

• **BUY GUIDE · ERP SELECTION 2026**

Still Running SAP B1?

5 Cloud ERP Upgrade Paths to Consider.

A guide for CEOs, CFOs and CIOs: know when to upgrade SAP B1, understand the Cloud ERP market through Nucleus Research, and compare 5 upgrade paths for Vietnamese businesses.



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7 Chapters

Signs → Market Data →
Comparison

Nucleus Research 2026

SMB ERP Technology
Value Matrix

5 Options Compared

NetSuite · Business Central · Acumatica · SAP
Public Cloud · 2-Tier ERP

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Buy Guide: SAP B1 and 5 potential replacement paths.

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01 | WHEN TO CONSIDER AN UPGRADE

3 Signs It's Time to Upgrade SAP B1

You don't need to upgrade while SAP B1 is running smoothly. But if your business faces all three signs below, it's time to reassess your ERP.

01 - GOVERNANCE BLIND SPOT

Still Missing Management Visibility

When leadership needs a view that no existing report provides, the usual answer is to wait for the vendor or IT to build one - too slow for fast-moving executive questions. This points to an ERP with an AI Assistant that lets you query data in plain language.

02 - SECURITY CAPABILITY

Cyberattacks in the AI Era

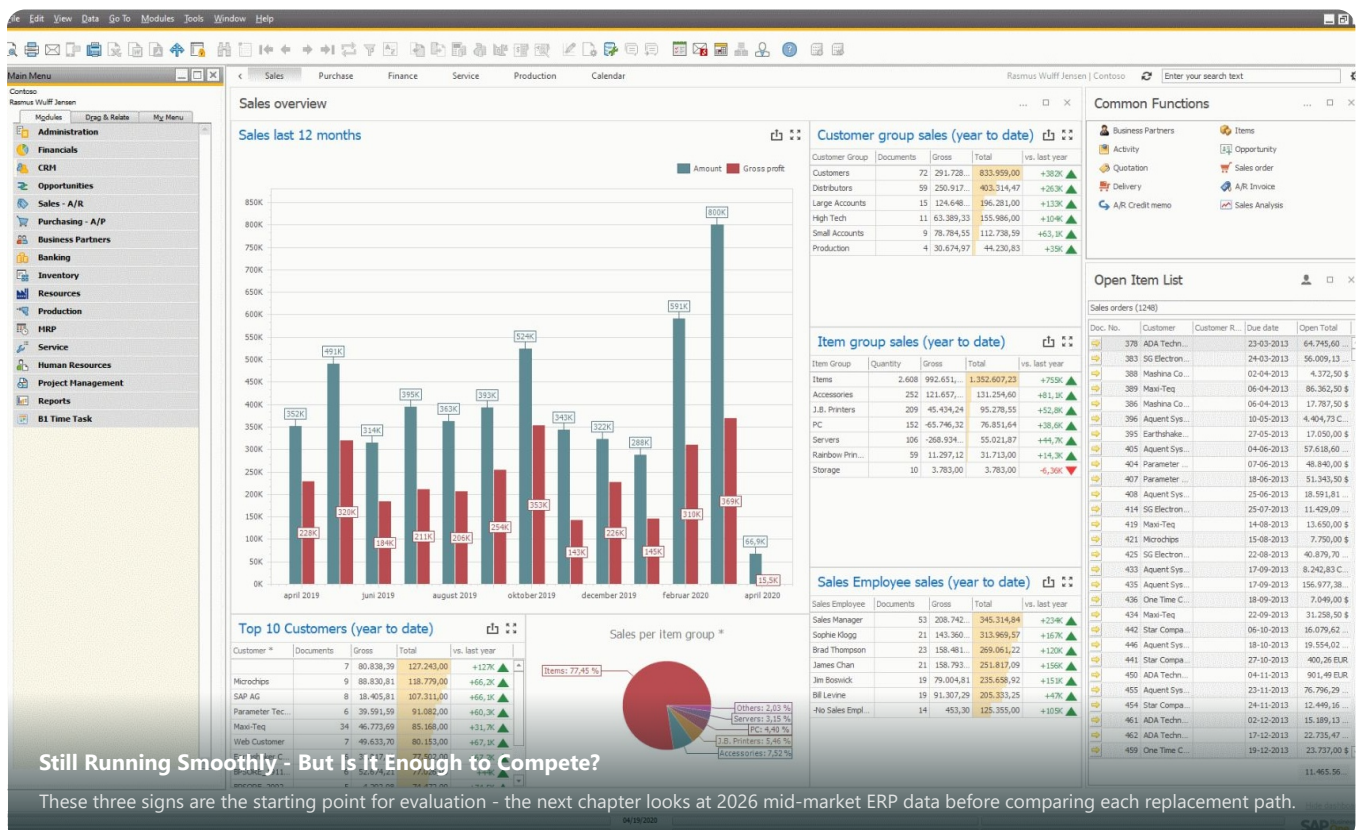
Operational data keeps growing, while security capabilities - people and infrastructure - struggle to keep up on current on-premise servers. As AI makes cyberattacks more sophisticated, the risk of data loss and ransom demands remains.

03 - LIMITED FLEXIBILITY

Not Built for Vibe Coding

Customization needs - new features, new reports - keep coming, but outside developers or an implementation partner for every change add up. You need an ERP platform that better supports vibe coding, so you can build features without depending entirely on a vendor.

These signs may not appear together, but they point in the same direction: your ERP is limiting decision-making speed and scalability. It's no longer simply a question of old versus new technology.



Still Running Smoothly - But Is It Enough to Compete?

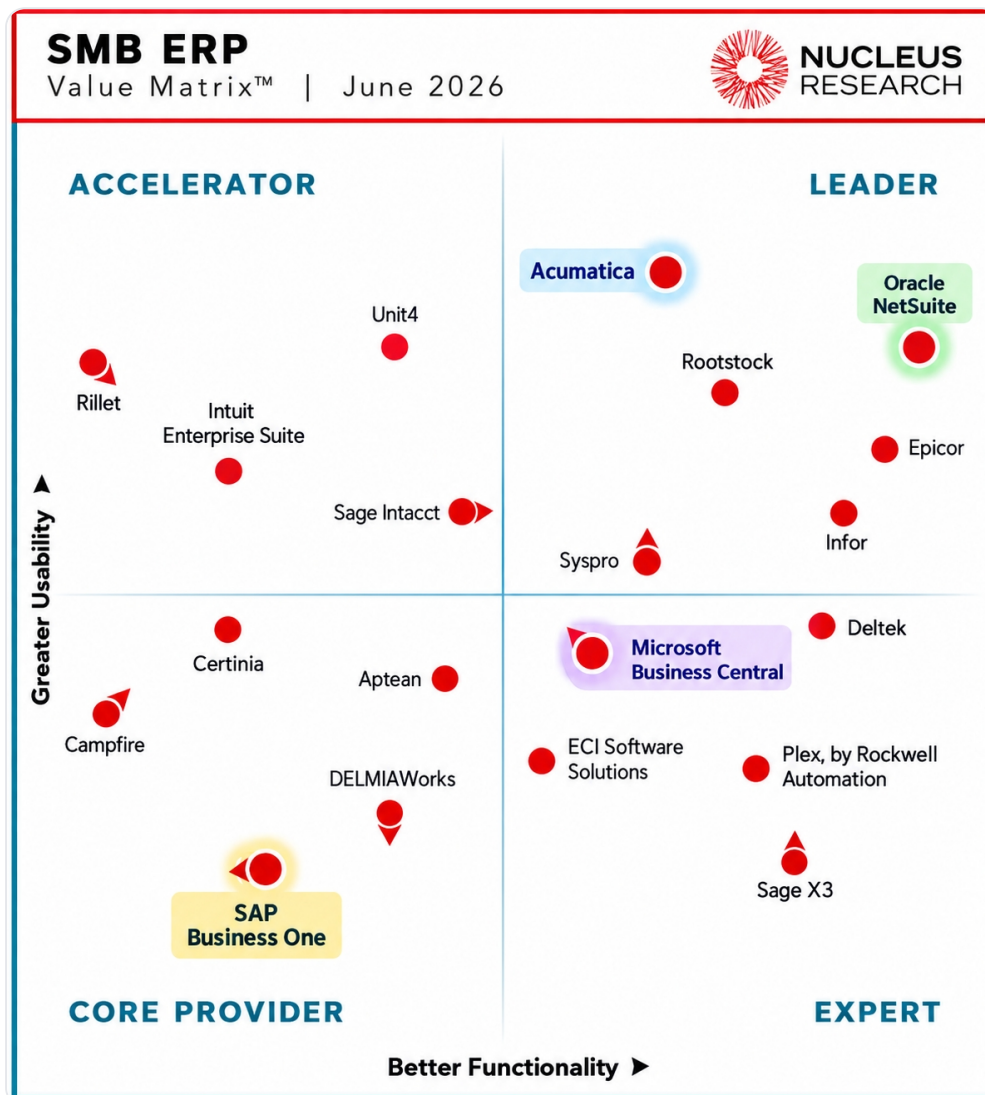
These three signs are the starting point for evaluation - the next chapter looks at 2026 mid-market ERP data before comparing each replacement path.

02

NUCLEUS RESEARCH SMB ERP VALUE MATRIX 2026

The 2026 Mid-Market ERP Landscape

According to Nucleus Research's June 2026 SMB ERP Technology Value Matrix, the mid-market ERP space (roughly VND 200-1,000 billion in revenue) is centered on a handful of platforms that lead in usability and operational capability.



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

In the **Leader** quadrant - combining ease of use with functional depth - Nucleus Research ranks **Acumatica and Oracle NetSuite at the top**. Microsoft Business Central sits in the **Expert** quadrant, offering comprehensive operational capability and the advantage of a familiar Microsoft ecosystem. These are also **three platforms Vietnamese SAP B1 businesses commonly consider** as their next step in the mid-market segment.

All three platforms share one thing: **they've integrated an AI Assistant** and are built for businesses balancing lean operations with strong operational control - relevant to many long-time SAP B1 users in Vietnam.

02 | 3 NAMES LEADING THE MID-MARKET

5 Standout Options for Mid-Market Businesses

These five options differ in design philosophy and licensing model - major factors in cost and fit when replacing SAP B1.

POSITIONED BY THE NUCLEUS RESEARCH VALUE MATRIX 2026

LEADER · FINANCIAL FIRST

1

Oracle NetSuite

Finance, multi-entity, multi-currency - a unified, real-time data model suited to businesses expanding internationally.

EXPERT · MICROSOFT ECOSYSTEM

2

Business Central

Deep integration with Microsoft 365, Teams and Power BI, with a lower entry cost than Tier 1 ERP platforms.

LEADER · OPERATION FIRST

3

Acumatica

Unlimited user licensing, deep customization through coding - well suited to manufacturing, construction and distribution.

OUTSIDE NUCLEUS RESEARCH'S MID-MARKET COVERAGE

NOT IN THE MID-MARKET SEGMENT

4

SAP Public Cloud

ERP standardized around best practices - the path for businesses that want to stay within the SAP ecosystem.

PROPOSED BY S4 CONSULTING

5

2-Tier ERP: SAP + Acumatica

Combining SAP Public Cloud and Acumatica in a two-layer model to optimize total cost of ownership (TCO).

SAP Business One itself - the platform your business currently runs - also appears in the same Nucleus Research report, in the Core Provider group. SAP Public Cloud (S/4HANA) falls outside the mid-market segment (VND 200-1,000 billion in revenue) and so isn't covered by Nucleus Research's evaluation. The 2-Tier ERP model isn't a single ranked platform either - it's a solution S4 Consulting proposes, combining SAP Public Cloud and Acumatica to optimize cost for businesses with multiple legal entities, plants or branches.

Criteria	Oracle NetSuite	Business Central	Acumatica
Position on the Value Matrix	Leader	Expert	Leader
Design philosophy	Financial First	Financial First	Operation First
Licensing model	Per user & service tier	Per user (Essentials/Premium)	Unlimited User
Best fit for	Multi-entity, multi-country, retail, tech	Businesses already on Microsoft	Manufacturing, construction, distribution

Where a platform sits on the Value Matrix is only the starting point. The next three chapters break down the specific strengths, weaknesses and mitigations for each option as a SAP B1 replacement.

03 | OPTION 1

Oracle NetSuite:

Strong Finance, Multi-Entity, Multi-Country

NetSuite is a unified cloud ERP platform - well suited to businesses with multiple legal entities or expanding internationally.

STRENGTHS

Strong Finance & Multi-Entity Support

NetSuite suits multinational companies. Its centralized data model supports multi-entity, multi-currency operations and tax management across 220+ countries and territories - ideal for retail, tech and services businesses needing real-time financial data.

CHALLENGE WHEN MOVING FROM SAP B1

Cost Scales With Users and Service Tier

Licensing is priced per user, while the service tier is priced by concurrent integration connections. The more staff who need access - purchasing, budgeting, expenses - the faster subscription costs rise with headcount.

HOW TO ADDRESS THE CHALLENGE

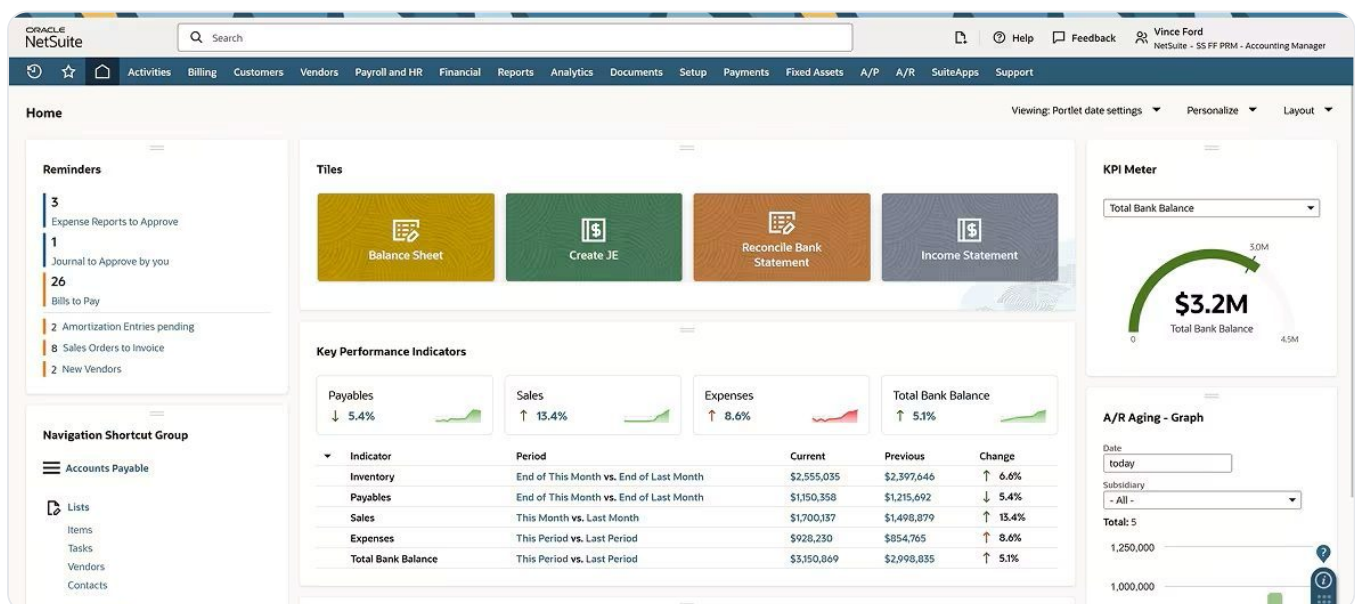
A 2-Tier Model: NetSuite + a Satellite Solution

Combine NetSuite with a satellite system: NetSuite serves as the financial core, while pre-integrated solutions (Procurement, Budgeting, Expense, POS) handle the rest. Satellite systems use unlimited-user licensing.

REFERENCE COST · 100-USER MANUFACTURING BUSINESS

USD 50,000 - 150,000/year

Oracle doesn't publish an official price list - pricing is negotiated deal by deal. Based on S4's Vietnam experience, fees at this scale typically fall within this range, depending on modules and commercial terms.



04 | OPTION 2

Microsoft Business Central:

Built for the Microsoft Ecosystem

Business Central is an AI-powered business management app, deeply integrated with the Microsoft ecosystem - a natural choice for businesses already running on Microsoft 365.

STRENGTHS

The Microsoft Ecosystem

Business Central is an AI-powered business management app that combines ERP capability with the Microsoft cloud in a single, scalable platform. It integrates seamlessly with Microsoft 365, Teams, Outlook, Excel, Power Platform, Power BI and Azure.

CHALLENGE WHEN MOVING FROM SAP B1

Also Priced Per User

Like NetSuite, Business Central licenses per user (Essentials/Premium tiers). Its depth of operational capability for large-scale manufacturing and warehousing is also more limited than specialized platforms like Acumatica.

HOW TO ADDRESS THE CHALLENGE

The Same Satellite Model to Reduce User Licensing

Similar to NetSuite, combine Business Central as the financial and core-operations backbone with satellite solutions like S4 eSuite for processes that need broad participation (purchasing, budgeting, travel expenses). This reduces the number of Premium user licenses needed while still bringing every employee into the digital workflow.

REFERENCE COST · 100-USER MANUFACTURING BUSINESS

~USD 132,000/year

Based on Microsoft's official published pricing at the time of writing, the Premium tier (with manufacturing features) is USD 110/user/month, billed annually - roughly USD 132,000/year for 100 users, excluding implementation cost. Actual pricing may vary with discounts at any given time.

The screenshot displays the Dynamics 365 Business Central web interface. At the top, the navigation bar shows 'Dynamics 365 Business Central' and various icons. Below this, the main header identifies the user as 'CRONUS USA, Inc.' and lists navigation options: Finance, Cash Management, Sales, and Purchasing. A secondary menu includes Customers, Vendors, Items, Bank Accounts, and Chart of Accounts. The central part of the screen features a large 'Get started' banner with the text 'Hi, meet Business Central!' and a 'Show demo tours' button. Below the banner, the 'Activities' section provides a snapshot of key financial metrics for the current month:

Sales This Month	Overdue Sales Invoice Amount	Overdue Purch. Invoice Amount	Sales Invoices Predicted Overdue
\$1,906	\$63,890	\$49,422	0

Each metric includes a '> See more' link for further details.

05 | OPTION 3

Acumatica Cloud ERP: Operations-Deep, Cost-Optimized

Based on S4 Consulting's hands-on delivery experience in Vietnam - what replacing SAP B1 with Acumatica looks like.

STRENGTHS

Operations First, No Per-User Fees

Acumatica shares SAP B1's Operations First philosophy, which is why staff and mid-level managers tend to prefer it. What sets it apart is its unlimited-user licensing model - every employee can use the system without cost concerns. Industry-specific editions exist for manufacturing, construction and distribution.

CHALLENGE WHEN MOVING FROM SAP B1

Leaving the SAP Ecosystem

Most add-ons, reports and integrations built specifically for SAP can't be carried over as-is to Acumatica - they need to be reassessed and rebuilt under a new architecture. Your team will also need time to adjust to a different interface and configuration approach than SAP's.

HOW TO ADDRESS THE CHALLENGE

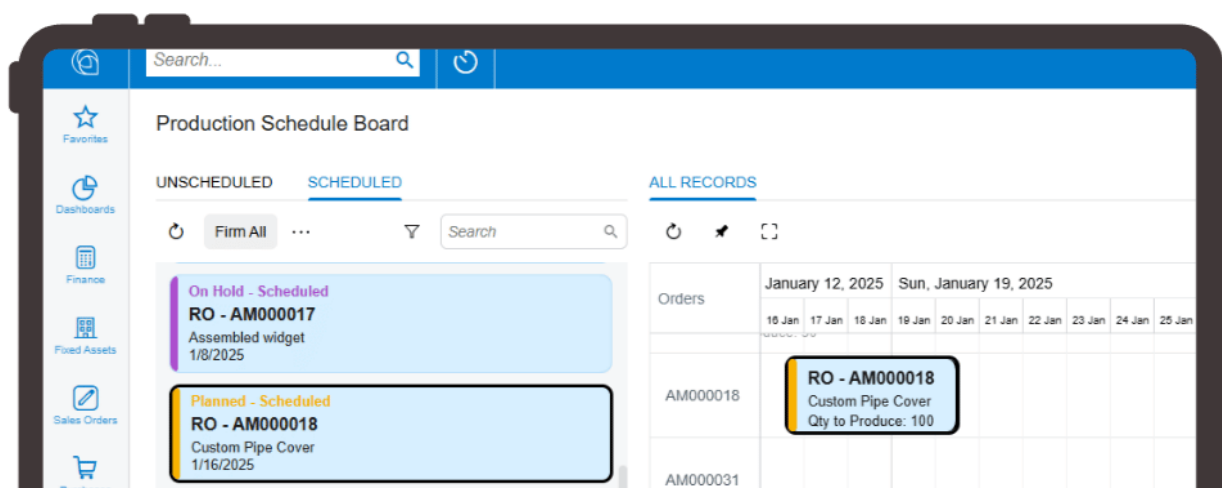
Review & Standardize With an Experienced Partner

Work with an implementation partner who has guided SAP B1 businesses through this transition before - review legacy customizations, keep what's genuinely needed and standardize the rest around Acumatica best practices, rolling out module by module rather than rebuilding everything at once.

REFERENCE COST · 100-USER MANUFACTURING BUSINESS

USD 30,000 - 70,000/year

Acumatica doesn't publish an official price list - pricing follows a package and transaction/resource-consumption model. Based on S4's implementation experience in Vietnam, subscription fees for this scale typically fall within this range, depending on the number of modules selected and commercial terms at the time.



[Learn more about Acumatica Cloud ERP →](#)

06 | OPTION 4

SAP Public Cloud:

ERP Standardized Around Best Practices

For businesses staying within the SAP ecosystem, S/4HANA Public Cloud is the natural path - but it isn't a simple upgrade.

CHALLENGE

Requires Full Reimplementation

SAP B1 and SAP Public Cloud are two different technology platforms - you can't "upgrade" from one to the other through a simple data migration. Businesses need to review their deep B1 customizations and decide what to keep versus what to rebuild around Cloud ERP best practices.

CHALLENGE

A Different Cost Model Than SAP B1

Licensing is priced per user per month, recurring annually, rather than the one-time license fee model of B1. Under a per-user subscription model, total annual cost of ownership tends to rise significantly as user count grows with the business - a factor worth calculating carefully in the ROI case before deciding.

ADVANTAGE

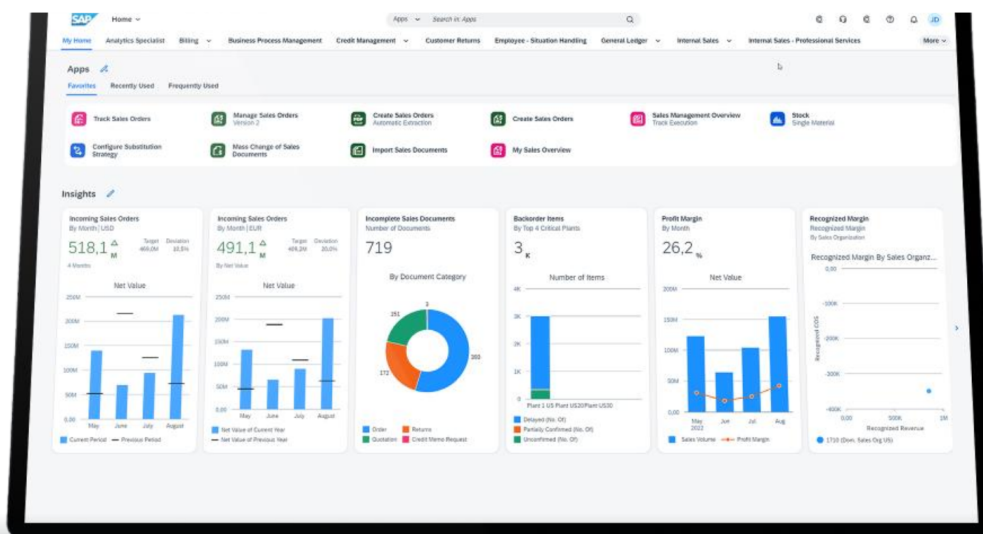
A Top-Tier ERP Platform Today

SAP S/4HANA is consistently ranked by analyst firms like Gartner and Nucleus Research among the global leaders - a rich partner ecosystem, extensive documentation and best practices well suited to businesses that want to standardize operations against international benchmarks.

ADVANTAGE

Your B1 ERP Experience Is an Advantage

A team familiar with B1 processes and master data adapts faster than a first-time ERP user - shortening implementation time and time to value.



SAP S/4HANA Public Cloud

A leading global ERP platform - but per-user monthly licensing is a cost factor as you expand across subsidiaries.

07 | OPTION 5

2-Tier ERP Model: **SAP Public Cloud + Acumatica**

For businesses with multiple legal entities, plants or branches, one ERP platform for the entire organization isn't the only option. The 2-Tier ERP model combines SAP Public Cloud at the corporate governance layer with Acumatica at the operations layer, optimizing total cost of ownership (TCO).

TIER 1 - HEADQUARTERS / HOLDING COMPANY

SAP S/4HANA Public Cloud

Centralized financial governance, consolidated reporting and group-wide control. Actual user count stays low - only the executive team and corporate finance need direct access.

↕ **PERIODIC FINANCIAL DATA SYNC VIA API / NO-CODE INTEGRATION**

TIER 2 - SUBSIDIARIES / PLANTS / BRANCHES

Acumatica (Unlimited User License)

Day-to-day operations - manufacturing, warehousing, purchasing and sales - with every employee using the system without per-user license costs.

Criteria	Tier 1 - SAP Public Cloud	Tier 2 - Acumatica
Licensing model	Per user / month	Unlimited User - based on package and transaction volume
Role in the model	Corporate financial governance, consolidated reporting	Day-to-day operations at subsidiaries, plants, branches
Actual users needed	Few - executive team, corporate finance	Unlimited - the entire operational workforce
Cost impact of adding subsidiaries	Scales with user count	Doesn't scale with user count

Compared with SAP Public Cloud across every subsidiary, the 2-Tier model needs SAP licenses only at the corporate governance layer. Operations shift to Acumatica, where cost doesn't scale with headcount.

The 2-Tier ERP model isn't for every SAP B1 business - it works best for groups or holding companies where governance and operations have distinct requirements.

Learn more about the 2-Tier ERP architecture →

08 | ABOUT S4 CONSULTING

About S4 Consulting

We believe data creates profit.

S4 Consulting helps businesses turn data into better decisions through modern ERP platforms like Acumatica Cloud ERP and Oracle NetSuite. When a business truly understands its data, it can see what's eating into profit, spot bottlenecks and uncover improvement opportunities.



LEGACY SYSTEMS

Profit Quietly Slipping Away

Fragmented systems can let revenue and margin leak away through errors, delays and management blind spots - losses that are often only noticed once it's too late.

MODERN ERP

Eliminating Information Blind Spots

A connected, real-time ERP system helps a business eliminate blind spots, shorten how long it takes to get updated information, and gain better control over revenue, cost and profit.

Our Mission

We founded S4 Consulting with a clear goal - to help businesses in Vietnam and across Asia operate more transparently, flexibly and with better control. We focus on building real-time financial governance models, where every number is transparent and can be turned into action.



The S4 Consulting team

[Download the Company Profile →](#)

• BUY GUIDE · UPGRADING SAP B1 · S4 CONSULTING

There's No Single Right ERP for Every Business - Only the Right Choice for Where You Are Now.

S4 Consulting partners with SAP B1 businesses to evaluate the right timing, compare replacement paths, and implement Acumatica, Oracle NetSuite or a 2-Tier ERP model suited to your actual scale.

NUCLEUS RESEARCH 2026

SMB ERP Technology Value Matrix - mid-market data

5 OPTIONS COMPARED

Oracle NetSuite · Microsoft Business Central · Acumatica · SAP Public Cloud · 2-Tier ERP

S4 CONSULTING

Acumatica Gold Partner · Oracle NetSuite consulting in Vietnam

[Explore Acumatica ERP →](#)