Magic Quadrant for Cloud ERP for Product-Centric Enterprises

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Initiatives: ERP

Product-centric organizations are adopting cloud ERP applications with superior process automation and analytic capabilities.

Application leaders should use this Magic Quadrant to evaluate cloud ERP vendors as part of a composable strategy that emphasizes process standardization and agility.

This Magic Quadrant is related to other research:

Critical Capabilities for Cloud ERP for Product-Centric Enterprises

View All Magic Quadrants and Critical Capabilities

Additional Perspectives

製造業向けクラウドERPのマジック・クアドラント (19 December 2023)

Strategic Planning Assumptions

By 2026, 35% of product-centric enterprises will achieve high composability in their ERP applications, integration, data and security.

By 2026, 30% of enterprises will rely on their ERP applications to enable environmental, social and governance (ESG) reporting.

Market Definition/Description

This document was revised on 27 October 2023. The document you are viewing is the corrected version. For more information, see the Corrections page on gartner.com.

Gartner defines cloud enterprise resource planning (ERP) for product-centric enterprises as a market for application technology that supports the automation of operational and financial activities for the manufacturing, distribution, delivery and servicing of goods. Cloud ERP for Product-Centric Enterprises is delivered under a SaaS license model with frequent updates and where application support and infrastructure is the responsibility of the vendor.

Broadly speaking, ERP solutions enable a variety of enterprisewide business processes, primarily those associated with systems of record and systems of differentiation (see Use Pace Layers to Align Your Application Strategy With Your Business Strategy). ERP solutions form the core systems that allow an enterprise to conduct business. For product-centric ERP solutions, process enablement covers a wide range of enterprise processes. They include supply chain planning, procurement of product inputs, production control, warehousing, distribution, transportation logistics, customer order intake and invoicing, vendor invoice management, and all elements of financial transaction processing and reporting.

The must-have capabilities for this market include:

- Plan supply and demand
- Source and procure inputs into the production process
- Manufacture products
- Manage customer fulfillment
- Manage product logistics

The standard capabilities for this market include financial management processes, such as general ledger, cost accounting, accounts payable and accounts receivable, fixed assets, project, accounting and financial planning, and analysis (FP&A) or extended planning and analysis (xP&A).

The optional capabilities of product-centric cloud ERP suites include:

- Procurement: Requisition and purchase order management for indirect goods, services and capital equipment.
- Human capital management (HCM): For cost management as well as staffing for operational resources.

Specialized, industry-specific modules or adjacent applications: These include modules such as those used for configure-to-order, make-to-order and field service management. It also includes broader application solutions, such as those used for manufacturing execution (MES), enterprise asset management (EAM) and product life cycle management (PLM) (see Note 1).

Magic Quadrant

Figure 1: Magic Quadrant for Cloud ERP for Product-Centric Enterprises



Source: Gartner (October 2023)

Vendor Strengths and Cautions

Epicor Software

Epicor Software is a Leader in this Magic Quadrant. Epicor Industry ERP Cloud is its cloud solution, which includes purpose-built, industry-specific solution packages (Kinetic for manufacturers; Prophet 21 for distributors; Eagle and Propello for retailers). Most of Epicor's customers are midsize and based in North America, primarily in automotive, building supply, distribution, manufacturing and retail verticals. Recent innovations include enhanced analytics with its GROW business intelligence platform and further enhancements to extensibility of the solution. Future roadmap investments are centered around Al-enabled, end-to-end supply chain data and analytics, including the use of GenAl and sustainability capabilities.

Strengths

- Strong midsize offering for discrete/retail: Nearly all Epicor customers are lower midsize, and it has a strong solution set to handle complex requirements for discrete manufacturing and retail/wholesale distribution. These capabilities include CPQ and advanced analytics.
- Composable platform: Epicor leverages Microsoft Azure for infrastructure services and is able to provide a variety of services with its Automation Studio and Data Fabric. Services include integration, low-code and full-code development, AI/ML capabilities, and analytics in a variety of geographies for hosting its cloud solution. This may enable a highly composable architecture and approach for midsize customers only found in more expensive and large enterprise-focused vendor platforms.
- Data as a service: Epicor's product strategy increasingly focuses on a shift from transactional ERP to a data-driven operational model enabled by AI and business intelligence capabilities. This "data as a service" approach is designed to change how data is shared between trading partners to optimize supply chain processes and minimize disruptions.

Cautions

Geographic coverage: Although Epicor is increasing its global reach, customers moving into new product lines or geographies should assess the alignment with Epicor's multiregional support strategy, which is still evolving. Customers should ensure completeness of country localizations.

- Partner network: Epicor has relied less on its partner network for implementation and support than other competitors. As it continues to meet its strategic growth objectives, Epicor will need to rely more heavily on additional partners for sales, implementation and support. Prospective customers should thoroughly evaluate partner capabilities and customer references.
- Technical support and performance: Gartner's interaction with Epicor customers and Gartner Peer Insights indicated concerns with lagging support response times and quality of technical support. Customers should ensure contractual service levels are met by the vendor.

IFS

IFS is a Visionary in this Magic Quadrant. The solution evaluated is IFS Cloud and targets midsize to large customers mostly in EMEA and North America. ERP in IFS Cloud has a vertical industry focus on manufacturing in industrial equipment, aerospace and defense, construction and engineering, energy and utilities, food and beverage, and chemicals. It is also deeply concentrated in project-based manufacturing. Recent innovations include MES capabilities and API integration strategy at a deep level of data granularity to create more advanced analytics with visually appealing, interactive graphics. Future investments include process automation use cases and sustainable smart factory intelligent scheduling to drive energy reduction and sustainability.

Strengths

- Breadth of capabilities: IFS supports customers needs ranging from moderate to complex manufacturing, and markets a portfolio of integrated capabilities with MES, EAM and field service. It has invested heavily into areas such as digital twins, artificial intelligence and advanced simulation capabilities.
- Shop floor integration: IFS Connected Factory's approach provides for data connections to shop floor equipment via its MES solution to the ERP to manage realtime product planning and execution. Along with AI/ML capabilities, this can provide customers with advanced shop floor management.
- Integration strategy: Through IFS Cloud Designers or by way of third-party no-code/low-code apps, IFS delivers options to help customers further customize the solution to their "inside-out" or "outside-in" integration needs. For instance, real-time API integration brings industrial equipment with more granular data element integration for opportunities in the IFS Cloud.

Cautions

- Country localizations: As cloud adoption and market presence increases, prospects should keep in mind that compared to peers, IFS is focused on EMEA and North America. Customers looking to operate IFS outside of these main regions need to ensure that localizations are available and compatible for designated countries.
- IFS cloud adoption: IFS Cloud adoption rates have lagged other vendors in this
 Magic Quadrant, resulting in less operational experience with cloud solutions.
 Customers should ensure that contractual service levels are appropriate for their size
 and complexity.
- Partner network: IFS primarily performs most of its customer implementations versus its partner network. As IFS looks to meet strategic growth objectives, it will need to rely more frequently on its maturing partner network. Prospective customers that may need a partner for implementation and support should thoroughly evaluate its capabilities and customer references.

Infor

Infor is a Leader in this Magic Quadrant. Its CloudSuite offers applications with separate cores depending on industry vertical and size. This includes LN for large and global discrete manufacturing, M3 for process manufacturing and distribution and SyteLine for small and midsize manufacturing businesses. Its operations are geographically distributed, with clients in industrial manufacturing, food and beverage, distribution, automotive, fashion, and aerospace and defense. Recent improvements include user experience upgrades, data analytics (notably with dashboards across most functional domains), and continued embedding of Al/ML for process automation. Future innovations are expected to include process mining capabilities.

Strengths

- Deployment speed and ease of adoption: Infor continuously reviews and adjusts its implementation methodologies to allow faster time to market. Infor's agility provides a "pick and choose" industry process catalog, adapting to different use-case scenarios in a prescriptive approach. The program, suited with a robust toolset, strives to offer a continuous implementation approach.
- Support for multiple and highly complex manufacturing scenarios: Infor CloudSuite provides a flexible solution for complex scenarios in discrete, process, project, "x to order" and asset-intensive manufacturing within a single ERP. It is supplemented by prebuilt analytics, reporting capabilities and solid edge applications like supply chain planning, warehouse management, IoT traceability and manufacturing execution systems.

Infor CloudSuite platform: Infor's platform, Infor OS, leveraged by the capability of Amazon Web Services (AWS), enables shared extensibility and integration services across ERPs and third-party applications. It is also becoming a digital transformation center for the enterprise's augmented intelligence and automation initiatives, allowing Infor to combine application interoperability, workflow automation, extensibility application, data fabric and analytics.

Cautions

- Product offering: Gartner customers frequently express confusion on the functionalities included in a particular CloudSuite core offer, and which is the best-fit solution for their needs. Part of this is Infor's strategic decision to focus on industry verticals, preselecting the best-fit core ERP solution for each industry CloudSuite.
- Market strategy: While Infor has been able to penetrate the upper midsize and large enterprise market with its CloudSuite offerings, the majority of customers are under \$250 million in revenue. Prospective customers that are upper midsize/large global should carefully assess whether Infor can accommodate their operational scale requirements.
- Technical support: Gartner's interaction with Infor customers indicates that its product support, although improved, is not consistently at the high level expected of a cloud SaaS provider. Additionally, Infor customers report confusion on how to leverage additional managed services beyond the core CloudSuite when including an application service partner.

Microsoft

Microsoft is a Leader in this Magic Quadrant. Microsoft Dynamics 365 Supply Chain Management and Finance mostly have customers in the upper midsize to large global enterprises. The solution is globally distributed, with most customers in EMEA and North America. Dynamics 365 leverages the services of its Azure platform and integration with Microsoft applications, such as Teams, Power BI and Microsoft 365. Recent innovations include the introduction of its Supply Chain Platform (a collection of services to manage the end-to-end supply chain) and a pricing modeling capability to simulate and improve customer pricing. Future focus will be embedding its Copilot AI capabilities designed to improve productivity and user experience.

Strengths

- Technical ecosystem: Dynamics 365 runs on Microsoft Azure cloud and is further augmented by Microsoft Power Platform for analytics via Power BI, low-code extensions, data management, workflow automation, RPA and AI capabilities, including its generative AI offering (Copilot). In addition, Dynamics 365 has direct integrations with productivity applications, such as Excel and Teams.
- Extensibility: Extensibility and connectivity are prominent aspects of Dynamics 365. Through the Power Platform connector library, customers and ISV partners supporting customers can deliver innovative capabilities, giving customers the ability to differentiate beyond the horizontal solutions delivered out of the box. A common data foundation sustains the integrity of the core business processes.
- Modern user experience: The application is delivering a modern experience. For instance, low-code features include the ability to convert a hand-drawn application from scratch, through Power Apps automatically generating the UI with guidance of the required ERP data sources. Microsoft is also embedding its Al-driven Copilot features into the UX.

Cautions

- High-complexity environments: Despite targeting large enterprises, Dynamics 365 is more heavily deployed with upper midsize organizations. Enterprise organizations with greater complexity of multiple business and manufacturing models, or global geographical coverage with complex corporate structures, may find Dynamics 365 more suited to a two-tier ERP strategy approach.
- "Last-mile" vertical capabilities: Many vertical-specific capabilities are delivered by the network of implementation partners and ISVs. Depending on the customer business requirements, end-to-end processes can span across several partners in the ecosystem, increasing the degree of complexity of the solution life cycle management. Customers should be aware of the degree of complexity being introduced as numerous ecosystem partners are being put into play.
- Implementation experience: Microsoft relies on a large population of resellers and ISVs to deliver industry solutions to customers. Customers may experience wide differences in the implementation and integration of non-Microsoft products and should evaluate the industry experience of multiple implementation partners when considering deployment of Dynamics 365.

Oracle (Fusion Cloud ERP)

Oracle is a Leader in this Magic Quadrant with its Oracle Fusion Cloud ERP. Aimed at upper-midsize and large enterprises, it has many global clients across the Americas, EMEA and Asia/Pacific. Oracle supports multiple industry verticals, with strengths in industrial manufacturing, high tech, medical technology, pharmaceuticals and consumer packaged goods. Recent innovations include improvements to the user experience, industry-specific supply chain functionality, asset-intensive manufacturing and Al-enabled process automation and analytics. Roadmap innovations are centered on the continued automation of supply chain and finance business processes, and advanced analytics, all of which is enabled by Al/ML.

Strengths

- Breadth of capabilities: Oracle supports customers' needs ranging from moderate to complex manufacturing, supply chain and finance. It also has a portfolio of market-leading solutions such as WMS, TMS, digital commerce, HCM, project management, procurement, enterprise performance management and analytics. This portfolio can support the most complex global organizations with hybrid business models for both product- and service-centric requirements.
- Technology infrastructure: Oracle Fusion Cloud ERP is hosted in a global footprint of data centers and infrastructure under its Global Single Instance mode that provides customers with a single instance deployment. Its market-leading iPaaS capabilities provide a variety of services, such as API management, low-code or fullcode development, AI/ML services and analytic services.
- Global scale: Oracle has a wide network of implementation partners across the globe. Oracle Fusion Cloud ERP is available with local language, currency and regulatory support in most countries. In addition, for those organizations that have data residency requirements, Oracle can provide its cloud at customer offering to meet those requirements while providing all of the benefits of a cloud ERP solution.

Cautions

Large enterprise adoption: Large, complex enterprises that developed highly customized capabilities in legacy ERP solutions may be exposed to certain gaps when considering a move to Fusion Cloud ERP, and thus, require extensibility development. Those enterprises need to carefully map business requirements to Oracle's capabilities and support substantial change management in order to minimize the level of extensibility development.

- Service and support: Gartner Peer Insights data rates service and support as a lagging capability, although these customers ratings have improved from prior years. Oracle has invested heavily in ensuring customers have full administrative insight and control over their system landscape. Customers should continue to ensure contractual service levels are met by the vendor.
- Price: Although Oracle Fusion Cloud ERP has extensive capabilities, some customers report that the price initially proposed can be high. Customers should negotiate robustly to secure discounts and manage pricing.

Oracle (NetSuite)

Oracle is a Leader in this Magic Quadrant with NetSuite, which is sold primarily to midmarket enterprises. While most customers are based in North America, it has a relatively wide global footprint for this market segment. NetSuite primarily targets process and discrete manufacturers, with a focus on food and beverage, health and beauty, as well as distributors. Recent innovations include supply chain execution and managing supply chain complexity with advanced analytics. Future areas of innovation are expected in the areas of Al-driven analytics, sustainability capabilities and supply chain execution.

Strengths

- Hybrid business model enablement: NetSuite provides a breadth of solutions to support hybrid enterprises that have both product-centric and service-centric business requirements, within its focus on target industries. NetSuite offers a variety of capabilities, such as CPQ, self-guided ordering, subscription billing for offering services and products, as well as adjacent solutions, such as CRM, digital commerce and field service.
- Scalable solution for midsize: Lower midsize enterprises that have a business strategy to expand rapidly, whether with new customer acquisition, global expansion or new business models will find NetSuite to be a highly scalable solution in the product-centric midsize market.
- Oracle infrastructure and services: NetSuite mostly leverages market-leading Oracle iPaaS resources from global data center presence, database services, integration capabilities and AI/ML capabilities. These provide an advanced level of operational resources available to midsize enterprises.

Cautions

- Vertical industry focus: NetSuite offers fewer options for industry verticals than most of its competitors. While it has a substantial number of discrete and process manufacturing customers, a large portion of its product-centric customer base is involved with retail and distribution. Enterprises with deeper industry-specific needs will need to carefully map their business requirements to ensure NetSuite is a viable option.
- Product innovation: Despite access to the wider resources within Oracle, more significant innovations have not kept pace with other market leaders, including intelligent/Al-enabled application features and the user.
- Contracting and pricing: NetSuite pricing tends to be higher relative to its
 competitors for its target market of midsize enterprises and pricing is identified as
 one of the cautions per Gartner Peer Insight data. Oracle offers different user, data,
 infrastructure and support levels that may make it more difficult to predict costs.

Plex, by Rockwell Automation

Plex, by Rockwell Automation is a Challenger in this Magic Quadrant. The product evaluated is the Plex Smart Manufacturing Platform and customers are generally midsize or larger enterprises adopting a two-tier ERP strategy. Customers are mostly located in the Americas, with an equal mix in EMEA and Asia/Pacific (APAC). Plex is focused on discrete and process manufacturing verticals, such as automotive, food and beverage/CPG, precision metal, industrial products, electronics, and aerospace. Recent innovation includes its "Flexible Manufacturing" capabilities to better manage supply chain disruptions. Future innovations include Al/ML-enabled supply chain and production planning and sustainability capabilities, such as a carbon ledger.

Strengths

Strong midsize offering: Most Plex customers are lower midsize and it has a strong solution set to handle complex requirements for discrete and process manufacturing. These capabilities include native PLM, advanced ETO, built-in EDI and other capabilities supported by an implementation methodology for rapid adoption. Additionally, Plex provides a benchmarking service to provide customers data on specific areas for process improvement.

- ERP integration with the shop floor: Plex has deep integration capabilities with other shop floor components, such as MES and QMS, and down to the machine level with PLC and field equipment. While Plex markets its own MES solution, its recent acquisition by Rockwell Automation opens its ERP solution to a wide variety of digital transformation scenarios in manufacturing due to Rockwell's position as a large player in shop floor automation.
- Contracting and pricing: Gartner Peer Insights data scored Plex as one of the highest-rated vendors in regards to contracting. Plex's "elastic packaging" licensing provides customers with the opportunity to license capabilities needed at the time it is needed, and which supports a highly composable ERP solution.

Cautions

- Global capabilities: The availability of country localizations and supported languages is more limited than most competitors. Plex has roadmap plans to address these shortcomings and it has also partnered with Microsoft to utilize Azure cloud infrastructure to service customers outside of North America.
- Finance: Plex does not have capabilities for financial planning or extended planning and analysis, thus it requires customers to adopt a stand-alone, best-of-breed solution. Most competitors in this market have fully integrated solutions that allow consumption of ERP data to support financial and operational forecasting.
- Extensibility: While Plex provides API, low-code application development and EDI services, its overall platform capabilities are less developed than other competitors. While Plex has roadmap plans to enhance this functionality, those organizations that have complex requirements that need extensibility and application integration should carefully monitor Plex's capabilities.

Priority Software

Priority Software is a Niche Player in this Magic Quadrant. Priority Cloud ERP offers general administrative and mixed-model operational ERP capabilities. Priority has mostly been successful with small and midsize enterprises in EMEA, although it also has a sales office in the U.S. Priority appeals to businesses that may be wary of the cost and complexity of a large vendor's system. Midsize manufacturing customers seeking a single-suite approach should consider Priority when seeking to balance operational and administrative capabilities. Recent improvements were centered around user experience, mobility and data analytics. Planned innovations include self-service backup and archive, an automation hub and improved ESG capabilities for generating a carbon footprint scorecard.

Strengths

- Strategic partnership with AWS: Priority recently signed a strategic partnership with AWS that will allow it to utilize a variety of data center and platform services that should help it expand its geographic footprint and capabilities, such as AI/ML. Priority is also developing its solution to be platform-agnostic.
- Performance for SMBs in EMEA: Priority has executed well in winning costconscious SMB manufacturing customers in EMEA, the region in which it has headquarters. Its customers report high levels of satisfaction with the value for money delivered by its SaaS suite.
- Seamless migration to cloud ERP. Despite the architectural shift from on-premises to cloud, current users of Priority's on-premises ERP can migrate to the cloud version and immediately begin working with all the prior configurations, data, business logic and customizations.

Cautions

- Support: Users of Gartner's client inquiry service indicate that Priority's documentation updates and customer support, particularly with respect to resolution times when addressing new features and technical issues, can be inconsistent. Priority has stated plans to enhance and grow the function to address the issues.
- Lack of support for popular third-party integration platforms: While Priority Cloud ERP does support lesser-known integration platforms and has a variety of connectors in its marketplace, it lacks support for popular platforms, such as Boomi. This may cause challenges or require additional considerations and steps for those seeking to support more complex integration strategies.
- User interface and experience: Some users of Gartner's Peer Insights service mentioned that while generally sufficient, Priority Cloud ERP could use a refresh of its user interface and experience. Particularly called out was the search feature and needed improvements to better navigate complexity. Priority has a roadmap to improve this with Al-enabled personalization capabilities.

QAD

QAD is a Visionary in this Magic Quadrant. The QAD Adaptive ERP product suite provides administrative and operational ERP capabilities in a single platform. Most customers are based in either the Americas or EMEA, and are typically midsize and large organizations. QAD primarily targets six manufacturing sectors: automotive, consumer products, food and beverage, high tech, industrial, and life sciences.

QAD did not respond to requests for supplemental information or to review the draft contents of this document. Gartner's analysis is therefore based on other credible sources.

Strengths

- Breadth of capabilities: QAD supports customer needs ranging from moderate to complex manufacturing. QAD also markets ancillary solutions, such as quality management, digital commerce, transportation management and shop floor workforce management via its recent acquisition of Redzone.
- Industry-specific manufacturing capabilities: QAD Adaptive ERP contains unique industry-specific planning and execution capabilities for automotive, consumer product, food and beverage, and high-tech manufacturing organizations.
- Ease of deployment and integration: Gartner's Peer Insights data indicates that QAD Adaptive ERP is relatively straightforward to deploy and offers an ease of configuration and extension into selection decisions.

Cautions

- Capabilities for nondiscrete manufacturers: With QAD Adaptive ERP being aimed at only six industries, it has relatively few capabilities for, and very low adoption by, customers looking to support project- or asset-intensive manufacturing in a single ERP suite.
- Adoption outside North America and EMEA: Although QAD has localized its offering for 60-plus countries, only a very low percentage of its cloud revenue comes from customers in Latin America and Asia/Pacific. Customers in those regions considering QAD should carefully review solution support and partner capabilities.
- Licensing and contracting: Gartner Peer Insights data indicate cautions surrounding solution cost and the contracting process.

SAP (Business ByDesign)

SAP Business ByDesign is a Niche vendor in this Magic Quadrant and is aimed mainly at lower midsize organizations, but has also attracted some larger organizations. It is predominantly sold via VARs and has customers in the Americas, EMEA (its largest market) and Asia/Pacific. Discrete manufacturers and/or distributors seeking a fully managed midmarket cloud ERP solution with basic capabilities for production, supply chain, financial management and procurement should consider SAP Business ByDesign. Recent innovations include AI/ML capabilities for predictive analytics and document scanning. Future roadmaps include enhanced integration with the SAP Business Technology Platform to support capabilities, such as digital currency handling and cross-border payments.

Strengths

- Technology platform: SAP's HANA technology and the availability of the SAP Business Technology Platform (BTP) enables its customers and partners to build unique capabilities required by their industry or region. SAP BTP may allow customers an alternative to more modern customization techniques (low code, for example) or access to Al capabilities.
- Fully packaged ERP for lower midsize: SAP Business ByDesign's discrete manufacturing capabilities are scaled to meet most basic lower midsize market requirements while providing sufficient accounting and procurement capabilities to manage administrative business operations. It can also be used as an ERP for small businesses and subsidiaries that integrate with other ERP systems in a two-tier arrangement.
- Industry best practices: SAP Business ByDesign includes industry best practices, workflows and preconfigured solutions for multiple industries, and includes a built-in learning environment that contributes to faster deployment and time to value.

Cautions

Investment in innovation: According to SAP, Business ByDesign is considered functionally complete and future updates will be related to upholding SAP product standards, including compliance and regulatory changes. However, through multiple sources and data points, including current client feedback, Gartner believes there are signs of a slowing product roadmap.

- Confusion with other SAP solutions: SAP Business ByDesign targets midsize organizations, and SAP recently introduced its GROW with SAP program for SAP S/4HANA Cloud, public edition, that also targets midsize businesses. Consequently, there may be conflict between sales teams offering different products to the same customer.
- Limited advanced capabilities: Some users of Gartner's inquiry service mentioned that while most basic capabilities are provided for in SAP Business ByDesign, the availability of advanced, more granular capabilities were limited. For instance, areas such as warehouse and logistics were limited, requiring them to seek out third-party add-ons.

SAP (S/4HANA Cloud)

SAP is a Leader in this Magic Quadrant with its SAP S/4HANA Cloud, public edition. This product is targeted for midmarket, large and global enterprises, and a variety of industry verticals, such as automotive, industrial components, high tech and mill products. SAP's customers are globally distributed in the Americas, EMEA and APAC. Recent innovations include PLM collaboration, enhanced ETO capabilities, embedding of carbon data in procurement and embedded WMS features. Future roadmap areas include sustainability features, such as a "green ledger" and further embedded Al/ML capabilities, including the introduction of GenAl capabilities.

Strengths

- Breadth of capabilities: SAP S/4HANA Cloud, public edition, can support a wide range of end-to-end, product-centric customer needs. Along with ancillary solutions, such as supply chain planning, warehouse and transportation management, and digital manufacturing, among others, SAP provides complete end-to-end processes and analytics.
- Technology platform: SAP's Business Technology Platform (BTP) is bundled with SAP S/4HANA Cloud, public edition, and offers tools to extend functionality and integrate with other SAP and non-SAP systems. The platform brings together application development, data management, analytics and planning, integration, process automation (process mining tools and RPA), and Al capabilities.
- Implementation methodology: SAP has invested heavily in its framework and technologies for implementing SAP S/4HANA Cloud, public edition. It has developed a digital discovery capability offered as part of its GROW with SAP program to assist customers to identify process best practices, which then can accelerate configuration and implementation processes.

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Cautions

- Multiple variants: SAP markets multiple versions of S/4HANA besides the version rated here, including a private cloud edition. Some features in the public edition are not always available in the other versions and vice versa. S/4HANA Cloud, public edition, at this point in time, may still be more suitable to greenfield midsize implementations, based on the current levels of adoption and experience of the partner ecosystem.
- Legacy ERP migration: When considering a move to S/4HANA Cloud, public edition, existing customers of legacy SAP solutions that developed highly customized capabilities may be exposed to a lack of the required features. Therefore, it will require extensibility development (such as via BTP capabilities). Those looking for continuity with minimal business disruption should carefully evaluate SAP S/4HANA Cloud, public edition, versus other SAP S/4HANA variants.
- Cost: Gartner Peer Insights data found the most often cited caution is the overall cost of the solution and the cost to implement. Customers considering S/4HANA Cloud, public edition, should carefully assess licensing proposals and ensure a competitive process for selecting an implementation partner.

Vendors Added and Dropped

We review and adjust our inclusion criteria for Magic Quadrants as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant may change over time. A vendor's appearance in a Magic Quadrant one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. It may be a reflection of a change in the market and, therefore, changed evaluation criteria, or of a change of focus by that vendor.

Added

SAP (Business ByDesign) was added for this Magic Quadrant.

Dropped

No vendors were dropped from this Magic Quadrant.

Inclusion and Exclusion Criteria

For Gartner clients, Magic Quadrants, and associated Critical Capabilities reports, identify and analyze the most relevant vendors and products in a market. By default, Gartner sets an upper limit of 20 providers in order to focus our analysis. On specific occasions, this upper limit may be raised when the intended research's value to clients would otherwise be diminished. The inclusion criteria represent the specific attributes that Gartner analysts considered necessary for inclusion in this research.

To qualify for inclusion, vendors had to fulfill the following criteria:

Product Capabilities

Each vendor had to deliver a suite of cloud-based, product-centric ERP applications that included the following capabilities:

- Operational ERP. Supply chain and manufacturing-related functionality, such as demand management, order management, material requirements planning, inventory management, supply chain/direct procurement, manufacturing control capabilities (shop floor) and distribution/logistics.
- Financial management: General ledger, accounts payable, accounts receivable, fixed assets, project accounting and financial planning and analysis (FP&A), or extended planning and analysis (xP&A).

Optional capabilities could include:

- Purchasing capabilities focused on indirect goods, services and capital equipment.
- Human capital management (HCM) capabilities for cost management as well as staffing for operational resources.
- Specialized, industry-specific modules or applications, including, but not limited to, modules such as those used for configure-to-order (CTO), make-to-order (MTO) and field service management (FMS). Additionally, there are broader application solutions, such as those used for enterprise asset management (EAM) and product life cycle management (PLM).

Market Presence

- Each vendor had to have at least 150 customer organizations with annual revenue (for commercial organizations), expenditure (for nonprofit organizations) or funding of more than \$50 million (for startup organizations). Additionally, each vendor had to use its ERP cloud service in production environments (see Note 2). Each of these organizations had to be live with at least three of the vendor's operational ERP components (modules) and at least the general ledger, accounts payable and accounts receivable capabilities. Each vendor had to be prepared to provide evidence of sufficient in-production customers. If a vendor chose not to disclose this information, Gartner used its own market research, as well as insights from public sources, to judge that vendor's viability and eligibility for inclusion.
- The 150 organizations had to be managing at least \$50 million annually through the ERP suite. The annual revenue of a parent organization could not be used when only a smaller subsidiary used the cloud service as a lower-tier ERP solution.
- Each vendor had to actively sell and market its cloud service (and have live users of this service in the qualifying revenue ranges) outside its home region. Gartner defined regions as the following: Americas, EMEA and Asia/Pacific. At least 25% of the cloud service revenue had to come from outside the vendor's home region.
- Each vendor had to have at least \$30 million in booked subscription and support revenue for its ERP suite cloud service only. This excluded any revenue from onpremises, hosted, managed cloud service or other deployment models, The time period to meet this criteria was from January 2022 through December 2022 (or whichever 12-month accounting period most closely aligned with this period). Unrealized recurring revenue could not be included. If a vendor chose not to disclose revenue information, Gartner used its own market research, as well as insights from public sources, to judge that vendor's viability and eligibility for inclusion.

Cloud Service Attributes

Each vendor's ERP suite had to be deployed as a cloud service in accordance with the following attribute definitions:

Responsibility:

- The vendor had to manage all technology infrastructure either in its own data centers or in third-party data centers.
- The vendor had to implement upgrades itself as part of the cloud service; not use a third party or managed service provider for this purpose.

Licensing and technology:

- The cloud service had to be licensed on a subscription or metered pay-for-use basis.
- Users could not have a contract specific only to them (except for minor adjustments), nor could they be provided with a version different from that offered to other cloud customers.
- The cloud service had to use internet technologies. Use of internet files, formats and identifiers is necessary for the delivery of cloud service interfaces.
- The computing resources used to support the cloud service had to be scalable and elastic in near real time rather than based on dedicated hardware/infrastructure.

Customization:

 Modification of source code should not be possible. Configuration via citizen developer tools and extension via a platform as a service (PaaS) — by partner, vendor or user — was allowed.

Pace of change:

- A single code line had to be used for all customers of the cloud service to enable rapid deployment of new functionality by the vendor.
- The vendor had to deliver at least two upgrades containing new functionality per annum to all users of the cloud service, and control the pace of the update cycle. All customers had to be operating on the current updated version before the release of the next updated version.
- The vendor had to offer self-provisioning capabilities for the service (at least for development and test instances) without involvement of its own staff.
- The technology used to deliver the service had to be shared by multiple customers in order to create a pool of resources from which elasticity could be delivered.

The above inclusion criteria relates to a cloud service based on a single code line with a unique UI and data model. For vendors offering multiple cloud ERP suites, each with its own code line, each suite had to meet the inclusion criteria above. For example, each cloud ERP suite had to have at least 150 organizations using the suite in a production environment.

This Magic Quadrant reflects Gartner's definition of "composable ERP." We define composable ERP as an adaptive technology strategy that enables the foundational administrative and operational digital capabilities required for an enterprise to keep up with the pace of business change. This strategy delivers a core of composable applications and, as a service, software platforms that are highly configurable, interoperable, and flexible, in order to adapt to future technology.

Consequently, if a vendor's cloud ERP suite consists of capabilities drawn from different code lines, that vendor would be included in the Magic Quadrant provided its solution:

- Has predefined workflow integrations.
- Uses vendor-supported integration technologies.
- Is positioned as a component of a broader "solution," rather than as a stand-alone product in the vendor's portfolio, and that the vendor has users of the full solution in production environments.

Honorable Mentions

The following vendors did not qualify for inclusion in this Magic Quadrant but nevertheless offer notable, specialized value for certain industries or regions:

- Acumatica: The vendor offers the Acumatica Cloud ERP suite to target midsize organizations globally through a network of partners and independent software vendors (ISVs), as well as "white label" OEMs in certain locations. Acumatica did not have enough cloud ERP customers with annual revenue of at least \$50 million that use product-centric capabilities to qualify for inclusion in this Magic Quadrant.
- Dassault Systèmes (DELMIAWorks): Although strong in the manufacturing ERP market for SMBs, Dassault Systèmes did not meet the inclusion criteria for this Magic Quadrant because most of its customers operate its DELMIAWorks (formerly IQMS) by offering on-premises or as a managed cloud solution. DELMIAWorks is part of Dassault Systèmes' 3DEXPERIENCE Works portfolio.

- Jakob Hatteland Computer AS: This vendor offers product-centric ERP capabilities through its RamBase Cloud ERP, which is aimed primarily at small and midsize enterprises in EMEA. Hatteland had neither enough cloud ERP customers with annual revenue of at least \$50 million nor the global reach required for inclusion in this Magic Quadrant.
- Microsoft (Dynamics 365 Business Central): Microsoft offers Dynamics 365 Business Central as an option for lower midsize enterprises. Microsoft Dynamics 365 Business Central did not meet all of the product-centric capabilities to qualify for inclusion in this Magic Quadrant.
- Ramco Systems: This vendor offers Ramco ERP on Cloud for U.S., EMEA and Asia/Pacific customers. It did not have enough cloud ERP customers with annual revenue of at least \$50 million to qualify for inclusion in this Magic Quadrant.
- Rootstock Software: This vendor offers Rootstock Manufacturing Cloud ERP built on the Salesforce Platform. Its manufacturing ERP suite is aimed at midsize to large enterprises. Rootstock did not have enough cloud ERP customers with annual revenue of at least \$50 million to qualify for inclusion in this Magic Quadrant.
- Sage Group: This vendor offers product-centric ERP capabilities through its Sage Distribution and Manufacturing Operations, and Sage X3 solutions. These solutions are primarily aimed at small and midsize enterprises. Sage did not have enough cloud ERP customers with annual revenue of at least \$50 million to qualify for inclusion in this Magic Quadrant.
- SYSPRO: This vendor offers product-centric ERP capabilities through its SYSPRO Enterprise Resource Planning solution, which is aimed primarily at small and midsize enterprises in North America, EMEA and Asia/Pacific. SYSPRO had neither enough cloud ERP customers with annual revenue of at least \$50 million nor the global reach required for inclusion in this Magic Quadrant.
- TOTVS: This vendor is a leading provider of cloud ERP capabilities in the Latin American market. The TOTVS ERP suite had neither the adoption rates nor the global reach required for inclusion in this Magic Quadrant.

Evaluation Criteria

Ability to Execute

Gartner assesses vendors' Ability to Execute by evaluating the products, technologies, services and operations that enable them to be competitive, efficient and effective in the market, and that positively impact their revenue, client satisfaction, client retention and general market reputation. A vendor's Ability to Execute is judged by its success in delivering on its promises, using the criteria in Table 1.

Table 1: Ability to Execute Evaluation Criteria

Evaluation Criteria \downarrow	Weighting ↓
Product or Service	High
Overall Viability	Medium
Sales Execution/Pricing	High
Market Responsiveness/Record	Medium
Marketing Execution	Low
Customer Experience	High
Operations	Medium

Source: Gartner (October 2023)

Completeness of Vision

Gartner assesses vendors' Completeness of Vision by evaluating their ability to articulate perspectives on the market's current and future direction, to anticipate customers' needs and cloud technology trends, and to address competitive forces. We also judge Completeness of Vision by vendors' understanding and articulation of how they exploit market forces to create new opportunities for themselves and their clients. We use the criteria in Table 2.

Table 2: Completeness of Vision Evaluation Criteria

Evaluation Criteria ψ	Weighting ↓
Market Understanding	High
Marketing Strategy	Medium
Sales Strategy	Medium
Offering (Product) Strategy	High
Business Model	Low
Vertical/Industry Strategy	Medium
Innovation	High
Geographic Strategy	Medium

Source: Gartner (October 2023)

Quadrant Descriptions

Leaders

Leaders demonstrate a market-defining vision of how ERP product-centric systems and processes can be supported and improved by moving them to the cloud. They couple this with a clear ability to execute their vision through products, services and go-to-market strategies. They have a strong presence in the market and are growing their revenue and market shares. In the cloud ERP suite market, Leaders show a consistent ability to win deals with organizations of different sizes. They have a good depth of functionality across all areas of operational and administrative ERP. They have proof of multiple, successful deployments by customers. Their systems integrator partners frequently use their offerings to support business transformation initiatives.

Challengers

Challengers have greater market presence than Niche Players and Visionaries. They may have developed a substantial presence in one area of the market, but they do not have a broad-enough vision to execute consistently across the wider market. They understand the evolving needs of ERP product-centric applications and processes as they move to the cloud. They have viable and proven cloud services, but focus on a specific size of organization or a specific part of an industry. They may be more focused on specific vertical capabilities or organization sizes than on developing deeper, broader functionality that is acknowledged as market-leading.

Challengers can become Leaders if their vision and focus develop in this market. Over time, ERP provider companies may move between the Challengers and Leaders quadrants as their product cycles progress and the market's needs shift.

Visionaries

Visionaries understand how ERP is changing as applications move to the cloud. They have a good technology and functionality vision, but are limited in terms of execution or track record (or both). Their solutions are attractive to organizations wanting to move ERP product-centric systems and processes aggressively to the cloud, and they may have some areas of differentiating functional capability. They are typically limited in terms of market presence and geographical presence outside their home region. Organizations evaluating Visionaries should therefore closely evaluate these vendors' market presence in their industry and region.

Visionaries may become Challengers or Leaders, depending on how they strengthen their go-to-market capabilities and whether they can develop partnerships that complement their strengths.

Niche Players

Casual users of Magic Quadrants often assume that Niche Players are less-capable vendors or associate them with less-capable products. This is a misconception that can lead to these vendors' capabilities being overlooked.

Niche Players may target specific industry segments or company sizes with deeper functionality than other competitors do. For example, a Niche Player may focus on project-centric, asset-intensive or process manufacturing, and may not provide broad capabilities across manufacturing types. As such, a Niche Player may actually have the best solution for your organization, if there is a good functional match.

Niche Players offer cloud ERP capabilities, but are limited in both their Completeness of Vision and Ability to Execute. For example, Niche Players may not have a strong cloud technology vision. Instead, they may have cloud-enabled existing applications that they now deliver as a cloud service but that lack the usability of more cloud-native solutions. Alternatively, Niche Players may have very strong cloud capabilities, but adoption of their cloud solutions may be very limited.

Niche Players may have significant overall ERP market share from a large base of customers running on-premises solutions. Their public cloud ERP suites may therefore be relatively new. This may reflect a deliberate strategy to balance the needs of a large and loyal customer base against emerging demand for public cloud options. Readers should therefore consider all Niche Players in this Magic Quadrant as viable candidates for cloud ERP suite evaluation. However, it is important to understand a Niche Player's focus and to check whether it suits your business requirements. If you like what a Niche Player offers, your evaluation should assess how well aligned it is with the market's direction and your business objectives.

Context

Gartner's client inquiry data indicates overall interest in cloud ERP suites is increasing significantly. However, for product-centric enterprises, while the interest in exploring cloud ERP is high, the actual number of enterprises migrating to cloud ERP is not yet significant (see Market Overview below). Certain product-centric enterprises have migrated parts of their applications to cloud, starting with HCM and/or finance applications before moving on to core manufacturing requirements. The lag in moving core manufacturing operations is due to the higher levels of business process complexity and change management involved. Additionally, certain vendor capabilities in the cloud ERP have yet to fully match their legacy, on-premises offering. As such, we see higher cloud adoption at enterprises within the lower midsize category and fewer large or global enterprises fully adopting cloud ERP. In many instances, these organizations are adopting product-centric clouds in smaller, less riskier manufacturing settings, or adopting a two-tier strategy of cloud ERP along with legacy ERP remaining intact for the near term.

With a move to cloud ERP, organizations need to understand the paradigm shift occurring for this transformation and need to be prepared for the following issues when moving to the cloud:

- The need for significant change management, as the organization will need to adopt the vendor's version of best practices. Additionally, any gaps with business requirements will either need to be ignored or mitigated as custom extensions on the vendor's platform.
- The pace of updates, as most vendors release significant new functionality at least twice per year and minor releases weekly and monthly. Depending on the risk, customers may need to perform a variety of testing before accepting these new capabilities in their production environment.
- A change in the technology skills required to support cloud ERP suites, with more involvement needed from the end-user community. Additionally, there will be shifting skill sets for IT personnel around testing, data, integrations and vendor management activities.
- Changes to governance, support and funding models.

Market Overview

ERP is one of the largest categories of enterprise software revenue. It grew by nearly 8% from 2021 to 2022 to a worldwide total of \$43.8 billion (see Market Share Analysis ERP Software, Worldwide 2022). Gartner estimates that 40% of this came from on-premises ERP offerings and 60% from cloud ERP offerings, and we forecast a split of approximately 25% on-premises and 75% cloud by 2027. Although ERP is one of the top application categories to move to the cloud, product-centric organizations have been lagging behind service-centric organizations in terms of cloud ERP migration. This is due to the higher levels of business process complexity and the change management involved. Revenue in the subcategory of manufacturing and operations ERP components grew by only 2% in 2022. Accordingly, we still consider product-centric cloud ERP as an emerging market.

Vendors continue on a rapid pace to deliver new capabilities and Gartner is observing this in the context of a composable application architecture. The ERP solution potentially has a larger footprint due to the availability of new components (e.g., xP&A, subscription billing, supply chain planning and execution), and the emergence of highly automated business processes using Al/ML and superior analytics. Most importantly, the ability to manage this composable landscape with vendor platforms provides prebuilt APIs and application extensibility with low-code application development and/or full coding capabilities.

The promise of highly automated business processes and predictive analytics is now being further transformed by the incorporation of generative AI (GenAI) capabilities. GenAI will likely progress rapidly in technology commercialization for a wide range of business applications. Given the operational nature of ERP, GenAI has the potential to enhance and improve business outcomes. It also could work with other AI technologies, such as predictive analytics or ML, to automate process execution, thus leading to productivity efficiencies and data insights. Finally, as stakeholders and regulators increasingly demand that organizations transparently report their progress against sustainability goals, ERP vendors are responding to these demands by incorporating sustainability capabilities into their solutions. Embedding of sustainability and ESG data within core ERP will enable improved optimizations and decision making.

Vendors have also announced various dates for end-of-life support for their legacy, onpremises ERP solutions. Ultimately, this will drive the migration to cloud ERP as nearly all vendors will no longer market or support an on-premises solution that the customer has full control over.

Acronym Key and Glossary Terms

AI/ML	artificial intelligence/machine learning
API	automated programming interface
CRM	customer relationship management
CPQ	configure, price and quote
EDI	electronic data interface
EMEA	Europe, Middle East, Africa
ERP	enterprise resource planning
ESG	environmental, social & governance
ЕТО	engineer to order
GenAl	generative artificial intelligence
HCM	human capital management
iPaaS	integration platform as a service
ISV	independent software vendor
MES	manufacturing execution system
PLC	programmable logic controller
PLM	product life cycle management
QMS	quality management system
TMS	transportation management system
WMS	warehouse management system
UX/UI	user experience/user interface

Evidence

2023 Gartner Enterprise Application Business Value Metrics Survey. This study was conducted to understand how organizations manage their enterprise cloud application portfolios in the CRM, digital workplace and ERP functions.

The research was conducted online from March through May 2023 among 222 respondents from organizations across all industries in North America (n = 137) and Europe (n = 85), with annual revenue of \$500 million or more. Soft quotas were established for company size, type of industry, application portfolio, and respondent's function type and job level to ensure a good representation across the sample. Organizations were required to use cloud or both on-cloud and on-premises applications.

Respondents were midlevel managers or above and directly involved in or knowledgeable about the application portfolio. They were also required to be responsible for one of the following: define/create the business case for application portfolio investments, track the success of application portfolio investments or manage/oversee the application portfolio (i.e., plan and execute the investment roadmap). In addition, respondents were required to be involved in building the business case for new application investments, monitoring/measuring the business benefits of new application investments, and communicating the progress against the original business case to key stakeholders.

Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

In addition, Gartner used several sources of information for the inclusion criteria, market definition and evaluations in this Magic Quadrant. The primary sources were:

- Interactions with over 2,000 end-user clients about their ERP strategy from January 2022 through June 2023.
- Over 6,500 customer inquiries from January 2022 through June 2023 on the subject of ERP applications.
- Peer Insights survey data received through June 2023, blended with insights from vendor product demonstrations.

Note 1: About Cloud ERP

Cloud ERP is offered via a cloud service application deployment. A full list of attributes for our definition of a "cloud service" appears in the Inclusion and Exclusion Criteria section.

This market is separate and different from the market for cloud ERP for service-centric enterprises. Service-centric organizations do not physically manufacture and sell products. Instead, they deliver and sell financial, consulting, or a range of other business or consumer services.

Note 2: Types of Cloud Service

We identified four types of cloud service that met the inclusion criteria for this Magic Ouadrant:

- "Born in the cloud" solutions: Architected from the outset only as cloud services, these typically have a multitenant application architecture.
- New-generation solutions: Architected for multiple deployment models (typically, public cloud, private cloud and on-premises), these solutions often support to multitenancy at the database or operating system level, though sometimes not at the application level. They also make use of virtualization techniques to enforce a single code line while keeping data secured.
- Existing solutions rearchitected as cloud services: These are similar to newgeneration solutions as they also support multiple deployment models (public cloud, private cloud and on-premises). However, rather than start from scratch, vendors have invested in substantial changes to the underlying architecture of existing applications to support public cloud deployment.
- Existing solutions delivered as public cloud SaaS: The underlying architecture of these solutions has not changed significantly, but the vendor has developed an infrastructure provisioning layer to deliver them in public clouds.

Evaluation Criteria Definitions

Ability to Execute

Product/Service: Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

Overall Viability: Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization's portfolio of products.

Sales Execution/Pricing: The vendor's capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel.

Market Responsiveness/Record: Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor's history of responsiveness.

Marketing Execution: The clarity, quality, creativity and efficacy of programs designed to deliver the organization's message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This "mind share" can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

Customer Experience: Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.

Operations: The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

Completeness of Vision

Market Understanding: Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

Marketing Strategy: A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

Sales Strategy: The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

Offering (Product) Strategy: The vendor's approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

Business Model: The soundness and logic of the vendor's underlying business proposition.

Vertical/Industry Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

Innovation: Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

Geographic Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the "home" or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.

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Recommended by the Authors

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How Markets and Vendors Are Evaluated in Gartner Magic Quadrants

Critical Capabilities for Cloud ERP for Product-Centric Enterprises

ERP Primer for 2023

Magic Quadrant for Cloud ERP for Service-Centric Enterprises

2022 Strategic Roadmap for ERP

6 Steps to Choose the Best-Fit Cloud ERP Solution for Your Organization

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Table 1: Ability to Execute Evaluation Criteria

Weighting ↓
High
Medium
High
Medium
Low
High
Medium

Source: Gartner (October 2023)

Table 2: Completeness of Vision Evaluation Criteria

Evaluation Criteria 🗸	Weighting \downarrow
Market Understanding	High
Marketing Strategy	Medium
Sales Strategy	Medium
Offering (Product) Strategy	High
Business Model	Low
Vertical/Industry Strategy	Medium
Innovation	High
Geographic Strategy	Medium

Source: Gartner (October 2023)