

# Making the business case for accelerated change

---

EMBRACE THE LESSONS OF INNOVATING IN A CRISIS TO  
PROTECT AGAINST FUTURE ECONOMIC UNCERTAINTY



## Introduction

When the world closed its doors at the beginning of the COVID-19 pandemic, businesses could either continue with their existing practices and hope for the best or rise to the challenge presented and adapt to survive.

Many chose option two, and this decision meant faster, unexpected acceleration in areas that would have usually taken months or even years to rollout. Embracing this shift has resulted in positive change for most, highlighting that crisis breeds innovation, and risk breeds rewards. Two years on, the world of work looks very different, and organizations wishing to continue this upward trajectory need to adapt their technology and processes to suit the way that they – and their people - now work. **Complacency now could be an organization's downfall.**

There are also a small number of businesses who have not adapted very much or even at all in response to the pandemic, for several potential reasons; bureaucracy and low resources to name just a couple. While this presents a separate challenge, investment in key growth areas cannot be delayed. Without it, these businesses are in danger of being left behind. And as we'll see, risks really do breed rewards – gains made in productivity, employee engagement and efficiencies can and do outweigh the initial investment needed to get these organizations transforming.

This paper focuses on a recent global quantitative research study, containing data and viewpoints from 3450 professional respondents across all sectors, including IT and technology, business and professional services, education, charity/nonprofit, and the public sector. It explores the need to embrace changes felt by businesses and what that has meant for:

- **The bottom line** – business performance, the customer experience and resilience
- **The impact on ESG** – sustainability, the impact of diversity, plans to improve ESG further
- **The talent and people strategies** – staffing benefits, the focus on talent acquisition and retention and flexible working
- **The technology in place to support acceleration** – improving efficiency & productivity through technology, and financial technology

It also aims to outline where businesses have harnessed this momentum, where they have fallen short and what they could be doing to bolster efforts in the near future and longer term. **There is a need for a sense of urgency from businesses to take action**, as we face further economic uncertainty due to geopolitical, global supply chain and inflationary pressures. Emerging from the worst health and economy crisis in modern times, it would be understandable for businesses to ease off on further disruption to their way of working. Now, though, is the time to be brave, take risks and continue to capitalize on the lessons learned from adapting to the pressures of accelerated change in a crisis. Now is not the time to lose momentum. Whether you want to ensure your organization does not become complacent in the face of future economic uncertainty or need to shake off inertia towards transformation, this study will help you make the business case for accelerated change, pinpointing key areas where businesses must improve or kick off their approach to innovation.

# Foreword

What the last three years have shown is that if an organization is prepared to take risks, be agile and cope with uncertainty it will perform better. Organizations which have coped with accelerated change have prospered.

What we see compared to our research from last year, is improved business performance again, but this should not be grounds for complacency – there is still room for improvement. We see a clear business case for accelerated change, which delivers very tangible outcomes and benefits, from impacting the bottom line to improving the employee and customer experience.

Amongst those organizations which have not yet implemented change there is a real danger they will be left behind unless they act now. The reality is that unless organizations are prepared to embrace uncertainty, move more quickly and drive change, the positive outcomes for high performers will become negative outcomes for those that don't adapt.

If an organization is in an industry where traditionally innovation has been slow to progress, it is not immune to accelerated change. These organizations are still competing for talent against

everyone. Even if an organization has restricted resources and limits on technology investment, as well as the ways in which they can attract talent, they must still find a way to do so or they won't deliver the service, product or experience that their stakeholders and customers expect.

Such a shift requires greater emphasis on collaboration between the CFO, CIO, CTO and relevant line of business leader as technology decisions cannot be separated from business goals, operational processes and workforce planning. Collaboration also speeds up decision making – the more agile an organization is, the more effective and efficient it will be.

If an organization fails to engage with its employees and deliver improved customer experiences, it will struggle to compete and survive. And as we look ahead to potential future economic uncertainty, organizations must continue to focus on improving both.

Mike Ettling, CEO, Unit4



# Key takeaways

For those organizations which have pushed ahead with digitalization, flexible working practices and technology adoption, the benefits have been huge:

74%



Better wellbeing

73%



Better team collaboration

72%



Better customer-end-user experience

In 2021, 63% of organizations reported that their ability to be resilient was good. In 2022, that has risen to 67%.

63%

2021



67%

2022



Those who have invested in **workflow automation and real-time reporting** are more likely to have seen **positive staffing benefits**

82% More **collaborative**

84% More **productive**

86% Better **work/life balance**

But organizations cannot afford to become complacent – those who've seen accelerated growth need to build on their efforts, and those not harnessing these accelerations need to do so immediately. There are distinct areas of focus needed:

25%

plan to **improve diversity** in their business, those who are **outperforming 2021 targets are more likely** to be planning this (31%)

62%

agree that the tools to support flexible working are **not adequate**. The minority have seen major, widespread adoption of **productivity and efficiency-enhancing technologies**

76%

agree that their **flexible working policies need improvement**, and 39% have seen people leave **their business for more flexibility elsewhere** over the past year



Financial management challenges include **speed and agility**, a **lack of real-time data access**, and **outdated processes** and systems



Despite **forecasting being a critical process**, **89%** of those involved in it are **challenged** trying to do it **accurately**

# Content

Introduction	3
Foreword	4
Key takeaways	5
The great acceleration	7
The impacts of acceleration on the bottom line	10
The impact of accelerations on ESG	12
Talent and people strategies	15
The technologies that underpin these accelerations	20
Conclusion	24
Methodology	24

# The great acceleration

## Crisis is a driver for acceleration

Change is an expected and necessary part of business – without it, nothing would evolve and organizations would quickly become obsolete, outpaced by competition. But change brought about by crisis, such as the COVID-19 pandemic, can be forced, fast and not always well thought through. However, having less time to delay action can also be a good thing, especially in established organizations which are used to following procedures and policies before making decisions. What we have found in this research is that reacting to the pandemic overcame traditional inertia, leading to greater agility and adaptability in the face of uncertainty. **Over nine in 10 organizations report that they have seen a great acceleration in response to the COVID-19 pandemic.**

## Acceleration experienced



In which of the following ways has your organization seen a 'great acceleration' occur as a reaction to the COVID-19 pandemic? [3450] omitting some answer options

One of the greatest obstacles to working through a pandemic was deciding how businesses could continue to provide a superior product or service to their customers, while keeping their people safe. This left many turning to digital transformation and flexible working practices, both of which were the most common areas of acceleration seen by respondents. This has the obvious and intended benefit of keeping organizations operational, with efforts in digitalization likely making the customer and end-user experience better, but it has blown traditional workplace structure and culture out of the water – meaning employees can work just as effectively in their own homes as they could in an office.

Encouragingly, remote working effectiveness is the third most common area of acceleration with the rollout of internal productivity and employee experience tools. These ensured that those who were working remotely were just as productive and engaged as they would be in an office environment, cementing the difference in workplace structure.

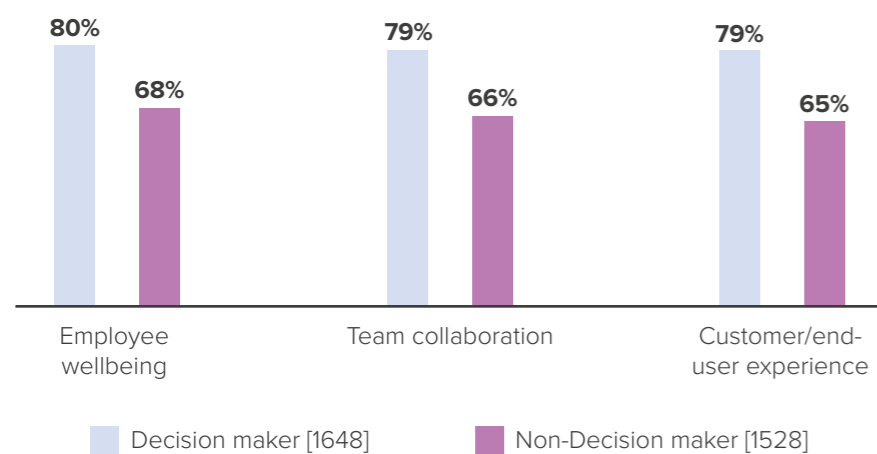
This accelerated change has led to benefits that span the whole business – financial performance, resilience, customer experience and talent strategies to name a few. **In fact, those who have not seen growth in areas like digital transformation and productivity tool adoption are far less likely to have outperformed against 2021 targets (28%) compared to the global average (51%).**

There is no doubt that the events of the past few years have been transformative for organizations, with the challenges faced promoting innovation, risk-taking and courage as well as reshaping team culture, empowering people and building trust.

## Accelerated efforts have led to positive change for many organizations, but are employees being listened to?

While adjusting to remote working or new technology is likely to have taken time, the end results have largely been positive. For around three quarters of organizations, these accelerations have led to **better wellbeing (74%), better team collaboration (73%) and a better end-user/customer experience (72%)**. These alone, are significant reasons why organizations should be on a transformation path.

However, leadership is more likely to think this than the employees themselves, suggesting that there may be a warped view as to how well this growth has settled for the people experiencing it day-to-day.



How has the 'great acceleration' you've seen in your organization resulted in changes in the following areas? [base in chart] asked to respondents whose organizations have seen accelerations because of COVID-19, omitting some answer options

## Spotlight on countries

### Singapore

is the only region where the acceleration in cybersecurity strategies (48%) comes close to matching the acceleration in working from home practices (51%). This may be a sign of greater preparedness in Singapore organizations. The pandemic and the rise of remote working has changed the cybersecurity landscape with a significant uptick in cyber threats, and organizations should not assume that the strategies they had before this change are as effective. Businesses in Singapore seem to be the one of the few regions taking that notion as seriously as it warrants.

### Denmark

is the market most likely to have seen an acceleration in digital transformation (74%) and productivity/employee experience tools (58%). It is typically a very digitized society and seen as a frontrunner in people-focused changes (such as flexible hours), so it makes sense that the Danish are very focused on ensuring that remote and flexible working is as effective as possible with the technologies and tools they are accelerating.

This could be a sign of something more concerning. When change gathers speed as quickly as these organizations have seen, there will inevitably be loose ends to tie up or decisions to revisit. Assuming everything works simply because it has been implemented is a mistake. It is important to engage with the employee base and understand what works for them day-to-day, especially as it is harder to spot these issues remotely. It is not the time for these organizations to become content with their efforts, but instead to look at them through a critical lens – yes, we have made a shift but what can we do differently? What have we learnt? And, as we progress, what can we do to push even further forward?

And those organizations which are yet to invest in areas like digitalization and productivity/engagement tools are missing out on a myriad of benefits for their employees and customers alike. Benefits which are so all-encompassing that, when experienced, will typically outweigh the initial outlay of investment.

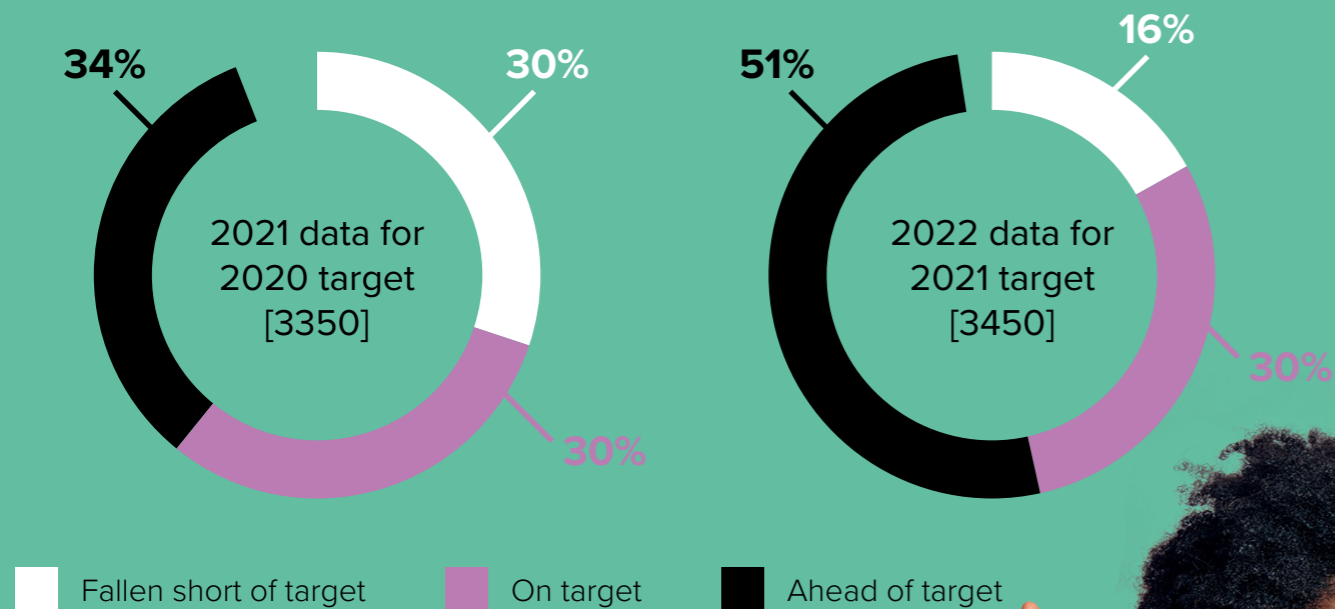


# The impacts of acceleration on the bottom line

## Business performance is improved year on year

It would have been very easy, perhaps even expected, for businesses to suffer significant financial damage as they moved through the pandemic, but many seem to have weathered it well and many are reporting an improved business performance, compared to 2021.

### Performance against target



How well has your organization performed against target over the last few years? [base in chart] showing historical data, omitting some answer options

The outcome of this maximization is profit. **In 2021, 51% of those surveyed reported exceeding expectations over the past three years, which has risen to 60% in 2022.** Historically, increased profits usually correlated with increased investment, but what the successful companies in the pandemic have shown is that targeted investment on those areas of the organization where the most return can be identified has had a positive impact. So even if budgets are tight, those organizations prepared to take risks and be entrepreneurial in how they transform their business processes and workforce strategies have seen YoY improvement in profit margins. Investing in technology to improve an organization's employee and customer experiences can also help to drive profit, setting a business ahead of their competitors and helping them to stand out.

Those organizations which have not yet pushed forward in their digitalization or employee experience will often be facing the consequences of that complacency in their financial performance.

And finally, it demonstrates that these accelerations are here to stay – once they've started to show tangible positive impact to the bottom line, they are no longer a temporary solution to a temporary problem. Instead, they are the future building blocks of the workplace, encouraging a digital and people-first mindset in the most successful organizations. Those organizations which do not maximize them, or who allow their recent efforts to stagnate and become outdated, will see that reflected in their success.

## Organizations have hardened their resilience

Alongside business performance gains, the strength that organizations have shown during uncertain times has also managed to improve YoY. **In 2021, 63% of organizations reported that their ability to be resilient – and to continue to perform in the face of adversity - was good, with them either being very capable of it, or having no need to improve it at all. In 2022, this has risen to 67%.** While these organizations remained hardy during the pandemic itself, it must be reassuring that their willingness to make technology investments and take risks in areas like digitalization and flexible working have paid off, making them even more resilient to change and competition.



# The impact of acceleration on ESG

Acceleration has improved ESG – a key metric for the modern organization

Over the last few years, the importance of Environmental, Social and Governance (ESG) standards within organizations has grown tenfold. Alongside that, sustainability efforts from businesses are helping us in the fight against climate change. Despite the different priorities that businesses are juggling, there has been a commitment to ESG because of a growing acceptance of its critical importance in business operations. Consumers expect the brands that they use to be responsible for their footprint, regulations encourage even greater pressure to ensure businesses meet emissions targets, and employees are more selective of their employers based on their ESG practices. The more efficient organizations are owning their impact on climate change head on, as well as positively impacting their bottom line and their talent acquisition.

In 2021, **only 19% of respondents to this survey reported that their organization was doing very well when it came to meeting sustainability goals. In 2022, that has risen to around a quarter (24%),** demonstrating that sustainability hasn't fallen by the wayside because of the pandemic. In fact, 69% believe that they have a better ability to meet CSR goals because of the accelerations they've felt.

If we consider that the growth seen has been in areas like digitalization and remote working, it's easy to imagine how sustainability is impacted – fewer carbon emissions, less permanent office space, greater diversity of workforce since removing geographical limitations, less business travel and smarter use of data for decision making to name a few.

**Businesses which adopt flexible working (and the tools and processes to best support it) see positive results for their employees' wellbeing, productivity, and engagement, as well as their ESG standards. And of course, there is the added benefit of improving the customer perception and overall experience of using that brand too.**



While there are many ways that growth has improved sustainability and ESG efforts, there is still work to be done

**Struggling to find and keep staff across a mix of generations is the most likely (36%) acquisition and retention challenge for respondents**, but this type of generational diversity is key in retaining wisdom and experience while complementing that with fresh ideas. **Additionally, a fifth (20%) believe that their company is perceived to have poor ESG credentials**, acting as a barrier to talent searching. Despite not being the greatest challenge, it is eye-opening that one in five organizations may struggle to get the best talent based on their sustainability practices. This highlights what a changing landscape recruitment is for businesses, with a clear need for improvement in outward perceptions.



What challenges does your organization face when trying to attract or retain skilled staff? [3450] omitting some answers

How is your organization looking to improve the way it can attract or retain skilled staff? [3222] asked to respondents whose organizations struggle to attract or retain staff, omitting some answer options

And in terms of developing their talent strategies, **only a quarter (25%) plan to improve diversity within the business**. This is higher for those who are significantly outperforming their 2021 targets (31%) and indicates the impact that something like diversity can have on the bottom line. Stronger talent acquisition practices, a culture built to allow and encourage a diverse workforce and greater promotion of ESG credentials will help organizations to further benefit from the advancements that they've already felt with their CSR and sustainability efforts.

# Talent and people strategies

Organizations must focus on talent acquisition and retention, but their current strategies are a blocker

One of the biggest adjustments in the last few years for organizations, is how employee expectations have changed. The pandemic obviously brought about a lot of disruption and left many people re-evaluating what they wanted from their lives. Coincidentally with large scale remote working, and it meant a lot of talent started demanding more and left the businesses which weren't able to match these needs.

This has left organizations with two new challenges – how do they find and attract the very best talent in a world where people can work anywhere, and how do they keep them happy enough to harness their value?

Attracting and retaining talent (62%) is the biggest priority for organizations over the next 12 months, even more so than building out their products and services portfolio (59%) and digital transformation (59%). It's more likely to be felt by those in Canada (73%), followed by Australia (66%).

Organizations within business and professional services (69%), telecoms (67%) and technology (66%) were all more likely to be confident in their ability to attract talent, believing themselves to be better than other organizations at doing this. **Conversely though, for the public sector (59%) and education (29%), far fewer share the same sentiment. It's no surprise then, that attracting and retaining talent is an even bigger priority for organizations in the public sector (68%) and education (70%).** These sectors are typically underfunded and struggle to keep up with innovation in the same way as their commercial peers, but failing to act on employee engagement and retention will see them fall even further behind with talent attraction.

Directly opposing this priority is a need to enhance talent strategies (51%). Essentially, organizations need to establish a better way to attract and keep their best people, but current strategies aren't up to task.

## Biggest business priorities

Attracting and retaining talent (people)



Building out new products and services to deliver added value



Digital transformation



Re-skilling talent (people)



Implementing a successful flexible/hybrid working policy

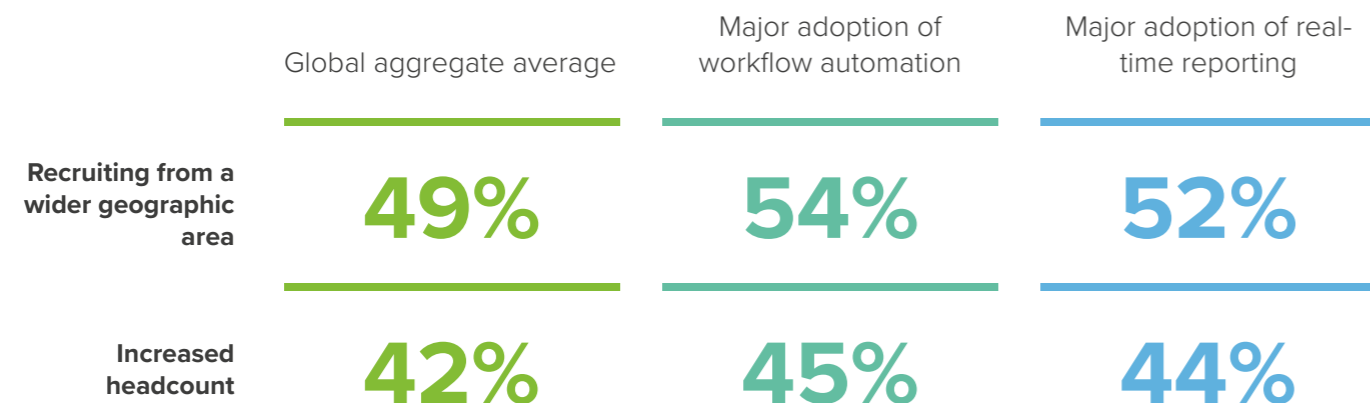


Outside of keeping day to day operations running, what are your organization's biggest business priorities for the next 12 months? Combination of responses ranked first, second and third [3450] omitting some answer options



## Staffing benefits have been felt post-pandemic, amplified for those who have invested in technology

There is evidence to show how easily organizations have been able to turn the pandemic to their advantage and use it to increase their workforce resilience. When asked to describe the staffing situation over the past year, 10% had seen no change. And while there were some negative impacts felt (like redundancies or staff leaving for more flexibility elsewhere), the most common changes were having a wider geographic net to recruit within (49%) and increasing headcount more generally (42%). Those who have invested in technologies like workflow automation and real-time reporting are more likely to have seen positive staffing benefits.



Which of the following describe the staffing situation in your organization over the last year? [3450] showing data for workflow automation and real-time reporting major adoption, omitting some answer options

This demonstrates that organizations have been able to utilize the risks taken and capitalize on their increased resilience by hiring more talent into the organization, particularly true of those who are making more technology investments.

Flexible working is a must have - but it must be embraced by leadership, not tolerated

**While flexible and remote working was initially a rapid response to the pandemic, most companies have seen positive outcomes from this, and have therefore chosen to continue on this path - over nine in ten (92%) organizations have now adopted some form of flexible working policy. Considering 39% of respondents have seen people leave their organization for more flexibility elsewhere over the past year, this culture shift could be seen as necessary for organizations to remain competitive in the talent market.**

**For the vast majority, this switch to greater flexibility has resulted in positive change, making them feel more collaborative (82%), more productive (84%) and providing that much desired work/life balance (86%).**



But this flexibility is limited, with **only 18% experiencing a flexible working policy without restrictions**, such as expecting a mandated proportion of time in the office, or only applying the policy to certain employees. The great resignation has dominated news headlines over the past 18 months and has resulted in a detrimental impact to those

businesses which have seen large-scale resignations – due to factors like wage stagnation, job dissatisfaction and poor remote-working policies. This is a wakeup call to businesses that a lack of flexibility makes organizations vulnerable to staff attrition and is supported by respondents' view that **their flexible working policies need improvement (76%)**.

### Three most common flexible working policies

**37%**

**Flexible hours** (e.g. working 9am-3pm, making up the time in the evening)

**31%**

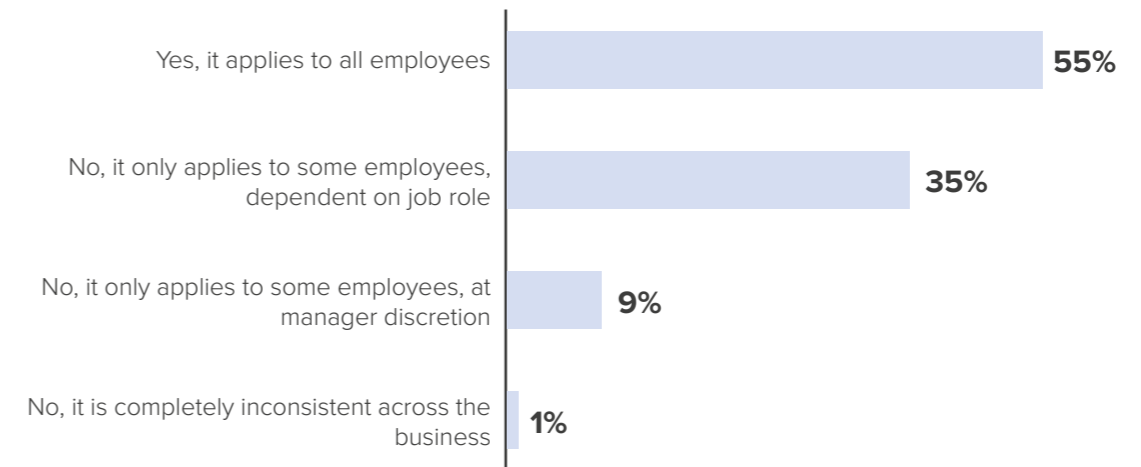
**Completely flexible hybrid working** (office and home based)

**31%**

**Mandated proportion of time in the office** (e.g. 20% of time in the office)

Post COVID-19, what does your organization's flexible working policy look like? [3450] omitting some answer options

### Is your flexible working policy company-wide?



Is your organization's flexible working policy company-wide? [3164] asked to respondents in organizations which have a flexible working policy, omitting some answer options

### So why is this important?

Because it means that organizations trying to prioritize talent strategies around acquisition and retention are probably not as appealing to talent as they think, if they are not removing restrictions around their flexible working policies. Post-pandemic, people expect flexibility in the same way they'd expect to receive a salary. If an organization can't provide that, then they are at risk of losing talent.

Organizations must provide employees with the right tools for the working environment – ensuring they can access from anywhere, collaborate effectively and maintain high levels of efficiency and productivity. Now is the time to revisit the tools that were implemented quickly during the height of COVID-19, and ensure they are streamlined and suitable for the new context of our working world.

But equally, they can't just send everyone home with a laptop and hope for the best. The tools and technologies in place for remote/flexible working are a sticking point for respondents – **over six in ten (62%) agree that the tools in place to support flexible working are not adequate**.



# The technologies that underpin these accelerations

Technology adoption has improved YOY, but more should be embraced

None of the changes that businesses have felt over the past 12 months would be effective, or even perhaps possible, without the right technology underpinning it. Improving processes and creating efficiencies is important for organizations, and many have adopted different tools to encourage this. With each type of technology, there have been high levels of adoption. Around eight in ten respondents report adoption or migration of the following:

- Cloud migration – **84%**
- Data management tools – **85%**
- Real-time reporting tools – **82%**
- Workflow automation – **81%**
- AI/machine learning – **74%**

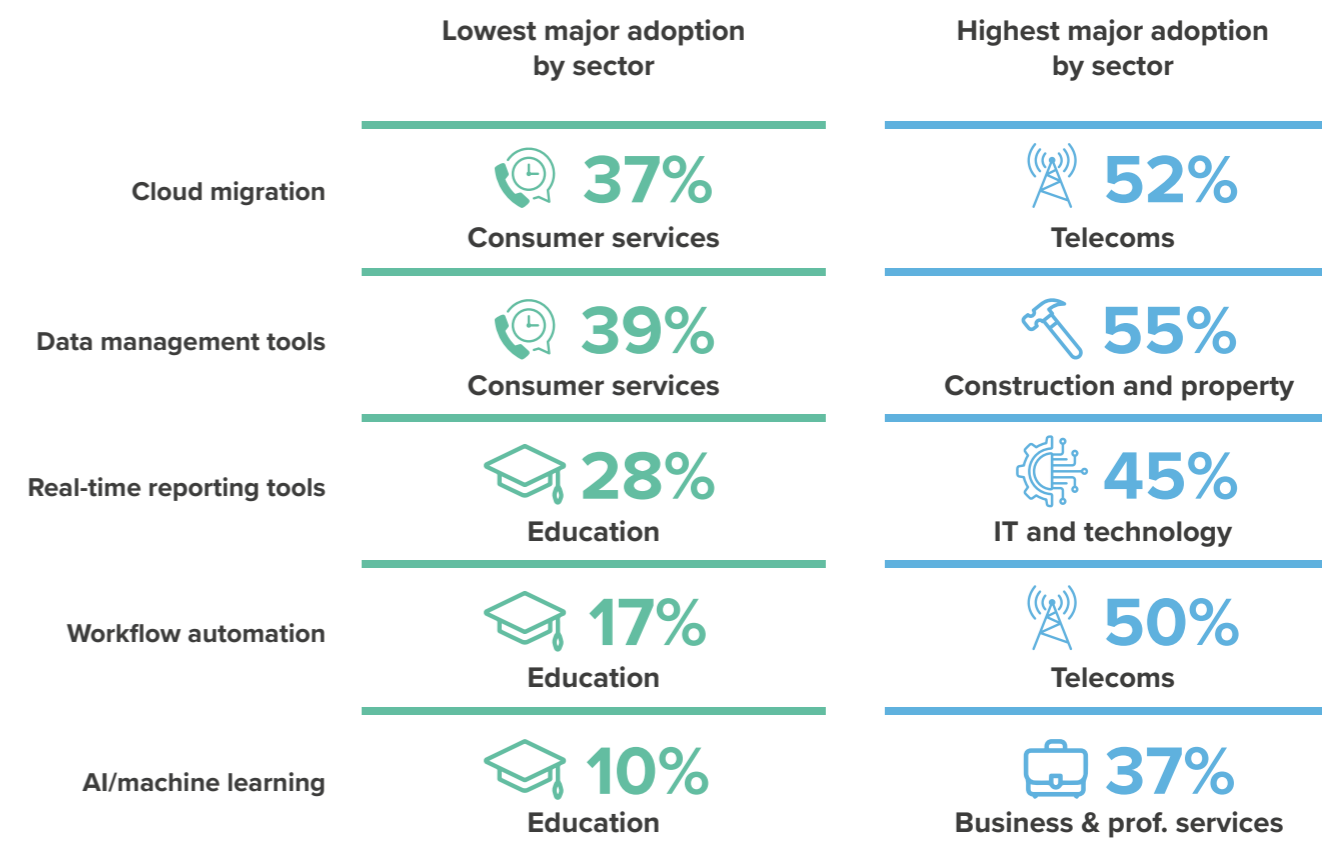
This has grown YoY as well. For example, in 2021, 72% reported adoption of workflow automation, compared to 81% now. This is similar across all technologies outlined above.

But in each instance, **only the minority suggest that their organization has seen major, widespread adoption, highlighting how much more could be done when it comes to technology usage.**

- Cloud migration – **44%**
- Data management tools – **45%**
- Real-time reporting tools – **40%**
- Workflow automation – **37%**
- AI/machine learning – **32%**

This is incredibly low in the education sector (for example, AI/machine learning – 10%, workflow automation – 17%) and much higher in those technology focused sectors such as business and professional services and telecoms. The Nordic markets (Norway; 39%, Sweden; 41%) and Germany (37%) are all more likely to have major adoption of AI/machine learning than the UK (22%) and Canada (25%).

## Highest and lowest major adoption of listed technologies by sector



To what extent has your organization adopted the following technologies in order to improve processes and drive efficiencies? [3450] showing highest and lowest major adoption only, split by sector, omitting some answer options

However, those who have seen major adoption of these technologies tend to report better business performance (for example, only 13% of those who are not adopting or exploring workflow automation report being significantly ahead of their 2021 targets, compared to 25% of those with major adoption).

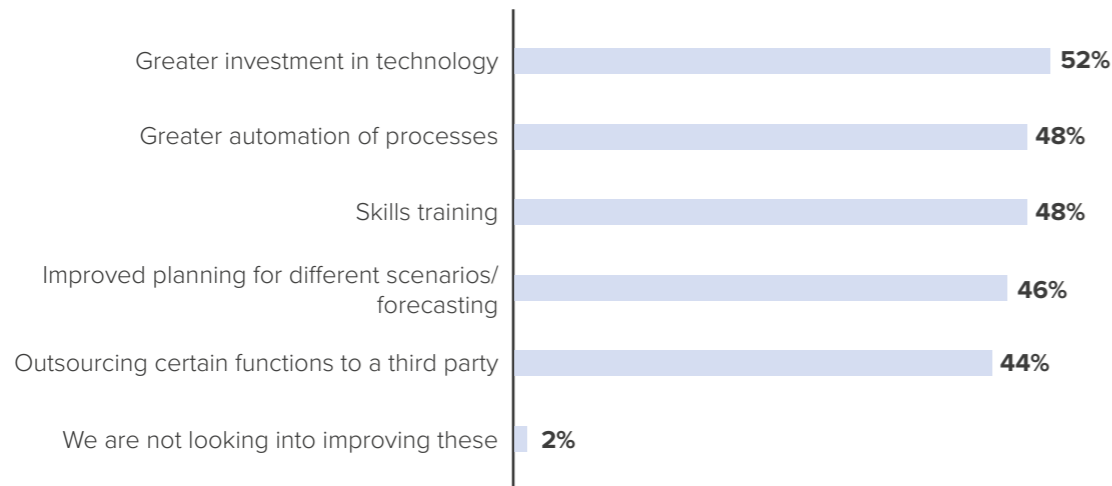
Many have reacted quickly to implement technologies and tools to help them weather the pandemic – some have proven themselves invaluable, but others will need revisiting and finetuning to be as useful to these businesses as they can be.

## Issues with financial management are common, but financial technology looks set to be the answer

Finance is a critical function of any organization, with a myriad of numbers, data and information flowing through it 24/7. **But most (87%) organizations are challenged by the processes that underpin financial management. These challenges include the speed and agility of these processes, a lack of access to real-time data and outdated processes and systems.**

In order to overcome these issues, respondents are typically turning to technology. **Over half (52%) plan to invest more in technology, with 48% who will seek greater automation of processes.**

### Improving financial management



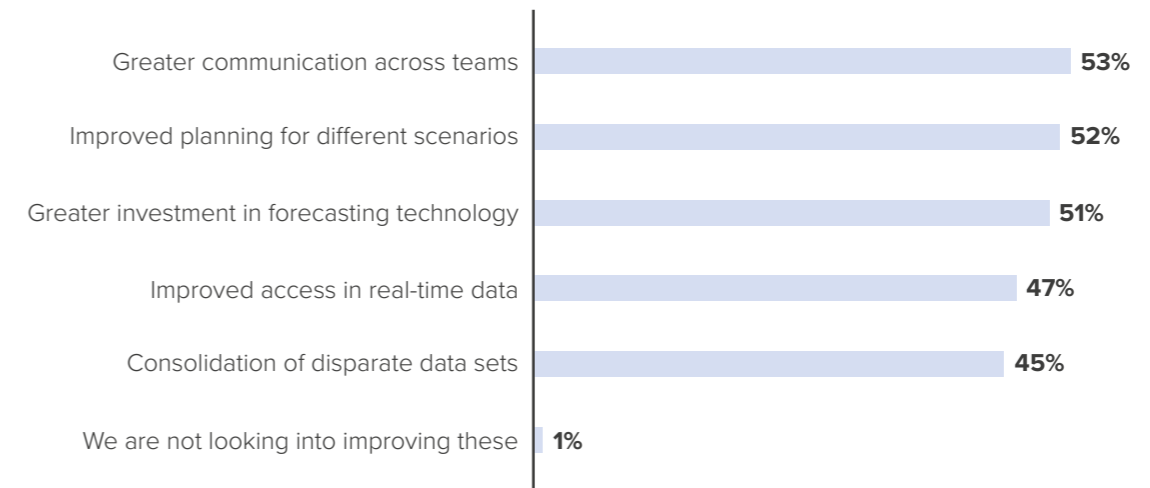
How is your organization looking to improve its financial management processes? [3095] asked to those who face financial management challenges in their organization, omitting some answer options

There is a similar story when it comes to forecasting specifically. Forecasting is an important practice for businesses, taking historical data and using it to make informed decisions about future strategy, or to predict the direction of future trends in the business or industry more widely. It ensures leadership has a view of the whole business through a single lens. While it is a critical process, **89% of those who are involved in it face challenges trying to do it accurately.** The greatest obstacle to this is agility when unexpected or unique macro factors (such as COVID-19) disrupt the ability to do this – a challenge which will have impacted almost all businesses’ effectiveness with forecasting.

Other challenges are more data specific – an inability to analyze or gather meaningful insights, a lack of access to relevant real-time data, and using outdated/legacy systems. **Public sector (37%) and education (39%) organizations are more likely than many others to feel the impact of outdated systems in their forecasting performance.**

To address these issues, the most common solution is better communication across teams (53%), followed by better planning for different scenarios (52%). Beyond that, investment in forecasting technology (51%), improving access to real-time data (47%) and a consolidation of disparate data-sets (45%) will all go a long way to bettering the forecasting abilities of these organizations.

### Improving forecasting accuracy



How is your organization looking to improve forecast accuracy? [1658] asked to those who face challenges when trying to forecast accurately, omitting some answer options

What is clear is that it will require far greater collaboration between the CFO, CIO, CTO and relevant line of business leader to set out the right strategy to implement technologies which solve these challenges. Simply leaving technology purchasing to the CIO without involving the other parties risks purchasing a solution to a problem that hasn’t been properly quantified. Equally, the CTO can play a critical role in evaluating the viability of an emerging technology to solve a problem, and the CFO must be involved to ensure the technology delivers a relevant outcome. And finally, the LoB leader will understand the problems that need to be solved and can work with other leaders to ensure the right technologies are brought in to assist with that. Collaboration between all parties is crucial and it’s encouraging that greater communication across teams is a key way for businesses to solve their forecasting issues.

## Conclusion

Last year's [Business Future Index 2021](#) discussed how businesses were at an interesting point of reflection and how the top performers understood the importance of balancing focus between people, profit and productivity if they were to outperform their competition, retain their best people and deliver value to their customers.

This year, a sense of urgency emerges. The learnings from the pandemic tell us that those organizations which are better prepared to take risks and move with agility performed better financially, attracted and retained talent more effectively and met customer expectations more easily. As we move into an uncertain economic time, it is paramount for organizations that they focus on maximizing the gains seen, keep innovating and investing in technology to support these accelerations, and absolutely do not become complacent.

The most successful organizations will recognize the risks they've taken, revisit decisions made in haste, and adapt their technologies, tools and culture to suit the new working world.

## Methodology

Unit4 commissioned independent technology market research specialist Vanson Bourne to undertake the quantitative research that this report is based on. They interviewed a total of 3450 respondents in May and June 2022, from 12 regions: US (1000), Canada (150), UK (400), Germany (400), France (200), Netherlands (250), Norway (200), Denmark (100), Sweden (200), Belgium (150), Australia (200) and Singapore (200).

Respondents were from all private and public sectors (including IT and technology; business and professional services; education; and charity and nonprofit), and from organizations with 200-20,000 employees. Respondents from all departments and seniority levels were allowed to participate. There are also references throughout to historical data conducted using the same methodology in 2021. The findings from this research programme can be found [here](#).

## About Unit4

Unit4's next-generation enterprise solutions power many of the world's most people-centric mid-market organizations. Our state-of-the-art cloud platform, ERPx, brings together the capabilities of Financials, Procurement, Project Management, HR, and FP&A onto a unified cloud platform that shares real-time information and is designed with a powerful, people-centric approach, so employees can benefit from better insight and become more effective and increasingly engaged. It supports rapid and continuous change while delivering individualized fit for customers at scale, delivering the right tools to unify the processes across their organization, and connect their people. Unit4 serves more than 6,000 customers globally including, Bravida, Havas, Migros Aare, Americares, Save the Children International, Action against Hunger, Metro Vancouver, Forest Research, Southampton City Council, Habitat for Humanity, Selkirk College, FTI Consulting, and Surrey County Council.

For more information please visit <https://www.unit4.com/>, follow us on Twitter [@Unit4global](#), or visit our [LinkedIn page](#)

## About Vanson Bourne

Vanson Bourne is an independent specialist in market research for the technology sector. Their reputation for robust and credible research-based analysis is founded upon rigorous research principles and their ability to seek the opinions of senior decision makers across technical and business functions, in all business sectors and all major markets. For more information, visit [www.vansonbourne.com](http://www.vansonbourne.com).

For more information go to:

[unit4.com](http://unit4.com)

Copyright © Unit4 N.V.

All rights reserved. The information contained in this document is intended for general information only, as it is summary in nature and subject to change. Any third-party brand names and/or trademarks referenced are either registered or unregistered trademarks of their respective owners. WP220912INT

**UNIT4**  
In business for people