

P A N O R A M A
CONSULTING GROUP

10

2021 TOP 10

Government ERP Systems

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Introduction

States, cities, municipalities and federal governments are facing many challenges, including an increasing demand for transparency, a growing population of citizens to serve, and resistance to change among employees and citizens.

1. Demand for Transparency

Government entities are under increasing pressure to be transparent and demonstrate the value of ERP investments. This value may be intangible if the agency has not established the right performance measurements.

2. Growing Population

When government entities adhere to archaic processes, this hinders their ability to meet the demands of a growing constituent base.

3. Change Resistance

The most urgent challenge for government entities is to help their citizens and employees adopt processes that promote a sustainable economic and social environment.

With population increases and GDP growth, the pressure on government to satisfy unmet social needs will become burdensome unless government entities mentally and structurally adapt.

Panorama has witnessed these challenges in client organizations, and we've overcome them by improving clients' internal communication and business processes. In doing so, we help clients redefine the relationship between business and IT executives.

With these improvements comes the ability to effectively evaluate technology options and realize more value from them, especially in the form of improved service to citizens.





What is Return on Citizenship?

Return on citizenship (ROC) can be described as a measurement of success similar to return on investment. It is the measurement of social value creation in the form of citizens and communities receiving increased return on their tax dollars. The return on this money is the benefits it provides citizens.

When organizations pursue digital transformation while aligning their people, processes and technology around a citizen-focused digital strategy, they are better equipped to deliver a high ROC.

However, we have found that many government entities are using legacy systems while others are using modern enterprise software but without integration. These organizations would benefit from modern, fully-integrated ERP systems with advanced analytics capabilities.

Government organizations are increasingly relying on artificial intelligence to augment their ERP data insights. Real-time data enables accurate predictions about future needs, which leads to efficiency gains – a benefit citizens certainly appreciate.

Preparing for Government ERP Selection

ERP selection is the main focus of this report. We will discuss how to prepare for software selection and how to select the right ERP system and digital tools. We have also included a list of the top government ERP vendors detailing the key differentiators of the most effective public sector systems these vendors provide.



Before sharing this list, here is a brief overview of some of the functional areas that government entities should look for within enterprise systems:

- ▶ Public Services
 - ▶ Utilities
 - ▶ Engineering
- ▶ Tribal Management
- ▶ Special Districts
- ▶ Procurement & Contracts
- ▶ Financial and Accounting
- ▶ HR and Payroll
- ▶ Schools
- ▶ Public Safety
- ▶ Buildings
- ▶ Planning & Economic Development
- ▶ Clerk's Office
- ▶ Community Services
- ▶ Parks and Recreation



2021 TOP 10

Government ERP Systems



Quick Facts:

Headquarters:
Waldorf, Germany

Ownership:
Public

Stock Ticker Symbol:
NYSE: SAP

Number of Employees:
100,000+

Annual Revenue:
\$27.34B

SAP

SAP S/4HANA is an ERP system with embedded AI and machine learning. It can be deployed in a public or private cloud, or in a hybrid environment.

- ▶ Runs on SAP HANA, an in-memory database that offers real-time processing speeds and a simplified data model
- ▶ Features a modern user interface with a consistent look and feel across the entire ERP system, on all device types
- ▶ Includes public sector industry best practices for asset management, procurement, and budget and spend tracking
- ▶ Provides embedded intelligence in the context of the user's task
- ▶ Provides automation through the adoption and application of robotic process automation, IOT, conversational user interfaces and machine learning
- ▶ Enables integration and extensibility of all SAP and third-party applications with the help of the SAP Business Technology Platform

ORACLE

Oracle

Oracle Cloud for the public sector includes solutions for federal, state and local, healthcare, national security and higher education.

Quick Facts:

Headquarters:
Austin, Texas

Ownership:
Public

Stock Ticker Symbol:
NYSE: ORCL

Number of Employees:
135,000

Annual Revenue:
\$10.1B

Oracle Cloud

- ▶ Includes a comprehensive suite of compliance accreditations, including FedRAMP
- ▶ Enables data-rich citizen services leveraging AI, machine learning and other emerging technologies
- ▶ Provides a comprehensive set of cloud choices, including public cloud, cloud at customer and on-premises
- ▶ Employs a multi-layered security strategy that relies on dedicated cloud regions isolated from commercial customers
- ▶ Enables organizations to more efficiently scan for blank fields in forms and correct errors without human aid



Microsoft

Microsoft Dynamics 365 for Finance has many features and functions directly tied to public sector accounting. These include cash control, encumbrances and grant management.

D365 Finance

- ▶ Includes general ledger year-end processing, enabling encumbrances and commitments on purchase orders
- ▶ Enables electronic payments to vendors, signature pages for payment reports and invoice payment holds
- ▶ Features fund accounting, derived financial hierarchies and posting definitions for accounts receivable and the general ledger
- ▶ Allows organizations to specify vendor certification types, such as professional credentials, or whether they have liability insurance, minority status, or are in compliance with various environmental or consumer safety standards
- ▶ Includes customizable machine learning models embedded in specific finance processes

Quick Facts:

Headquarters:
Redmond, Washington

Ownership:
Public

Stock Ticker Symbol:
NASDAQ: MSFT

Number of Employees:
166,000+

Annual Revenue:
\$3B+



Infor

Infor's recent focus has been on its industry-specific cloud ERP solutions. Infor's public sector solution is built with pre-configured business processes for public sector organizations.

Infor CloudSuite Public Sector

Quick Facts:

Headquarters:
New York, New York

Ownership:
Private

Stock Ticker Symbol:
N/A

Number of Employees:
17,000

Annual Revenue:
\$3.2B

- ▶ Offers a complete ERP with integrated financials, procurement, human capital management, payroll, workforce management and analytics
- ▶ Is built on a multi-tenant, secure platform with mobility and self-service
- ▶ Leverages patented behavioral science that can be applied to the hiring, retention and development of employees
- ▶ Automates grants & projects management, strategic sourcing and p-card processing
- ▶ Includes embedded governance, risk and compliance for enforcing financial controls
- ▶ Features security with single sign-on, integration APIs, low code/no code app development and artificial intelligence / machine learning
- ▶ Extends the ERP with best-of-breed solutions for enterprise asset management, licensing and permitting, code enforcement, utility billing, and citizen and business portals
- ▶ Provides a FedRAMP authorized option for higher levels of security





Tyler Technologies

This vendor has three flagship ERP solutions designed exclusively for the public sector, each available as cloud-based or on-premises deployments. Tyler's pricing model offers flexible licensing options, as well as the opportunity to add-on integrated ERP applications. Tyler's customers range from small cities and large counties to special districts authorities and school districts.



Munis

- ▶ Built for mid-to-large sized local government and K-12 entities
- ▶ Automates and streamlines accounting, budgeting, procurement and revenue management processes
- ▶ Includes built-in reporting and analytics, automated workflow and community access portals with payment processing capabilities
- ▶ Provides capabilities to connect back-office processes across all departments
- ▶ Provides options for add-on applications, such as citizen engagement via mobile apps, community development, and time and attendance tracking
- ▶ Provides HTML5 and web-based applications, as well as mobile applications

Incode

- ▶ Designed for small to mid-sized local government organizations
- ▶ Enables the management and reporting of financial data and provides real-time data with role-based dashboards
- ▶ Has tools for querying, automatic report generation, budget comparisons, transaction and auditing
- ▶ Allows organizations to customize workflows to align with its unique business rules, review processes and notification procedures

Infinite Visions

- ▶ Designed specifically for K-12
- ▶ Automates workflows and analytics with customizable KPIs
- ▶ Provides on-demand access to information to reduce manual data entry

Quick Facts:

Headquarters:
Plano, Texas

Ownership:
Public

Stock Ticker Symbol:
NYSE: TYL

Number of Employees:
5,500

Annual Revenue:
\$1.1B

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Tyler Has grown organically and through acquisitions. Its Munis product has a long history of successful implementations. We shortlisted this product at one of our special district clients, and the client ultimately selected this system

ED SPOTTS ~ PROJECT MANAGER

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Deltek®

Deltek

Deltek Costpoint is project management software built for government contractors. Scalable for businesses of all sizes, Costpoint is an all-in-one cloud solution.

- ▶ Includes integrated, bid-to-invoice functionality
- ▶ Provides an integrated CRM with pipeline intelligence and lead & activity tracking
- ▶ Helps organizations manage contracts from pursuit to closeout
- ▶ Allows for a configurable project structure which includes business intelligence at every project stage and project level
- ▶ Includes integrated human capital management functionality
- ▶ Enables data validation and includes configurable workflows and artificial intelligence
- ▶ Enables organizations to comply with DCAA time keeping requirements and features intelligent character recognition and mobile apps
- ▶ Helps government contractors meet additional compliance needs, such as FedRAMP Moderate equivalent, CMMC and International Traffic in Arms Regulation (ITAR) controls
- ▶ Includes a marketplace with complementary products and services
- ▶ Incorporates technologies like real-time intelligent reporting, smart AI capabilities, a mobile app with ICR and an integrated source-to-pay system

Quick Facts:

Headquarters:
Herndon, Virginia

Ownership:
Deltek is a subsidiary of a publicly-traded company, Roper Technologies

Number of Employees:
3,100

UNIT4

In business for people.

Unit4

This vendor's offering is a consistent, single platform that extends throughout the client's organization. Unit4 is built on the Microsoft Azure platform and includes Unit4 Extension Kits that support organizations as their digital operations evolve.

- ▶ Includes a People Experience Suite designed for finance and HR teams
- ▶ Features recruiting tools as well as talent and training management programs
- ▶ Provides flexible programming that allows organizations to rapidly reconfigure business processes and services
- ▶ Runs in the public cloud, enabling version control
- ▶ Provides enhanced data integration that allows organizations to integrate with multiple and evolving technology stacks in order to unify data and simplify statutory reporting
- ▶ Includes industry best practices embedded in end-to-end business processes
- ▶ Provides real-time insights that can simulate different scenarios, enabling organizations to determine the best courses to mitigate risk
- ▶ Includes an enterprise digital assistant, called Wanda, that enables access to all business applications through a single conversational interface
- ▶ Includes Smart Automation Services that tackle routine tasks or high-volume tasks that are not manageable by people due to complexity within the ERP system

Quick Facts:

Headquarters:
Chesterfield, Missouri

Ownership:
Private

Number of Employees:
2,500

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Unit4 specializes in Professional Services, Public Sector, Not-For-Profit, and Higher Education, which is where they invest and apply their industry pre-configured solutions. Unit4 is built from the ground up using a SaaS / cloud solution where all data is integrated and can be reported against.

LAURA WINIARSKI ~ SENIOR MANAGER

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Harris Computer Systems

This vendor provides utility, public sector, schools and healthcare software solutions to customers across North America. It's CitySuite solution is a web-based ERP solution for the local government and utilities markets.

CitySuite

- ▶ Is built based on Harris' legacy Innoprise ERP and components from their acquired products
- ▶ Can be implemented as a full solution or as individual modules as needed
- ▶ Integrates with Microsoft Office products
- ▶ Supports an open platform with any current release of commercially available relational database management systems



Harris acquires vertical market software businesses and has dozens of offerings in the public sector. Their acquisitions enable them to provide a wide range of specialized niche solutions. We shortlisted the Innoprise (now CitySuite) product at one of our special district clients.

ED SPOTTS ~ PROJECT MANAGER





Workday

Workday delivers enterprise management cloud technology for financials, spend, HR, payroll, grants, budgeting, planning and analytics to organizations of all types and sizes. Workday applications are natively built for cloud delivery.

- ▶ Provides a technology foundation with automation, embedded security and insights driven by machine learning
- ▶ Unifies data from across the organization, as well as from third-party systems, to provide a complete operational picture
- ▶ Offers flexibility for users to configure, change and extend core business processes to meet the unique needs of the organization
- ▶ Features a single security model and built-in, always-on auditing and compliance controls
- ▶ Provides the ability to model multiple scenarios with unlimited versions for budgeting and workforce planning
- ▶ Features a mobile-first design with self-service functionality
- ▶ Enables skills-based talent insight, development and engagement with personalized learning content curated by machine learning
- ▶ Includes real-time, role-based dashboards and scorecards



Although Workday has deep roots and expertise in Human Capital Management software, it has steadily expanded its portfolio of offerings to include support for additional business functions. Advanced capabilities in Financial Management, Spend Management, Planning, Analytics and other areas make Workday a serious contender for many organizations seeking a modern, cloud-based ERP platform.

RICH GOLUSKIN ~ DIRECTOR



Quick Facts:

Headquarters:
Pleasanton, California

Ownership:
Public

Stock Ticker Symbol:
NASDAQ: WDAY

Number of Employees:
12,400+

Annual Revenue:
\$4.32B



BS&A Software

This is an emerging, niche vendor that exclusively focuses on designing and building solutions for local government agencies.

- ▶ Focuses on small to mid-sized organizations
- ▶ Allows for complete integration with Microsoft Office Applications (BS&A is a Microsoft Certified Gold Partner)
- ▶ Utilizes a closed-loop feedback approach when working with customers, ensuring a user-inspired design
- ▶ Develops all solutions organically instead of through acquisition
- ▶ Offers many edge products to extend its core application or augment other core products

Quick Facts:

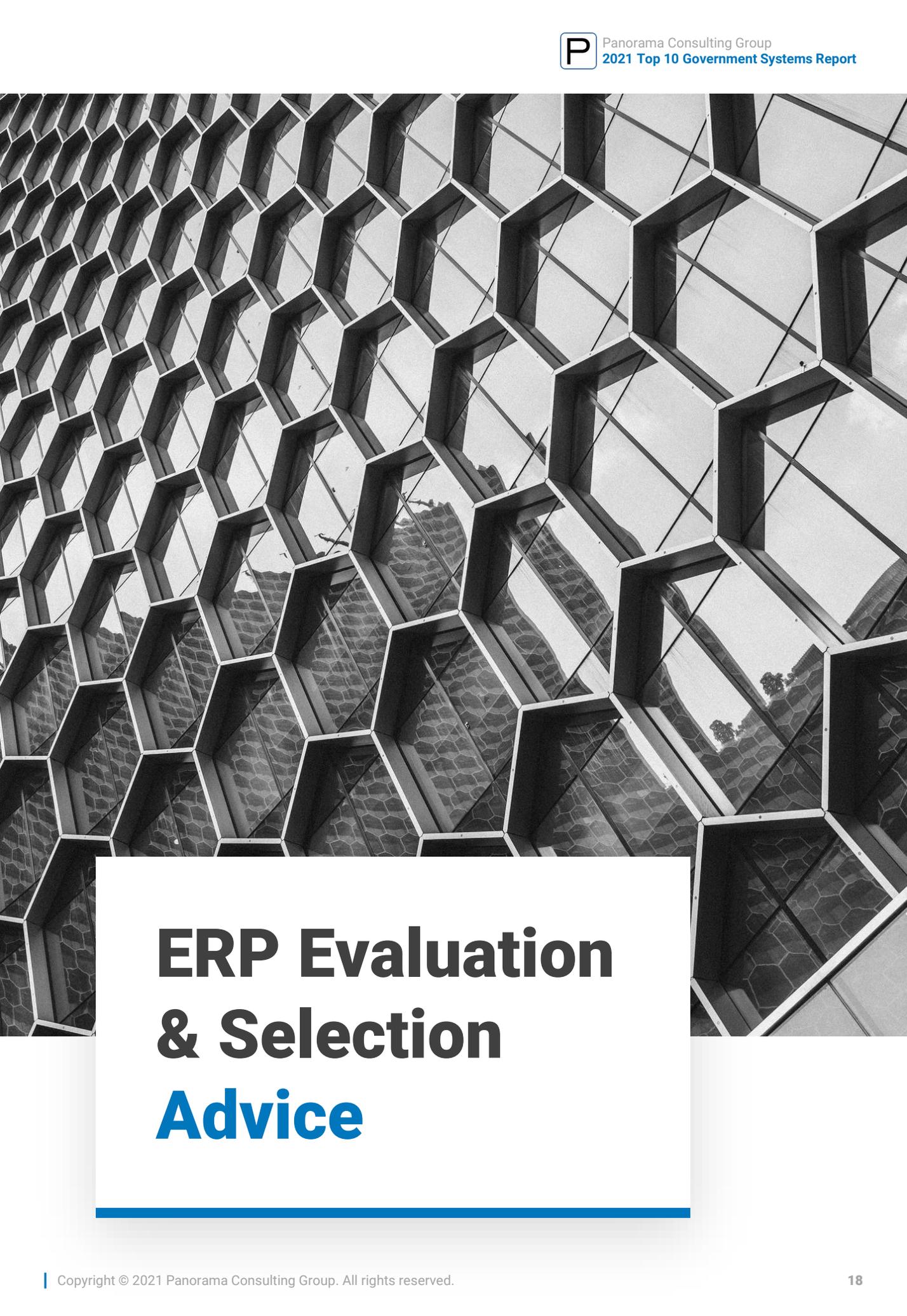
Headquarters:
Bath, Michigan

Ownership:
Private

Number of Employees:
150

Year Founded:
1989





ERP Evaluation & Selection **Advice**

1. Consider More Than Just Immediate Needs

Unfortunately, executive teams don't always have a clear vision when it comes to long-term organizational goals. This is often due to the high executive turnover rate, especially when it comes to elected officials.

Organizations should ensure their new ERP software supports their long-term goals. The only way to ensure this is by focusing on strategic alignment before beginning the selection process. With alignment, organizations can more effectively gather business requirements and provide a complete list of requirements to vendors.

Case Study:

A city asked us to assess their in-progress ERP implementation to determine if the software they were implementing could meet the city's needs. Our assessment revealed gaps between the city's needs and the software's functionality. We provided the client with three viable options, one of which was keeping the software but with one caveat: hiring a contract project manager who had proven experience with the software. The city chose this option so it could determine how to remediate the identified gaps. Our experience with this client highlights the importance of conducting thorough requirements gathering before software selection.

2. Obtain Executive Buy-In

With a clear vision in place, it then becomes important to obtain funding. However, it can be difficult for government organizations to obtain funding approval for an ERP project because the IT budget is often limited by competing needs.

In fact, many government executives will not allocate money toward IT unless something is clearly broken. With this in mind, it is essential to develop a business case to quantify the effects of pain points and show how solving these pain points will lead to a tangible return on citizenship.

In addition to funding approval, government organizations also need adequate resources. While many organizations have limited internal resources to dedicate to organization-wide projects, it's worth taking the time to convince executives because ERP projects require extensive IT staffing and a variety of subject matter experts.

3. Prepare Employees for Change

Digital transformation requires a strong focus on transitioning employees to new ways of working. In other words, it requires organizational change management.

Change management not only enables organizations to adapt to new technology and processes, but it enables them to change their organizational culture to support their new digital strategy. The right change management framework helps organizations maximize the benefits of their digital transformation initiative.

Case Study:

A city asked us to conduct a technology assessment and assist with ERP selection. Throughout the engagement we provided additional services, including organizational change management. This involved educating stakeholders and users on the broad range of capabilities offered by the new system and emphasizing how these capabilities would allow them to operate more efficiently. Doing this change management work upfront saved the city money during implementation.

4. Issue an RFP for Consultants Before Issuing an RFP for Vendors

Oftentimes, when government organizations issue their initial RFP, they do not ask for consultants to respond but vendors. They expect RFP responses to define their vendor shortlist, even though their RFP might not have contained a complete list of their business requirements.

This is where third-party guidance is especially helpful. A third-party expert can assist in requirements gathering as well as evaluating vendor RFP responses.

Consultant expertise also minimizes the risk and impact of vendor protests. This refers to the accusations that vendors sometimes make when they are not awarded an RFP. They often protest on the basis of the organization showing favoritism toward another vendor.

These protests can halt the RFP process, but working with third-party consultants can prevent these delays. ERP consultants, like Panorama, can help organizations document as much of their selection process as possible to prepare for any investigations.



Conclusion

The public sector is under increased pressure to deliver a high return on citizenship, so improving the citizen experience should be the primary aim of government digital transformation. Organizations must find ways to become more digital and streamlined to meet the demands of citizens in an increasingly global and complex world.

Panorama is experienced in helping states, cities, municipalities, tribal governments and federal governments achieve alignment and select technology that supports their strategic goals. Contact us to learn more about the vendors featured in this report and learn about our approach to ERP selection.

About Panorama Consulting Group

Panorama Consulting Group is an independent, niche consulting firm specializing in business transformation and ERP system implementations for mid- to large-sized private- and public-sector organizations worldwide. One-hundred percent technology agnostic and independent of vendor affiliation, Panorama offers a phased, top-down strategic alignment approach and a bottom-up tactical approach, enabling each client to achieve its unique business transformation objectives by transforming its people, processes and technology.

Panorama's Services

(click to learn more)

- ▶ [ERP Selection](#)
- ▶ [ERP Implementation](#)
- ▶ [ERP Contract Negotiation](#)
- ▶ [ERP University](#)
- ▶ [Digital Strategy](#)
- ▶ [Technology Assessment](#)
- ▶ [Change Management](#)
- ▶ [Human Capital Management](#)
- ▶ [Business Process Management](#)
- ▶ [M&A Integration](#)
- ▶ [Turnaround Analysis](#)
- ▶ [Crisis Management](#)
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