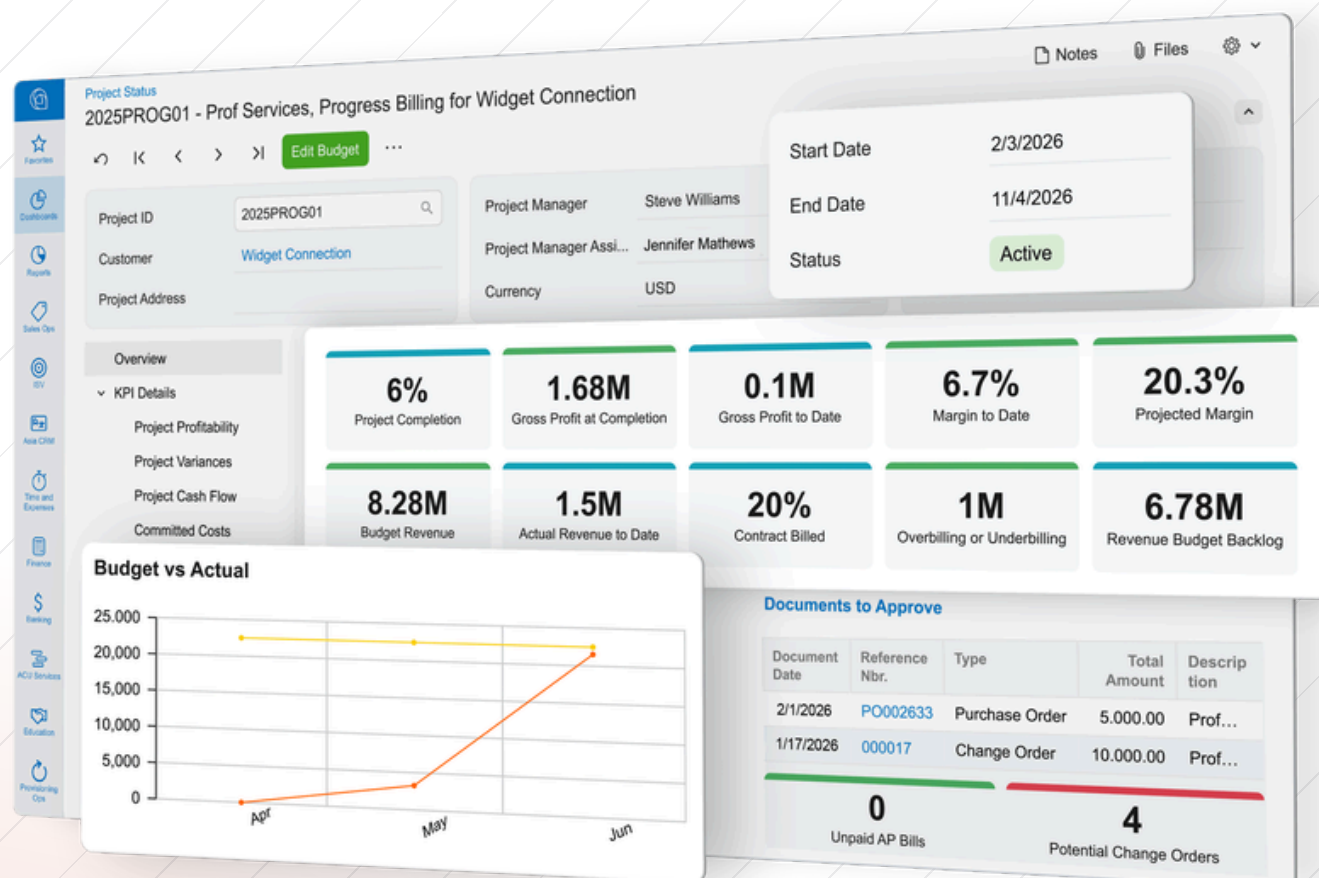


• BUY GUIDE • CONSTRUCTION ERP

Mid-Size & Large Construction Companies: 03 Top Global Construction ERPs to Consider

A guide for CEOs, CFOs and CIOs of construction companies with VND 500-2,000 billion in revenue: how to recognize when it is time to upgrade your ERP, and what Top Global Construction ERPs deliver. A quick comparison of Acumatica Construction Edition, Oracle NetSuite and Microsoft Dynamics 365 Business Central.



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8 Chapters

Signals → Market
→ Comparison

Nucleus Research 2026

SMB ERP Technology Value
Matrix

3 Options Compared

Acumatica · Oracle NetSuite · Microsoft
Dynamics 365 Business Central

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Buy Guide: construction companies that have outgrown project management software, and 03 Cloud ERP options.

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01 | WHEN TO UPGRADE

4 Signs **It Is Time to Move to Cloud ERP**

Project management software has helped many construction companies move off Zalo and Excel. Once revenue passes a few hundred billion VND, the challenge shifts from managing sites to managing the whole company.

01 - FINANCE AND SITE DISCONNECT

Quantities Without Values

Project management software focuses on processes and quantities: schedules, volumes, material receipts and issues. The value side, such as Forecast Cost at Completion (EAC Cost), Remaining Cost and Committed Cost, is incomplete. Without these numbers, leadership struggles to spot budget overrun risks early on each project.

02 - BACKWARD-LOOKING MANAGEMENT

Finding Out Too Late

Reports describe what has already happened, often days or weeks late. Without real-time data and project-level forecasts of cash flow and profit, managers still rely heavily on experience to spot problems and make decisions.

03 - SERVICE NOT AT ENTERPRISE LEVEL

Mission-Critical System, Small-Business Service

Point solutions usually come with a small-business service model: ticket support, hotline, how-to guidance. ERP is mission-critical to the business and needs highly skilled consultants who understand both finance and construction, with premium service, clear SLAs and a long-term commitment.

04 - GROWTH BARRIER

Many Subsidiaries, Many Business Models

A VND 500-2,000 billion company rarely does construction only. The group has subsidiaries and joint ventures, factories (steel structures, concrete, interior fit-out) and a trading arm for materials and equipment. Software designed for a single construction model struggles to cover manufacturing, trading and group-wide consolidated reporting.

5 Questions to Assess How Well Your Current ERP Supports Management



01 - Is the project making or losing money?

Can I see the actual profit and margin of each project today?



02 - How will the project end?

Can I see the estimated cost at completion and the expected final profit of the project?



03 - Is the budget being exceeded?

Can I see Budget - Committed - Actual for each project and know which items are at risk of overrunning?



04 - Where is the cash, and where will it run short?

Can I see how much has been invoiced, collected, still receivable, and the project's projected cash flow?



05 - Is there anything I need to step in on right now?

Can the system proactively alert me when cost, schedule, receivables or margin show unusual signs?

02 | GLOBAL CLOUD ERP VS PROJECT MANAGEMENT SOFTWARE

Global Cloud ERP vs Project Management Software

Small construction management tools are usually strong at digitizing processes and field functions. Top Global Cloud ERPs such as Acumatica, Oracle, SAP or Microsoft are designed to run the whole company, with construction project finance at the core of the picture.

Criteria	Construction project management software	Global Cloud ERP
Scope	Sites, projects, part of the back office	Whole company: finance, purchasing, inventory, projects, subcontractors, HR
Data source	Projects and accounting often separate or stitched together	One database for every process
Reporting	Per project, compiled daily or at period end	Real-time, consolidated, with forecasts
Multi-company	Limited, consolidated in Excel	Multi-entity, intercompany, multi-currency
Integration	Mostly file import/export	Open APIs, global app marketplace
Customization	Depends on the vendor	Development toolkit separate from the core, customer-controlled
AI	Not yet common	AI embedded in processes, regular updates
Upgrades	Depends on vendor capacity	2 major releases a year, public roadmap
Service	SMB support model	Implementation partners, SLAs, global community
Cost	Low to start	Higher, offset by scalability

3 CORE BENEFITS OF GLOBAL CLOUD ERP

ONE PLATFORM

1

Consolidate Point Solutions

Project management, accounting, purchasing, inventory and HR on a single platform. One source of truth, no more reconciling across tools or relying on Excel.

GROW WITHOUT SWITCHING

2

Sustainable Scaling

Multi-company, multi-branch, integration, customization and AI ready as the company adds subsidiaries, joint ventures, factories or a trading arm.

ENTERPRISE STANDARD

3

Fit for Your Scale

Platforms trusted by companies worldwide, with long-term product roadmaps and professional implementation partners, meeting investor and auditor expectations.

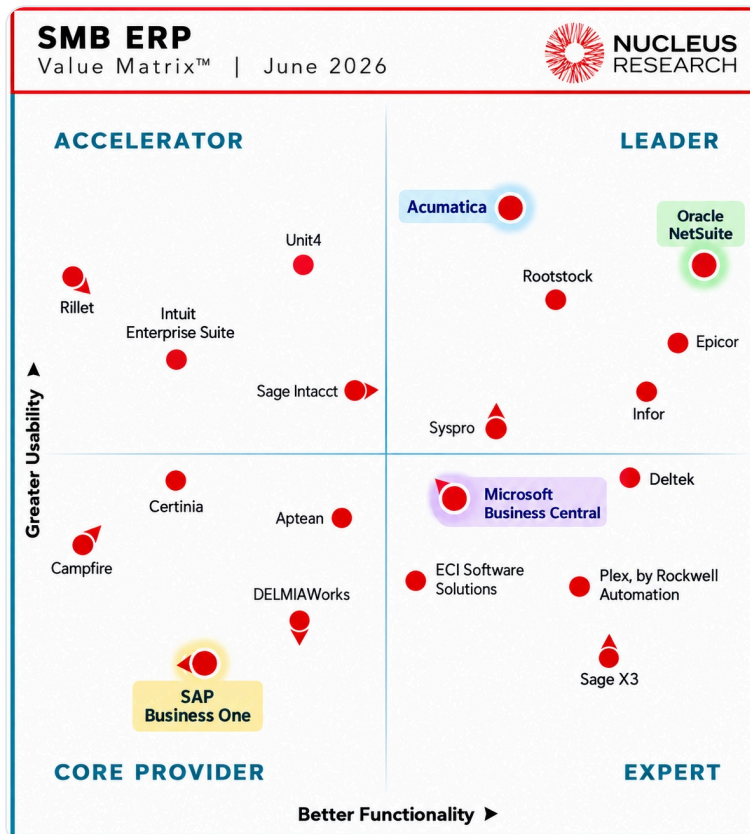
The two options serve different stages. Many companies keep their familiar field tools and move the management core to Cloud ERP, or switch entirely when the ERP already offers deep construction functionality.

03

NUCLEUS RESEARCH SMB ERP VALUE MATRIX 2026

What Does the ERP Market Say?

According to Nucleus Research's SMB ERP Technology Value Matrix (June 2026), the ERP market for small and mid-sized companies is taking shape around a few platforms that lead on both usability and operational capability.



Source: Nucleus Research - SMB ERP Technology Value Matrix, June 2026 · [Download the full report](#) →

In the **Leader** quadrant, Nucleus Research places **Acumatica and Oracle NetSuite** alongside Epicor, Infor, Rootstock and Syspro. Microsoft Dynamics 365 Business Central sits in the **Expert** quadrant. The report highlights 4 trends in what companies now expect from ERP:

TREND 01**AI Embedded in Workflows**

AI automates repetitive work, simplifies reporting and flags anomalies inside day-to-day processes.

TREND 02**Complexity Arrives Earlier**

Multi-entity consolidation and intercompany accounting are adopted earlier in the growth cycle.

TREND 03**Easy to Use, Fast to Deploy**

Companies expect intuitive interfaces, short implementations and responsive support.

TREND 04**Industry Specialization**

Industry workflows with built-in payments, banking, payroll and analytics.

For construction companies with VND 500-2,000 billion in revenue, trends 02 and 04 matter most: holding companies, subsidiaries and joint ventures appear earlier, and the ERP must understand contracts, subcontracts and progress certification instead of simply recording costs by project code.

03 | 3 POPULAR CLOUD ERPS FOR CONSTRUCTION

3 Cloud ERPs for Mid-Size & Large Contractors

All three platforms rank among Nucleus Research's leaders, have implementation partners in Vietnam and already embed AI. For construction, the biggest difference is whether construction functionality is built into the core or added through third-party apps.

RANKING PER NUCLEUS RESEARCH VALUE MATRIX 2026

LEADER · OPERATION FIRST 1 Acumatica Construction Construction-specific edition with Unlimited User License - the whole site team can use it at no extra cost.	LEADER · FINANCIAL FIRST 2 Oracle NetSuite + SuiteProjects Pro Group finance, multi-entity, real-time consolidation, combined with project and resource management.	EXPERT · MICROSOFT ECOSYSTEM 3 Microsoft Dynamics 365 Business Central Familiar financial core, extended for construction through apps on Microsoft AppSource.
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Criteria	Acumatica Construction	Oracle NetSuite + SuiteProjects Pro	Microsoft Dynamics 365 Business Central
Value Matrix position	Leader	Leader	Expert
Design philosophy	Operation First	Financial First	Financial First
Construction functionality	Built into the Construction Edition	Projects built in, deep construction via SuiteApps	Basic job costing, construction via third-party apps
Subcontracts, change orders, retainage	Built in	Requires construction SuiteApp	Requires third-party app
Daily field reports, RFIs, submittals	Built in, on mobile	Requires SuiteApp or integration	Requires app or Power Apps
Licensing model	Unlimited User	Per user & service tier	Per user, construction app extra
Embedded AI	AI Studio, AI Assistant	NetSuite Next, SuiteAgents	Microsoft Copilot
Best fit	General contractors, MEP, fit-out firms with many projects	Multi-entity groups with foreign investment	Companies standardized on Microsoft 365

Key common ground: all three platforms keep customizations separate from the core, so the vendor can upgrade regularly while the customer's extensions keep running. Actual cost depends heavily on the number of users, because construction sites have many people who need the system: site managers, QS, storekeepers, site accountants.

The next three chapters analyze the strengths, weaknesses, mitigation and reference cost for 100 users for each option.

04 | OPTION 1



Acumatica Construction:

Built-in Construction, No Per-User Fees

Based on S4 Consulting's hands-on implementation experience in Vietnam - when construction companies choose Acumatica Construction Edition.

STRENGTHS

Construction Lives in the ERP Core

Contracts, estimates, subcontracts, change orders, progress billing, retainage and WIP run on the same database as finance, purchasing and inventory. Daily field reports, RFIs, drawings and site photos are available on mobile. Unlimited User License lets the entire site team use it with no added cost.

WEAKNESSES

Standard Forms Follow US Conventions

Some standard forms such as AIA billing and certified payroll are designed for the global market and need to be adapted to Vietnam's Ministry of Construction certification and payment templates and to VAS accounting.

MITIGATION

Localize First, Expand Later

Use the VAS, e-invoice and Vietnamese certification-form localization package provided by the implementation partner. Map BOQs, material norms and cost codes during Fit-Gap. Build specific requirements with Customization Projects, kept separate from the core so upgrades do not break them. Roll out in phases: finance and projects first, sites next.

REFERENCE COST · CONTRACTOR, 100 USERS

USD 20,000 - 50,000/year

Acumatica does not publish an official price list; pricing depends on the application bundle and transaction volume. Based on S4's implementation experience in Vietnam, subscriptions at this scale typically fall within this range and do not change as users are added, excluding implementation costs.

BUILT-IN CONSTRUCTION MODULES · CLICK FOR DETAILS (VIETNAMESE)

- [Project Budget ↗](#)
- [Cost Projection ↗](#)
- [Change Orders ↗](#)
- [Retainage ↗](#)
- [Compliance ↗](#)
- [Project Accounting ↗](#)
- [Purchasing ↗](#)
- [Subcontracts ↗](#)
- [Equipment ↗](#)
- [RFIs, Drawings & Site Photos ↗](#)
- [Daily Field Reports ↗](#)
- [Expense Receipts ↗](#)
- [Field Service ↗](#)
- [Mobile Apps for Engineers ↗](#)
- [Project Documents ↗](#)
- [Outlook Add-In ↗](#)

For large construction companies with hundreds of employees and subcontractors, Acumatica Construction Edition is the best fit thanks to its no per-user fee policy and powerful mobile app for the field.

[Learn more about Acumatica Construction →](#)

05 | OPTION 2

Oracle NetSuite + SuiteProjects Pro: Strong Group-Level Finance

Oracle NetSuite is a unified cloud ERP platform, well suited to holding companies with many subsidiaries, joint ventures and foreign investors. SuiteProjects Pro adds project, resource and project accounting capabilities.

STRENGTHS

Real-Time Group Consolidation

Multi-entity, multi-currency, intercompany accounting and near-instant consolidated reporting with a fast close. SuiteProjects Pro manages schedules, budget vs actual, resource allocation, mobile timesheets and AI-generated project summaries. As pure SaaS, every customer always runs the latest version.

WEAKNESSES

Construction Is Not Native

SuiteProjects Pro leans toward services projects. Progress billing, retainage, change orders and subcontracts require a partner's construction SuiteApp. Licensing is per user, with service tiers based on concurrent integration connections plus storage, so costs rise quickly when many site users need access.

MITIGATION

2-Tier Model: Oracle NetSuite + Satellites

Oracle NetSuite serves as the finance and consolidation core, with a construction SuiteApp running in the same database. Processes involving many people, such as material requests, budgets, advances and travel expenses, move to the S4 eSuite satellite solutions under an Unlimited User policy. Oracle NetSuite users are only needed for finance and project management teams.

REFERENCE COST · CONTRACTOR, 100 USERS

USD 70,000 - 170,000/year

Oracle does not publish an official price list; pricing is negotiated per deal. Based on S4's experience in Vietnam, a 100-user subscription covering Oracle NetSuite, SuiteProjects Pro and a construction SuiteApp typically falls within this range, excluding implementation. The 2-Tier model significantly reduces the number of users to buy.

CONSTRUCTION CAPABILITIES

Multi-entity consolidation

Multi-currency

Project accounting

Budget vs actual

Resource management

Mobile timesheets

AI project summaries

Progress billing · SuiteApp

Retainage · SuiteApp

Change orders · SuiteApp

Subcontracts · SuiteApp

Green tags: built into Oracle NetSuite + SuiteProjects Pro · Orange tags: requires a construction SuiteApp

[Learn more about Oracle NetSuite →](#)

06 | OPTION 3

Microsoft Dynamics 365 Business Central: Familiar to Microsoft Users

Microsoft Dynamics 365 Business Central is a business management application deeply integrated into the Microsoft ecosystem. For construction, the financial core and job costing are built in, while industry-specific processes are extended through apps on Microsoft AppSource.

STRENGTHS

Microsoft Ecosystem & Copilot

Seamless integration with Microsoft 365, Teams, Excel, Power BI and Power Apps. Users work in familiar interfaces, with Copilot built into daily tasks. Supports multi-company, multi-currency and budget vs actual. AppSource offers many construction-specific options.

WEAKNESSES

Construction Must Be Added On

The standard product only has basic job costing. Progress billing, retainage, subcontracts, change orders and daily field reports require third-party apps, usually priced per user on a 1:1 ratio with Microsoft Dynamics 365 Business Central licenses. Essentials and Premium cannot be mixed in the same tenant. App quality and support depend on each developer.

MITIGATION

Choose Apps Carefully, Optimize License Types

Evaluate construction apps on real data before signing, favoring apps with partner support in Vietnam. Use Team Members licenses for people who only approve, record time or view reports. Processes involving many people can move to satellite solutions to reduce the number of full users.

REFERENCE COST · CONTRACTOR, 100 USERS

~USD 180,000/year

Based on Microsoft's list price at the time of writing, Essentials is USD 80/user/month. Adding a popular AppSource construction app at about USD 70/user/month brings the total to about USD 150/user/month, or ~USD 180,000/year for 100 users, excluding implementation. Actual prices vary by app and discount.

CONSTRUCTION CAPABILITIES

Finance & multi-company

Basic job costing

Budget vs actual

Power BI

Copilot

Progress billing · App

Retainage · App

Subcontracts · App

Change orders · App

Daily field reports · App

Green tags: built into Microsoft Dynamics 365 Business Central · Orange tags: requires a third-party AppSource app

[Learn more about Microsoft Dynamics 365 Business Central →](#)

07 | STATE OF AI INTEGRATION

AI in Global Cloud ERP: **How Far Has It Come?**

All three platforms are bringing AI into business processes through regular updates. Acumatica describes this journey in 4 maturity levels, each creating more business value than the last.

4 LEVELS OF AI IN ERP • BASED ON ACUMATICA

LEVEL 01 • ADVISE

Insights & Forecasts

AI analyzes data, suggests and flags anomalies before anyone asks.

LEVEL 02 • ASSIST

Human-Centered Help

Natural-language data Q&A, help with data entry and drafting.

LEVEL 03 • AUTOMATE

Autonomous Execution

AI reads documents, creates transactions and runs repetitive, rule-based processes.

LEVEL 04 • ORCHESTRATE

Agent Orchestration

AI agents coordinate multiple steps across modules; people only approve outcomes.

Platform	In production	Released in preview or in development
Acumatica	AP document recognition (2020 R2), receipt recognition (2020 R1), intelligent text completion (2023 R2), anomaly detection (2024 R2), related item assistant (2025 R2), AI Automation (2026 R1)	AI Assistant (MVP 2026 R1), AI connection via MCP (target 2026-2027), Agentic Automation (target 2027)
Oracle NetSuite	Bill Capture, Text Enhance, Prompt Studio, Generative AI API for SuiteScript, AI Connector Service (MCP)	NetSuite Next with the Ask Oracle assistant, rolling out through 2026; close-automation agents still at demo stage
Microsoft Dynamics 365 Business Central	Copilot included in the license, Sales Order Agent, Payables Agent, MCP server (2026 wave 1)	Expense Agent (preview, US market first); high-volume agent use consumes additional Copilot Credits

ACUMATICA AI ASSISTANT

AI for construction companies

Reads subcontractor invoices and matches them to POs, flags norm overruns, and instantly answers "which projects are losing money, and why?".

Prerequisite: project and financial data in one place.

The screenshot displays the Acumatica AI Assistant interface. On the left, a sidebar shows project details for 'Phù Quốc Resort'. The main chat window shows a user asking: 'Dự án Phú Quốc Resort lãi lỗ thế nào?' (How profitable is the Phú Quốc Resort project?). The AI assistant responds with a detailed financial summary titled 'Tổng quan tài chính' (Financial Overview) and 'Thực tế đến nay' (Actuals to date).

Chỉ số	Giá trị
Trạng thái	Đang hoạt động
Hợp đồng	39,715,457.00
Ngân sách	28,675,654.71
Lợi nhuận dự kiến	11,039,802.29
Tỷ lệ lãi dự kiến	27.80%

Chỉ số	Giá trị
Doanh thu đã xuất hóa đơn	25,967,668.10
Chi phí thực tế	20,242,445.91
Lợi nhuận đến nay	5,725,222.19
Tỷ lệ lãi đến nay	22.05%

The AI assistant also provides a 'Đánh giá' (Evaluation) section, stating that the project is currently profitable with a margin of over 5.7 billion VND, but the actual profit margin (22.05%) is lower than the estimated margin (27.80%).

08 | PRE-MIGRATION CHECKLIST

5 Things to Do Before Moving to Cloud ERP

Construction companies rarely have a "quiet" moment to switch systems: there are always projects under construction and contracts mid-payment. These five steps help ensure a safe transition, whichever platform you choose.

- ☐ **1. Set the migration strategy by project.** New projects start directly on the new ERP. Ongoing projects carry over cumulative figures: contract value, certified quantities, amounts paid, outstanding advances, retainage and costs incurred. Projects close to final settlement can stay on the old system until closed.
- ☐ **2. Standardize master data.** Material lists, cost codes, BOQ structures and norms, subcontractor and supplier lists. This is the foundation for comparing norms against actuals in the new system, and usually the most time-consuming part.
- ☐ **3. Run Fit-Gap on real data for specific processes.** Progress certification and payment requests using Ministry of Construction templates, retainage, change-order appendices, norm-overrun alerts, VAS accounting and e-invoicing. Every gap must be quantified in cost and time.
- ☐ **4. Count site users carefully.** Site managers, engineers, QS, storekeepers and site accountants all need access. A per-user versus unlimited-user licensing model determines most of the cost, and also whether the site team will actually use the system.
- ☐ **5. Calculate a 3-5 year TCO based on your growth plan.** Include subscription, implementation, integration with estimating software, banks and e-invoicing, training, and the added cost of new subsidiaries, joint ventures or projects. Compare against the real cost of maintaining the current system plus separate accounting.

PHASE 1

Assessment & Fit-Gap

Inventory data, ongoing projects and integrations. Finalize scope and platform.

PHASE 2

Core Deployment

Finance, contracts, purchasing, project costs. Migrate balances and cumulative figures.

PHASE 3

Field & AI

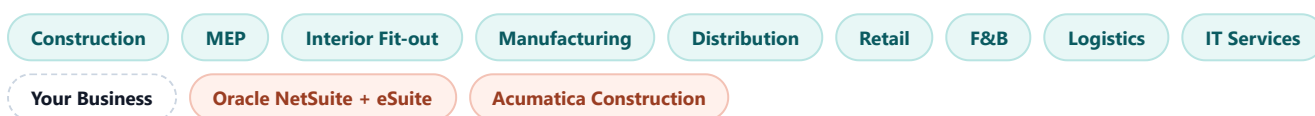
Mobile, field reports, site materials, cash flow forecasting, AI in daily workflows.

09 | ABOUT S4 CONSULTING

About S4 Consulting

We believe data drives profit.

Guided by that belief, S4 Consulting helps companies turn data into better decisions through modern ERP platforms such as Acumatica Cloud ERP and Oracle NetSuite. Behind every number is an opportunity to improve. When companies truly understand their data, they see what is eroding profit, uncover operational bottlenecks and find improvement opportunities that were previously hard to spot.



LEGACY SYSTEMS

Profit Leaks Quietly

When project and financial data are disconnected, budget overruns, material losses and late collections from project owners are often noticed only when it is too late.

MODERN ERP

Eliminate Information Blind Spots

A connected, real-time ERP lets companies control revenue, cost and profit of every project as transactions happen.

Our Mission

We founded S4 Consulting with a clear goal - to help companies in Vietnam and Asia operate with more transparency, agility and control. We focus on building real-time financial management models where every number is transparent and can be turned into action.



The S4 Consulting team

[Download Company Profile →](#)

Every New Project on the Old System Is One More Project to Migrate Later.

S4 Consulting helps construction companies pick the right moment, run Fit-Gap on real project data and implement Acumatica Construction or Oracle NetSuite to fit their actual scale - before any decision is made.

NUCLEUS RESEARCH 2026

SMB ERP Technology Value Matrix - ERP market data

3 OPTIONS COMPARED

Acumatica Construction ·
Oracle NetSuite · Microsoft
Dynamics 365 Business
Central

S4 CONSULTING

Acumatica Gold Partner ·
Oracle NetSuite consulting in
Vietnam



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Construction ERP: A Complete Selection Guide

Framework, solution analysis, demo scripts and a vendor scoring toolkit.

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