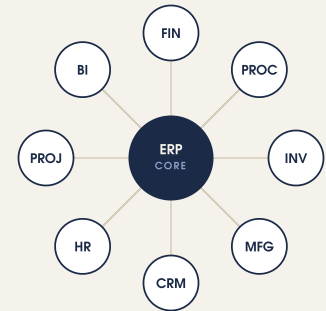


CAPABILITY REFERENCE · FOR CFOS, CIOs & COOs

ERP modules, compared by capability — not by vendor logo.

Eight core module categories, the question worth asking about each before you sign off, and the watch-out we see most often during implementation review.

PREPARED BY ORPINGTON ADVISORY VENDOR-NEUTRAL BY DESIGN



01 Module-by-Module Evaluation

8 CORE CATEGORIES

MODULE	WHAT IT COVERS	KEY EVALUATION QUESTION	IMPLEMENTATION WATCH-OUT
Finance & GL	Chart of accounts, general ledger, AP/AR, multi-entity consolidation, period-end close.	How many days does period-end close take today, and what shrinks that?	Multi-entity consolidation is often the most under-scoped requirement.
Procurement	Purchase requisitions, PO approval workflows, vendor management, three-way match.	Does approval routing match our actual authority limits, not a generic default?	Three-way match (PO / receipt / invoice) is frequently configured loosely.
Inventory & WMS	Stock tracking, warehouse locations, cycle counts, replenishment triggers.	Can it handle our actual unit-of-measure and lot/serial tracking needs?	Real-time inventory accuracy depends on integration testing, not just the module.
Manufacturing	Bill of materials, work orders, capacity planning, shop floor tracking.	Does it support our production model — discrete, process, or mixed?	Capacity planning modules are often licensed but never configured.
CRM / Sales	Opportunity tracking, quoting, order-to-cash handoff.	How cleanly does quote-to-order-to-invoice flow without manual re-entry?	A CRM bolt-on with poor ERP integration recreates the silo it was meant to fix.
HR / Payroll	Employee records, time and attendance, payroll processing, benefits.	Does payroll meet our specific provincial/state and multi-jurisdiction rules?	Payroll compliance gaps surface only at the first real pay run.
Project Accounting	Project budgets, time and expense capture, revenue recognition by project.	Can it recognise revenue the way our accountants actually need to report it?	Often the weakest module in horizontally-focused ERP platforms.
BI / Reporting	Dashboards, ad hoc reporting, data export for board and management reporting.	Can a non-technical user build the report the board actually asks for?	"Reporting included" often means raw data access, not usable dashboards.

How to use this — module selection is a purchasing decision; module configuration is where implementations fail. Every watch-out above describes a gap that appears after the contract is signed, not before.

Selected your modules. Now verify the build.

This reference helps you evaluate what to buy. The Confidence Score evaluates whether what actually got built matches what you approved.

VERIFY THE BUILD

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