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An Expert's Guide to ERP Success

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Chapter 9. Looking Forward

2012 was another interesting one for the ERP industry and its stakeholders, including Panorama and our clients as well as ERP vendors and other ERP consultants. Here are just a few highlights from the past year:

- The U.S. Air Force pulled the plug on its $1 billion ERP implementation
- Several other high-profile failures and lawsuits came to light, including the recent suit filed against IBM by Avantor Performance Materials with regards to a failed SAP implementation
- ERP vendors continued their acquisition spree, such as SAP's purchase of Ariba, Oracle's acquisition of SelectMinds HCM software, and Epicor's acquisition of Solarsoft
- Panorama Consulting continued its aggressive growth, expanding its portfolio of large organizations, taking on some of the world's most complex ERP implementations and project recoveries, and establishing its international presence

With 2012 just about behind us, it's worth looking at the top ten things we think will transpire in the global ERP industry in 2013:

1. **Continued shakeup and consolidation of the top ERP vendors**. We predicted increased vendor consolidation in our 2011 and 2012 lists and we believe it will continue. With the global economy and business capital spending volatile at best – and some economic forecasts suggesting that the U.S. and Europe could face recessions in 2013 – it isn't clear if total worldwide ERP software revenue growth will continue at the same pace it has in recent years. These macroeconomic challenges will pose opportunities for high-growth software as a service (SaaS) and cloud ERP vendors to continue eroding the market share of Tier I ERP vendors such as SAP and Oracle, especially among small and mid-size customers.

2. **Best-of-breed solutions will continue to chip away at single-system ERP software.** With more companies moving away from big, single-system ERP deployments, there will be a continuing opportunity for niche and best-of-breed ERP systems to capture market share in 2013. Larger ERP vendors will continue to provide more niche solutions to counter the advent of these smaller cloud providers. Vendors like Oracle and Infor, with their best-of-breed solution focus, will be better positioned to respond to customer demand of this type. In addition, look for this trend to continue driving merger and acquisition activity as more ERP vendors look for industry solutions to augment their core ERP systems.

3. **Integration and solution architecture will become a hot commodity**. The increase of best-of-breed, niche and SaaS ERP systems will put more pressure on both CIOs and ERP consultants to provide better integration between systems and address potential silos of processes and data that often come with the territory. As a result, solution architecture and integration will become increasingly important competencies required to support effective ERP implementations.

4. **Continued adoption of mobile and business intelligence solutions.** As companies look to increase ERP benefits realization, more will invest in mobile solutions and business intelligence software to get increased return from their existing ERP systems. An increasing amount of companies will recognize that newer ERP systems will not necessarily help them make better use or sense of business information without the tools to better support decision-making among both employees and leadership. In addition, executive teams will be under increasing pressure in a shaky economy, which will put more

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pressure on their employees to provide decision-making tools and dashboards designed to support executives' need for information.

5. **SaaS and cloud hype will subside.** While many industry pundits are still pronouncing the death of traditional ERP at the hands of SaaS and the cloud, we find that our large, multi-national clients still aren't comfortable with the relative lack of flexibility, control and security offered by SaaS ERP solutions. However, smaller and mid-size companies will be more likely to adopt SaaS and companies of all sizes will be more likely to adopt niche solutions such as CRM or HCM (see prediction #2 above), which generally bodes well for SaaS. Perhaps most importantly, SaaS and cloud options will become so baked into the delivery model of most ERP vendors that the hype will naturally subside as they become integrated into everyday ERP options.

6. **Uncertainty and risk aversion.** Given the uncertain global economic environment, CFOs and CIOs are more likely to be risk-averse in the coming year. Much like we saw in 2009 and 2010, IT budgets will be tighter and ERP project teams will be asked to focus more on low-hanging fruit and high-value activities rather than massive, full-blown and global ERP implementations. The exception to this trend will be among mid-size and high-growth companies, which will continue to grow despite economic conditions and will need the enterprise systems infrastructure to support this continued growth.

7. **There will be both winners and losers in ERP implementations.** We will likely see a growing dichotomy between smart, sophisticated organizations that understand the need to implement ERP systems the right way versus the less knowledgeable organizations that try to leverage more of a "do-it-yourself" approach. Continuing job insecurity will lead some CIOs and project managers to bite off more than they can chew without expert help, while smarter leaders will recognize that ERP implementations are more successful with the help of independent ERP consultants. In addition, the successful companies will be those that recognize that traditional ERP vendors, systems integrators and value-added resellers (VARs) continue to struggle to be effective in their implementations and will seek out more innovative alternatives to support their implementations.

8. **Increase in ERP failures and lawsuits.** Unfortunately, those that lose in their ERP implementations are more likely to find themselves with ERP failures and lawsuits on their hands. Our ERP expert witness practice has grown quickly for the last two years and we expect that growth to accelerate as more companies try ill-advised implementation strategies, such as the do-it-yourself approach mentioned above. In addition, these less sophisticated organizations and project teams will continue to focus too myopically on the technical services provided by their ERP vendors and system integrators, which will contribute to higher failure rates in the coming year.

9. **More organizations saying "no" to ERP**. The coupling of economic uncertainty with high ERP failure rates will translate into more organizations declining to embark on large-scale ERP implementations. Instead, these organizations will focus on improvement measures including business process reengineering, organizational change management and benefits realization. These activities can often help organizations get much more immediate benefits at a lower cost than a "traditional" investment in an ERP system, all while better leveraging the ERP systems and other enterprise software the companies already have in place.

10. **More focus on competitive advantages and less focus on ERP "best practices."** Over the last few years of global economic uncertainty, cost cutting and standardization has been the name of the game for many CFOs and CIOs. In this quest to minimize expenditures, many organizations tried to leverage industry best practices and, in doing so, neglected their sources of competitive advantage along the way. Over the next year, expect companies to work harder to more clearly define their unique sources

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of competitive advantage via business process reengineering and organizational change management activities designed to help deliver tangible business benefits and improve their ERP ROI.

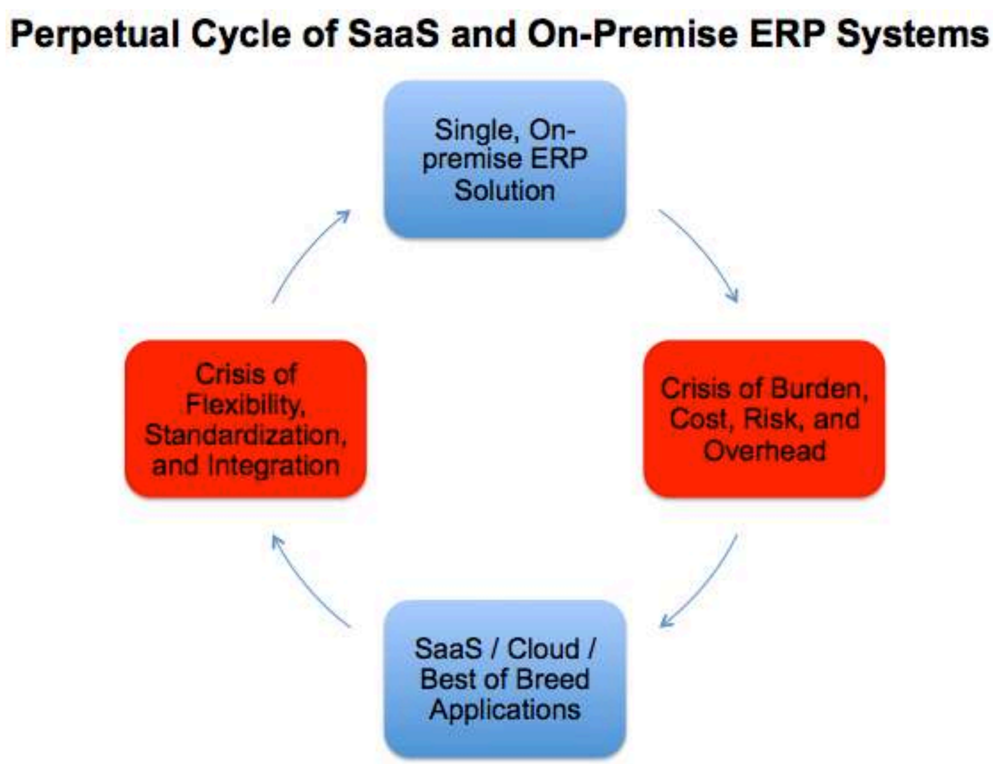
Why SaaS and Cloud Enterprise Applications Are Ensuring a Bright Future For Big ERP Systems

Although Panorama believes cloud and SaaS hype will subside in 2013, the general consensus in today's enterprise software space is that they are indeed the waves of the future. Industry analysts and vendor sales reps are proclaiming (as they always have) that SaaS ERP systems are cheaper, faster and easier, while traditional ERP vendors are doing what they can to not be perceived as “Big ERP” solution providers and touting increased security and stability as two key attributes.

But perhaps the biggest impact of the SaaS movement is that it is enabling the next wave of big ERP deployments.

There, I said it. Yes, SaaS and cloud software vendors are doing very well in this economic environment and the movement is here to stay. Indeed, SaaS ERP vendors such as Salesforce, Workday and NetSuite are growing at a much faster pace than the overall ERP industry. However, I'm not ready to pronounce the “other” side of ERP dead just yet.

For years, ERP industry trends have swung like a pendulum back and forth between SaaS/ASP/best-of-breed and on-premise/big/complex ERP, and for good reason. As outlined in the table below, the reason big ERP didn't die 20 years ago is because of the cyclical and perpetual nature of these competing trends. Just as companies grew tired of complex, cumbersome and costly ERP implementations, companies will eventually tire of SaaS issues related to less flexibility, less control and more complex integration.



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It's helpful to first understand how we got here in the first place, starting at the top of the graphic and moving clockwise:

"Big" ERP's Crisis of Burden, Cost, Risk and Overhead

Many journalists and analysts have covered in great detail the difficulties with large, on-premise ERP systems: they can be troublesome, cost too much, and create an IT overhead burden on the organization. Especially in this economy, companies are risk-averse and are less likely to bite off more than they can chew. Therefore, many companies are addressing this crisis by looking at smaller SaaS and cloud point solutions that they can implement in smaller chunks as their IT budgets and risk appetites allow. This leads us to the bottom of the graphic: the movement toward SaaS, cloud and best-of-breed solutions.

The SaaS Crisis of Control, Standardization and Integration

Moving clockwise from the bottom of the graphic, you see that eventually organizations using SaaS point solutions will face a crisis of flexibility, standardization and integration. Companies grow, acquire other companies, expand into new territories and globalize their supply chains, which strains their disparate enterprise systems' environments. Having separate SaaS solutions to address various business functions and locations becomes less efficient as companies grow and change, forcing the second crisis. Eventually, CIOs will look for ways to standardize and consolidate their global systems to gain consistent business processes, IT efficiencies and better visibility into their diverse operations.

Then the cycle repeats itself, just as it has multiple times since Panorama has been in the ERP consulting space. It is important to note that not all companies go through the various stages of the cycle at the same time – smaller firms will often stay in the SaaS stage until they have grown to the point where their complexities are no longer supported by cloud solutions, while larger firms often engage in M&A activities and expand internationally, causing them to hover in the on-premise space for longer periods.

Of course, there are a few potential game changers that could break this cycle. First, if SaaS solutions evolve into true fully integrated enterprise-wide applications rather than primarily point solutions as they are now, then this would disrupt or hinder the arrival of the next crisis. Second, more robust development and integration tools within SaaS solutions could mitigate some of the current flexibility advantages of on-premise ERP. Third, if the economy continues to languish as it has in recent years, it may be a bit longer before the next shift in the cycle. And finally, developing and emerging economies will provide a robust global SaaS market.

The cloud is definitely here to stay and eventually, companies will move beyond CRM, payroll and financials in their adoption of SaaS ERP. However, at least for the foreseeable future, there also will be a need for ERP systems built to automate large, complex and diversified organizations.

CIO Concerns with Cloud ERP Systems

The Panorama team helps many clients implement ERP systems each year and we simply don't see the need to start making funeral arrangements for the enterprise software industry as we know it – at least not yet. While smaller organizations and big companies with narrow functional needs are fueling much of the growth in the cloud ERP market, larger and more complex organizations continue to show concern about the suitability of cloud and SaaS for their organizations' business needs.

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In addition, a recent study of 100 IT Directors in the UK underscores some of the challenges organizations face when they consider moving their ERP systems to the cloud. The research, which was conducted by Damovo UK, highlights a number of interesting statistics. For example:

- 80-percent of IT Directors feel as though they are held more accountable if things go wrong as a result of moving to the cloud
- 78-percent think cloud solutions make IT management more complicated
- 67-percent of those that have moved to the cloud think that it has actually made disaster recovery and business continuity efforts more difficult
- 69-percent delayed their decision to move to the cloud because they had difficulty determining the tangible value of the cloud services to their organizations
- 90-percent think cloud providers should be more accountable and provide more advice

This data suggests a number of concerns and provides interesting insights into the potential objections that CIOs and other buyers of cloud services may have. The research also suggests that CIOs may benefit from a few tips and lessons learned from some of Panorama's experience helping clients manage cloud and SaaS ERP implementations:

- **Incremental and phased ERP implementations are beneficial.** There are a number of reasons for CIOs and IT Managers to incrementally adopt technologies such as cloud or SaaS ERP systems. Internal organizational resistance, broken business processes related to business continuity and a host of other issues can undermine employee adoption, which can be partially mitigated via a more phased implementation approach. For example, instead of moving an entire ERP system to the cloud, a CIO may instead choose to work out the kinks of moving HR or CRM functions to the cloud before extending to other areas.
- **Don't forget about organizational change management and business process management.** Cloud and SaaS technologies are pretty slick, so it's easy to get caught up in the functions and features of these solutions. As discussed above, phasing strategies can help mitigate some of the organizational resistance and adoption issues that typically coincide with new technologies. But it's important to remember that cloud and SaaS ERP systems represent cultural changes and the need for business process reengineering, not just new technologies. For this reason, it is critical to identify and document new business processes, train people on those new processes and engage in other organizational change management activities that will ease the transition to the cloud.
- **Leverage expert assistance to help migrate to cloud ERP systems and other cloud technologies.** Reading between the lines of the above statistics suggests that CIOs often feel "left hung out to dry" when it comes to adopting new technologies such as cloud or SaaS ERP systems. However, there are a number of consulting and service providers that can guide and coach CIOs through such transitions, while leveraging some of the lessons learned from experts that have engaged in similar processes multiple times in their careers. When searching for a service provider, look for a firm that is technology-agnostic, meaning that they don't have any biases or allegiances to one specific cloud provider and they have broad and deep experience helping companies similar to yours select and transition to cloud or SaaS ERP software.

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Migrating to the cloud is no easy task. Changes to business processes, employee expectations, delivery models and IT infrastructure – coupled with the headwinds outlined in the research above – can make a CIO or IT Manager's job even more complex than it already is. By keeping the above tips in mind, however, organizations will be better equipped to manage that transition and take advantage of all the exciting technology that cloud and SaaS vendors have to offer.

The Effects of ERP on the Bottom Line

If you've followed Panorama's website for any significant period of time, you have probably picked up on the fact that we view ERP implementations as business initiatives rather than software or technology projects. While this concept may sound esoteric on the surface, it becomes very real when companies experience ERP failures or see their implementations negatively impact their financial results. For example, recent years have seen high-profile failures from companies such as Lumber Liquidators and Shane Company – both of which publicly stated in their quarterly financial statements that their ERP implementation woes had adversely impacted their results.

Just recently, the aerospace division of Woodward made a similar statement in its initial financial results. In the statement, the organization revealed that its revenue and profit for its fiscal third quarter would fall short of expectations, largely because of ERP implementation challenges that the company was facing. According to Woodward's 2011 annual report, the organization had recognized $13.5 million in ERP implementation costs in that single fiscal year, not including costs that had been incurred in the first three quarters of the current fiscal year. These costs are significant for an organization with nearly $500 million in annual revenue, especially given the fact that the implementation appears to be struggling.

Woodward is not a client of ours, and I know very little about the company or which specific ERP software it is trying to implement, but our recent ***Clash of the Titans*** report shows that the leading ERP vendors – SAP, Oracle and Microsoft Dynamics – all typically take longer and cost more than expected and fail to deliver expected business benefits. Given our research and experience with ERP implementations and our work as expert witnesses in ERP lawsuits, these problems aren't unique to Woodward or even to the three leading ERP vendors. Most ERP implementations fail – although only a subset is publicly announced. Instead, ERP implementations face challenges that affect the bottom lines of organizations every day without the corresponding publicity that comes with an announcement such as that from Woodward.

Below are three ways that ERP implementations affect the bottom lines of organizations that fail to implement properly:

- **ERP implementations consume too much time and money.** This is a two-fold problem. On the one-hand, companies frequently mismanage their projects or hire ERP consultants that are software experts but aren't good project managers, which results in project overruns. On the other hand, companies more often than not grossly underestimate the time and money required to effectively implement their ERP systems. Both variables lead organizations to go over their pre-defined budgets, which ultimately affects the bottom-line results expected by management and shareholders. Based on experience, $13.5 million in ERP implementation costs does not seem completely out of line for a $500 million company (the average company spends approximately five-percent of their annual revenue on their ERP initiatives), but it is out of line if management and shareholders expect a much lower number.

- **ERP projects disrupt operations.** Most organizations don't have the appropriate internal expertise or bandwidth to handle the complexities and risks of an ERP implementation, so the do-it-yourself mentality of many organizations typically leads to operational disruptions during the initiative. In

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addition, organizations often rush their implementations to completion, leading to operational disruptions at the time of go-live. For example, our research shows that 54-percent of all ERP implementations result in a material operational disruption at the time of go-live (e.g., the inability to ship product or close the books). Obviously, these common pitfalls have wide-ranging repercussions on the bottom lines of organizations.

- **ERP implementations are harder than you think.** The bottom line for most organizations is that their ERP implementations are harder than they think. This is true for a number of reasons. For example, ERP vendor sales reps and systems integrators downplay the cost, risk and complexity of the implementations, while many companies are overly confident in their own abilities to manage the implementations. Whatever the root cause, chances are that your ERP implementation will be more difficult than you think – a statement that is backed by various studies (including our ***2012 ERP Report***) showing that most ERP implementations go over budget. Even though Panorama has managed close to 100 ERP implementations and our team has literally thousands of implementations under its collective belt, we still find these projects to be challenging.

The good news is that not all ERP implementations are doomed to fail or adversely affect the bottom line. When implemented effectively, ERP systems do what they are capable of doing, which is decrease costs, increase revenue, and positively affect the bottom line. However, companies need to know what they don't know and lean on implementation experts that will not only make the technical aspects of the project successful, but also will address the more critical and more commonly overlooked aspects of ERP projects, such as organizational change management, project management and business process reengineering.

In fact, a recent snapshot study by Sage, a leading manufacturing ERP vendor, reveals that 67-percent of manufacturers indicate that their ERP systems have allowed them to better serve their customers, while 56-percent say that their ERP systems have actively aided them in growing their businesses. Further, participants said that their ERP systems help their employees with quotes, order fulfillment, checking for product availability and forecasting. Sage's results suggest that manufacturers are at least seeing some tangible operational results from their initiatives.

So what does this information tell us? Here are a few key takeaways from the Sage study:

- **There still is and always has been a big upside to ERP systems.** Much of our experience and research outlines the challenges and pitfalls of ERP implementations. In addition, many industry analysts have declared that "ERP is dead" for quite some time now. However, despite the various examples and case studies of ERP failures, it is important not to overlook the upside potential of enterprise software initiatives. For example, of the companies that do realize measurable business results from their ERP systems, the average organization realizes a payback on their investment in less than three years. Most CFOs would consider this a strong return on investment.

- **It is important to define and understand potential business benefits.** Sage's study underscores specific business benefits realized by manufacturers participating in the study. For example, in addition to those outlined above, the study shows that manufacturers point to product delivery efficiencies, open order tracking, raw material forecasts and shorter lead times as tangible and realized business benefits. Any organization about to conduct an ERP selection and implementation initiative would be well-served to define and quantify the potential and expected business benefits of their enterprise systems. This should serve as a roadmap for a benefits realization plan.

- **Business process reengineering and organizational change management are keys to success.** Although not specifically mentioned in the Sage study, Panorama's experience has shown that realizing the potential business benefits of an ERP system is largely dependent on effective

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business process reengineering and organizational change management. In fact, our ERP expert witness experience and independent ERP research suggests that the lack of business process management and organizational change management both directly and indirectly lead to ERP failure. For this reason, we have developed a comprehensive and technology-agnostic business process management and organizational change management methodology that ensures ERP implementation success and benefits realization for our clients.

While most organizations fail in their attempts to successfully implement ERP systems – with reasons ranging from weak project management to a lack of focus on organizational change management and business process reengineering – the Sage study suggests that there are reasons to be optimistic. When implemented effectively, ERP software can transform and improve operations. Indeed, a significant benefit of ERP is that it can help forecast inventory needs to better match supply with demand and manage inventory costs. In today's turbulent economic environment, this business benefit of enterprise software is particularly pronounced.

For example, the January 27, 2010 edition of the ***Wall Street Journal*** featured an article about how companies are struggling to address the "bullwhip" effects of the economic recovery on their supply chains. The article discusses Caterpillar and other organizations that are not seeing a slow and steady increase in production, but instead are seeing highly volatile swings in their supply chains and demand for their products.

During better economic times, companies may have been able to deal with some inefficiency in their forecasting and inventory management processes. However, lean business environments make it even more imperative for companies to leverage their ERP and other enterprise systems to help manage unpredictable supply chains.

There are five key factors contributing to the need for more effective use of ERP systems to manage supply chains during the economic recovery:

1. **Businesses are restocking inventory.** As outlined in the aforementioned WSJ article, most companies burned off inventory during the last downturn in order to be more lean. As the economy shows signs of life, companies are forced to restock their inventory levels. This, in turn, is trickling throughout the entire supply chain; if a big company like Caterpillar decides to order a large quantity of materials such as steel, this has an enormous downstream effect on suppliers throughout its supply chain.

2. **The economic recovery is poised to be uneven.** Unfortunately, most economic indicators suggest that this will be a choppy rather than a steady or robust recovery. This makes it even more important for companies to anticipate changes in demand and manage their inventories accordingly and is especially true for multinational companies, as different regions of the world are emerging from the recession in very different ways.

3. **Inventories are likely to be leaner in the foreseeable future.** Most businesses are still uncertain about the future and are therefore more likely to keep inventories as lean as possible. As a result, even relatively small upticks in demand are likely to challenge safety stock margins of error.

4. **Headcount is not likely to increase in the near future.** Although unemployment figures are showing positive trends, the reality is that companies are not going to be substantially hiring anytime soon. As a result, poor forecasting and supply chain management functionality in companies' ERP systems are more likely to result in overlooking early warning signs of needing to adjust inventory to match demand.

5. **Managing receivables is more important than ever.** For most businesses, the next best thing to cash is receivables. Although not directly related to supply chain management, robust financial and receivables management in an ERP system will help better finance long-term inventory investment needs.

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Conclusion

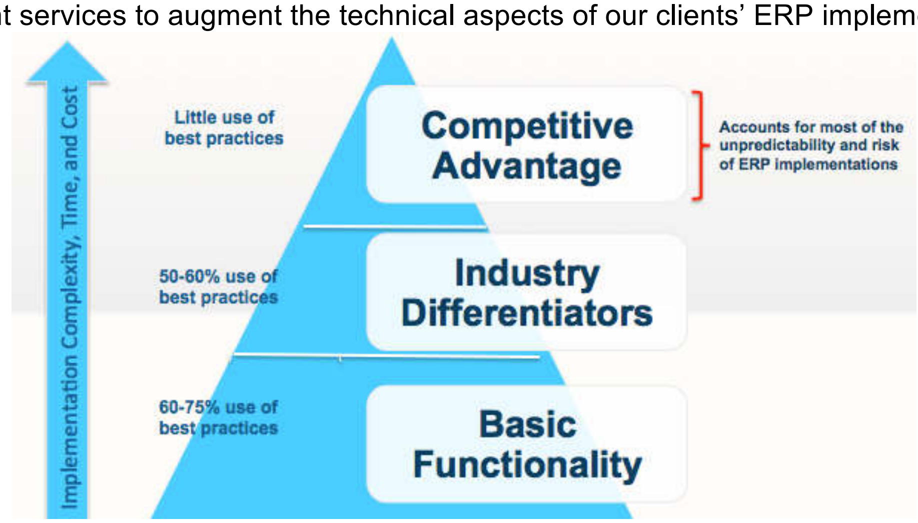
Cloud computing, SaaS, mobile technologies, social media and business intelligence are just a few examples of the trends affecting the ERP software marketplace. This changing landscape makes for an exciting – if not potentially confusing – time to purchase and implement ERP software.

Industry analysts and journalists have written a great deal about these trends and others over the last several years. However, the buzz surrounding these trends sometimes leads me to a two-part question: 1) are the adoption rates of these trends as meaningful as the hype surrounding them, and 2) what other ERP system trends and functionality are not being covered by industry analysts and journalists but might help our client base improve their business operations?

In addition to the usual buzzwords like convergence of ERP with social media, SaaS ERP and mobile ERP, below are some additional things we hope that ERP systems will provide in the future to help our clients more effectively adopt new technologies and deliver measurable business benefits:

1. **Convergence of business and ERP technology**. While all the buzz and hype seems to focus on the convergence of social media and traditional ERP systems, the focus should be on the convergence of business and ERP software. Business and operational needs should be driving the evolution of ERP software rather than consumer trends like Facebook and Twitter. Employees may like the look and feel of social media, and there certainly is a place for social media in most businesses, but it should not dictate the backbone of your organization's operations. Instead, look at your organization's core competencies and competitive advantages and then determine the type of system that will best enable those operational needs. This convergence is a key aspect of Panorama's ERP selection methodology.

2. **Automation of organizational change management.** If it sounds like a tongue in cheek statement, that's because it is. No matter what cool technologies or implementation accelerators you adopt, there is no substitute or automated process for organizational change management. In fact, most credible research, including our own ***2012 ERP Report***, highlights organizational change as one of the most important determinants of ERP success or failure. In addition, the rapid rate of technological change is putting more pressure on the human and soft aspects of ERP initiatives. Until we can automate the programming of human brains and behavior, organizational change management will remain the single most challenging part of any ERP implementation. Panorama provides extensive organizational change management services to augment the technical aspects of our clients' ERP implementations.



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3. **Recognition that ERP best practices don't exist.** A common selling point for ERP systems is the holy grail of "best practices." Implement a new system, let the software dictate the business processes to be adopted by your operations, and voila, you've adopted best practices. ERP vendors such as SAP are very effective at this sort of sales spin – and it's exactly what most CFOs and CIOs want to hear – but the reality is that "best practices" don't exist. What are best practices to one company or one software solution may not be best practice for your organization. So instead, it is important to define your processes, what they need to look like to support your business going forward, and select and implement the ERP software that best fits that model. This is where business process management and blueprinting becomes a critical component of your ERP implementation.

Technology trends and hype will come and go but the above are the three things that I would most like to see from ERP systems now and in the future. The coolest technologies and most effective marketing spin won't matter if organizations don't find better ways to integrate their business and technology initiatives, more effectively navigate the ERP implementation failure points related to organizational change management, and learn that alleged best practices are no substitute for business process design.

It is my hope that throughout the course of this book you and your organization have learned both strategic and tactical ways to approach an ERP project. There is no question that ERP success is an elusive goal and that ERP failures beset some of the most successful and innovative organizations of our time. Organizations not truly understanding what ERP software is, what it can do and how to restructure the organization to take advantage of its capabilities is one issue. Software vendors who deliberately mislead potential clients during the sales cycle is another issue. The emergence of new and somewhat untested technology is a third. And the increased pressure to be profitable no matter what – and no matter how few resources are at the ready – is, of course, omnipresent. These issues (and more) can, and often do, create a perfect storm within an ERP implementation. Organizations emerge weakened and unhappy and employees ar. e left to pick up the pieces.

I founded Panorama precisely to help organizations through this process. And, after working on, witnessing and analyzing countless ERP projects, I can say one thing for certain: it's not easy. If you have any questions regarding the content in this book and would like to discuss how Panorama can help your organization sidestep many of the issues detailed in this book and increase its overall ERP ROI, please do not hesitate to call 720-515-1377 or e-mail **info@panorama-consulting.com**

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About the Author

After 15 years of ERP consulting at large firms including PricewaterhouseCoopers and SchlumbergerSema, Eric Kimberling realized the need for an independent consulting firm that really understands both ERP and the business benefits it can enable. He currently serves as managing partner of Panorama Consulting Solutions, the world's leading independent ERP consultant.

Eric began his career as an ERP organizational change management consultant and eventually broadened his background to include implementation project management and software selection. Eric's background includes extensive ERP software selection, ERP organizational change, and ERP implementation project management experience.

Throughout his career, Eric has helped dozens of high-profile and global companies with their ERP initiatives, including Kodak, Samsonite, Coors, Duke Energy, and Lucent Technologies to name a few. In addition to extensive ERP experience, Eric has also helped clients with business process re-engineering, merger and acquisition integration, strategic planning, and Six Sigma. Eric holds an MBA from Daniels College of Business at the University of Denver.

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