

## 2025 Clash of the Titans

# SAP vs. Oracle vs. Microsoft vs. Infor



# Table of Contents

<b>Introduction</b>	03
<b>Respondent Overview</b>	04
<b>Vendor Overview</b>	07
<b>Functionality Implemented</b>	08
<b>Deployment &amp; Hosting Decisions</b>	12
<b>Other Digital Initiatives</b>	14
<b>Customization Decisions</b>	16
<b>Project Cost</b>	18
<b>Project Duration</b>	19
<b>Conclusion</b>	20
<b>About Panorama Consulting Group</b>	21

# Introduction

---

Panorama Consulting Group developed this analysis to compare the “titans” of the ERP industry: SAP, Oracle, Microsoft, and Infor.

The report analyzes responses collected from Panorama’s Enterprise Software Benchmark Survey between September 2023 and September 2024. The dataset includes 172 respondents who have recently implemented SAP, Oracle, Microsoft, or Infor enterprise systems within their organizations. The analysis is based on a variety of solutions offered by these four vendors.



# Respondent Overview

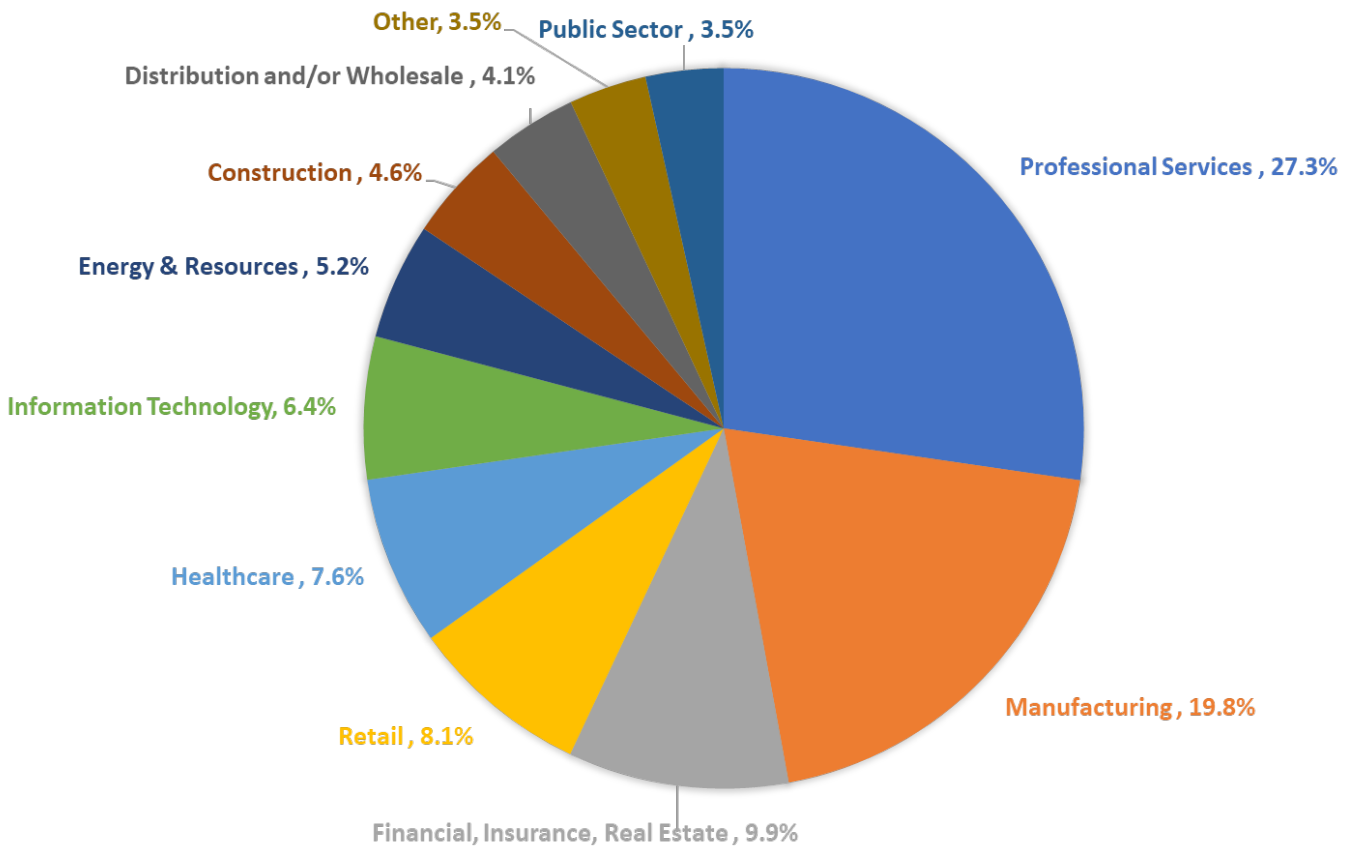
**\$400.5 M**

Median Annual Revenue

**750.5**

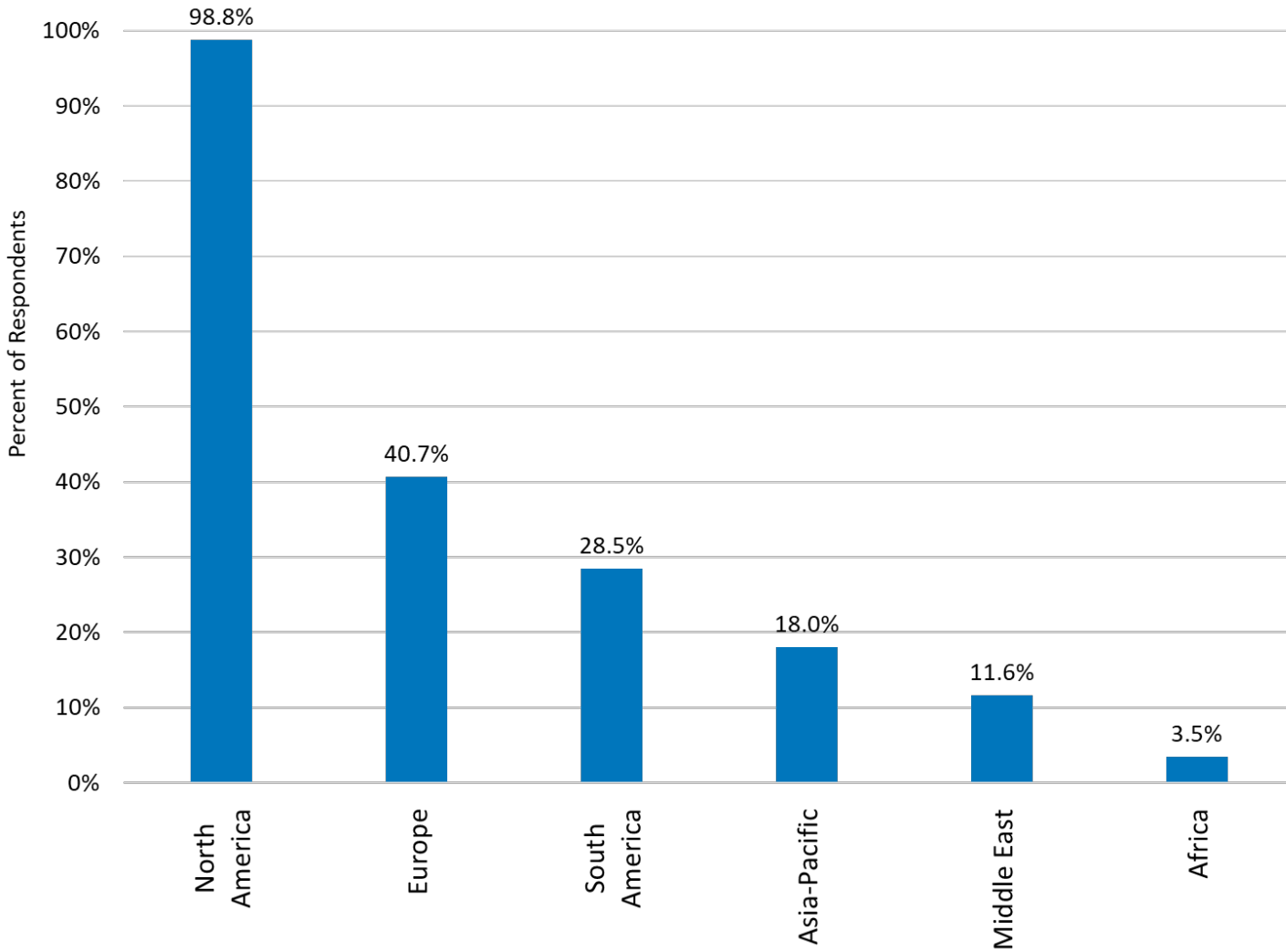
Median Number of Employees

## Industry Breakdown



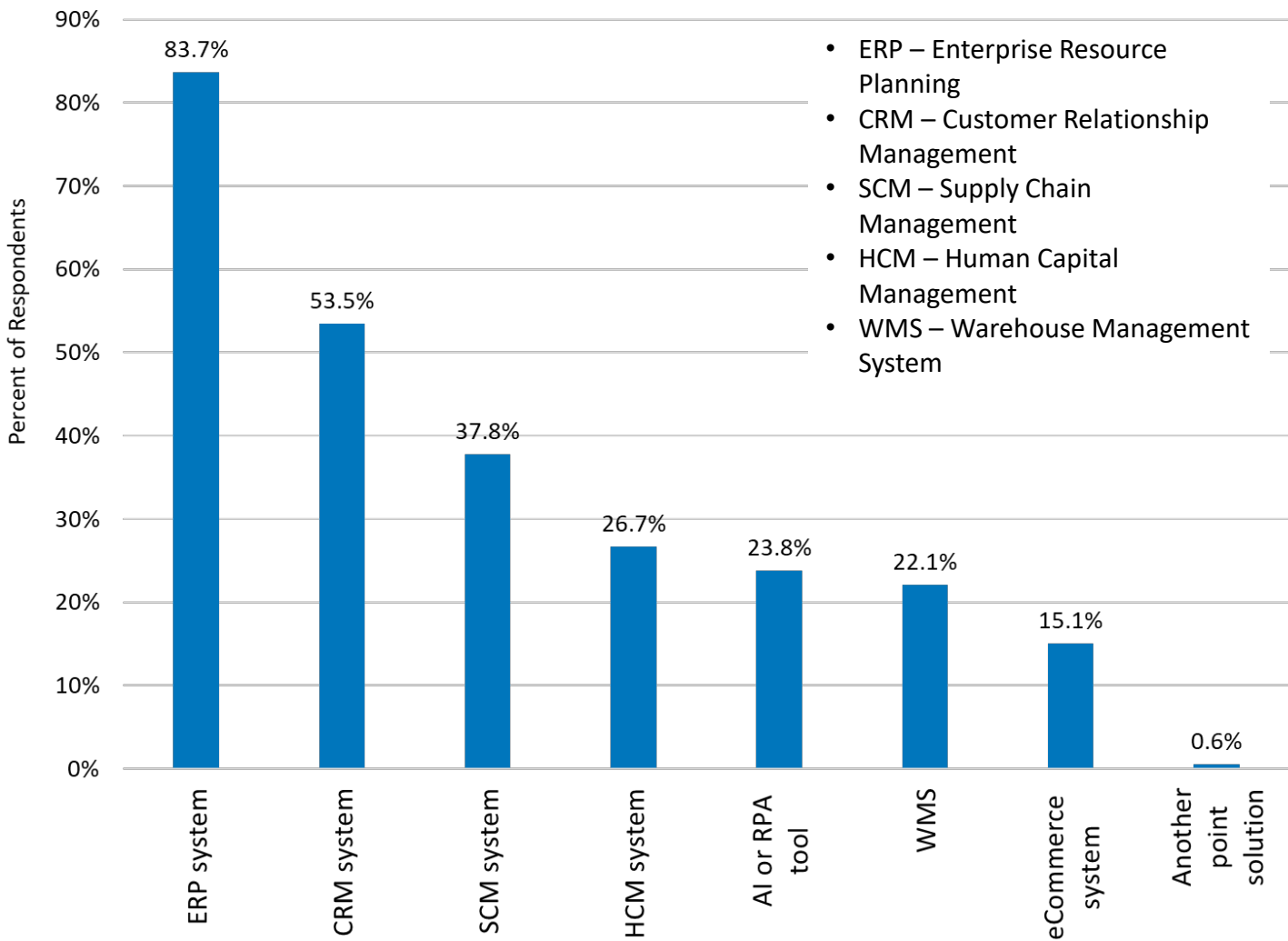
# Respondent Overview

## Geographies Served



# Respondent Overview

## Type of Software Selected



# Vendor Overview



- SAP offers a diverse suite of cloud solutions, including SAP S/4HANA Cloud for ERP, SAP SuccessFactors for HR management, and SAP Ariba for procurement.
- SAP Joule, an AI copilot, is being continually enhanced to automate data analysis and provide contextual recommendations.



- Oracle offers a comprehensive suite of SaaS applications that integrate with various cloud platforms, including Microsoft Azure.
- A recent partnership with Google Cloud integrates Oracle Cloud Infrastructure with Google Cloud services to enable multi-cloud operations for enterprises.



- Microsoft offers a wide range of cloud products and services, including Microsoft Dynamics 365, a suite of integrated CRM and ERP solutions.
- Microsoft announced the integration of Microsoft 365 Copilot with SAP Joule to enhance productivity through seamless access to information from both platforms.



- Infor provides a multitenant SaaS model for its core products (Infor CloudSuite) and supplementary edge applications.
- Infor recently introduced significant platform updates, including a Generative AI Assistant and process mining capabilities.

*Panorama is in no way affiliated with SAP, Oracle, Microsoft, Infor, or any other software vendor or reseller.*

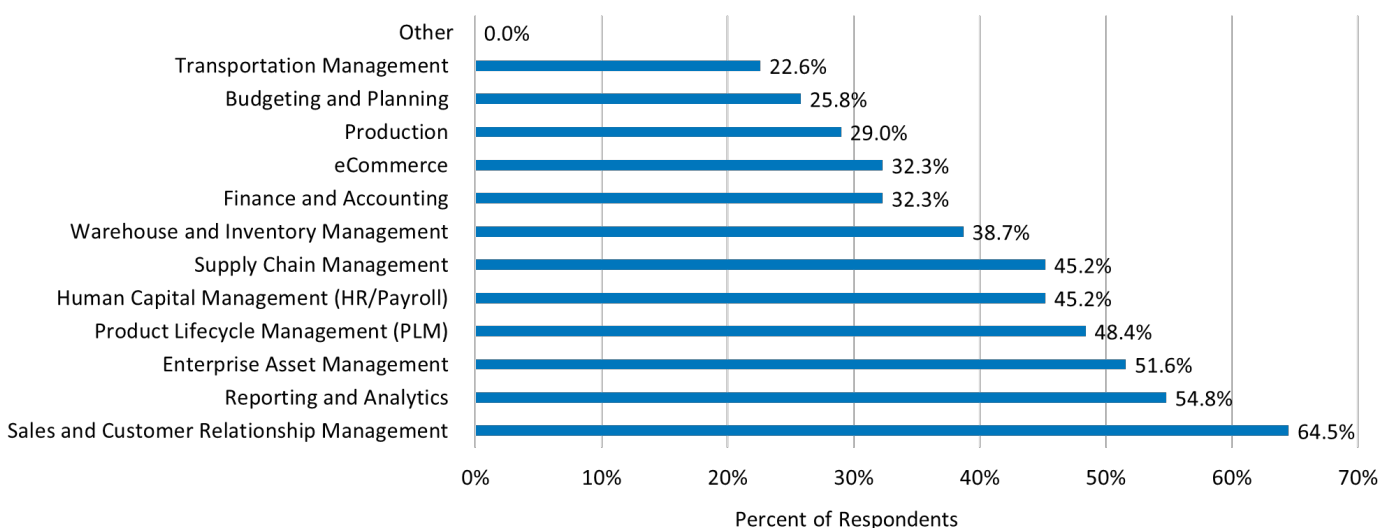
# Functionality Implemented

We asked organizations what functions were part of their implementation. Respondents could select from eleven functions and could select multiple options.

**The most common functionality that SAP customers implemented was Sales and Customer Relationship Management.**

SAP customers are typically larger in scale and have complex operations. As companies mature in the use of their software, end-to-end data flow is increasingly important, so they aim for a fully integrated application that includes CRM and Sales functions.

## Functionality Implemented by SAP Customers



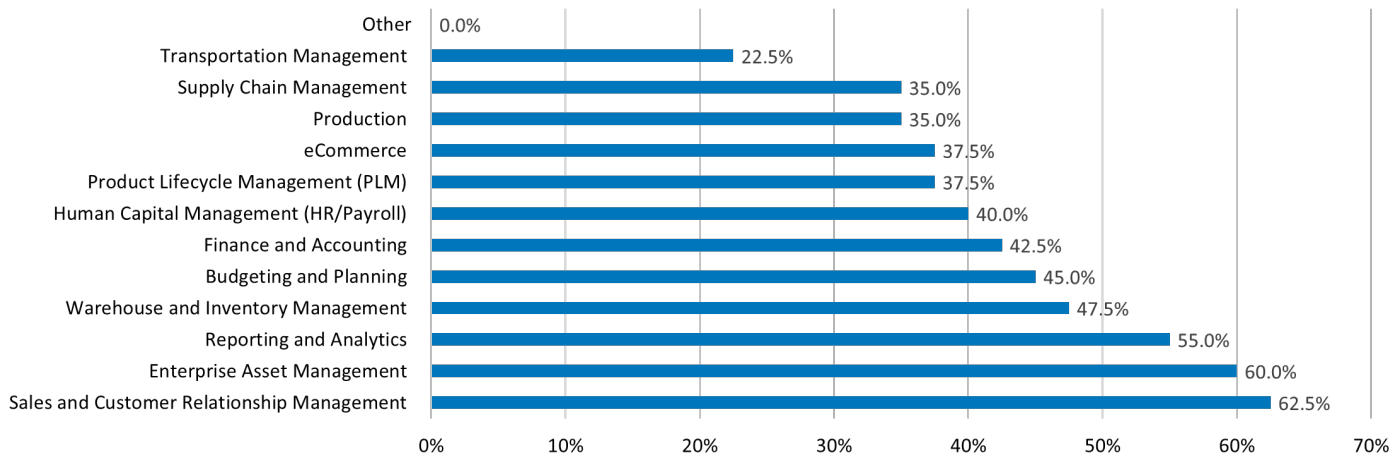




**The most common functionality that Oracle customers implemented was also Sales and Customer Relationship Management.**

A large part of Oracle's focus is on the retail, services, and health sciences industries, which are very customer-centric industries. Oracle has put pinpoint focus on customer experience in terms of R&D funds for top resources and continued development of the application.

### Functionality Implemented by Oracle Customers

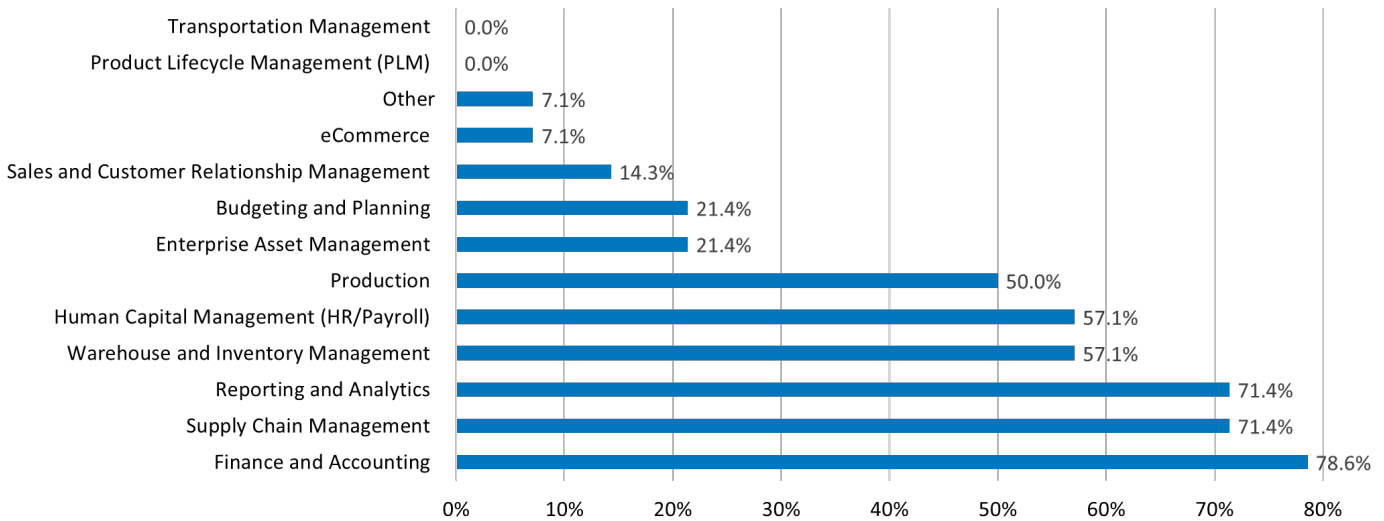




**The most common functionality that Infor customers implemented was Finance and Accounting.**

Many mid-market organizations are using Infor to manage operations, quality, and field services. As they grow, they're finding that implementing core financials on the same platform is more beneficial and cost effective than integrating with a dedicated financial application. Infor also has a significant presence in healthcare, hospitals, and medical sciences, and these types of companies often prioritize finance functionality.

**Functionality Implemented by Infor Customers**

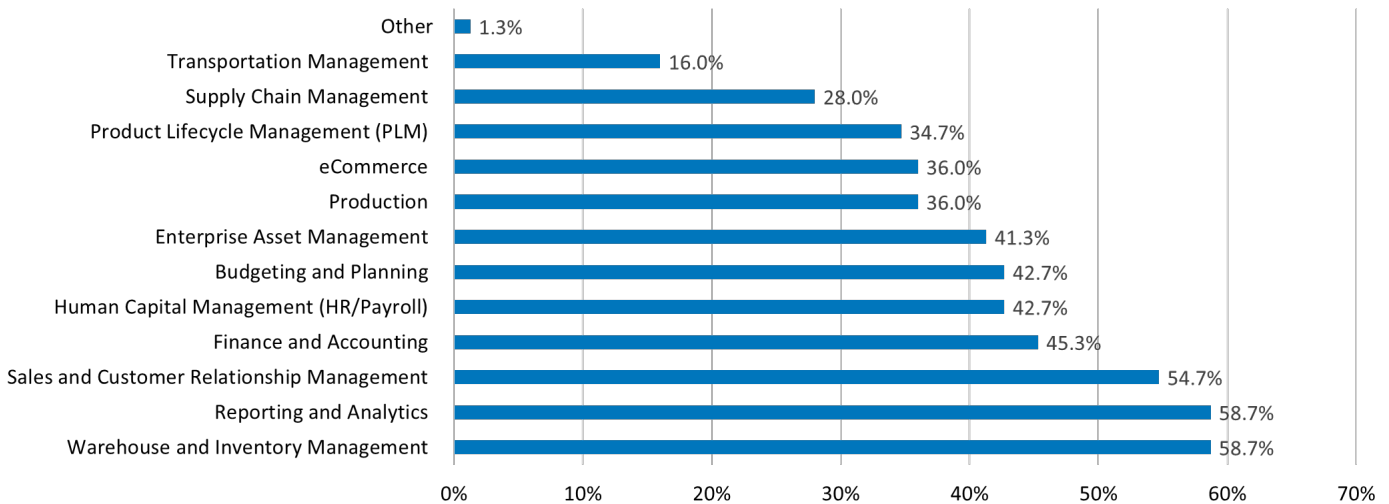




**The most common functionality that Microsoft customers implemented was Reporting & Analytics as well as Warehouse and Inventory Management.**

Microsoft, with their Power BI solution and SQL Server Reporting Services, has a strong and intuitive offering. From a cost standpoint, Microsoft makes it very attractive to add and extend an organization’s use of Power BI.

### Functionality Implemented by Microsoft Customers



# Deployment & Hosting Decisions

We asked organizations what type of software they selected. The options were “on-premise” and “cloud (hosted, managed services, or SaaS).”

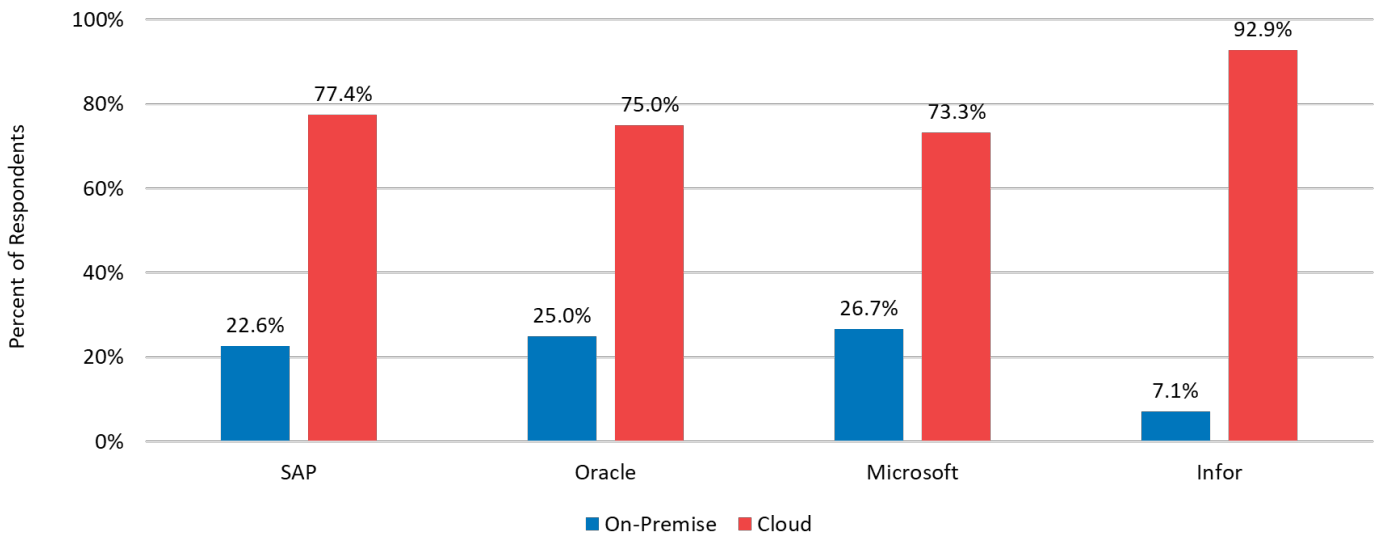
For those who selected cloud software, we asked if they chose a hosted/managed services model or a SaaS model.



**Among all respondents there was a preference for cloud software over on-premise software, but the strongest preference for cloud was among Infor customers.**

Infor has many legacy product lines and a large customer base still using on-premise applications. Many of these customers are now migrating to the Infor CloudSuites. Cloud technology provides flexible scalability, removes the need to maintain and update systems, and provides real-time access to data and systems from any device.

**On-Premise vs Cloud**

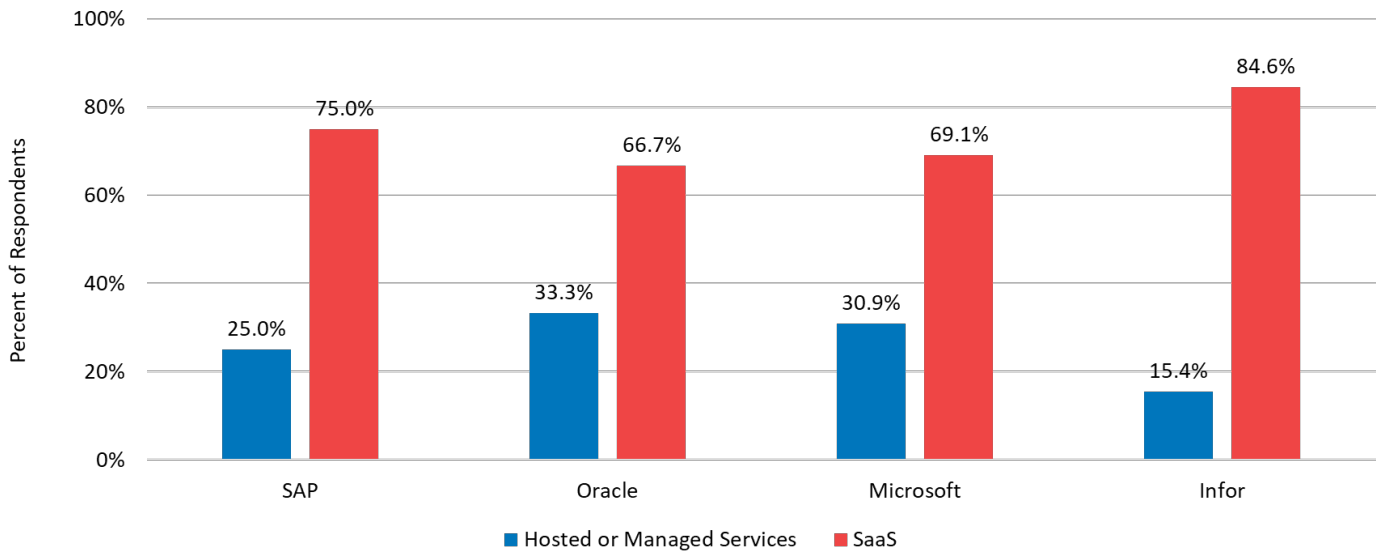




**Among all respondents there was a preference for the SaaS hosting model over the hosted/managed services model, but the strongest preference for SaaS was among Infor customers.**

Infor's CloudSuite applications use a fully vendor-managed model. This is attractive to companies that want their vendor to manage and apply updates and releases. SaaS customers will always be current on software versions and have the latest features through periodic incremental updates. In addition, there is no need to purchase a license or install the software, unlike what is required of hosted software.

### Hosted/Managed Services vs SaaS



## Other Digital Initiatives

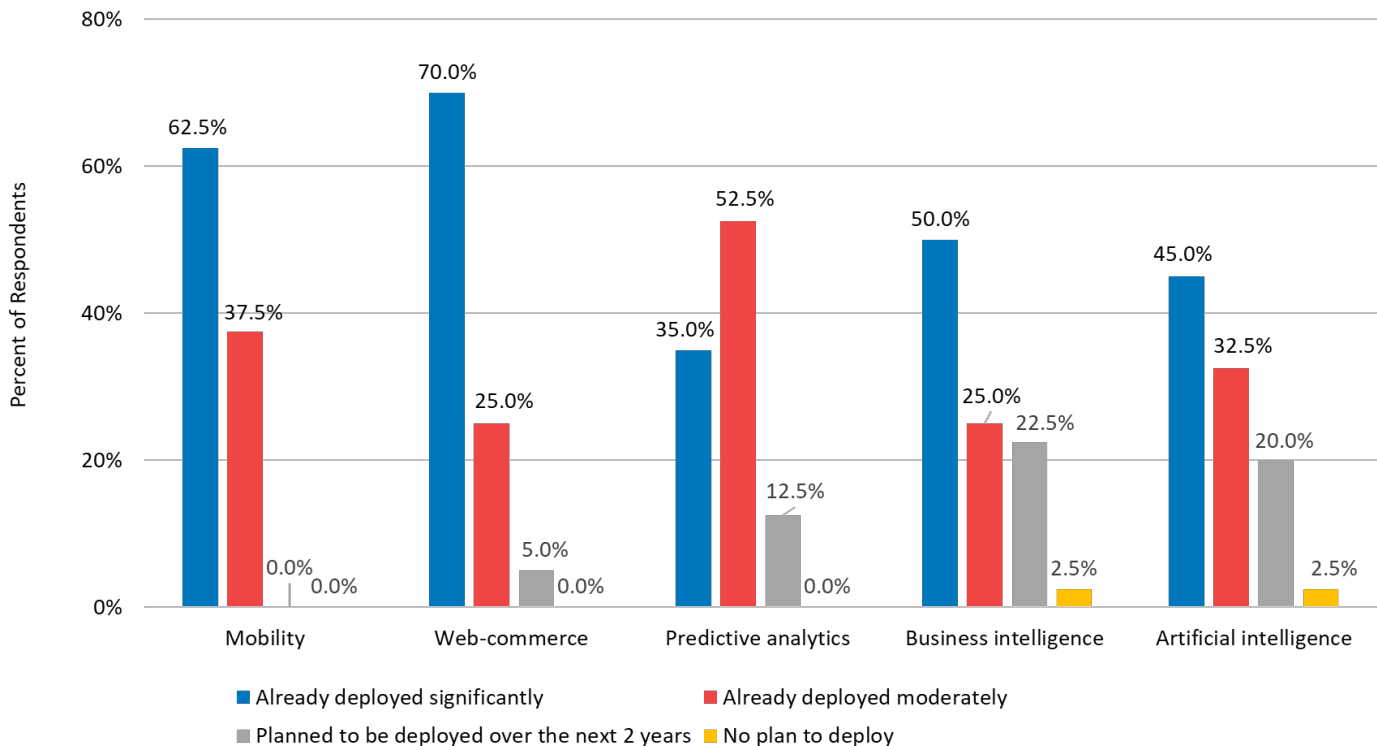
We asked organizations which digital initiatives were part of their enterprise software project. Respondents could select from five different initiatives and indicate their stage of adoption (Already deployed significantly; Already deployed moderately; Planned to be deployed over the next 2 years; No plan to deploy).

**Oracle customers were more likely than others to say that they already implemented mobility.**

ORACLE®

With a large presence in retail, distribution, and financial services, Oracle works with many companies that have a growing need for mobility. Oracle's strong focus on customer experience ensures that customers have an intuitive, familiar, repeatable interface across all devices.

**Focus on Various Digital Initiatives Among Oracle Customers**

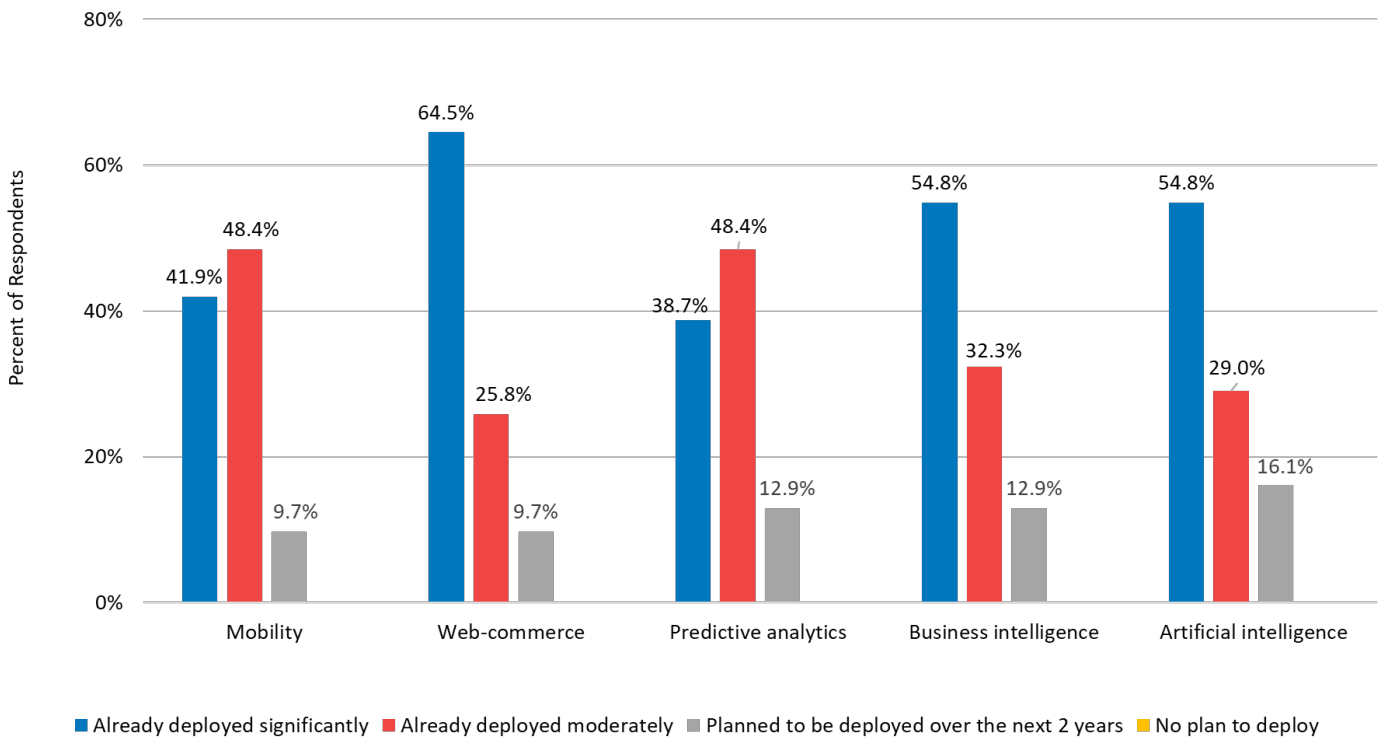


**SAP customers were more likely than others to say that they already implemented AI.**



SAP was an early adopter of AI as part of their offering. Their customer base of larger and more complex organizations lends itself to a need to implement AI. SAP's Leonardo intelligent platform has always been on the forefront of technology. It has enhanced how companies manage their supply chain and financials.

**Focus on Various Digital Initiatives Among SAP Customers**



# Customization Decisions

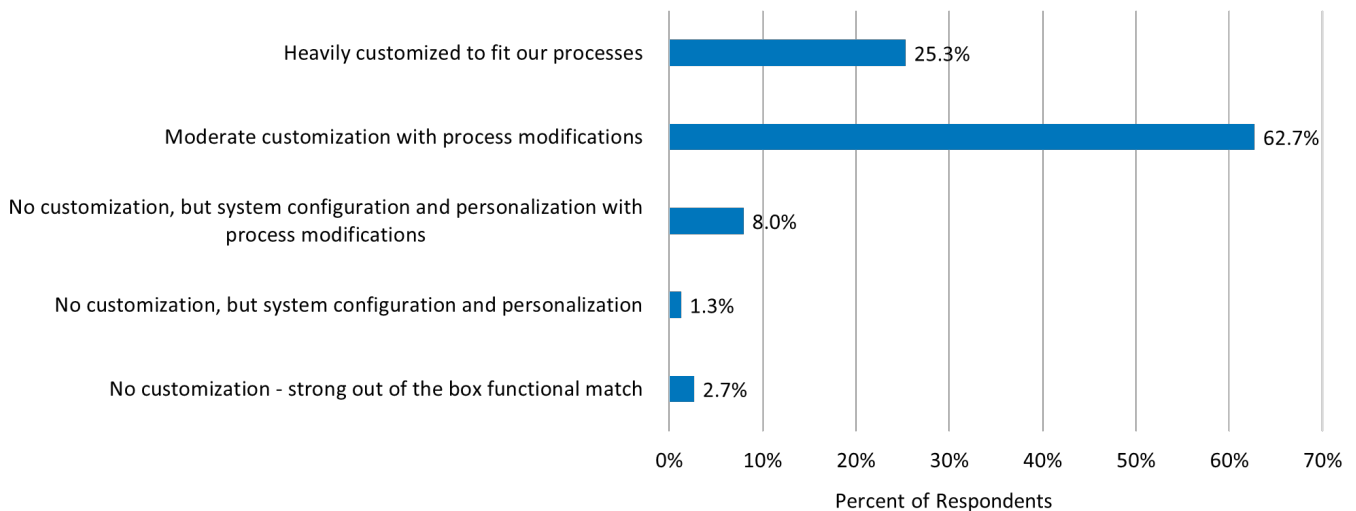
We asked organizations about their implementation approach when it came to software customization. Respondents could select from one of four approaches.

**Microsoft customers chose to do the most software customization.**



Microsoft has adopted a model that encourages value-added resellers (VARs) and system integrators (SIs) to develop industry specific knowledge and IP. These implementors often help clients adopt additional functionality to meet the deep and robust requirements of specific markets.

## Customization Decisions of Microsoft Customers



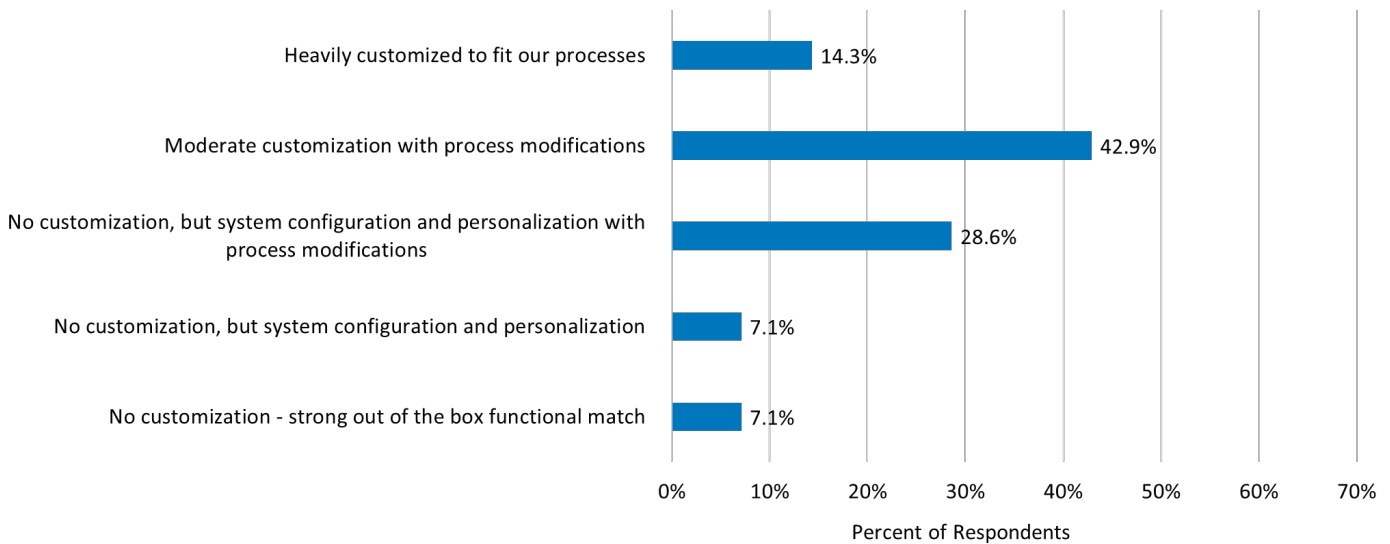




### Infor customers chose to do the least software customization.

Infor products are very industry focused. The vendor endeavors to provide out-of-the-box functionality that fits individual markets and requires less customization. In fact, Infor's CloudSuite applications are multi-tenant and don't allow for much or any customization to begin with.

### Customization Decisions of Infor Customers



# Project Cost

We asked organizations how many licenses or users they purchased. We then asked them to estimate the total cost of their project.

**Normalized for the number of licenses purchased, Microsoft customers spent the most on their projects.**



This is a reflection of the broad, yet primarily standard, functionality of the Dynamics products. They rely on VARs to provide additional industry-specific functionality and IP which requires configuration and integration time. It's likely that many of our respondent organizations chose to configure and enhance their applications by working with various channel partners.

**Normalized for the number of licenses purchased, Infor customers spent the least on their projects.**



Infor's industry-specific solutions provide deep out-of-the box functionality, including reports and BI cubes (predefined data structures that enable multidimensional analysis). It's likely that many of our respondent organizations adopted out-of-the-box processes while changing internal processes to align with the software. In these cases, the cost of implementation decreases significantly.

	SAP	Oracle	Microsoft	Infor
<b>Project Cost</b>	\$2.5 M	\$2.6 M	\$5.4 M	\$1.8 M
<b># of Licenses Purchased</b>	201	321	318	1,850
<b>Normalized Project Cost</b>	\$12,575	\$8,154	\$2,095	\$990

# Project Duration

We asked organizations how many licenses or users they purchased. We then asked them to estimate the duration of their project.

**Normalized for the number of licenses purchased, Microsoft customers spent the most time on their projects.**



As discussed above, Microsoft’s reliance on VARs can lead to higher implementation costs. Relying on VARs for industry-specific functionality can also lead to longer implementation times. Another factor is the time it takes to implement Microsoft’s standard functionality because this functionality is very broad.

**Normalized for the number of licenses purchased, Infor customers spent the least time on their projects.**



As mentioned above, Infor’s use of industry best practices can save organizations money. Infor’s implementation accelerators can also save time and money. Typically, for time savings and reduced implementation complexity, we recommend that organizations adopt as many pre-configured roles and processes as possible – Infor provides more opportunities to do this compared to other vendors.

	SAP	Oracle	Microsoft	Infor
<b>Project Duration</b>	55 months	73 months	155 months	55 months
<b># of Licenses Purchased</b>	201	321	318	1,850
<b>Normalized Project Duration</b>	0.27	0.23	0.49	0.03



## Conclusion

SAP, Oracle, Microsoft, and Infor each have a variety of systems that can improve operational efficiency and adapt to dynamic environments, but you must understand your organization's specific needs.

What are your pain points? What are your organizational goals? How can you leverage a modern ERP system to support those goals?

Along the way, you can engage Panorama's independent ERP consultants to help you navigate the complex selection and implementation process. When your team is equipped with the right methodologies and mindset, you'll navigate challenges smoothly and achieve success.

Click the Button Below to Schedule Your **Free Consultation**  
With an ERP Systems Expert Today!

**FREE CONSULTATION**

# 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](#)
- ▶ [Cloud Migration](#)
- ▶ [Digital Strategy](#)
- ▶ [Technology Assessment](#)
- ▶ [Change Management](#)
- ▶ [Human Capital Management](#)
- ▶ [Business Process Management](#)
- ▶ [M&A Integration](#)
- ▶ [Project Auditing & Recovery](#)
- ▶ [Software Expert Witness](#)

(If viewing this in Adobe Acrobat, please follow these instructions to enable external links:  
<https://helpx.adobe.com/acrobat/using/allow-or-block-links-internet.html>)

Click the Button Below to Schedule Your **Free Consultation**  
With an ERP Systems Expert Today!

**FREE CONSULTATION**