



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.

