



*Corporate Finance Technology Selection:*

# Practical Frameworks for Vendor Evaluation and Implementation

Executive Summary



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Finance technologies—cloud-based enterprise resource planning (ERP), integrated financial planning and analysis (FP&A) platforms, accounts payable (AP)/expense automation, and close and consolidation tools, to name a few—have fundamentally changed how finance operates. For midmarket organizations—those without enterprise IT departments or large consulting budgets—this creates both opportunity and risk.

**The opportunity:** Modern systems can dramatically reduce close times, improve forecast accuracy, strengthen controls, and free your team from manual reconciliations.

**The risk:** Technology vendors' claims about continuous close, self-reconciling ledgers, and AI-assisted accruals often obscure real implementation complexity, integration challenges, and total cost.

**This guide provides what's been missing**—practical, vendor-neutral frameworks designed specifically for midmarket finance teams navigating technology decisions. You'll find:

- **A Vendor Evaluation Scorecard** with 20 criteria across five categories, weighted for control and audit readiness.
- **A Five-Year Total Cost Framework** that captures hidden costs most vendors don't identify.
- **A Four-Phase Implementation Roadmap** with checkpoints and red flags at each stage.
- **Industry-Specific Considerations** for manufacturing, distribution, software as a service (SaaS), and professional services.

Whether you are replacing a legacy system, evaluating AI-enhanced features, or connecting new tools to your existing stack, these frameworks will help you ask better questions, avoid common pitfalls, and make decisions with confidence.

# Expert Contributors

This guide was developed with input from leading practitioners and subject matter experts in finance technology implementation.

## Mark Brousseau

Mark Brousseau is president of Brousseau & Associates.

Over the past 29 years, Mark Brousseau has established himself as a thought leader on accounts payable, accounts receivable, payments, and document automation. A popular speaker at industry conferences and on webinars and podcasts, Brousseau advises prominent end-users and solutions and services providers on how to use automation to improve document- and payments-driven business processes. Brousseau has chaired numerous educational conferences and has served on several industry committees and boards. He resides in Center City Philadelphia with his wife and three sons.



## Ellen Choi

Ellen is the CEO/Founder of Edgefield Group, a consultancy that supports CPA firms with AI onboarding and enablement to drive growth and improve efficiency.

She was named one of *Accounting Today's* 2025 Top 100 Most Influential People in Accounting and a 2025 Most Powerful Woman in Accounting by *CPA Practice Advisor*. She advises the profession as part of the AICPA ENGAGE TECH+ Planning Committee and CPA.com Digital CPA Advisory Committee, as a guest contributor for *Accounting Today*, and through regular speaking and moderating at leading alliances and associations' events.

Her past includes co-founding Aiwyn, a technology company that helps 800+ accounting firms digitize and automate their practice management and tax workflows. At Aiwyn, she held roles of Chief Product Officer, COO, and Chief Innovation Officer over a 4+ year period.

She is a Stanford Engineering alumna and a Harvard MBA who began her career at Google, automating finance processes and improving business performance. Seeing how outdated tools slowed down back-office teams shaped her interest in building modern, enterprise-grade technology.

