THE DEFINITIVE GUIDE TO
ERP CONSULTANTS

Seven principles of selecting and working with ERP consultants

GUIDE HIGHLIGHTS

Assessing your ERP project consultant needs

Step-by-step guidance on how to choose an ERP consultant

The expected cost and ROI of an ERP consultant

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This guide will cover the fundamentals of working with an ERP consultant, including:

DO I NEED AN ERP CONSULTANT?

There's no denying that undertaking an ERP project is a mammoth task; especially for companies who are implementing a system for the first time. Even those who have implemented an ERP before, and are currently replacing their existing system, face a difficult road ahead.

Depending on the size and scope of your ERP implementation, you may be faced with the decision of hiring an ERP consultant. As most businesses install an ERP once a decade, or even less frequently, it's unlikely you'll already have someone in-house with the level of knowledge necessary for the project.

ERP implementation consultants are people who have built an ERP system using your specific software one or more times in the past and, based on that experience, will help you design, configure, and launch your ERP system. Consultants can either be independent contractors, or they can be full time employees of an ERP consulting firm. Not every ERP project requires a full time consultant team but, depending on the size of your project, it may be a consideration.

An implementation, or expansion, of an ERP system presents a number of known and unknown challenges. One way to avoid unforeseen errors is to use an ERP consultant, their experience can flag potential issues before they arise, and guide you through the process of implementation smoothly. Here are a few factors to consider when deciding whether bringing in a consultant is the right choice for your project.

- **Knowledge:** how much in-house knowledge do you have about your ERP software? And, to what extent that software can be self-taught? A consultant has solid experience with your software; they know its capabilities and functionalities to bridge any knowledge gaps in your team.

- **Time:** how much time do you have to complete your project? If you have a tight deadline then bringing onboard a consultant who is well rehearsed in the steps for an implementation can help it move along smoothly without unexpected delays.

- **Quantity:** consider how many modules and end users you are trying to implement at one time. A consultant can provide accurate timescales for the process, as well as resolving potential issues when implementing before they become a problem.

- **Visibility:** what is your management team's visibility on the company's practical goals and process needs? An ERP consultant is an outsider to your business' internal workings; they won't be restrained by office politics, and they provide a fresh perspective to existing processes.

- **Speed:** would a faster implementation provide a competitive advantage to your business? A consultant knows all the steps needed for an implementation, so can reduce the time spent planning the implementation, and actually implement.

Implementing an ERP requires understanding, manpower, time, effort, budget, and complete commitment. If even one of these pieces falls then you risk a catastrophic, and costly, failure.

ADVANTAGES & DISADVANTAGES OF AN ERP CONSULTANT

ERP consultants exist to help, rather than hinder, companies by attempting to streamline work efficiencies while integrating new technologies. However, as with anything, they come with both advantages and disadvantages. An effective ERP consultant can provide huge benefits to an organization and ensure their implementation goes as planned, whereas an ineffective ERP consultant could end up putting the entire project at risk of failure.

ADVANTAGES

They bring new perspectives

Good ERP consultants offer fresh eyes, which is particularly useful in the case of highly integrated, data-dependant real-time systems, like ERP platforms. A consultant operates outside the boundaries of your company culture, therefore they do offer the advantage of clear assessment when it comes to judging the value of one ERP project element versus another. This means you will usually receive an original and independent input, leading to better decision-making throughout the project. ERP consultants are most effective when enterprise managers lose sight of their own baseline operational requirements, which typically leads to rigid stove-piping, or ready acceptance of quick and dirty work-arounds that ultimately become standardized policies over time.

They know which features you actually need

One advantage of hiring an ERP consultant is to bring knowledge to your organization about which ERP features are profitable, and which are the bells and whistles. No company utilizes one hundred percent of an ERP system's possible features. The bigger the ERP system, the smaller the percentage of features that are used. If you doubt the directional accuracy of this generalization, look at the toolbars of your spreadsheet or word processing software and take note of how few of the features you have ever actually had occasion to use. The same is true on an ERP scale. Hiring a consultant can prevent you paying out for features your organization will never use and focus your search on relevant features.

They're temporary

An ERP consultant is, by definition, temporary. They represent no long-term investment, no health or unemployment benefits and no 401K. They seem expensive compared to your other employees, until you include benefit costs on your permanent people. If they can permanently solve or avoid two or three business problems then it is pretty easy to think about them as being inexpensive.

DISADVANTAGES

They're not going to have to live with the ERP system

The major disadvantage of hiring an ERP consultant is that, unless you have some sort of special contractual understanding, the consultant will not make a binding strategic decision for you. They will tell you the important facts, how to weight the facts, and the ramifications of each path on the decision tree, but in the end, the decision belongs to you. This is not because consultants are indecisive, but rather most business decisions reduce to what problems you choose to live with, and ERP consultants know they aren't going to be around to experience life after the ERP implementation.

They leave (with their knowledge) eventually

It's important to remember that once your consultant leaves: so does their knowledge and expertise. If you are wholly reliant on your implementation consultant to understand your system and to use it effectively, then you're in serious trouble when they leave for a new project. By solely relying on their expertise you run the risk of leaving your team, who will be operating your ERP system on a day-to-day basis, in the dark. What knowledge your ERP consultant leaves behind is reliant on your team's likelihood to take onboard all feedback, including criticisms and process changes. There may be some pushback from staff not wanting to work with an outside consultant, but if this results in your consultant working in solitary then this could be more damaging to your operations in the long term. An ERP consultant works best when there is cooperation from your team, and if they are unwilling to work, then you are not getting the full value of their expertise.

They are expensive

ERP implementation consultants are not cheap. If you kept a good consultant on-site for fifty weeks, forty hours a week, out of pocket expenses would normally be around $300,000 plus an additional 15% - 20% for travel and living expenses. Choosing an ERP consultant with advanced skills, highly specialized skills, or project management skills can cost twice that. You can find cheaper alternatives, although each alternative comes with different sorts of problems and risks. Some companies will offer an "off-shore" rate, which means your consultant actually works and lives in a foreign country while assigned to your project. Another alternative is "landed off-shore", which means foreign nationals are flown over to live and work here, and be on site for the duration of the project. You can also take a chance on young or less experienced people who just don't have the resume to claim to be an experienced ERP consultant.

BUDGETING FOR AN ERP CONSULTANT

Throughout planning your ERP project, you've probably talked a lot about budget. Bringing an ERP consultant into your project will undoubtedly increase your total cost, but the question is: can you afford an ERP consultant? And, what should you expect to pay?

The cost of an ERP consultant depends on multiple factors, but the first, and perhaps the biggest, factor you should consider is time. Some consultants charge by the hour, others by the day, and most on a fixed project fee. You'll need a good handle on how long your project will take if you want to estimate the total cost.

Calculating the time your project will take is one of the trickiest parts of any enterprise-scale software implementation. You'll need to discuss the full project scope with your shortlisted consultants to get a ballpark figure. It's important to set an ERP budget that will cover the entire project, including accounting for any potential 'hidden' costs, from there you can map out your scope and total expenditure.

ERP CONSULTANCY VARIABLES

If you already know which ERP system you want, you'll get a better idea on consultancy fees. For example, the fee for a SAP consultant is likely to be higher than a Sage 500 consultant. Of course, this doesn't help if you want your consultant to help you choose the right system for your business. In that case, you'll need a fully independent consultant who has expertise on a wide range of ERP solutions. That means you'll be paying for more experience and wider knowledge. Look at these key variables to identify which end of the pay scale you should be forecasting:

- Project complexity
- Project duration
- Your location
- Preferred ERP solution
- Solution independence

For the 24% of businesses[1] that use an ERP consultant to give unbiased input at the selection stage, independence is highly relevant. If your consultant isn't getting a kickback from a particular vendor or software provider, then you may be more likely to get advice that has your best interests at heart. However, without a revenue stream from software partner, they may need to charge you a

higher rate to make up for it.

HOW MUCH DO ERP CONSULTANTS CHARGE?

ERP consultancy is quite a broad term. Some will focus more on the business impact of the implementation, some will be more technical. Either way, you're looking at a range of $150- $175 per hour. The tier one software specialists (think SAP and Oracle) will certainly be at the upper end of that scale.

These rates can also vary by as much as 20% to 30% depending on where you're based.[2]

WHEN THE PRICE OF NOT HAVING AN ERP CONSULTANT OUTWEIGHS THEIR COST

Businesses have different reasons for choosing to engage a contractor or consultancy firm; if any of the reasons below resonate, it might help make up your mind when deciding whether you should face the added cost of bringing a consultant into your project.

1. To steer ERP software selection providing unbiased analyses of vendors and their software (24%)[1]

2. To provide support during organizational change management (23%)[1]

3. Planning the ERP project from a strategic perspective (22%)[1]

4. Managing the actual ERP implementation (19%)[1]

5. Fixing an at-risk implementation (9%)[1]

If you are confident that you have the in-house resources to cover each aspect, from selection to implementation through to change management support, you might not need external help and can save on the added cost of hiring an ERP consultant. However, get any of these parts wrong and you might end up in the 9% who have to draft in help when it goes off track anyway.

It is wise to set aside a consultancy budget when in the planning stages of your ERP project, especially if you know your in-house team lacks the bandwidth (or the specialist knowledge) to make your implementation a success, to avoid it becoming a 'hidden' cost later.

HOW TO CHOOSE AN ERP CONSULTANT

ERP consultants specialize in selecting and implementing ERP systems for their clients; that is their job and most are good at those jobs. It's important to find a consultant that fits your company, afterall, you'll be working with them for a long time. Selecting the right consultant can set your project up for success, whereas getting it wrong could hinder your project - leading to failure. Here we will consider some of the steps to take when choosing an ERP consultant.

CONSULTANTS TYPES

There are individuals in many disciplines who specialize in ERP implementation projects. There are firms with ERP specializations who employ or use vetted contractors to perform the tasks necessary. There are local and international consulting businesses that have the capabilities needed for ERP selection and implementation and can employ another department to suggest marketing improvements. You might decide to employ someone to help select your ERP and another firm to help with implementation. There are many possibilities and most can lead to a successful outcome.

All of these people and firms have ERP skills and experience you could never accumulate working in your own business. However, for selection, you will want to make a choice that has a background in your marketplace. In addition, for implementation, you want help experienced with the particular ERP you chose.

There are many different skills needed. If you decide to work with an individual contractor, you likely will need several different contractors during the project. Your choice might have a needed network of other contractors and, with luck; they all will have time for your project. If you choose to work with a larger firm, they already have the network of unique skills available.

REQUIREMENTS

Like any ERP consideration, defining your requirements is first. Ask each functional group to list specific and measurable requirements that ERP will benefit those departments and the entire enterprise. Hold meetings and share these lists. At the end, you should have common agreement on certain requirements that the whole organizations agrees upon and the list is prioritized with must-have items and nice-to-have items both shown. These requirements for your ERP are yours. Any consultants you bring on are there to assist you to select the right ERP and guide you toward

meeting those requirements by properly configuring that ERP.

Resources and gap analyses

Few organizations have all the needed resources to evaluate and implement ERP – the jobs are too many and the experience is unlikely to be on hand. Needed resources include those required to manage facets of ERP as well as those to continue the work people assigned to the project did on their day jobs before the project. In many cases, those resource needs will be limited to the ERP project and will no longer be needed in the future so consultants who can help for a limited time make sense. More than time, there will be skills needed for a limited time such as data conversion. Skills that are specific, important now, and unneeded later.

Company culture

Before starting to evaluate who will fill the needed roles, be sure to understand your culture. Is yours an organization that looks for consensus before any decision? Are successful choices made after detailed analysis or do only the executive staff make them with little conversation? There is no perfect culture, but the people in your business are there because they fit your culture. Those short-term people you bring on for the ERP project must fit too.

Project manager

This position is at the heart of any successful ERP project. Some will decide to use a person from their consultants because they have the background already and know the consultant personnel. Others will use a person from their own business. This can be an excellent way to develop a star performer with a major project that is critical to all departments. Keeping the project manager within the business also helps remind all that this is a project for the business and not something installed from outside that can be ignored.

RANK YOUR CANDIDATES

Develop a rating system of your own to compare all the consultants and contractors you ask to present bids. Agree within your team what factors are most important and rank the candidates on your scale to help determine which one best fits your needs and culture. Reach an agreement and get to work.

Factors to consider might include these:

- Length of time in business
- Financial strength of consultant business
- Recommendations from credible sources

- Specialization in your chosen ERP system

- Specialization in your business niche

- Expertise of specific consultant personnel in specific areas such as training, testing, etc.

- "Fit" with your culture: can you work with this consultant for an extended time?

- Evaluate consultant personnel too: who will you actually work with?

Ask your team members to turn in their own rankings. Then add up the totals and take an average for each point. Look carefully at outlier ranks, if four team members gave a score of one, and one gave it a five, the average is two but it probably means that consultant is not a fit.

SPECIFIC AREAS WHERE YOUR CONSULTANT CAN PROVIDE EXPERTISE

Ask for guidance setting up the project management structure. They have done it before and should help with measurements and communication methods.

Your IT staff will need help with data conversion. While they are familiar with the legacy data structure, they will need to learn the new system. Your consultant should know the correct sequence to load data into various tables to pass all the system validations.

Your consultants should suggest automated testing tools they know. They should also provide guidance in setting up test processes and, at first, they will know the cause of test errors until your team becomes more familiar with the new ERP.

Your consultants might have a training expert who can help develop the training materials you will use. That expert can also prepare your super users who are already good at their own jobs, but might not yet be expert trainers. Those super users will be the core trainers after the consultants are gone and new users will be hired in the future.

On go-live day, your ideal will be to manage the immediate conversion and first actual use of your new ERP with your own team. But you know Murphy will be laying in wait for anything to go wrong, so you want members of your consultant group ready and waiting to quickly fix whatever issues arise and provide last-minute hand holding for users who "forgot" their training in a panic.

ONGOING EVALUATION

You made the final choice and your project is underway. However, the evaluation must go on. Ask your team members to keep a record of their experiences with your consulting team. Were they on time? How well do they match your culture? Have they provided the advice and support you expect? You probably will not fire the consulting parent group but individual members could

need a course correction. Do not let problems fester, your project will move more smoothly. Your consultants want an overall good impression and to complete their mission to your satisfaction.

You will need to supplement your team with consultants for a project of this magnitude. Be sure they understand their role is to protect your interests. Find help with the right expertise and proven methodology. Your ERP selection and implementation can be done on time and within budget.

ONBOARDING AN ERP CONSULTANT

Once you've chosen a consultant to help coordinate the project, you will depend on that person's expertise to achieve the results you want from your ERP system. It's vital that your ERP consultant undergoes a thorough onboarding process to understand your business, company culture, and what you wish to gain from your ERP implementation. Ensuring your ERP consultant integrates with the rest of your team is an essential part of success for both your implementation project, and your consultant.

STEPS TO TAKE WHEN ONBOARDING YOUR ERP CONSULTANT

1. Introduce your ERP consultant to your team

Be sure the ERP consultant gets to know your team and all of them get to know your consultant. Some team members probably met the consultant during the interview sessions but none know the consultant well yet. These meetings should be a mix of one-on-one, group meetings, and both formal and informal get togethers. Develop a questionnaire to capture the first impressions both good and not so good. Work hard to resolve any issues that show up, as the consultant will be a part of the team for quite some time.

2. Introduce your ERP consultant to senior management

Much like meeting the team members but possibly a little more vertically on the company organization chart; introduce your ERP consultant to the executive management group. We want all parties to know each other, and understand their strengths and weaknesses. The consultant should understand what each senior manager expects from the project. Here, the consultant should be prepared to set the managers' expectations. The consultant should have, through experience, a better understanding of realistic outcomes for the project and we would not want management to expect that implementing an ERP will immediately solve every problem they currently have.

3. Learn more about your ERP consultant

We all have individual styles, including new ERP consultants. Be sure to look beyond the interviews

and possible responses that said what you wanted to hear. You are going to need a lot from the consultant and much will require dealing with the person who is and not necessarily the persona.

4. Get them up to speed on company processes

Show your ERP consultant key processes and workflows; these sessions will be with functional groups and leaders. One objective is to understand how work is done and why a particular method is used. At the same time, share with the consultant plans or considerations to change those methods. Some methods might already need to be changed. Other changes might allow better use of the new ERP. Get feedback from the consultant here and utilize their experience of how processes have worked in other organizations and their ERP systems. The consultant will also set expectations during these meetings for each functional department.

Start on these onboarding sessions immediately and plan to complete the process within a couple of weeks. Your consultant should already know their way around a business but does need to learn your business culture and style. Your consultant is there to help implement your ERP so the sooner onboarding begins, the sooner it can be completed.

CALCULATING THE ROI OF AN ERP CONSULTANT

Defining a set of accurate return on investment (ROI) metrics regarding the engagement of an ERP consultant can be a difficult path to tread. This is especially the case when approaching the task without understanding the constellation of 'all-in' business elements that lead to a final financial value.

It should be noted at the outset, however, that with the exception of senior or C-level financial managers within an enterprise, most line resources managers don't typically take the time to clearly comprehend the impact of ERP consultants on enterprise ROI. At the end of the day, any successful enterprise or divisional business formula comes down to a question of hard and soft costs versus total resultant value. In other words, did the paid-for value of your ERP consultant move the project forward positively, or was the experience more of a success offset by substantial loss.

An ROI analysis can typically be broken down into three to five necessary and highly-measured project cost elements.

1. PROJECT COST SAVINGS

This element can be more grossly stated as the 'what you used to pay, versus what you pay now' rule. Typically subordinate elements of this type are defined as:

- Cost measurement between previous versus improved reliability

- Cost measurement between the previous speed of production throughput, versus the speed of improved processes

- Cost measurement between previous direct support hours versus reduced direct support hours

- Cost measurement between previous FTE values versus reduced or redeployed admin staff values

- Cost measurement between previous direct consumables values versus improved processing leading to reduced consumable values

Each of these elements would then be directly associated with a dollar value, ultimately resolving up to a set of before consultant and after consultant totals.

2. PROJECT EXPENDITURES

This element is more of an ad-hoc or soft cost; although to completely understand the impact of an ultimate ROI you should include anything and everything associated with an ERP consulting project. Consequently, subordinate elements here can include:

- Third party travel
- Third party lodging
- Third party hospitality
- Applied fees, and licenses
- All other misc.

The goal is to define a final point between before and after, however, this particular element will typically define itself as a pure cost. Nevertheless, cost is cost, and applies directly to the final ROI associated with an ERP consulting project; so don't make the mistake of believing that this element represents an apple vs orange conundrum as this is not the case.

3. SELECTION COSTS

This element can sometimes be associated with project expenditures, but to clearly understand where the money went, you have to account for why you pulled the cost trigger during an ERP consultant selection process. In this case, subordinate costs involve:

- Additional consultant resources
- Additional consultant software purchase
- Consultant research and systems selection costs
- Consultancy-specific administrative costs

This element is another pure cost element but again necessary to the calculation of a solid final project ROI.

4. IMPLEMENTATION COSTS

This pure cost element may appear to be obvious, but you would be surprised by the number of ERP line managers who don't understand implementation costs, and their implications on a final ERP consultant ROI. In this case, sub-categories typically include:

- Software purchase and installation
- Database purchase and installation

- Additional licensing

- Hardware expansion

- Network expansion

- System setup, configuration, and launch

- Third-party labor costs

- Internal and enterprise training program development and delivery

- Other contingency costs

- Ongoing cost requirements

5. ONGOING COST REQUIREMENTS

Finally, we come to ongoing cost requirements - a critical element in any accurate project ROI. This is a particularly necessary element these days given the advent of cloud-computing, and its cost landscape associated with ERP. These cost components include:

- Extended licensing

- Contingent seat ownership

- Purchase of extended bandwidth and/or data-rate

- Extended support and maintenance

- Extended disaster recovery programs, licensing, and systems

Once you have defined both a general value point between before and after, and then apply following pure cost elements, calculating and defining a final all-in ROI for your ERP consultant becomes much easier to deal with. The listed cost areas can help you assess whether your ERP consultant ultimately added more value to the ERP project than their actual cost.

A CASE STUDY ON FINDING THE RIGHT ERP CONSULTANT

Now we've discussed the steps to finding the right ERP consultant, let's look at an example of what it looks like when it goes right. We'll look at the fictional company, Entercorp, and their selection of ERP consultancy company, Helpful ERP Consultants, throughout the implementation and completion of their ERP project.

EXPERTISE

Entercorp began with their requirements for the new ERP and their requirements were well prioritized. They quickly realized they did not have all the necessary expertise within their ranks. They did not want to hire experts on a permanent basis since the jobs would be completed within a relatively short time. Someone who truly understood the needs was the first priority. They interviewed contractors and consulting firms both with no preconceived notion of better or worse. Because they needed a variety of expertise, they chose Helpful ERP Consultants who employed or used their own external consultants and seemed to have the right mix of experts. The ERP project needed skills including network technology, data conversion, integration, customization, and financial requirements. The Helpful ERP Consultants also worked with several ERP systems, in addition to the chosen product, and Entercorp felt this would be an advantage as there often is more than one way to accomplish needs.

AVAILABILITY

Once Entercorp found a consulting firm that fit their needs, they also needed to ensure that their chosen consultancy firm was available during the period when the ERP project would be implemented. This requirement should not be overlooked. The top consultants are always in demand and the choice could come to second best or next year.

REFERENCES

Ask for references and check them carefully. The Helpful ERP Consultants provided a list of several satisfied customers. Entercorp went beyond, performed internet searches, and found other businesses that had employed their chosen consulting firm. They also talked with partner customers, suppliers, and contacts from industry groups. Any prospective consultant will provide their best list. Ask open-ended questions to elicit extensive replies. Listen to the replies for

between-the-lines inferences and try to follow up as these might provide the best insights. Develop a standard questionnaire and a score sheet so that replies from all sources are comparable.

BUSINESS MODEL

Entercorp knew their own business model and wanted consultants who had worked with businesses in that niche but also wanted consultants who worked in other kinds of business. A distribution background will help with warehousing and logistics even when your business might be manufacturing.

OWNERSHIP

Entercorp felt their ERP project was theirs. While some consultants offer turnkey projects, Entercorp believed they had to be in control. The Helpful ERP Consultants had many of their needs covered but Entercorp kept the relationship in a way that all knew who the boss was. In the beginning, there was a lot of conversation about using one of the consultants as a project manager in addition to providing technical and ERP knowledge. Entercorp chose to promote someone from within to manage the project full-time. That person now has been promoted to be Director of Finance and gained valuable experience managing the ERP project.

STRATEGIC ADVANTAGE

Entercorp found they could rely on people from Helpful ERP Consultants for advice and suggestions related to ERP as well as strategic business choices. This was an important want-to-have requirement in choosing a consultant. Because the team at Helpful ERP Consultants had worked with a variety of businesses, they could often make suggestions and recommendations based on those backgrounds. As the consultancy firm became more trusted, and their partnership with Entercorp was strengthened, several of their recommendations were adapted into business practices and ERP usage. Clearly the consultant team were much more than programmers, which was the impression other consultants left.

DATA CONVERSION

Helpful ERP Consultants worked with IT personnel from Entercorp to develop the plan for converting data and then to execute that plan. The legacy ERP used coding language not commonly found, and having the support from the consultants in that domain turned out to be an added benefit. The consultancy firm employed several experts at the beginning of this phase. The number of people needed declined over time and as the project moved on, only one person

put in hours as needed toward the end. Data conversion includes selecting what data should be migrated and then using different techniques to load that data in the right sequence into proper tables. Data conversion works along with testing as often the test reveals some data is not correctly placed in the tables needed.

TESTING

Helpful ERP Consultants used testing software to robotically run tests repeatedly. They knew that a red light on any one test could affect another test that passed with a green light yesterday. Robot software can perform many more iterations than any manual testing. The consultants also used their expertise to help Entercorp users develop both manual scripts and robotic tests that accurately checked system flow in the way Entercorp already did business. They also coached Entercorp users to stage order to cash test scripts for their management audience. This allows some showmanship to please management. It also lets the boss know that in-house users are performing the tests and developing their own expertise in the new ERP.

TRAINING

Entercorp wanted all the trainers to be super users who had helped with other phases of the project. The consultants would not stay forever. Showcasing the newly developed talent of those users helped position them as go-to experts who would help other users into the future. The Helpful ERP Consultants provided a training consultant to help those super users become better teachers. Users throughout Entercorp were very satisfied with the training they received.

GO LIVE

The day to shut down the legacy ERP and begin using the new one came along. The Helpful ERP Consultants played a valuable role during these few days. The consultancy team were on site with IT, sales, finance, production, engineering, shop floor, and everywhere there were users. Even the best conversions will surprise us with something unexpected. Entercorp users were well trained and able to overcome most obstacles. There were some that had not been tested and the consultants were on hand to work beyond those once-a-year occurrences that always appear at the wrong time.

Your business is unique as is Entercorp. These are some of the important criteria Entercorp used to choose their ERP consultant. Your criteria will be different but hopefully you have a better idea of how to proceed.

This guide was written by ERP Focus Columnists: Richard Barker, Phi Marshall, Tom Miller, Rick Carlton, and Helen Peatfield, with contributions from Megan Meade, ERP Focus Editor

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