Which ERP Architecture Best Handles Business Change?

Market Comparison Report

Eval-Source

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Which ERP Architectures Best Handle Business Change ?

Businesses are living in a constant state of flux due to increased competition and an increasingly complex business climate. In particular, the dynamic nature of people-centric and service-based organizations brings an additional layer of change dynamics that goes beyond those faced by product-centric businesses. Examples where services businesses are most vulnerable are: Governmental and Regulatory Compliance (GRC) mandates, Reorganizations and Restructuring, Mergers and Acquisitions, Business Process Change and Financial Management-Driven Change.

While services organizations would be best served by relying on enterprise resource planning (ERP) systems that would help them to minimize the associated cost and disruption of these type of activities, most ERP solutions seem to solve better for technology change, versus business changes. In fact, ongoing technology announcements of most ERP firms are focused on supporting new mobile device options, cloud architectures, and overall technology platform and software interoperability.

Eval-Source asks "Where is the emphasis on solutions that support everyday business change"? For Organizations there is a fine line between success and failure especially for services firms who face continual disruption. Accordingly, Eval-Source set out to specifically identify what is required by four top ERP software solutions–UNIT4 Agresso, Microsoft Dynamics AX, Oracle E-Business, Oracle Fusion Middleware (OFM) and SAP Enterprise Business Suite– to support business-related change. This report examines service-based organizations that consolidate to a single system and the system's ability to manage the changes in a post-implementation phase. Answers were compiled from actual users of the four systems, who certified that they clearly understood the nature of the questions, had faced these change situations previously and could attest for the methodology required to perform specific changes in a post-implementation environment.

Change Management from the User's Perspective - Services Sector

Services-based organizations, such as technology services firms, financial services, management consultants, architectural/engineering and construction firms, non-profit organizations, education/research institutions, logistics organizations, government services and others, are subject to increased volatility. One of the most apparent conclusions from the IT professionals surveyed was a high level of concern over their ability to quickly, easily and cost-effectively manage shifting circumstances. Specific factors tied to the five change areas identified earlier, include:

- Adjusting to new governmental regulations, such as politically-shifting environmental rules.
- Adhering to new financial standards, such as SOX and IFRS.
- Supporting financial structure change to accommodate mergers and acquisitions, new lines of business and future reporting requirements.
- Implementing new organizational performance metrics tied to historical and projected data.
- Accommodating shifting global accounting structures that include multi-currency, varied tax accounting, multi-lingual needs into a consolidated format.

Vendor Overviews

UNIT4

UNIT4 - Agresso's Change Management Approach

UNIT4 has built its Agresso solution to support business change continuously with a unique architecture (which the company calls Vital) to tightly integrate three components: data management, process modeling and information (analytics and reporting) delivery. Due to the design of Agresso ERP, specific ongoing business changes can be made by business users at the graphical user interface (GUI) level, rather than involving IT personnel at the application or code level. Changes made at the interface level propagate throughout the system seamlessly, allowing changes to be made in one place accurately, without further system-wide validating/testing.

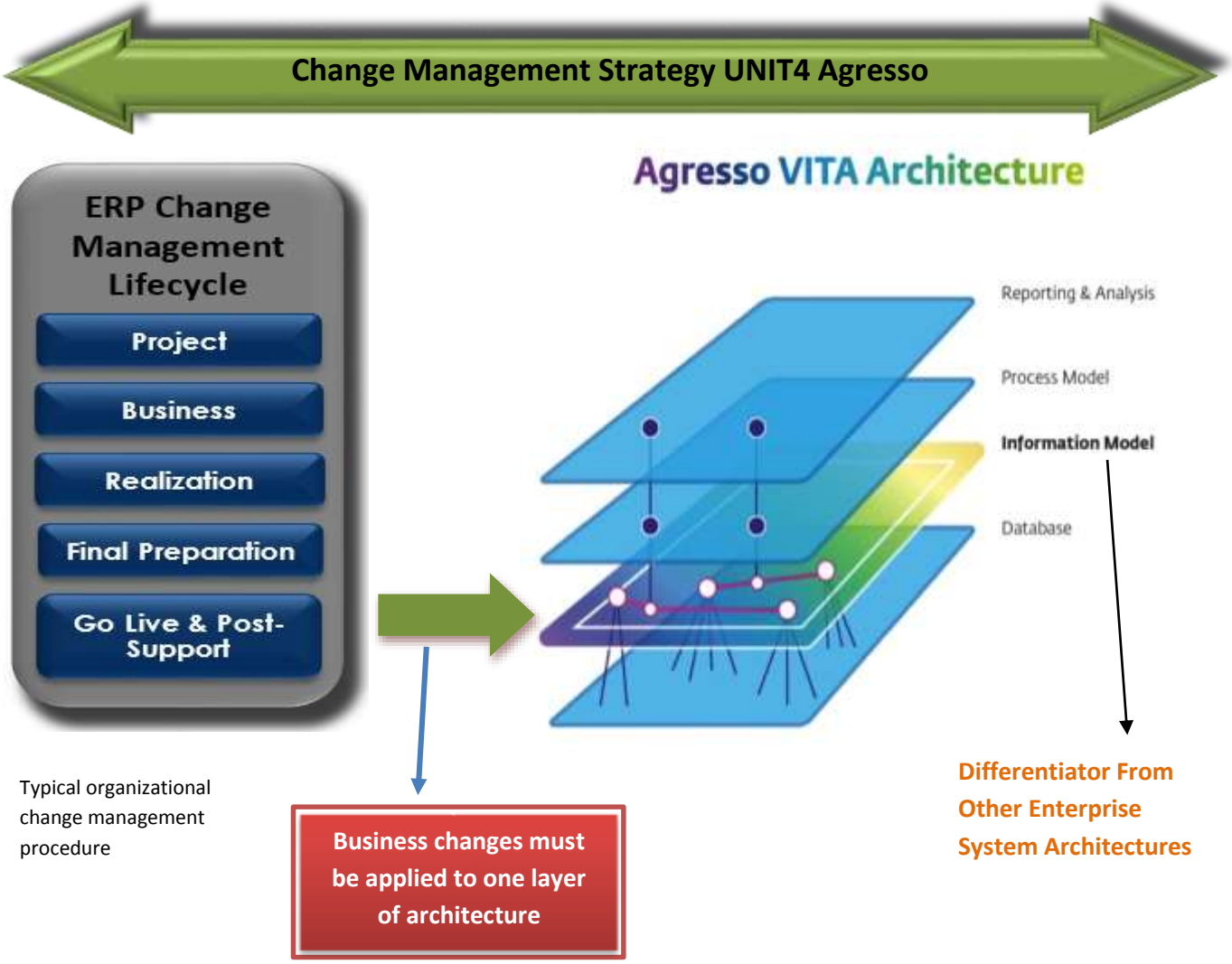
While virtually eliminating the need for application code modification to support business change after implementation, the Vita architecture further supports needed technology changes (i.e. device/platform/software interoperability) through connections to a service-oriented architecture (SOA) layer. Although Agresso supports SOA, it is not dependent on this layer for its native solution set. This unique architectural bifurcation allows data (from multiple sources) and configuration changes to move in lockstep by preserving integrated data, processes, workflows and existing configuration attributes.

An advantage of the Vita architecture is a fluid, common information model across all modules, which enables continuous propagation of data and business processes, and facilitates integrated reporting and analysis across the application. By preventing data silos from forming, Vita supports relational and dynamic data structures that optimally support adjustments performed by multiple roles for multiple purposes. Any businessperson using Agresso can make the necessary business changes without negatively impacting other data, database, transactional or workflow dependencies.

Comparatively, the Agresso architecture allows users to focus on information needed for each transaction, rather than the process and the structure required to facilitate changes. With competitive systems, data, workflows and database configurations may be often overlooked and need to be reconstructed in their entirety to complete a validated change in the system. This simplification reduces time, cost and disruption to Agresso clients.

Agresso offers multi-currency, multi-lingual capabilities, flexible fields, an n-tier Web-based architecture within a .NET framework, extensible markup language (XML)-based data sharing, and Microsoft SQL Server and Oracle database management systems. The system is middleware, portal and browser independent.

Figure 1: Agresso's Change Management Approach



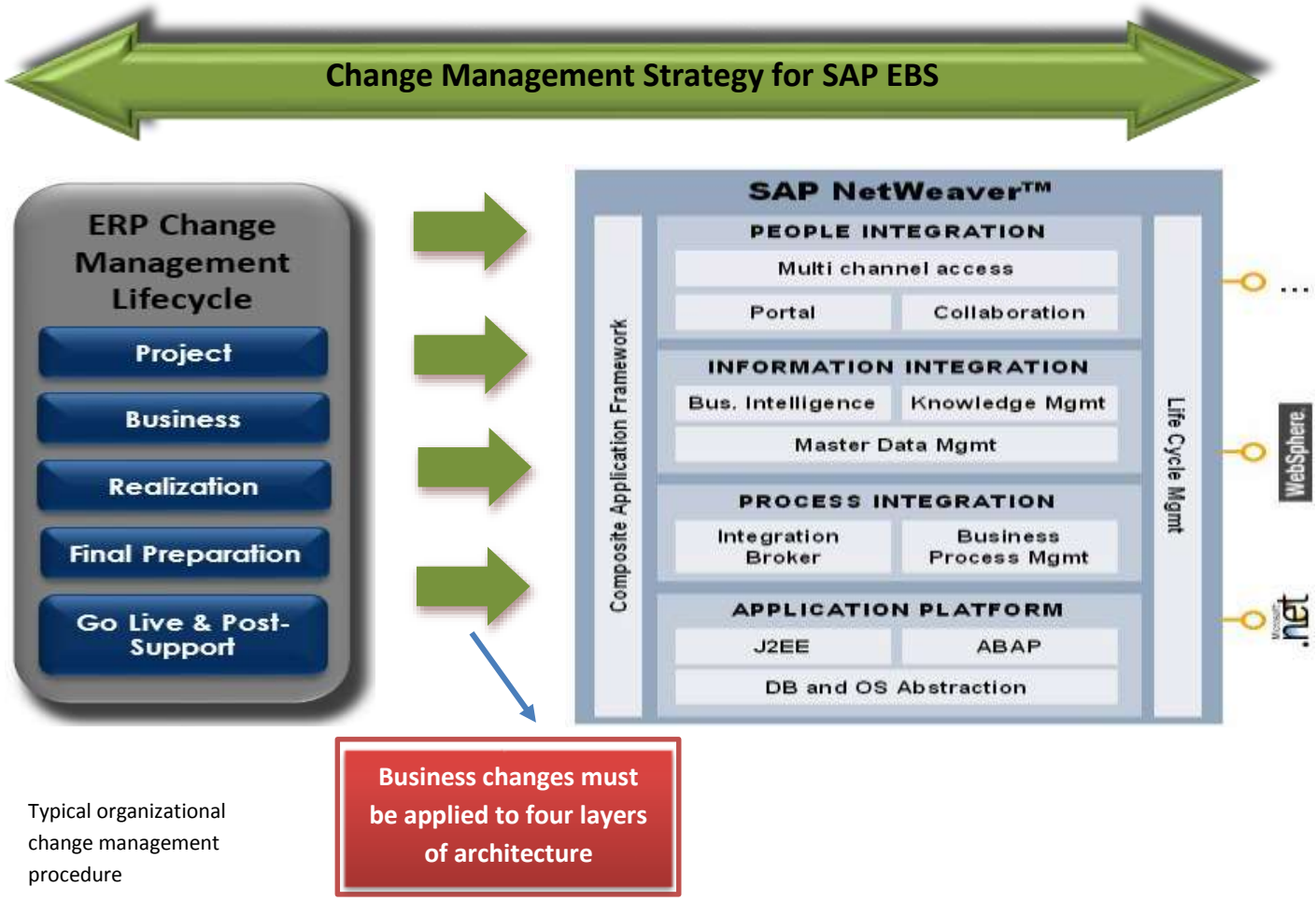
SAP

SAP - Enterprise Suite's Change Management Approach

SAP is one of the most recognized vendors in the ERP space. SAP targets 25 verticals and has solutions for nearly every type of industry and micro-vertical. Due to its longevity in the market, SAP has designed its enterprise suite to cater to specific vertical requirements. The depth of installations in each of their specialized verticals eases customer anxiety about the solution's capabilities. SAP's change management approach involves several areas which are related to the architecture, application, people and the effectiveness of the organization to accept and execute change.

Below is depiction of a SAP's change management approach. The five steps needed to apply change to the SAP application can prove difficult due to integrated layers that cannot be easily separated. Each change action must be applied to each layer of the application framework, and must be repeated again for each additional changing business circumstance.

Figure 2: SAP's - Enterprise Suite's Change Management Approach



Typical organizational change management procedure

When financial compliance-related change is required to the application, an approach that SAP typically utilizes is to use a product management team that analyzes the current application, determines the degree of change required, assesses the impact on the business and then determines whether a minor or major change action is required. The product management team then determines if the change can be made immediately (typically via re-coding) or whether the change should wait to be made until the next version of the software is released.

A method to facilitate change within SAP for external applications and integrations is that SAP uses an advanced business application programming (ABAP) tool that enables users to accomplish application and configuration changes through a graphical user interface (GUI) interface overlay. The virtual portal (SAP NetWeaver Portal provides easy access to business processes) and information across various consumption channels provides several uses for end users. Specifically, it can simplify inconsistent data-capture, combine workflows between the SAP application and non-SAP systems, and manages changes through a central change management library. However, these changes cannot be completed by typical end-users.

A multi-tiered approach is used by SAP to manage most areas of change. This requires the user to make system changes in several parts of the application. One part of the application is the SOA platform layer using NetWeaver, API tools, BAPI tools and other tools such as MS DUET to manage data and integrations from non-SAP applications. This multi-faceted approach allows for the introduction of risk by creating multiple data entry scenarios, possible data duplication and incomplete data. These are areas where possible errors may occur.

To accommodate any post-implementation business change, end-users will have a minimum of four layers of the application architecture to reconfigure when changes are needed. This requires the assistance of specialized resources involving changes to the business processes, database, data re-entry and or code that must be applied to all layers of the architecture. In the case of SAP changes must be made at four different levels of the application.

Microsoft

Microsoft Dynamics AX - Change Management Approach

Microsoft Dynamics AX is the largest ERP in the Dynamics application suite targeted to larger organizations. Recently, Microsoft has started to target medium-sized organizations. Dynamics AX has evolved into focusing on five markets: manufacturing (all types), distribution, retail, services and public sector. This approach results in a narrower focus from its previous iterations. The new version of AX 2012 R3 which was released in May has added a depth of functionality to some modules and adding entirely new functionality to the suite.

AX 2012 R3 has drastically been improved to include a better GUI and easier interoperability. However, its method to address change management is still rather complicated. Since the previous version, the new MS AX 2012 R3 release has made minimal changes to the architecture. The architecture still remains cumbersome to execute changes due to the way the information, database, application and client/GUI layers of the application are still combined. The relatively unchanged architecture still provides obstacles for end-users to fully reconfigure their systems without IT intervention.

The following functionalities have either been enhanced or added: eProcurement, deeper Supply Chain (WMS, TMS), Demand Planning, HCM, POS, Mobility, Workflows, Call Center Sales, Retail Management, eCommerce, Product Change Management, Serial Number Tracking Enhancements and Trade Allowance Management are main areas of functionality improvements. The new functionality has enabled MS AX 2012 R3 business users to reconfigure the system more than previous versions.

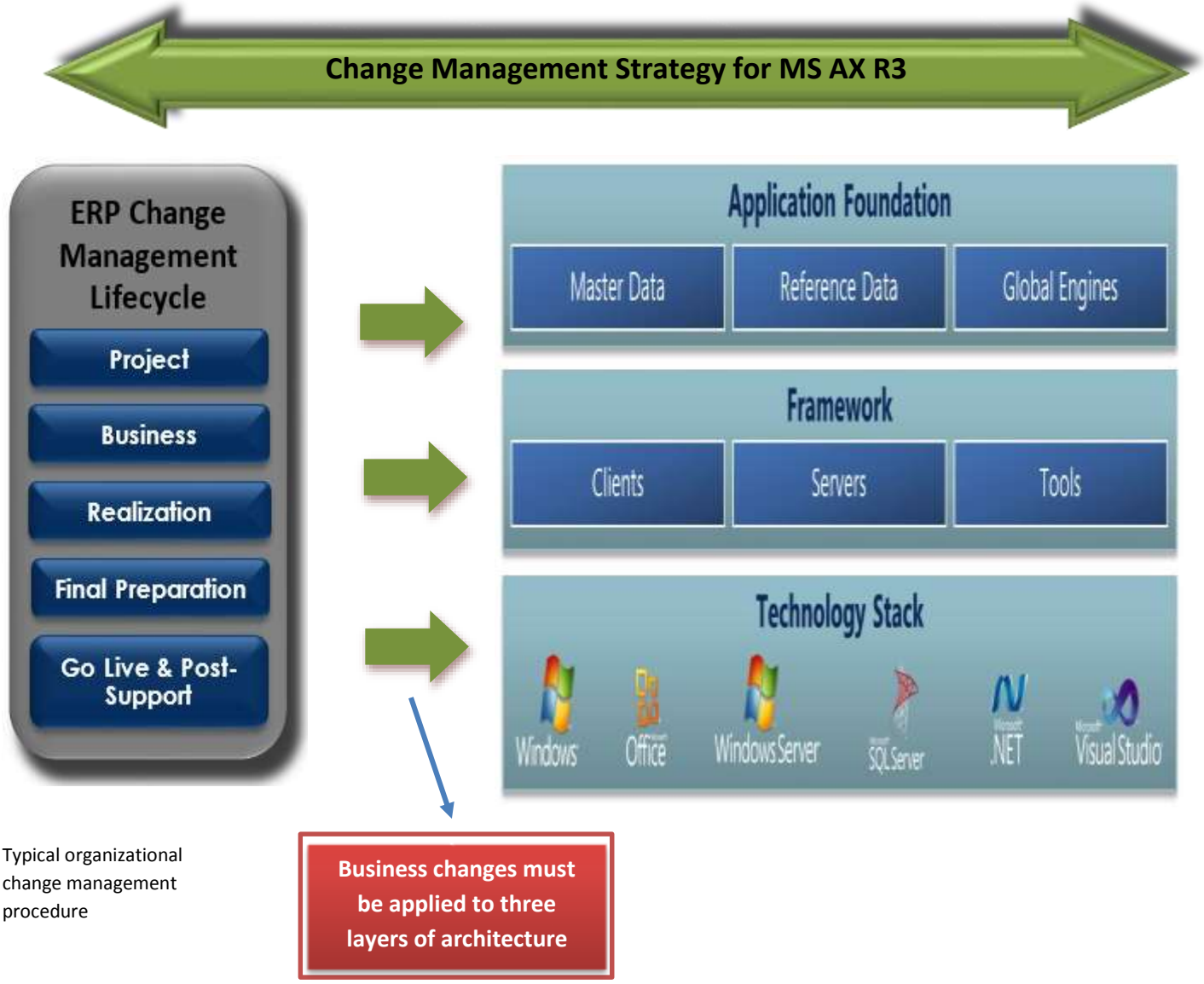
The realization of the new model-driven layered architecture (MDLA) allows easier configuration and business process changes to the application especially within two-tier or multi-level ERP strategies. However, the application framework of the SOA allows interoperability with other Microsoft products and applications, but it is still complicated for the average user to execute the changes. Main technology changes that AX 2012 R3 has implemented enable organizations a faster deployment as templates, methodologies and some quick configuration portions of the application have been preconfigured.

The updated architecture empowers organizations to deploy AX on the AZURE cloud platform which was previously unavailable. RapidStarts and Dynamic Lifecycle Services also speeds deployment for companies and offers a more flexible vendor portal for vendor/supplier relationship management.

The entire change management process must be applied to each layer of the MS AX architecture. To manage the major areas of change, users must access the Microsoft Technology Stack to ensure proper integration and transactional data. The data must follow a course to be propagated upward and throughout the application, address the framework layer to ensure the proper component (Client, Server or Tools) and then finally the application layer. These changes can be executed by the end-user. The multiple steps required to execute changes within the Microsoft Dynamics AX application may be more complicated for average users to execute consistently, especially if many changes are required. An average user may still require IT intervention due to the many layers of application framework. Configuration will have to be made at each level of the application framework, including the technology stack, framework and application foundation layers in order for changes to be made. Many of these changes require specialized resources to alter the code foundation within the framework and application foundation and remains the same in R3.

Microsoft

Figure 3. Microsoft Dynamics AX's Change Management Approach



Typical organizational change management procedure

End-users will also require understanding of dependencies when making changes as configuration attributes may not be properly applied or in some cases, the change management procedure must be applied a minimum of three times to accommodate any post-implementation or business changes.

Oracle

Oracle E-Business' Change Management Approach

Oracle is one of the most well-known software brands in the enterprise software industry due its longevity and familiarity of its database. E-Business is the main flagship product of Oracle's ERP practice; however, the new strategy is to start the migration of customers with E-Business to Oracle Fusion. Updated versions include deeper functionality with virtually no change to the architecture. The rigid technology stack inhibits change by end-users as configuration still remains complicated. An Oracle strength is its adoption within large organizations that require high- volume transaction processing and multi-location requirements.

The Oracle universal content management (UCM) technology stack is used to facilitate change management requirements such as: Governmental and Regulatory Compliance, Reorganization and Restructuring, Mergers and Acquisitions, Business Process Change and Financial Management-Driven Changes. Oracle's approach to change management is to replicate templates at the application layer so that the data structure and workflows are preserved. However, data must be recreated for each new template and workflows must be edited to accommodate the new information flows.

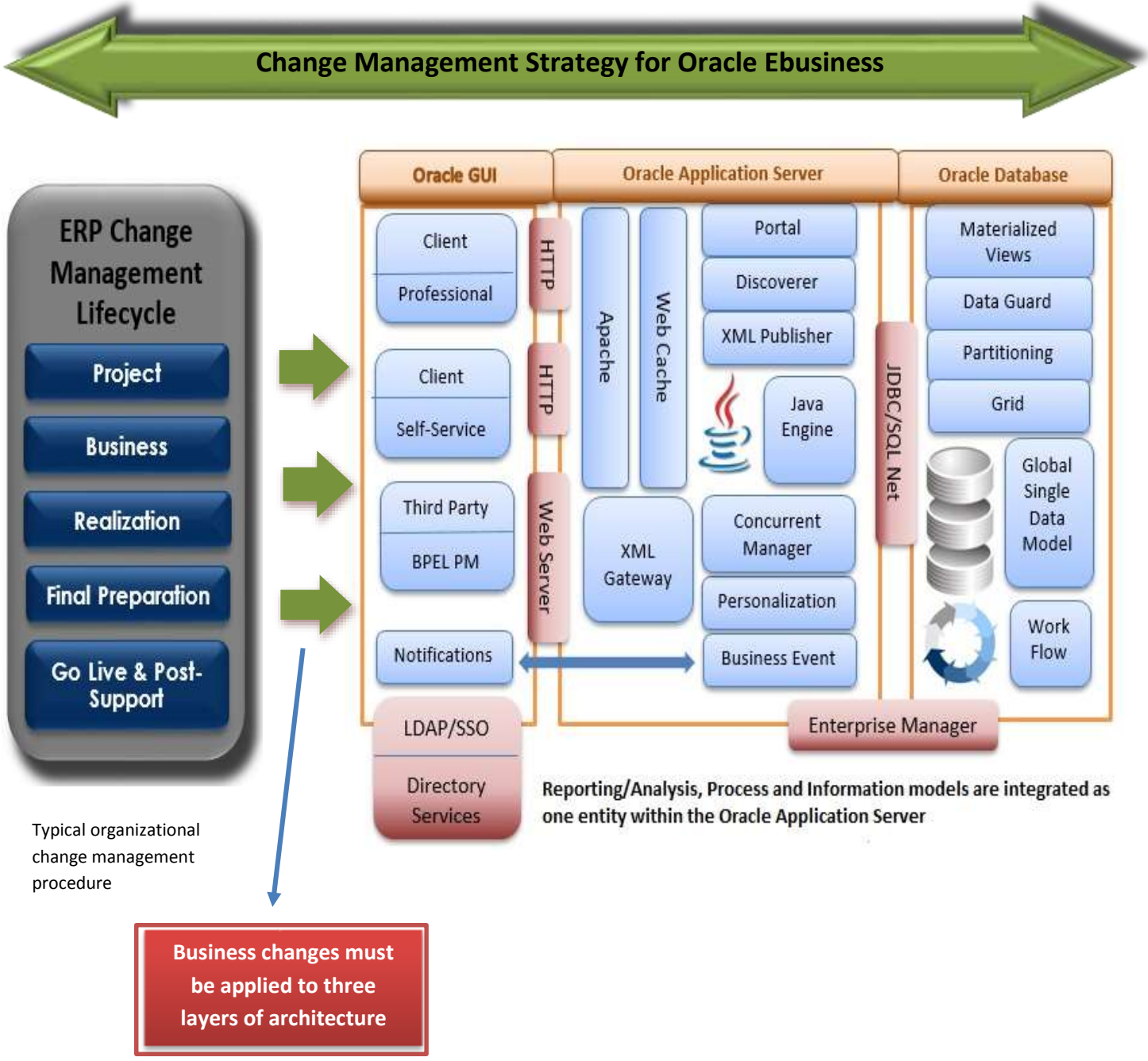
In order to consolidate multiple systems as in the scenario of a merger or acquisition, the systems require similar standards which are accessed through an application program interface (API). Oracle's BPEL Process Manager (enables enterprises to orchestrate disparate applications and Web services into business processes) and third party tools are used to manage standard business process workflows. Oracle BPEL and third party tools validate transactional data-flows through the UCM which is integrated with the BPEL at the SOA layer within the application.

Within the BPEL console users can receive overall process performance by workflows and analyze data for BPEL processes. These are used in decision support, verification of data within business processes, identify and debug defaults so that user may take corrective actions. To execute a change management function within Oracle E-Business users must create a new report using the BPEL Process Manager. Users must navigate through a complicated directory structure, run a Java project file (.JPR) in the correct directory, identify the instance where the workflow is located and set the parameters for the workflow within the application level of the software. To execute the creation of the new workflow users must have very deep expertise of the Oracle software.

Oracle's architecture demonstrates the same change management process as the other software mentioned. Due to its complicated technology stack. Having a combined process and information layer as part of its SOA architecture, the process is complicated for users to make business changes easily. The user must have intricate knowledge of the application and programming or IT capabilities to facilitate any changes. Although the UCM technology stack has only three layers it may require several additional steps and processes to accommodate changes as the change will have to be applied to each element within the UCM technology stack.

Oracle

Figure 4: Oracle's E-Business Change Management Approach



Oracle

Oracle Fusion Middleware - Change Management Approach

Oracle Fusion Middleware (OFM) is not only the cloud-based solution for Oracle applications but represents a range of tools and services consisting of: Java EE and developer tools, integration services, identity management, business intelligence, and collaboration. Fusion Middleware's purpose is to bridge the gap by combining the best practices and capabilities of Oracle Ebusiness, PeopleSoft and J.D. Edwards. As these applications reach the end of their lifecycle, the strategy to combine the best components from each aging application and outdated technology is an opportunity for Oracle to compete with new cloud-based solutions.

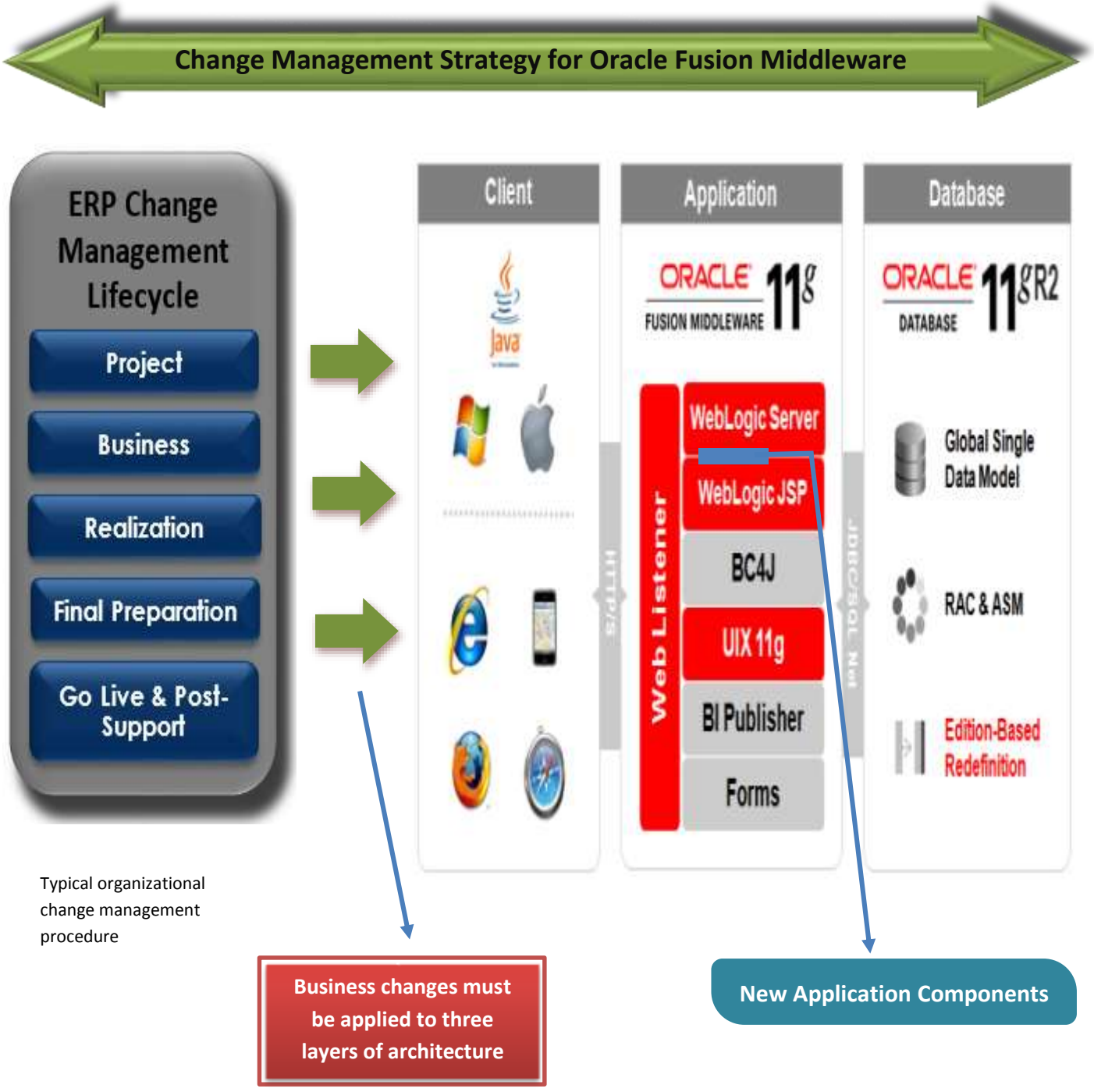
Due to the new architecture of OFM this version of the application is far more user-friendly than other Oracle applications. The addition of the WebLogic Server and WebLogic JSP has increased changed management capabilities over other Oracle products. The new architecture provides an easier path for upgrading while reducing business disruptions over other Oracle applications.

OFM contains financial management, procurement, project portfolio management, customer relationship management, supply chain management, human capital management, a government risk and compliance module and 100+ modules.

Fusion Middleware is also the infrastructure which facilitates creation of business applications, and provides core services like concurrency, transactions, threading, messaging, and the services component architecture (SCA) framework for integrating to other applications. Fusion Middleware comprises of Web servers, application servers, content management systems, and similar tools that support application development and delivery. OFM functional business components consist of a cloud application foundation, tools for integration and process management, development tools, enterprise performance management, BI, systems management, social and business collaboration. Essentially the addition of the Weblogic Server and Weblogic JSP (Java Server Pages is a technology that helps software developers create dynamically generated web pages based on HTML, XML, or other document types) to the technology stack eases the migration of Ebusiness, PeopleSoft, J.D. Edwards and other programs.

The addition of these extra components to the technology stack within the application layer introduces extra complexities to the change management lifecycle. The OFM technology stack is not significantly different from the tiered architecture in Ebusiness, especially when the application layer contains several individual components that are compounded to create business agility. The same change management approach for Ebusiness can be applied to OFM due to its similar architectural framework. Change management from an agility viewpoint is still quite complex as the layers of architecture still apply because of the additional components to the technology stack. If the Hyperion Reporting and Planning structure is implemented this introduces another area in which the change management lifecycle will need to be applied.

Figure 5. Oracle Fusion's Middleware Change Management Approach



Typical organizational change management procedure

Market Comparison Survey - Methodology

This report examines five products: UNIT4, Microsoft AX 2012 R3, SAP, Oracle Ebusiness and Oracle Fusion. The methodology for the research consisted of how these software packages adapt to post-implementation changes in the five areas of Governmental and Regulatory Compliance, Reorganizations and Restructuring, Mergers and Acquisitions, Business Process Change and Financial Management-Driven changes. For the vendors to facilitate changes within their software, two areas were identified as the major approaches on how to accommodate the five areas of change. The two main methods of supporting changes were as follows:

- **Graphical User Interface (GUI)**
  The GUI represents a portion of the application that enables the business end-user to move, merge, display data, insert and delete icons, create and configure workflows and create windows and mouse movements.

- **Application Layer (APP)**
  This level of change requires IT (Programming), vendor or external resources to modify portions of the application that require code changes. These include, but are not limited to, modifications to tables, files, databases, business processes and data sets.

The following research represents where within the software the three vendors accommodate the five areas of post-implementation changes. The change management approaches of Application or GUI are categorized by the types of changes required for the areas of change identified.

1. Governmental Regulations and Compliance (GRC)

Governmental and Regulatory Compliance	Agresso	Microsoft AX	Oracle Ebusiness	Oracle Fusion	SAP ES
Allows changes to conform to new governmental regulations	GUI	APP	APP	APP	APP
Introducing changes to make original regulation and new regulation comparable	GUI	APP	APP	APP	APP
Cost reorganization or cost splitting for accounting purposes	GUI	APP	APP	APP	APP
Change to structure of the accounts within the G/L to accommodate future reporting requirements	GUI	APP	APP	APP	APP
Accommodate changes so that the financial and non-financial data can be combined for reporting purposes	GUI	APP	APP	APP	APP
Facilitate changes to accommodate the new account structures to allow for reporting	GUI	GUI	APP	APP	APP
Creation of new business processes for compliance with the new regulations	GUI	APP	APP	APP	APP
Documents and content management structure within the ERP can be changed to facilitate compliance with new regulation	GUI	GUI	APP	GUI	APP
The ability to change business rules that monitor compliance organizationally	GUI	APP	APP	APP	APP
Accommodate changes to consolidated financial data	GUI	GUI	APP	APP	APP

2. Reorganization and Restructuring

Reorganization and Corporate Restructuring	Agresso	Microsoft AX	Oracle Ebusiness	Oracle Fusion	SAP ES
Allows changes to facilitate moving cost structures to different divisions or entities	GUI	GUI	APP	APP	APP
Accommodate changes to new organizational structures and processes and integrate them with different software systems	APP	APP	APP	APP	APP
Accommodate changes to integrations to other systems affected by reorganization	GUI	APP	APP	APP	APP
Allows changes to segmentation by product, or by accounting entity (e.g. management by product/service category or region (or both))	GUI	GUI	APP	GUI	APP
Accommodate change to how the company is managed (by office, process, job type, category, or person)	GUI	GUI	APP	APP	APP
Preserves and tracks history of changes from previous to new structure of accounts and the ability to compare those changes	GUI	GUI	APP	APP	APP
Accommodate security changes to employee rights especially to accommodate new positions or change in positions as consequence of reorganization	GUI	GUI	APP	GUI	APP
Allows changes to divided departments, entities, organizational structures, responsibilities and processes	GUI	GUI	APP	APP	APP
Accommodates changes to parallel processes from an acquired company can be integrated and combined into existing infrastructure	GUI	APP	APP	APP	APP

3. Mergers and Acquisitions

Mergers and Acquisitions	Agresso	Microsoft AX	Oracle Ebusiness	Oracle Fusion	SAP ES
Enables changes to multiple integration points when consolidating two different financial systems	GUI	APP	GUI	APP	APP
Upon creating a new accounting entity (merged from two financial systems) changes can be made to facilitate integration	APP	APP	APP	APP	APP
The ability to accommodate changes from different formats into one format for consolidated reporting	GUI	GUI	GUI	GUI	APP
Enables changes when merging chart of accounts (including suppliers, customers) from multiple entities to consolidate into one accounting entity at a group level	GUI	APP	APP	APP	APP
Enables change to accommodate a single credit control department at a group level by merging multiple accounting entities from different systems	GUI	GUI	APP	APP	APP
The ability to accommodate changes to employee records and rights to operate across divisions/projects/organization	GUI	GUI	APP	GUI	APP
The ability to create a common reporting structure across multiple entities and regions while maintaining local reporting requirements	GUI	APP	APP	APP	APP
Enables aggregate data to be collected for BI purposes from multiple systems	GUI	APP	APP	APP	APP

4. Business Process Change

Business Process Change	Agresso	Microsoft AX	Oracle Ebusiness	Oracle Fusion	SAP ES
Enables change in order to introduce a new approval workflow for corporate purchasing and local expenditures	GUI	GUI	APP	APP	APP
Enables change and modification to existing workflows (by introducing a new step into the process, adding an approval or modifying the workflow itself)	GUI	GUI	APP	GUI	APP
Enables change to introduce new payment types into a process (Such as a one-time bonus, commission, payout, additional benefit or child care vouchers)	GUI	APP	APP	APP	APP
The ability to change and track a project when changes are made to the organizational structure and can shift project phases and responsibilities to new resources	GUI	APP	APP	APP	APP
Enables project resource to change any aspect of the project (resources, lifecycle, budgets, forecasts, ownership etc.) where the pricing methodology has been changed from hourly rates to fixed and vice versa)	GUI	GUI	APP	GUI	APP
Enables change to any project aspect in order to track individual projects in detail in situations where parts of the Service delivery is outsourced to subcontractors	GUI	GUI	APP	APP	APP
The ability to change purchasing workflows based on new organizational structure	GUI	APP	APP	APP	APP

5. Financial Management-Driven Change

Financial Management-Driven Change	Agresso	Microsoft AX	Oracle Ebusiness	Oracle Fusion	SAP ES
The ability to change accounting calendar types from accounting periods (Jan 1 - December 31 to April 1 - March 31)	GUI	GUI	APP	APP	APP
The ability to add extra analytical components to accounting key	GUI	GUI	APP	APP	APP
The ability to change search key fields such as Supplier ID, company number, or VAT number	GUI	GUI	APP	GUI	APP
The ability to change and add fields to required accounting structure such as field length extension by adding character to fields from 12 characters to 15	GUI	GUI	APP	APP	APP
Allows introduction of new VAT rates or to amend existing rates that affects reporting structures and reports	GUI	GUI	APP	APP	APP
Tracking of changes of IT architecture (either through visual components or a checklist) and track changes in documentation	GUI	APP	APP	APP	APP
Integration of AR/AP processes between two organizations	GUI	APP	APP	APP	APP
The ability to track and change and keep a history of system audits	GUI	GUI	APP	GUI	APP
The ability to track, modify and update and store changes throughout the ERP systems	GUI	GUI	APP	GUI	APP
Can adjust to different costing methods for inventories of IT assets	GUI	APP	APP	APP	APP
Can adjust midstream to different costing methods for products and services	GUI	APP	APP	APP	APP
The ability to align two merged entities with a different accounting calendar to a single accounting calendar while keeping traceability	GUI	APP	APP	APP	APP

Summary

The five ERP solutions, Unit4, Microsoft, SAP, Oracle Ebusiness and Oracle Fusion Middleware handle post-implementation changes using a variety of different approaches. Microsoft Dynamics AX 2012 R3, SAP ES, Oracle E-Business and OFM require the full change management process to be applied to each architectural layer of the software in order to accommodate change. Microsoft Dynamics AX, SAP ES, Oracle E-Business and OFM use a combination of GUI, Application, API middleware and third party software to implement business change. MS AX, Oracle E-Business and OFM require changes to three levels of its application architecture while SAP requires four to the application framework to implement changes.

The chart below identifies the five areas of change that organizations encounter. Each vendor is rated in the areas of Governmental Regulatory Compliance, Reorganization and Corporate Restructuring, Mergers and Acquisitions, Business Process Change and Financial Management Change. This chart compares the vendors in each area as to whether an Application change is required or a GUI change is possible.

Vendor	UNIT 4		MS AX 2012 R3		ORACLE FUSION MIDDLEWARE		ORACLE EBUSINESS		SAP ENTERPRISE SUITE	
Change Capabilities APP vs. GUI	APP	GUI	APP	GUI	APP	GUI	APP	GUI	APP	GUI
Governmental & Regulatory Compliance	0	10	7	3	9	1	10	0	10	0
Reorganization & Restructuring	1	8	3	6	6	3	9	0	9	0
Mergers & Acquistions	1	7	5	3	5	3	6	2	8	0
Business Process Change	0	7	3	4	5	2	7	0	7	0
Financial Management-Driven Change	0	12	5	7	9	3	12	0	12	0
Total Change Criteria	44/46		23/46		10/46		2/46		0/46	
Change Compliance Ratio	95.70%		50%		22%		4.30%		0%	

UNIT4 approaches change management with a different philosophy. The Agresso application enables business users the flexibility to execute changes via drag and drop functionality, which minimizes IT and additional resources to facilitate system change(s). The single point of entry into the system minimizes errors, reduces organizational risks, lowers costs, decreases business disruption and simplifies change. Changes are propagated and preserved without the need to reconfigure business processes, configurations, security, data, and workflow dependencies. The single point of entry at the GUI layer for change management is one of Agresso's key differentiators in the enterprise ERP space. ***The Agresso ERP architecture enables data, processes, workflows and data structures to be preserved by moving all components in lock-step as one unit.***

GUI changes can be made by the business user and does not often include the need for additional resources.

Application changes require:

- Creation of functional and technical specifications
- Business process mapping
- Configuration and creation of the new workflow within the application
- Additional resources to execute functional, technical and programming changes
- Testing of business specifications from a systems and user standpoint
- Employ a project manager to oversee the new project
- Recreation of data, editing and testing of new workflows

Organizations that must comply with governmental regulations, integration of new locations and entities, facilitate growth and are undergoing business and financial management changes require a closer investigation of the application framework when selecting ERP systems. As agility and portability become more important to customers, a closer examination of TCO including administration, SLA requirements, customizations and increased usability are all contributing factors when considering an ERP solution. Overall, customers that have implemented UNIT4 have seen a decrease of their TCO. The cost of implementing changes for mid - to enterprise-size organizations was 55% lower using UNIT4 solutions. Even after implementation has occurred, it is recommended that organizations measure their success and monitor the costs for code changes to the application, customizations and resources to fully calculate the ongoing costs of adapting to business changes to its systems.

http://www.unit4.com

UNIT4 is a global business software and services company that creates, provides and supports software – delivered **via the cloud or on-premise** – for a market sector it calls 'Businesses Living IN Change'. Its solutions are aimed at helping these dynamic public sector and commercial services organizations to manage their business needs and **embrace change – simply, quickly and cost effectively**. The Group incorporates a number of the world's leading change-embracing software brands, including: UNIT4 Agresso, our flagship ERP suite for mid-sized services-intensive organizations; UNIT4 Coda Financials, our best-of-class financial management software; and FinancialForce.com, the cloud applications company formed with investment from salesforce.com.

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