	Working as desired	
Transactions	Ability to attach documents and files to transactions	S - Show Stopper	Not currently in use (at client)	
User Access / Controls	Ability to generate critical alert notifications	D - Desired	Working as desired	
User Access / Controls	Ability to generate security & access reports	R - Required	Working as desired	
User Access				
User Access				
User Access				
User Access				
Manufacturing & Assembly	Ability to associate labor time/overhead to production order	D - Desired	Working as desired	
Manufacturing & Assembly	Ability to receive and track materials by SKU (raw material) thru production process	R - Required	Partially working	
Manufacturing & Assembly	Ability to maintain bill of material (BOM) management thru production process	R - Required	Partially working	
Manufacturing & Assembly	Ability to maintain sales demand forecasting information	S - Show Stopper	Working as desired	
Manufacturing & Assembly	Ability to maintain promotion planning information	R - Required	Working as desired	
Manufacturing & Assembly	Ability to maintain inventory scheduling information	D - Desired	Not currently in use (at client)	
Manufacturing & Assembly	Ability to maintain raw material certifications (certified shipments or vendors or both)	R - Required	Working as desired	
Manufacturing & Assembly	Ability to maintain anti-counterfeit labels	O - Optional	Partially working	
Manufacturing & Assembly	Ability to maintain multiple locations	R - Required	Working as desired	
Manufacturing				
Manufacturing				
Manufacturing				
Process	Functional Requirements	Client Mandate	Current Functionality	
Work Order	Integration	Ability to integrate with Salesforce to enable a holistic view of customer information, allowing sales teams to access customer data, history, and preferences to provide personalized and targeted sales efforts	S - Show Stopper	Working as desired
Work Order	Integration	Ability to support the synchronization of pricing and promotions across various sales channels, ensuring consistent pricing and promotions	S - Show Stopper	Working as desired
Work Order	Integration	Ability to integrate with different payment gateways and processors to enable smooth and secure online transactions, providing customers with a seamless purchasing experience	S - Show Stopper	Working as desired
Integration		Ability to integrate with customer support tools or helpdesk systems, enabling sales teams to capture and track customer inquiries, complaints, or requests	R - Required	Working as desired
Order Entry		Ability to allow sales of both stock and custom items on a single sales order	R - Required	Working as desired
Order Entry		Ability to prompt whether an item is "Stock" or "Custom" at the point of sales order entry	D - Desired	Partially working
Order Entry		Ability to establish an anticipated ship date on a Sales Order	R - Required	Partially working
Order Entry		Ability to enter freight or other charges at line level and sales order total level	R - Required	Partially working
Order Entry		Ability to fulfill lines from multiple warehouses on same sales order	D - Desired	Working as desired
Order Entry		Ability to have multiple ship to's on same sales order	D - Desired	Working as desired
Order Entry		Ability to reference customer PO and quote to sales order	R - Required	Not currently in use (at client)
Order Entry		Ability to enter inventory and non-inventory sales order lines	D - Desired	Not currently in use (at client)
Order Information		Ability to automatically "resync" ship date and lead time dependent upon when a customer payment is received and when an order is released by credit department	D - Desired	Working as desired
Order Information		Ability to omit or include information from order acknowledgment form	R - Required	Working as desired
Order Information		Ability to add notes to Sales Order and Work Order	R - Required	Partially working
Reporting		Ability to email sales order acknowledgments	R - Required	Working as desired



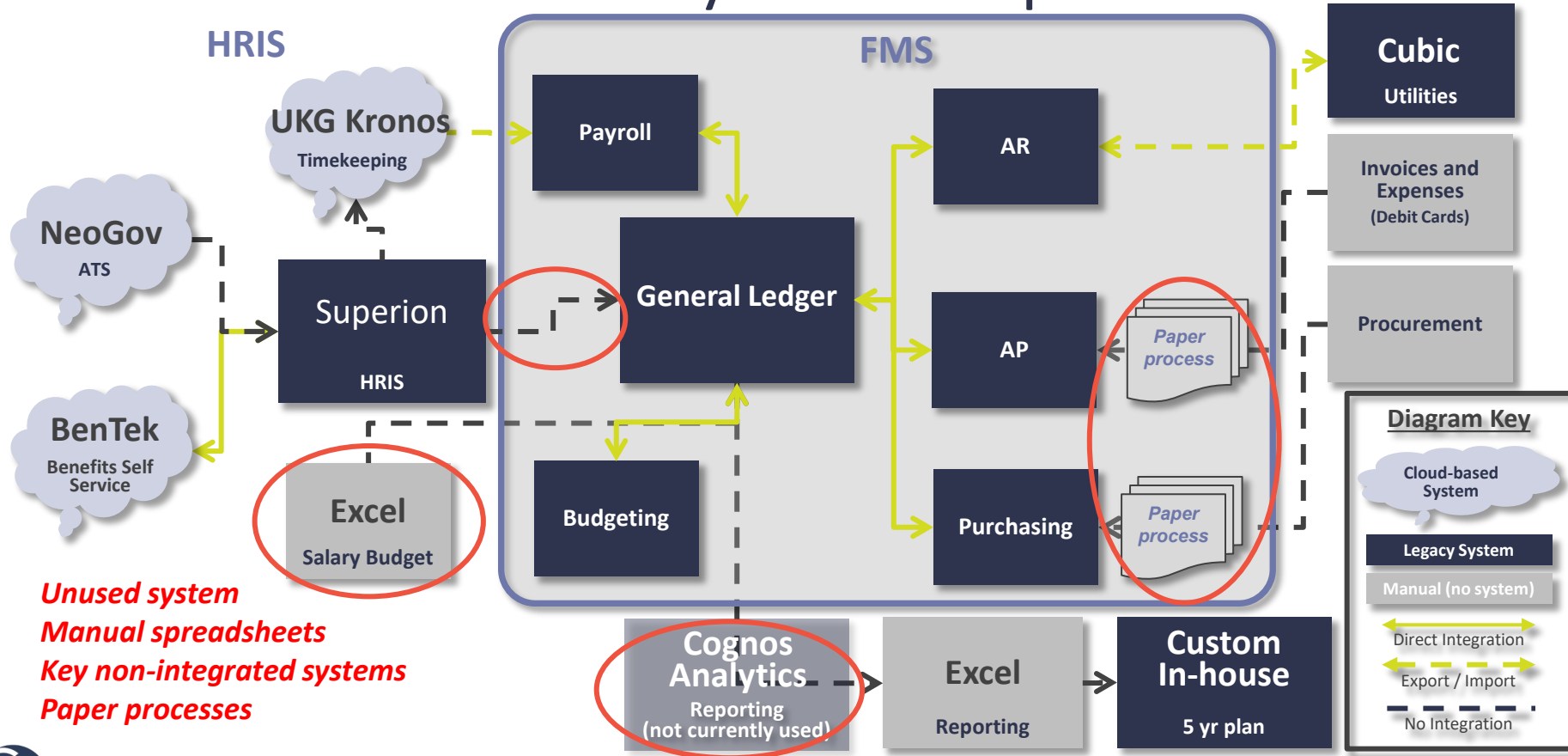
Functional Alignment and GAP Analysis

- Work with systems vendor on each function requirement to **determine the “gaps”**
- Understand where the vendor can **close the “gaps”** by...
 - Systems upgrades
 - New features and functionality
 - AI integration
 - Additional modules
- Understand where the vendor **cannot close the “gaps”**
 - System no longer supported
 - Cost prohibited to upgrade
 - Be time to investigate replacement system

Process	Functional Requirements	Current Functionality	Details
BI / Reporting	Ability to establish dashboard views specific to each user ID that include data from multiple functional areas	Working as desired	Medius AP Automation (APA) cannot generate 1099's. However, the built-in reporting functions can be used to collate the required information.
BI / Reporting	Ability to generate reports by role or function that are selected by the user(s)	Working as desired	The ability to charge/codes invoices to GL and departments is supported. For PO-based invoices, line items are connected to the relevant PO line item information imported from the ERP. This automatically applies the appropriate GL coding for each line item.
BI / Reporting	Ability to generate consolidated reports with the option of consolidation determined by the user(s)	Working as desired	Medius APA supports configurable approval workflows that can address both PO and Non-PO invoices prior to payment. These capabilities include advanced matching, tolerance levels, automatic exception processing.
BI / Reporting	Capability for multiple entry (i.e., company, division, department, etc.)	Working as desired	Partial payments can be processed against an outstanding invoice within Medius APA.
BI / Reporting	Ability to schedule reports and/or pull in data from other systems for processing	Partially working	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
BI / Reporting	Alerts and notifications functionality	Partially working	Automated approval workflows are provided as standard. This includes advanced configurations and invoice processing capabilities that can create workflows to check pre-payments, place and remove invoices on hold, add due date and discount notice.
Integrate / Required Module	Ability to import from/export to or integrate with software outside ERP ecosystem	Working as desired	Additional approvals can be added to a transaction at the administrator and authorized user level. For example, an authorized user/approver can assign, reassign and delegate approval requests to alternative users. During the approval process, the approver can be notified via email and/or text.
Process	Functional Requirements	Current Functionality	Detail
Integrate / Re	Ability to associate labor time/overhead to production order	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Integrate / Re	Ability to receive and track materials by SKU (raw material) thru production process	Partially working	Automated approval workflows are provided as standard. This includes advanced configurations and invoice processing capabilities that can create workflows to check pre-payments, place and remove invoices on hold, add due date and discount notice.
Transactions	Ability to maintain bill of material (BOM) management thru production process	Partially working	Additional approvals can be added to a transaction at the administrator and authorized user level. For example, an authorized user/approver can assign, reassign and delegate approval requests to alternative users. During the approval process, the approver can be notified via email and/or text.
Manufacturing & Assembly	Ability to maintain sales demand forecasting information	Working as desired	This is not supported unless the PO is created in Medius. As standard, a URL link is provided to the latest ERP data points to the archived document in Medius APA with full audit and history. If required, it is possible to provide the image and history via Medius REST API.
User Access /	Ability to maintain promotion planning information	Working as desired	This is currently not supported. Medius would like further information here to fully understand the requirement.
User Access /	Ability to maintain inventory scheduling information	Not currently in use (at client)	Information relating to invoices and payments held with Medius APA can be cancelled and reported upon utilizing the built-in search and reporting functions.
User Access /	Ability to maintain raw material certifications (certified shipments or vendors or both)	Working as desired	Medius AP Automation (APA) cannot generate 1099's. However, the built-in reporting functions can be used to collate the required information.
User Access /	Ability to maintain anti-counterfeit labels	Partially working	The ability to charge/codes invoices to GL and departments is supported. For PO-based invoices, line items are connected to the relevant PO line item information imported from the ERP. This automatically applies the appropriate GL coding for each line item.
User Access /	Ability to maintain multiple locations	Working as desired	Partial payments can be processed against an outstanding invoice within Medius APA.
Manufacturing & Assembly	Ability to maintain BIN tracking information	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Manufacturing & Assembly	Ability to maintain multiple currencies	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Manufacturing & Assembly	Ability to build, track, and update Production Schedule based on Sales Orders	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Work Order	Ability to link a Work Order to a Sales Order, and generate sub job work orders	Not currently in use (at client)	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Work Order	Ability to associate a production work order with a BOM	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Work Order	Ability to allocate materials to job and report on material requirements by item	Partially working	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Work Order	Ability to automate batching of like products within a due date range onto one work order	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Work Order	Ability to digitally generate PICK list	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Order Entry	Ability to establish an anticipated ship date on a Sales Order	Partially working	Partial payments can be processed against an outstanding invoice within Medius APA.
Order Entry	Ability to enter freight or other charges at line level and sales order total level	Partially working	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Order Entry	Ability to fulfill lines from multiple warehouses on same sales order	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Order Entry	Ability to have multiple ship to's on same sales order	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Order Entry	Ability to reference customer PO and quote to sales order	ot currently in use (at client)	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Order Entry	Ability to enter inventory and non-inventory sales order lines	ot currently in use (at client)	This is currently not supported. Medius would like further information here to fully understand the requirement.
Order Information	Ability to automatically “resync” ship date and lead time dependent upon when a customer payment is received and when an order is released by credit department.	Working as desired	Information relating to invoices and payments held with Medius APA can be cancelled and reported upon utilizing the built-in search and reporting functions.
Order Information	Ability to omit or include information from order acknowledgment form	Working as desired	Medius AP Automation (APA) cannot generate 1099's. However, the built-in reporting functions can be used to collate the required information.
Order Information	Ability to add notes to Sales Order and Work Order	Partially working	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.
Reporting	Ability to email sales order acknowledgments	Working as desired	Invoices can be held at the Post Control stage and/or inactivated with a note to flag that invoice should not be paid.



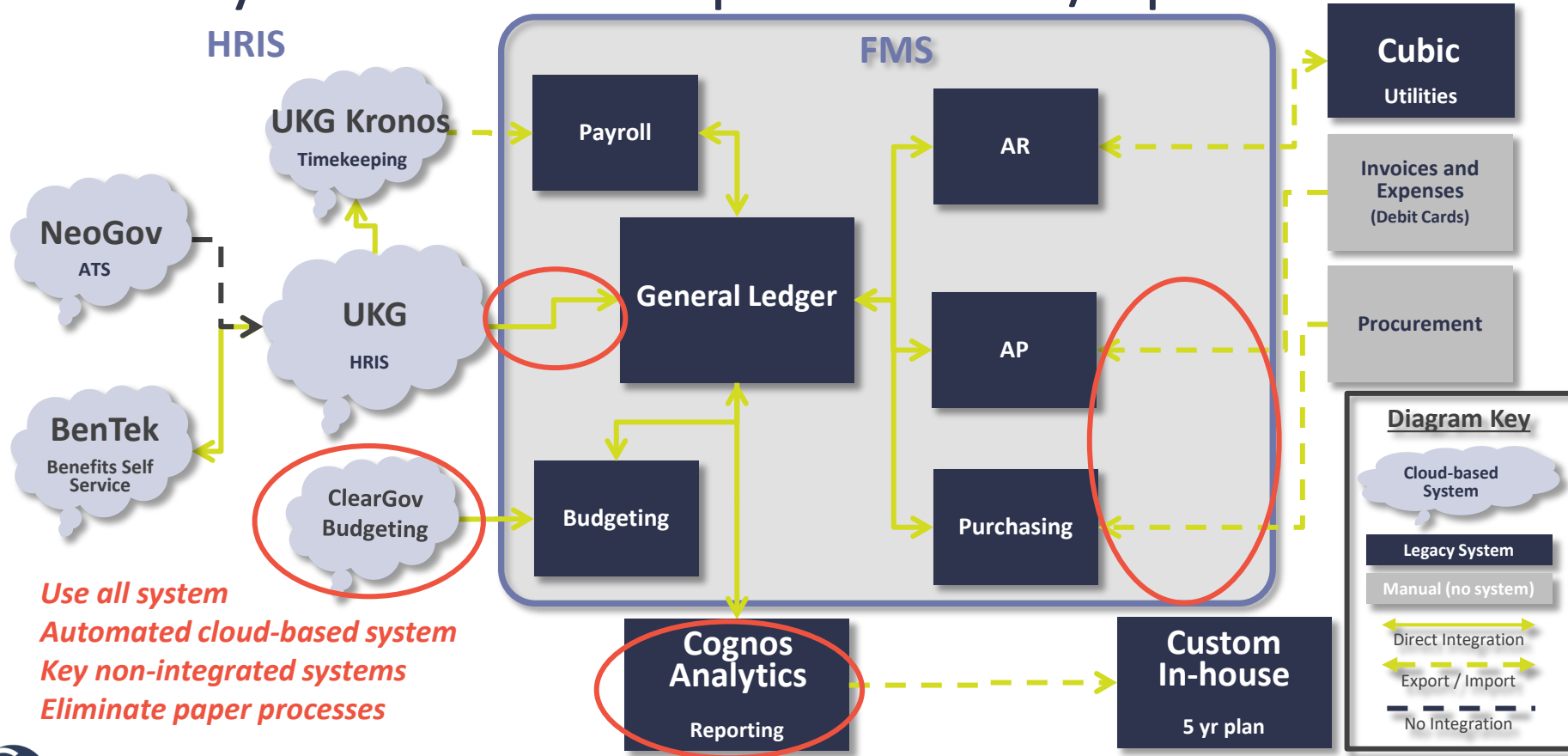
Review Your Current Systems Map



- **Unused system**
- **Manual spreadsheets**
- **Key non-integrated systems**
- **Paper processes**



Identify *All* Possible Improvements/Updates



- *Use all system*
- *Automated cloud-based system*
- *Key non-integrated systems*
- *Eliminate paper processes*



Knowledge Check

How does your organization know it's time for a software solution change?

- Lack of automated workflows
- Delayed monthly financial reporting
- Managers are tracking data offline
 - All the above

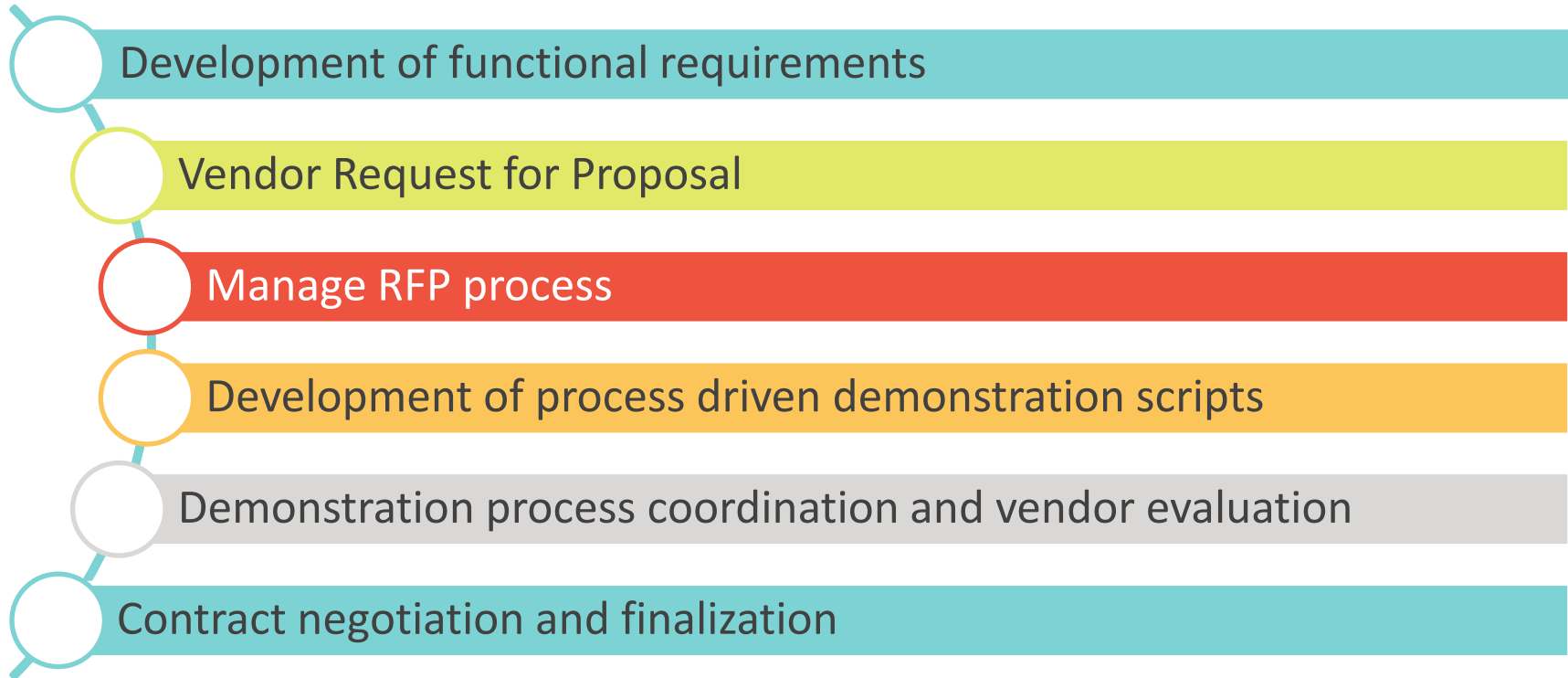




Systems Selection



System Selection Components



Functional Requirements

- Workshop *key processes* to determine functional requirements (AP, AR, GL, fixed assets, close, etc.)
- Workshop to *focus on future desired processes* for the long-term
- Be specific and organization focused
- Don't think about a specific vendor during this process... *no matter how many "demos" you seen!*
- *Rank* functional requirements
 - Show stopper
 - Required
 - Desired
 - Optional

Process	Functional Requirements	Client Mandate
Integration	Ability to integrate with Salesforce to enable a holistic view of customer information, allowing sales teams to access customer data, history, and preferences to provide personalized and targeted sales efforts	S - Show Stopper
Integration	Ability to support the synchronization of pricing and promotions across various sales channels, ensuring consistent pricing and promotions	S - Show Stopper
Integration	Ability to integrate with different payment gateways and processors to enable smooth and secure online transactions, providing customers with a seamless purchasing experience	S - Show Stopper
Integration	Ability to integrate with customer support tools or helpdesk systems, enabling sales teams to capture and track customer inquiries, complaints, or requests	R - Required
Order Entry	Ability to allow sales of both stock and custom items on a single sales order	R - Required
Order Entry	Ability to prompt whether an item is "Stock" or "Custom" at the point of sales order entry	D - Desired
Order Entry	Ability to establish an anticipated ship date on a Sales Order	R - Required
Order Entry	Ability to enter freight or other charges at line level and sales order total level	R - Required
Order Entry	Ability to fulfill lines from multiple warehouses on same sales order	D - Desired
Process	Functional Requirements	Client Mandate
Order In / BI / Reporting	Ability to establish dashboard views specific to each user ID that include data from multiple functional areas	S - Show Stopper
Order In / BI / Reporting	Ability to generate reports by role or function that are selected by the user(s)	R - Required
Order In / BI / Reporting	Ability to generate consolidated reports with the option of consolidation determined by the user(s)	D - Desired
Order In / BI / Reporting	Capability for multiple entity (i.e., company, division, department, etc.)	S - Show Stopper
Reporting / BI / Reporting	Ability to schedule reports and/or pull in data from other systems for processing	O - Optional
Reporting / BI / Reporting	Alerts and notifications functionality	D - Desired
Integrate / Required Module	Ability to import from/export to or integrate with software outside ERP ecosystem	D - Desired
Integrate / Required Module	Automated workflow management capability	D - Desired
Integrate / Required Module	Capability to integrate with HRIS and/or 3rd party provider	O - Optional
Integrate / Required Module	Ability to integrate with warehouse/inventory management	R - Required
Transactions	Ability to attach notes to various transactions throughout the system	R - Required
Transactions	Ability to attach documents and files to transactions	S - Show Stopper
User Access / Controls	Ability to generate critical alert notifications	D - Desired
Process	Functional Requirements	Client Mandate
Manufacturing & Assembly	Ability to associate labor time/overhead to production order	D - Desired
Manufacturing & Assembly	Ability to receive and track materials by SKU (raw material) thru production process	R - Required
Manufacturing & Assembly	Ability to maintain bill of material (BOM) management thru production process	R - Required
Manufacturing & Assembly	Ability to maintain sales demand forecasting information	S - Show Stopper
Manufacturing & Assembly	Ability to maintain promotion planning information	R - Required
Manufacturing & Assembly	Ability to maintain inventory scheduling information	D - Desired
Manufacturing & Assembly	Ability to maintain raw material certifications (certified shipments or vendors or both)	R - Required
Manufacturing & Assembly	Ability to maintain anti-counterfeit labels	O - Optional
Manufacturing & Assembly	Ability to maintain multiple locations	R - Required
Manufacturing & Assembly	Ability to maintain BIN tracking information	S - Show Stopper
Manufacturing & Assembly	Ability to maintain multiple currencies	R - Required
Manufacturing & Assembly	Ability to build, track, and update Production Schedule based on Sales Orders	R - Required
Work Order	Ability to link a Work Order to a Sales Order, and generate sub job work orders	D - Desired
Work Order	Ability to associate a production work order with a BOM	R - Required
Work Order	Ability to allocate materials to job and report on material requirements by item	D - Desired
Work Order	Ability to automate batching of like products within a due date range onto one work order	R - Required
Work Order	Ability to digitally generate PICK list	R - Required



Vendor Response – Summary

- **Summary** of vendor responses including...
 - **Vendor and software description and market statistics**
 - **High-level functional requirements compliance summary**
 - **High-level five-year cost of ownership pricing summary**
- Side-by-side comparison allows the organization to review the vendor responses “**apples-to-apples**”
- Note the **key differences** and **questions to ask** the vendors

Summary					
Vendor/System	Vendor 1	Vendor 2	Vendor 3	Vendor 4	
Vendor Summary	Acumatica's cloud-based ERP system is designed to integrate various business processes into a single, unified management system. It is highly customizable and scalable, serving a wide range of industries, including manufacturing, distribution, retail, construction, and professional services. The core modules of the system include financial management, project accounting, customer relationship management (CRM), and reporting. For engineering and manufacturing industries, Acumatica offers specialized tools such as Bill of Materials (BOM) and Production Management. Material Requirements Planning (MRP) and Economic Order Point (EOP) are also available. Acumatica has a large customer base, including many small and medium-sized businesses, but is scalable to also support larger enterprises. Extensive support and training resources are available.	Epior's cloud-based ERP system simplifies and optimizes business operations. Epior provides industry-specific solutions for different segments, such as manufacturing, distribution, retail, and services. The system has modules for managing finances, human resources, supply chain, production, and customer relationship (CRM). Epior is strong in manufacturing, with features for sales and costing, materials planning before production, scheduling, manufacturing execution (MES), inventory management, and more. Epior has a large customer base, including many small and medium-sized businesses, along with larger enterprises, and offers extensive support and training resources.	Oracle NetSuite ERP is a scalable and customizable solution designed to automate various business processes. It offers modules for financial management, fixed accounting, procurement, grant accounting, project management, spend management, CRM, and reporting. The NetSuite Planning Budgeting tool is an additional module listed for several of the budgeting and reporting requirements. Oracle has a large customer base, including small and medium-sized businesses, along with larger enterprises, and offers extensive support and training resources.	Microsoft Dynamics 365 Business Central is a comprehensive ERP solution. It offers various modules including financial management, sales and marketing, purchasing, inventory management, project management, service management, manufacturing, and human resources. Business Central offers comprehensive manufacturing capabilities, including production planning, bill of materials, capacity planning, and shop floor control and integrates with other Microsoft products like Power BI, Office 365, and Teams for enhanced functionality. Microsoft Dynamics has a large customer base, including many small and medium-sized businesses, and offers extensive support and training resources.	
Functional Requirements Summary (See Response Score)	System - Requirements (BI / reporting, integrate / required module, transactions, user access / controls) are standard. API is needed for HRIS, warehouse/inventory management and other 3rd party providers. Cash Mgmt. - Requirements (fixed asset tracking, reporting, security architecture, system architecture) are standard. Cash forecast requirements and cash reporting are features of the report writer. Tracking and reporting on investments requires another module. Production - Requirements (manufacturing & assembly, work order) are standard. A procedure is needed for maintaining promotion planning information, inventory scheduling information, raw material certifications, anti-counterfeit labels, and automating batching of like products within a due date range. Sales Order - Requirements (integration, order entry, order information, reporting, sales order - ship date, workflow) are standard. API needed for integration to Salesforce and synchronizing data from different sales channels. The ability to re-ship a ship date and lead time needs a procedure. Purchasing & Inventory Mgmt. - Requirements (integration, item functionality, purchasing, reporting, returns workflow, workflow) are standard. API needed for integration to Salesforce. The ability to track quantities for dimensioned stock items with automation technologies requires a custom enhancement.	System - Requirements (BI / reporting, integrate / required module, transactions, user access / controls) are standard. Cash Mgmt. - Requirements (fixed asset tracking, reporting, security architecture, system architecture) are standard. Production - Requirements (manufacturing & assembly, work order) are standard. Custom enhancement needed for maintaining promotion planning information. Another module needed for anti-counterfeit labels. Sales Order - Requirements (integration, order entry, order information, reporting, sales order - ship date, workflow) are standard. API needed for synchronizing pricing and promotions across various sales channels and synchronizing data from different sales channels. Purchasing & Inventory Mgmt. - Requirements (integration, item functionality, purchasing, reporting, returns workflow, workflow) are standard. API needed to import costs from another source. The ability to build a catalog based on inventory items is a feature of the report writer.	System - Requirements (BI / reporting, integrate / required module, transactions, user access / controls) are standard. Cash Mgmt. - Requirements (fixed asset tracking, reporting, security architecture, system architecture) are standard. Production - Requirements (manufacturing & assembly, work order) are standard. API needed for anti-counterfeit labels. Sales Order - Requirements (integration, order entry, order information, reporting, sales order - ship date, workflow) are standard. API needed for integration to Salesforce and different payment gateways and processors. Purchasing & Inventory Mgmt. - Requirements (integration, item functionality, purchasing, reporting, returns workflow, workflow) are standard. API needed for integration to Salesforce. The ability to build a catalog based on inventory items, and integration with automation technologies.	System - Requirements (BI / reporting, integrate / required module, transactions, user access / controls) are standard. Dashboard view, consolidated reports, and scheduling of reports are features of the report writer. Cash Mgmt. - Requirements (fixed asset tracking, reporting, security architecture, system architecture) are standard. API needed for expense management, credit cards, automating incoming check log reporting, automating incoming payments, and tracking and reporting on investments. Cash reporting and cash management dashboard are features of the report writer. Production - Requirements (manufacturing & assembly, work order) are standard. Custom enhancement needed for anti-counterfeit labels. Sales Order - Requirements (integration, order entry, order information, reporting, sales order - ship date, workflow) are standard. API needed for integration to Salesforce. Several order entry requirements need custom enhancement. The ability to omit information from an order acknowledgement form and have a dashboard view are features of the report writer. Purchasing & Inventory Mgmt. - Requirements (integration, item functionality, purchasing, reporting, returns workflow, workflow) are standard. API needed to import costs from another source. Integration to Salesforce, ability to facilitate supplier selection, track order promises, produce internal bill and route for approval, and integrate with automation technologies. The ability to allocate overhead costs needs a procedure. Another module is needed to create and submit purchase requisitions and barcode, or utilize UPC codes. The ability to build a catalog based on inventory items and generate tags are features of the report writer.	
Pricing Summary (Based on proposals provided)	Software - \$150,000 3rd Party app - \$6,500 Implementation & training - \$225,000 Support - \$0 Years 2 thru 5 - \$70,472 Total 5 yr. Cost of Ownership - \$1,081,422 Notes: 3rd party applications TBD for add'l eCommerce connectors & CRM integrations. Support - Standard is included, advanced needs scoping.	Software - \$150,000 3rd Party app - \$0 Implementation & training - \$130,000 Support - \$0 Years 2 thru 5 - \$70,472 Total 5 yr. Cost of Ownership - \$1,081,422	Software - \$180,000 3rd Party app - \$0 Implementation & training - \$150,000 Support - \$0 Years 2 thru 5 - \$824,624 Total 5 yr. Cost of Ownership - \$1,144,624	Software - \$231,448 3rd Party app - \$6,500 Implementation & training - \$450,000 Support - \$0 Years 2 thru 5 - \$997,532 Total 5 yr. Cost of Ownership - \$1,685,538 Notes: 3-year initial agreement is standard.	Software - \$90,950 3rd Party app - \$81,386 Implementation & training - \$127,000 Support - \$66,720 Years 2 thru 5 - \$801,664 Total 5 yr. Cost of Ownership - \$1,256,020



Vendor Response – Functional Requirements

- Vendors respond to each functional requirement reflects their *ability to meet* the systems requirements...
 - Standard
 - Additional module needed
 - Integrated application
 - Standalone application
 - Custom application or report
 - Needs a workaround
 - Not available
- This process gives the organization a *good understanding* of how the vendor meets their systems needs

Process	Functional Requirements	Client Mandate	Vendor Response
Integration	Ability to integrate with Salesforce to enable a holistic view of customer information, allowing sales teams to access customer data, history, and preferences to provide personalized and targeted sales efforts	S - Show Stopper	S - Standard
Integration	Ability to support the synchronization of pricing and promotions across various sales channels, ensuring consistent pricing and promotions	S - Show Stopper	S - Standard
Integration	Ability to integrate with different payment gateways and processors to enable smooth and secure online transactions, providing customers with a seamless purchasing experience	S - Show Stopper	S - Standard
Integration	Ability to integrate with customer support tools or helpdesk systems, enabling sales teams to capture and track customer inquiries, complaints, or requests	R - Required	AM - Additional Module
Order Entry	Ability to allow sales of both stock and custom items on a single sales order	R - Required	S - Standard
Order Entry	Ability to prompt whether an item is "Stock" or "Custom" at the point of sales order entry	D - Desired	API - Integrated App
Order Entry	Ability to establish an anticipated ship date on a Sales Order	R - Required	API - Integrated App

Process	Functional Requirements	Client Mandate	Vendor Response
Order Entry / Reporting	Ability to establish dashboard views specific to each user ID that include data from multiple functional areas	S - Show Stopper	S - Standard
Order Entry / Reporting	Ability to generate reports by role or function that are selected by the user(s)	R - Required	S - Standard
Order Entry / Reporting	Ability to generate consolidated reports with the option of consolidation determined by the user(s)	D - Desired	S - Standard
Order Entry / Reporting	Capability for multiple entity (i.e., company, division, department, etc.)	S - Show Stopper	S - Standard
Order Entry / Reporting	Ability to schedule reports and/or pull in data from other systems for processing	O - Optional	AM - Additional Module
Order Entry / Reporting	Alerts and notifications functionality	D - Desired	NW - Needs Workaround
Reporting / Required Module	Ability to import from/export or integrate with software outside ERP ecosystem	D - Desired	C - Customization
Reporting / Required Module	Automated workflow management capability	D - Desired	C - Customization
Reporting / Required Module	Capability to integrate with HRIS and/or 3rd party provider	O - Optional	S - Standard
Reporting / Required Module	Ability to integrate with warehouse/inventory management	R - Required	S - Standard
Reporting / Required Module	Ability to attach notes to various transactions throughout the system	R - Required	AM - Additional Module
Transactions	Ability to attach documents and files to transactions	S - Show Stopper	S - Standard
Transactions	Ability to generate critical alert notifications	D - Desired	S - Standard

Process	Functional Requirements	Client Mandate	Vendor Response
User Access / Controls	Ability to associate labor time/overhead to production order	D - Desired	Choose
User Access / Controls	Ability to receive and track materials by SKU (raw material) thru production process	R - Required	Choose
User Access / Controls	Ability to maintain bill of material (BOM) management thru production process	R - Required	API - Integrated App
User Access / Controls	Ability to maintain sales demand forecasting information	S - Show Stopper	S - Standard
User Access / Controls	Ability to maintain promotion planning information	R - Required	S - Standard
User Access / Controls	Ability to maintain inventory scheduling information	D - Desired	API - Integrated App
User Access / Controls	Ability to maintain raw material certifications (certified shipments or vendors or both)	R - Required	S - Standard
User Access / Controls	Ability to maintain anti-counterfeit labels	O - Optional	S - Standard
User Access / Controls	Ability to maintain multiple locations	R - Required	S - Standard
User Access / Controls	Ability to maintain BIN tracking information	S - Show Stopper	S - Standard
User Access / Controls	Ability to maintain multiple currencies	R - Required	C - Customization
User Access / Controls	Ability to build, track, and update Production Schedule based on Sales Orders	R - Required	C - Customization
Work Order	Ability to link a Work Order to a Sales Order, and generate sub job work orders	D - Desired	AM - Additional Module
Work Order	Ability to associate a production work order with a BOM	R - Required	AM - Additional Module
Work Order	Ability to allocate materials to job and report on material requirements by item	D - Desired	AM - Additional Module
Work Order	Ability to automate batching of like products within a due date range onto one work order	R - Required	API - Integrated App
Work Order	Ability to digitally generate PICK list	R - Required	API - Integrated App



Vendor Response – Requirements Comparison

- Comparing each vendor response to each functional requirement allows organization to quantify the “**best fit**” vendor
- Not all vendors provide a “**best fit**” solution for each functional area of an organization... may consider **multiple vendors** across the ERP
- Comparison will assist with selecting the **short-list** of vendors for demonstrations

Process	Functional Requirements	Client Mandate	Vendor Response	Vendor Response2	Vendor Response3
BI / Reporting	Ability to establish dashboard views specific to each user ID that include data from multiple functional areas	S - Show Stopper	S - Standard	S - Standard	S - Standard
BI / Reporting	Ability to generate reports by role or function that are selected by the user(s)	R - Required	S - Standard	S - Standard	S - Standard
BI / Reporting	Ability to generate consolidated reports with the option of consolidation determined by the user(s)	D - Desired	S - Standard	S - Standard	M - Additional Module
BI / Reporting	Capability for multiple entity (i.e., company, division, department, etc.)	S - Show Stopper	S - Standard	S - Standard	S - Standard
BI / Reporting	Ability to schedule reports and/or pull in data from other systems for processing	O - Optional	M - Additional Module	APS - Standalone App	S - Standard
BI / Reporting	Alerts and notifications functionality	D - Desired	W - Needs Workaround	S - Standard	S - Standard
Integrate / Required Module	Ability to import from/export to or integrate with software outside ERP ecosystem	D - Desired	S - Standard	S - Standard	C - Customization
Integrate / Required Module	Automated workflow management capability	D - Desired	C - Customization	C - Customization	C - Customization
Integrate / Required Module	Capability to integrate with HRIS and/or 3rd party provider	O - Optional	S - Standard	S - Standard	S - Standard
Integrate / Required Module	Ability to integrate with warehouse/inventory management	R - Required	S - Standard	S - Standard	S - Standard

Process	Functional Requirements	Client Mandate	Vendor Response	Vendor Response2	Vendor Response3
Manufacturing & Assembly	Ability to associate labor time/overhead to production order	D - Desired	S - Standard	S - Standard	S - Standard
Manufacturing & Assembly	Ability to receive and track materials by SKU (raw material) thru production process	R - Required	S - Standard	S - Standard	S - Standard
Manufacturing & Assembly	Ability to maintain bill of material (BOM) management thru production process	R - Required	API - Integrated App	S - Standard	S - Standard
Manufacturing & Assembly	Ability to maintain sales demand forecasting information	S - Show Stopper	S - Standard	S - Standard	S - Standard
Manufacturing & Assembly	Ability to maintain promotion planning information	R - Required	S - Standard	S - Standard	S - Standard
Manufacturing & Assembly	Ability to maintain inventory scheduling information	D - Desired	API - Integrated App	W - Needs Workaround	W - Needs Workaround
Manufacturing & Assembly	Ability to maintain raw material certifications (certified shipments or vendors or both)	R - Required	S - Standard	S - Standard	S - Standard
Manufacturing & Assembly	Ability to maintain anti-counterfeit labels	O - Optional	S - Standard	S - Standard	S - Standard
Manufacturing & Assembly	Ability to maintain multiple locations	R - Required	S - Standard	S - Standard	S - Standard
Manufacturing & Assembly	Ability to maintain BIN tracking information	S - Show Stopper	S - Standard	S - Standard	S - Standard
Manufacturing & Assembly	Ability to maintain multiple currencies	R - Required	S - Standard	C - Customization	S - Standard

Process	Functional Requirements	Client Mandate	Vendor Response	System Module	Notes
Integration	Ability to integrate with Salesforce to enable a holistic view of customer information, allowing sales teams to access customer data, history, and preferences to provide personalized and targeted sales efforts	S - Show Stopper	S - Standard	S - Standard	S - Standard
Integration	Ability to support the synchronization of pricing and promotions across various sales channels, ensuring consistent pricing and promotions	S - Show Stopper	S - Standard	S - Standard	S - Standard
Integration	Ability to integrate with different payment gateways and processors to enable smooth and secure online transactions, providing customers with a seamless purchasing experience	S - Show Stopper	S - Standard	S - Standard	S - Standard
Integration	Ability to integrate with customer support tools or helpdesk systems, enabling sales teams to capture and track customer inquiries, complaints, or requests	R - Required	M - Additional Module	S - Standard	M - Additional Module
Order Entry	Ability to allow sales of both stock and custom items on a single sales order	R - Required	S - Standard	S - Standard	S - Standard
Order Entry	Ability to prompt whether an item is "Stock" or "Custom" at the point of sales order entry	D - Desired	CR - Custom Report	API - Integrated App	CR - Custom Report
Order Entry	Ability to establish an anticipated ship date on a Sales Order	R - Required	W - Needs Workaround	API - Integrated App	API - Integrated App
Order Entry	Ability to enter freight or other charges at line level and sales order total level	R - Required	S - Standard	API - Integrated App	API - Integrated App
Order Entry	Ability to fulfill lines from multiple warehouses on same sales order	D - Desired	S - Standard	S - Standard	S - Standard
Order Entry	Ability to have multiple ship to's on same sales order	D - Desired	S - Standard	S - Standard	S - Standard
Order Entry	Ability to reference customer PO and quote to sales order	R - Required	S - Standard	S - Standard	S - Standard
Order Entry	Ability to enter inventory and non-inventory sales order lines	D - Desired	NA - Not Available	S - Standard	NA - Not Available
Order Information	Ability to automatically "resync" ship date and lead time dependent upon when a customer payment is received and when an order is released by credit department	D - Desired	NA - Not Available	CR - Custom Report	NA - Not Available
Order Information	Ability to omit or include information from order acknowledgment form	R - Required	S - Standard	S - Standard	S - Standard
Order Information	Ability to add notes to Sales Order and Work Order	R - Required	CR - Custom Report	CR - Custom Report	CR - Custom Report
Reporting	Ability to email sales order acknowledgments	R - Required	S - Standard	CR - Custom Report	CR - Custom Report



Vendor Response – Price Comparison

- Total five-year cost of ownership comparison, including...
 - Year one systems costs
 - Implementation costs
 - Cost of additional modules required
 - Support costs
 - Year two thru five systems and support costs
- *Side-by-side price comparison* of high-level vendor cost estimate allows the organization to easily note *key differences*
- Determining “*apples-to-apples*” pricing may be a challenge... *question* the vendor and request *detail* whenever possible

	Vendor 1	Vendor 2	Vendor 3	Vendor 4
Year 1				
Systems	\$46,655.00	\$85,988.00	\$49,117.00	\$67,550.00
Optional - Additional modules	\$10,000.00	0.00	\$10,000.00	\$5,000.00
Implementation	\$85,000.00	\$95,000.00	\$64,464.00	\$90,000.00
Year 1 Total	\$141,655.00	\$180,988.00	\$123,581.00	\$162,550.00
Year 2	\$46,655.00	\$85,988.00	\$49,117.00	\$67,550.00
Year 3	\$46,655.00	\$85,988.00	\$49,117.00	\$67,550.00
Year 4	\$46,655.00	\$85,988.00	\$49,117.00	\$67,550.00
Year 5	\$46,655.00	\$85,988.00	\$49,117.00	\$67,550.00
5 Year TCO	\$328,275.00	\$524,940.00	\$320,049.00	\$432,750.00



Vendor Response – Quantitatively Scoring

- Setting up a **scoring method** enables the organization to quantify each vendor response
- Scoring takes the **guesswork** out of determining which vendor met the most functional requirements
- Comparing price coupled with score may indicate the most value...*but more often than not “you get what you pay for”*
- Scoring will assist with selecting the **short list** of vendors for demonstrations

Vendor Response	Points	Functional Requirements Score																																																																																																					
S - Standard	3	<table border="1"> <thead> <tr> <th colspan="6">By Functional Area</th> </tr> <tr> <th>Functional Area</th> <th>Max Score</th> <th>Vendor 1</th> <th>Vendor 2</th> <th>Vendor 3</th> <th>Vendor 4</th> </tr> </thead> <tbody> <tr><td>System</td><td>57</td><td>53</td><td>57</td><td>57</td><td>54</td></tr> <tr><td>Cash Management</td><td>63</td><td>55</td><td>63</td><td>63</td><td>57</td></tr> <tr><td>Production</td><td>51</td><td>41</td><td>48</td><td>50</td><td>49</td></tr> <tr><td>Sales Order</td><td>72</td><td>65</td><td>70</td><td>70</td><td>59</td></tr> <tr><td>Purchasing & Inventory Mgmt</td><td>123</td><td>118</td><td>121</td><td>120</td><td>111</td></tr> <tr><td>General Ledger</td><td>102</td><td>98</td><td>102</td><td>102</td><td>97</td></tr> <tr><td>Accounts Receivable</td><td>99</td><td>97</td><td>99</td><td>99</td><td>90</td></tr> <tr><td>Packaging & Shipping</td><td>93</td><td>84</td><td>90</td><td>91</td><td>76</td></tr> <tr><td>AP, Purchasing & Exp Mgmt</td><td>183</td><td>179</td><td>181</td><td>183</td><td>170</td></tr> <tr><td>Fixed Assets</td><td>24</td><td>21</td><td>24</td><td>24</td><td>22</td></tr> <tr><td>Budgeting</td><td>108</td><td>102</td><td>108</td><td>107</td><td>98</td></tr> <tr><td>Payroll</td><td>42</td><td>40</td><td>40</td><td>40</td><td>33</td></tr> <tr><td>Total</td><td>1,017</td><td>953</td><td>1,003</td><td>1,006</td><td>916</td></tr> <tr> <td colspan="2">% of Max</td> <td>94%</td> <td>99%</td> <td>99%</td> <td>90%</td> </tr> </tbody> </table>						By Functional Area						Functional Area	Max Score	Vendor 1	Vendor 2	Vendor 3	Vendor 4	System	57	53	57	57	54	Cash Management	63	55	63	63	57	Production	51	41	48	50	49	Sales Order	72	65	70	70	59	Purchasing & Inventory Mgmt	123	118	121	120	111	General Ledger	102	98	102	102	97	Accounts Receivable	99	97	99	99	90	Packaging & Shipping	93	84	90	91	76	AP, Purchasing & Exp Mgmt	183	179	181	183	170	Fixed Assets	24	21	24	24	22	Budgeting	108	102	108	107	98	Payroll	42	40	40	40	33	Total	1,017	953	1,003	1,006	916	% of Max		94%	99%	99%	90%
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High																																																																																																							
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By Vendor Response					
Vendor Response	Max #	Vendor 1	Vendor 2	Vendor 3	Vendor 4
S - Standard	339	292	329	330	258
AM - Another Module	339	2	1	0	5
API - Integrated App	339	14	3	6	37
APS - Standalone App	339	0	0	0	0
RW - Report Writer	339	16	2	1	21
CE - Custom Enhancement	339	3	2	1	11
NP - Need Procedure	339	10	2	1	5
NA - Not Available	339	0	0	0	2
Total	339	337	339	339	339

Ideally, a majority of vendor responses are "Standard"

Vendor	Score	Price
Vendor 1	953	\$1,081,472
Vendor 2	1,003	\$1,258,030
Vendor 3	1,006	\$1,685,518
Vendor 4	916	\$1,144,614



Vendor Demonstrations

- Based on the vendor response comparisons, a **short list** of vendors are invited to demonstration their system
 - **Short list** should be limited to **3 – 4 vendors** that meets the organization's requirements the most
- Preparation of demonstration scripts or guides
 - **Process driven demo scripts** outlining the process from end-to-end
 - Demo script should provide an apples-to-apples comparison
 - All vendors to follow the same script
 - Vendors are less likely to demo the **bells and whistles**



Process Driven Demonstration Scripts

Demonstration Script

Multi-Company and Multi-Currency

Client has several foreign programs and subsidiaries. Each subsidiary would have its own currency and may have its own chart of accounts. Client and remote staff would need to be able to process various transactions throughout the accounting system accounts payable (AP), general ledger (GL), contracts, and etc. for these subsidiaries, and would need to generate multiple reports. The accounting system needs to be configured to handle multiple subsidiaries, currencies, and remote processing.

- Functionality to be demonstrated
 - How a subsidiary/company is added to the system
 - How multiple currencies are added to the system
 - When and how the currencies are updated
 - The inter-company relations and how they are created
 - Automated currency revaluations
 - Automatic inter-company entries (due to and due from entries)
 - Voucher processing: enter an AP transaction from all the departments
 - Enter invoices, expense report and process payments in multiple currencies
 - Apply invoices and expenses to project codes/cost centers
 - When a duplicate transaction is entered an alert will pop up asking for confirmation
 - Same invoice number and/or same amount processed under a vendor, which includes transactions processed



Demonstration Evaluation

- As with the RFP, a **scoring method** for the vendor demos enables the organization to quantify each vendor demonstration
- Again, demo scoring takes the **guesswork** out of determining which system met the most requirement outlined by the demo script
- Coupling the **RFP score with demo score** will assist with the final selection and provide a **quantitative analysis** for the decision.

Requirements				
Functionality Group	Functional Requirement(s)	Additional Models Needed	Ranking	Vendor Response
Ex. AR, Project Management, etc.	Overview of the system	Yes/No	Select One From Dropdown	Ex. During the demo the vendor showed us this
Systems Overview	Present an overview of the system to include but not limited to the following: <ul style="list-style-type: none"> Overview of core functionality of software, basic menus, navigation, and landing pages 			
Systems Overview	<ul style="list-style-type: none"> Search and help screens throughout the system 	1 - Included	2 - Meets Requirements	
Systems Overview	<ul style="list-style-type: none"> Drill down capabilities throughout the system 	1 - Included	3 - Exceeds Requirements	
Systems Overview	<ul style="list-style-type: none"> Product roadmap of future functionality (i.e., integration of AI) 		1 - Limited Support	future (next couple years for AI via MS / many releases per year with instructions on the release / excel file / AI later this / No CoPilot yet
Systems Overview	<ul style="list-style-type: none"> Overview of security features including user setup, authentication, and accessibility including: <ul style="list-style-type: none"> User profiles, access authorizations (edit, read only, etc.) including the ability to administer multiple levels of user access controls (i.e., role based permissions) 	1 - Included	3 - Exceeds Requirements	Role based dashboarding / can customize roles / Priced based on business vs. employee access / department can be segregated
Systems Overview	<ul style="list-style-type: none"> Log history, track changes, audit trails throughout the system 	1 - Included	3 - Exceeds Requirements	
Systems Overview	<ul style="list-style-type: none"> Single sign on (SSO) availability 	1 - Included	3 - Meets Requirements	
Systems Overview	<ul style="list-style-type: none"> Overview of general workflow automation associated with the system including: <ul style="list-style-type: none"> Workflow setup and user configuration 	1 - Included	2 - Meets Requirements	Can set up approval process
Systems Overview	<ul style="list-style-type: none"> Progress monitoring and resource tracking 	1 - Included	2 - Meets Requirements	
Systems Overview	<ul style="list-style-type: none"> Automated error detection, notification, and reporting 	1 - Included	2 - Meets Requirements	
Systems Overview	<ul style="list-style-type: none"> Export/Import files 	1 - Included	2 - Meets Requirements	Can import .ts / Budgets / etc. (CSV file) - system does not look for malware - Looking if can limit the type that can be uploaded
Systems Overview	<ul style="list-style-type: none"> Overview of required integrations needed to optimize the system <ul style="list-style-type: none"> Integration of system to other ADW ancillary systems (i.e., payroll, dev) 	V - Third Party Integration	2 - Meets Requirements	
General Ledger & Fixed Assets				
GL	Demonstrate the general ledger functionality to include but not limited to the following: <ul style="list-style-type: none"> Overview of chart of accounts including structure (dimensions available), new account / entity set-up, account hierarchy and consolidations, and account maintenance (i.e. change or inactivate accounts) 	1 - Included	2 - Meets Requirements	No limit dimension (3 users defined in addition to native dimensions)
GL	<ul style="list-style-type: none"> Overview of automation and workflow efficiencies including but not limited to the following: <ul style="list-style-type: none"> Journal entries including recurring, reversing and elimination entries, ability to attach supporting documentation and notes, setting default posting periods, tracking intercompany activity, and importing .ts via spreadsheet 	1 - Included	2 - Meets Requirements	Multi entity can see all entity / can use static / can add attachment
GL	<ul style="list-style-type: none"> Generation of trial balance based on user parameters (i.e., by entity, date, etc.) 	1 - Included	2 - Meets Requirements	
GL	<ul style="list-style-type: none"> Drill down capabilities on original transaction and search by various user defined parameters 	1 - Included	3 - Exceeds Requirements	
GL	<ul style="list-style-type: none"> Account creation and sign lockbox 			
GL	<ul style="list-style-type: none"> Online process and area 			
GL	<ul style="list-style-type: none"> Overview of <ul style="list-style-type: none"> Auto Gen cost dis Trans 			
AP & Exp Mgmt	Accounts Payable		1 - Limited Support	6
AP & Exp Mgmt	Demonstrate the sign and workflow initial duplicate records and tracking and reports		2 - Meets Requirements	68
AP & Exp Mgmt			3 - Exceeds Requirements	15
	Total			89
AP & Exp Mgmt	<ul style="list-style-type: none"> Management expenses, and pre-bank accounts 			
AP & Exp Mgmt	<ul style="list-style-type: none"> Vendor mana terminated, etc. 			
AP & Exp Mgmt	<ul style="list-style-type: none"> Vendor cont 			
AP & Exp Mgmt	<ul style="list-style-type: none"> Generation of 			

Requirements

Vendor Ranking	Score
1 - Limited Support	6
2 - Meets Requirements	68
3 - Exceeds Requirements	15
Total	89

Functionality Group	1 - Limited Support	2 - Meets Requirement	3 - Exceeds Requirement	Total
Systems Overview	1	14	9	24
GL	1	14	3	18
AP & Exp Mgmt	0	10	0	10
AR	0	6	0	6
Program Mgmt	0	10	0	10
Cash Mgmt	0	2	0	2
Reporting & Compliance	0	6	3	9
Budgeting	4	6	0	10
Total	6	68	15	89

Note: "0 - Does Not Support" results in no points to the vendor and is therefore not included in the score.
Total 0 - Does Not Support 0



Contract Negotiation and Final Selection

- Request a *best and final offer* (BAFO) from the vendor
- Review of *implementation service scope*
- Review of *pricing and incentives* that may be offered
- Advocate for *best pricing...*
 - Lower first year systems costs
 - Locked in renewal rates... longer contract preference
 - Cap on subsequent year price increases
 - Discounts on implementation and support services



Knowledge Check

Which of the following best describes your organization's current strategy for changes in technology solutions?

- Well-defined and documented
- Informally defined but consistently applied
 - Ad hoc and improvised as needed
 - Nonexistent or unclear





Revisit Frameworks for Internal Advocacy



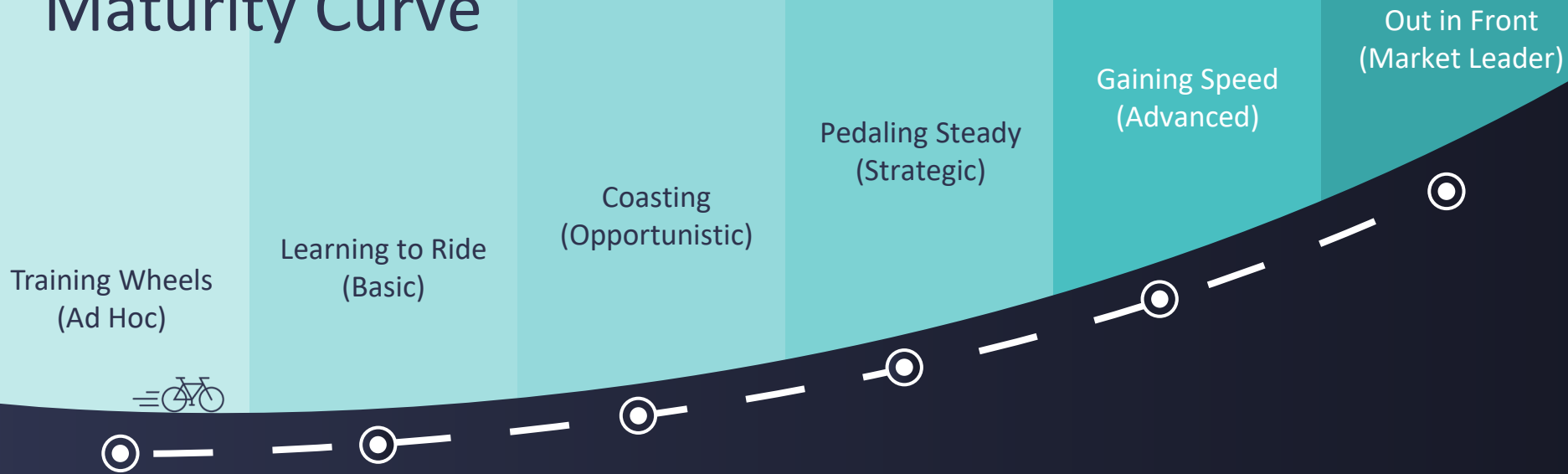
Revisit frameworks
for *internal advocacy*

Tools to Help

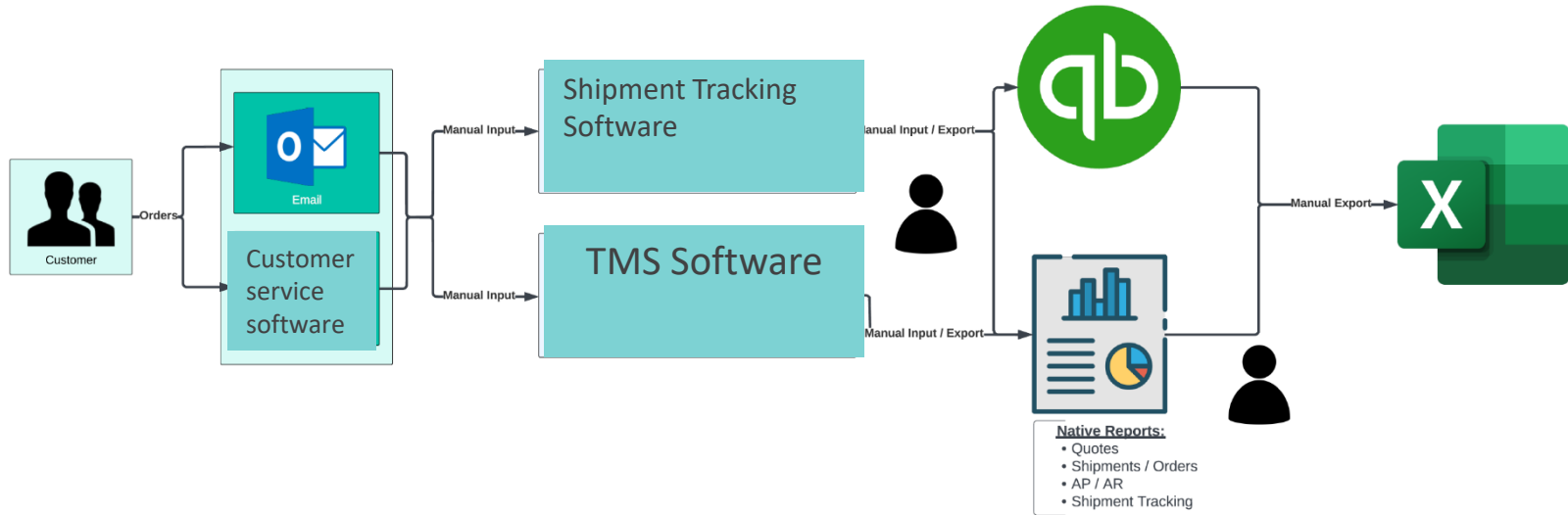
- Digital maturity assessment
- Current state map
- Digital process flow
- Project prioritization
- Roadmap



Maturity Curve

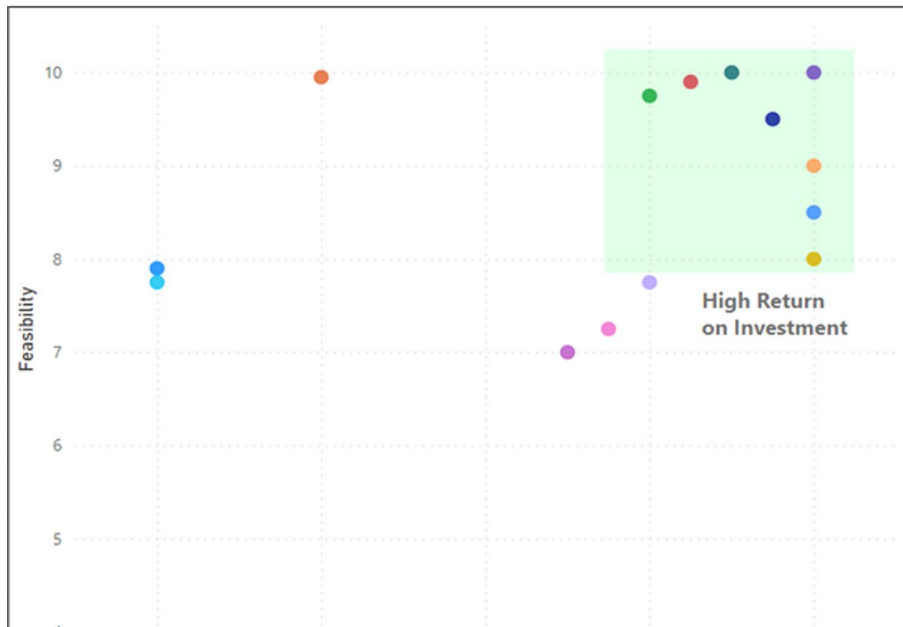


Automating Workflow to Increase Efficiency (Current State)



Begin to Build Your Digital Roadmap

Use-Case Prioritization Matrix



Use-Case Name/Description	Value	Feasibility
<input type="checkbox"/> Create Automated Workflows		
Implement Automated Workflows to bring Efficiencies and Automation to Database Management & Existing Business Processes	10.00	8.50
<input type="checkbox"/> ERP Evaluation & Selection		
Conduct deep-dive evaluation of potential ERPs to explore possibility of replacing / consolidating disparate systems & Access DBs currently in place	10.00	10.00
<input type="checkbox"/> ERP/CRM Optimization		
Leverage newly selected ERP/CRM to Further Host and Build Out Applications Pulling or Pushing Data to Support the Organization	10.00	9.00
<input type="checkbox"/> Implement ERP Solution		
Implement & Customize Selected ERP Solution to Support / Facilitate Whitetails Unlimited's Business Processes	10.00	8.00
<input type="checkbox"/> Consolidated BI / Reporting Development		
Develop Custom Dashboards/Reports/Insights to Serve the Needs of the Business and Enhance Speed to Information Baseline	9.75	9.50
<input type="checkbox"/> KPI Identification		
Conduct an Exercise / Discovery Session(s) to Brainstorm, Identify and Prioritize KPIs Critical to the Success of the Business	9.50	10.00
<input type="checkbox"/> KPI Consolidation	9.25	9.90
<input type="checkbox"/> KPI Segmentation	9.00	9.75
<input type="checkbox"/> Ticketing Solution Review, Evaluation & Selection		
Evaluate Potential Off-the-Shelf Solutions vs. Custom Application Build for a Digital Ticketing Solution	9.00	7.75
<input type="checkbox"/> Integrate Digital Ticketing Solution w/ Existing Data Models & Reporting Infrastructure		
Incorporate Data From Digital Ticketing Solution Into Existing Data Models / Reporting Tools to Derive Insights & KPIs	8.75	7.25
<input type="checkbox"/> Implement Digital Ticketing Solution		
Implement & Customize Selected Digital Ticketing Solution to Further Enhance Efficiency of Business Processes / Attendee Experience	8.50	7.00
<input type="checkbox"/> Data Calendar	7.00	9.95
<input type="checkbox"/> Ad-Hoc Reporting		



Roadmap and Go-forward Plan





Q&A



Thank you!

Mitchell Turnbow

Digital Growth Director

mitchell.turnbow@CLAconnect.com

(317) 569-6141

Bart Hawley

Director, Systems Selections Leader

bart.hawley@CLAconnect.com

(703) 825-2130

Teresa Kalinowsky

Principal, Implementation Advisory

teresa.kalinowsky@CLAconnect.com

(781) 402-6354



CLAconnect.com



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