RMG 360

BOB SCOTT'S
TOP 100 VARS
2021

The Top 100 Move to the New Normal

A Good Year for Top VARs
But What Next?

While the people story for the mid-market is complicated for the last year, the numbers tell the business story in a very simple way. "For 2020, we were up 28 percent –and this year about 32 percent," says Scott Jackson, president of Alta Vista. The reason? "The quick answer is Covid."

"We had our best year ever in 2020," says Stacy Schuettler, president of LBMC Technology. The unit's revenue grew by 40 percent year-over-year with 20-percent organic growth and the rest coming from the acquisition for the former Interdyn Artis.

"Our first quarter of the year was our best quarter ever, a 25-percent increase," says Alex Solomon, co-president of New York, N.Y.-based Net at Work.

Those individual experiences fit into the pattern reported by software companies with ERP operations.

Sales of Dynamics 365 rose 45 percent for the third quarter ended March 31. Norway-based software company Visma said revenue from cloud subscriptions and transactions increased by 33.4 percent for its March quarter. Income from Oracle's NetSuite ERP applications jumped 24 percent year-over-year for the third quarter ended February 28. For Sage's first quarter ended December 31, cloud native revenue, which includes Intacct and Sage People, increased 27 percent.

The story was the same for privately held Acumatica, "We had our best Q1 in the history of the company," said Geoff Ashley, the cloud software organization's VP of partner of partner strategy and programs.

There is no secret to what has driven business—with workers forced to work from their residences, firms had to turn to cloud-based software to survive, accelerating the already strong move to the cloud.

"I think a lot of people's plans just happened faster—those plans included ERP systems," says Matt Kenney, principal of technology consulting for RSM US.

There were probably as many resellers who were up only slightly for the last year as had substantial improvement. Still, it was a good to very good year for most of the Top 100 VARs

However, there are several ifs that attach to that statement. It tended to be true if your business was actively selling cloud products, if it was not concentrated in hard-hit markets such as hospitality and restaurants, and if it was not too dependent on on-premise products.

The switch from on-premise has picked up substantially. "We have noticed a dramatic swing from perpetual software sales to subscription sales," construction software specialist Accordant reported.

Moreover, the real growth was at the top of the list and helped by acquisition—the big got bigger. Alithya picked up Askida. Velosio jumped because of last years' purchase of Broadpoint, Net at Work's growth included a stream of acquired Sage resellers and new members of its own network.

New Biz/Installed Base

However, Acumatica found the identity of its dealers that performed well changed, according to Ashley.

Acumatica's larger resellers missed their goals more often than the smaller ones. Firms that did no business in 2019 with the software company, suddenly produced several deals in 2020.

Ashley attributes that to a shift in the dependence in recent years on sales to new customers, who aren't buying, to sales from the installed base and firms that have not added logos, but have survived on their base suddenly had an advantage.

He also says that resellers need to learn to deal with a more educated customer. Multiple studies show, "75 percent of buying decisions are made before they [customers] interact with the human," he says. That means VARs must provide content to customers, with 42 percent of buyers now under 40 years old.

"They want to watch the video. They want to read the whitepaper," he says. VARs must pack their web sites with meaningful content for these buyers.

It wasn't all installed base sales. Net at Work is relatively new to Acumatica so it does not have an installed base yet, says Solomon.

It also does not try to sell customers of other company's products to a competitor's offering so "All of our Acumatica business is net new business," Solomon says.

However, Net at Work is very actively working to move its Sage 300 customers to Sage Intacct and for those who do not want to be on the native cloud product, it puts them in the cloud through hosting.

Strong growth, however, brings its own problems—the hunt for qualified personnel.

The Paycheck Protection Program helped Net at Work keep its staff early in the pandemic. But the firm quickly resumed hiring.

"I would guess we added 30 people in the last four or five months," says Solomon. "Right now, we are looking for talent, we are all looking for acquisitions to get talent. Every service that we offer needs more people".

Scott Jackson,
Alta Vista Technology

Stacy Schuettler,
LBMC Technology

Matt Kenney,
RSM US

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TOP 100 VARs

	Company	Revenue ($MM)	Staff	ERP Product Line
1	RSM US, Chicago, Ill.	464.5	1500	Dynamics 365 BC/GP/F&SCM/NAV/SL, NetSuite, Sage Intacct
2	Alithya, Montreal, Que.	282.98	3000	Dynamics AX/365, Oracle Cloud
3	Columbus, Copenhagen, Denmark	268.8 TD	2000	Dynamics AX/GP/NAV/365, INFOR M3
4	Armanino, San Ramon, Calif.	118.47	501	Dynamics AX/BC/F&SM/GP, Sage Intacct/Intacct Construction
6	Visionet, Cranbury, N.J.	109	6400	Dynamics BC/F&SCM
5	Velosio, Columbus, Ohio	106.4	400	Dynamics BC/F&SM/GP/SL/NAV/PO, NetSuite, Sage 100, Syspro
7	Sikich, Naperville, Ill.	105	274	Dynamics AX/BC/F&SCM/GP/NAV/SL, NetSuite, OpenAir
8	HSO, New York, N.Y.	97 **	300	Dynamics F&SCM
9	Crowe, Chicago, Il.	93.3	580	Dynamics AX/365, NetSuite
10	Vision33, Irvine, Calif.	83.76	498	SAP B1, B1Cloud, B1 Hana, Sage Intacct
11	Net at Work, New York, N.Y.	60	200	Acumatica, MIP, NetSuite, Sage Intacct, 100/300/500, X3
12	mcaConnect, Denver, Colo.	57	200	Dynamics 365 F&SCM
13	Enavate, Denver, Colo.	55	400	Dynamics AX/BC/F/GP/NAV/SL, NetSuite
14	Sunrise Technologies, Winston-Salem, N.C.	53.5	242	Dynamics 365 F&SCM
15	Wipfli, Milwaukee, Minn.	52	335	Dynamics BC/GP/SL NetSuite, QB, Sage Intacct
16	Quisitive Technology Solutions, Toronto, Ont.	49.8 T	NA	Dynamics 365
17	Sapphire Systems, New York, N.Y.	49.58	360	Infor SunSystems, SAP B1, BYD, S4 Hana
18	Aktion Associates, Maumee, Ohio	44	188	Acumatica Constr., Distrib., Manuf.; Infor Wholesale Distribution, CSD/SX.e/FACTS/A+, Sage 100/300, Intacct CRE
19	CLA	42	NA	QB, Sage 100/500, Intacct, X3
20	SWK Technologies, East Hanover, N.J.	41.6	170	Acumatica, Sage Bworks, 50c/100C/300c, X3
21	Stoneridge Software, Barnesville, Minn.	40.5	200	Dynamics AX/BC/F&SCM/GP/NAV
22	ADSS Global, Miami, Fla., Exton, Pa.	40.25	160	Sage 100c/300c, Intacct
23	Eide Bailly Technology Consulting, Fargo, N.D.	40	225	NetSuite, Sage 100/500
24	Blytheco, Laguna Hills, Calif.	34.4	100	Acumatica, NetSuite, Sage 100, X3

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TOP 100 VARs *continued*

	Company	Revenue ($MM)	Employees	Financial Software
25	LBMC Technology Solutions, Brentwood, Tenn.	31.25	110	Dynamics BC/Finance/GP/SL, Sage Intacct
26	Western Computer, Oxnard, Calif.	30	140	Dynamics AX/BC/F&SCM/NAV/PO
27	AcctTwo Shared Services, Houston, Texas	27.06	108	Sage Intacct
28	RKL eSolutions, Lancaster, Pa.	27	102	Sage 100c/300c/500, Intacct, X3
29	Arctic IT Technology, Anchorage, Alaska	26	121	Dynamics BC/F, Sparkrock
30	Cargas Systems, Lancaster, Pa.	25.5	157	Dynamics BC/GP, Sage Intacct
31	Clients First Business Solutions, Holmdel, N.J.	25	95	Acumatica, Dynamics BC/F&SCM, SAP B1
32	SIS (Strategic Industry Solutions), Duluth, Ga.	24.5	175	Dynamics 365 F&SCM, PO
33	NexTec Group, Seattle, Wash.	24	140	Acumatica, Dynamics GP/SL, Sage 500, X3
34	Archerpoint, Atlanta, Ga.	23.4	118	Dynamics BC/NAV
35	Encore Business Solutions, Winnipeg, Man.	23.2 T	112	Dynamics AX/BC/F&SCM/GP/NAV
36	BAASS Business Solutions, Toronto, Ont., Miami, Fla.	23	151	Dynamics BC/F&SCM, Sage 100, Intacct, X3
37	MorganFranklin Consulting, Washington D.C.	21.8	53	Dynamics BC/GP/NAV, Oracle Cloud, NetSuite
38	Logan Consulting, Chicago, Ill.	18.9	40	Acumatica, Dynamics AX/BC/F&SCM/GP/NAV, QAD
39	Central Consulting Group, Minneapolis, Minn.	17.5	35	Deltek Vision, Vantagepoint
40	Navigator Business Solutions, Salt Lake City, Utah	17.2	65	SAP B1/B1 Cloud/ByD
41	Godlan, Clinton Township, Mich.	16.38	71	Infor CloudSuite Industrial (SyteLine) ERP
42	FMT Consultants, Carlsbad, Calif.	16.35	67	Dynamics GP/BC NetSuite
43	Crestwood Associates, Mount Prospect, Ill.	16.2	55	Acumatica, Dynamics BC/GP/SL, Greentree
44	BKD Technologies, Springfield, Mo.	15	48	Dynamics AX/BC/F&SCM/GP, Sage 100/300/500, Intacct
45	Turnkey Technologies, St. Charles, Mo.	14.85	43	Dynamics AX/BC/F&SCM/GP/NAV
46	Rand Group, Houston, Texas	14.6	64	Dynamics AX/BC/GP/NAV, NetSuite, SAP ByD
47	Optimus Business Transformation, Miami, Fla	14.25	137	Dynamics BC/F&SCM/GP/NAV/SL, JDE, Oracle Cloud
48	DSD Business Systems, San Diego, Calif.	14	155	Acumatica, Dynamics 365, Sage Intacct, 50/100/300/500
49	Copley Consulting Group, East Greenwich, R.I.	13.5	52	Infor Industrial Cloud Suite, Syteline
50	CompuData, Philadelphia, Pa.	13.3	47	Epicor, Sage Intacct, 100c/500

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TOP 100 VARs *continued*

	Company	Revenue ($MM)	Employees	Financial Software
51	Innovia Consulting, Onalaska, Wis.	13	70	Dynamics BC/NAV
52	Stambaugh Ness TechSolutions, York, Pa.	12.4	39	Deltek Vantagepoint/Vision
53	Collins Computing, Mission Viejo, Calif.	12.3 E	38	Acumatica, Dynamics GP
54	Faye Business Systems Group, Woodland Hills, Calif.	12.2	80	QB, Sage 100
54	Kerr Consulting & Support, The Woodlands, Texas	12.2	130	Sage 100/300/500, 100 Contractor, 300 CRE, Intacct
				Intacct Construction, X3
56	Dean Dorton Technology, Louisville, Ky.	11.97	41	Dynamics BC/GP, QBO, Sage Intacct
57	Business Technology Partners, Deerfield, Ill.	11.5	52	Sage Intacct, Syspro
58	Answer Company, Vancouver, B.C.	11.3 T	79	Acumatica, Sage 100/300/500, Intacct, X3
59	Accordant, Morristown, N.J.	11	30	Acumatica for Construction, Sage 100 Contractor, 300 CRE
59	Vested Group, Plano, Texas	11	65	NetSuite
61	Cre8tive Technology & Design, San Diego, Calif.	10.5	75	Epicor
62	JMT Consulting Group, Patterson, N.Y.	10.4	53	MIP, Sage 300, Intacct
63	Protelo, Folsom, Calif.	10.2	40	NetSuite
63	Warren Averett Technology Group, Montgomery, Ala.	10.2	38	Dynamics BC/GP, Sage 100/100c, QBES
65	Fourlane, Austin, Texas	10.09	80	Acumatica, QBES
66	BrainSell Technologies, Topsfield, Mass.	9.7	56	QBE, Sage 100c/300/500, Intacct
67	Paradigm Technology Consulting, Allentown, N.J.	9.6	43	Dynamics BC/GP
68	Mibar.net, New York, N.Y.	9.39	28	Acumatica, Dynamics GP, NetSuite
69	Microaccounting, Dallas, Texas	9	28	Sage 100/500, Intacct
70	Alta Vista Technology, Royal Oak, Mich.	8.63	27	Dynamics BC/GP, Sage Intacct
71	Gurus Solutions, Montreal, Que.	8.6 T	90	NetSuite
71	TM Group, Farmington Hills, Mich.	8.6	38	Dynamics BC/GP/SL
73	BCS/ProSoft, San Antonio, Texas	8.5	42	Deltek VantagePoint, Vision, NetSuite, Sage 100, Intacct
73	Njevity, Greenwood Village, Colo.	8.5	28	Dynamics GP, Power GP Online
75	Technology Management Concepts, Los Angeles, Calif.	8.3	35	Dynamics BC/GP/NAV

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Even for firms that are doing well, things have not always been easy. Vision33, the largest SAP Business One Reseller in North America had a work force reduction of about 50 people, a combination of furloughs and layoffs, the first in its history, although it was able to bring some of those back, according to Rooney. In addition, "We have had more customers go bankrupt than usual—10 or 12 customers," Rooney adds.

"For this year, we have changed as a company. We were forced into that change," says Rooney. "We are still doing a self-assessment in terms of Vision33 and the future."

That includes remote work. Before the pandemic, about 34 percent of employees worked remotely.

Rooney expects the firm will go from a 100-percent remote now to about 40 percent.

But "wind the clock forward and we had our best year in our corporate history," he says.

SAP's small business product line has been the staple for Vision33 since its founding. Business One's strength is that "it is incredibly flexible," Rooney says. It also is strong with analytics through the in-memory Hana database and

Geoff Ashley,
Acumatica

the ability to connect to the SAP analytics cloud.

The company has previously sold Sage 300 in Canada, a small practice, but it added Sage Intacct in 2019. This last year, Intacct was rolled out to the United States and the United Kingdom.

Along with installing cloud applications, businesses need to integrate products so that they can talk to each other. The company markets its Saltbox, its own "integration platform with an established family of connectors", which is sold on a subscription basis.

Rooney notes that for businesses with multiple applications such as an accounting firm with 60 applications. "They can be trained to do their own integration," he says.

Reseller Recruitment

The strong ERP business also has an impact on reseller recruiting. Companies that are active in signing up new dealers include Deltek, NetSuite and Acumatica's sister company, IFS.

VAR recruitment continues on a relatively brisk pace for Oracle NetSuite, says Craig West, SVP of channel sales for NetSuite. The company continues to attract channel recruits from the SAP and Microsoft networks, he says.

"We have recruited more partners in the last 12 month than we have ever recruited," says West.

NetSuite has benefited from being part of Oracle—the rate of sales has shot up since the acquisition and when Oracle has broken out statistics for NetSuite has often grown customers by 25 percent per quarter.

And during the pandemic, the company has continued to add new logos and it has continued to ap-

peal to businesses that West calls aspirational buyers that want to grow. "The NetSuite buyer is not a $2-million company that is always going to be a $2-million company," he says.

A major thrust continues to be reseller development of microvertical software, packages for highly specialized business segments, with about 40 applications on the market. The idea is specialization limits competition and produces better margins. West says the program has proven itself.

"All the promises of microvertical built on NetSuite are holding true," he says.

Meanwhile, Deltek has ramped up its recruitment for the first time in years as it brings all of its channel programs under one umbrella, seeking to increase the amount of business coming through the channel.

"We are taking on more responsibility for delivery through channel," says. Howard Zemel, who has headed channel operations since 2019.

The project accounting software company has grown its reseller base to more than 100. It has simplified contracts, added channel representatives, ramped up marketing materials and implemented policies designed to reduce friction between the direct sales force and the channel.

In terms of possible channel conflict, "We have aligned our compensation policies to remove friction," Zemel says.

One important factor—the company's executives are committed to building the channel program. "There is not an executive discussion that does not include the partner business," Zemel says.

Sage has been recruiting both to have its traditional resellers carry Intacct and also separately authorizing VARs to carry the newer Intacct Construction accounting application.

Sage has increased the number of construction software VARs, compared to the limited number remaining from the Timberline channel, according to Intacct's Macdonald Sage has been authorizing Sage 300 partners, along with the top 10 to 15 Intacct dealers to carry the construction edition, Macdonald says.

Right now, Intacct and Sage's legacy partner programs have little overlap, according to Macdonald.

"There are about 40 partners in common," he says, noting the difference between the Intacct and historical on-premise products dictate differences in the programs—as a native cloud solution, Intacct has a different type of margin structure.

But Sage has combined partner conferences for the product lines and will unify the user conferences under the Sage Transform name in 2020.

With business doing well, resellers need more people and that means hiring them or buying talent. "What we have heard is that the biggest gating factor is people around consulting, implementation and technical support," Macdonald says. Intacct has always been very active in pruning VARs it believes do not meet its standards and replacing them with others.

David Bailey, *Arctic IT Technology*

Sage is also pruning resellers in the Sage 100 and 300 markets, although it is not because of an overall lack of business, according to Nancy Teixeira, VP of North America partner strategy.

Resellers of those products are still adding new logos and "the results are really, really solid on that part of the business," says Teixeira, who says she does not know all the reasons driving the market. She believes, "It's a combination of partners knowing how to sell these products—and consumers seeing value for the price."

The Right Market

Serving diverse markets was a major factor with VARs that performed well. For example, Arctic IT Technology. If one segment was down, another was likely moving the opposite direction.

The firm concentrates on sales to state and local government, along with a commercial practice focusing on tribal enterprises and tribal government.

The state and local business has been strong. while the tribal business was hard hit by the pandemic. "Casinos were massively impacted," says David Bailey, president of Arctic IT Technology, a reseller of Dynamics 365 Business Central and Finance, along with the Business Central-based nonprofit application, Sparkrock.

Bailey also reports business has come from the base, not from new customers. Buying decisions were put on hold in the fall but fairly quickly customers with large projects increased the scope of their deals.

But the absence of new business has begun to change in the last few months.

"We are starting to see that new business starting to light back up and come back," he says.

The experience of Alta Vista Technology is typical of the market—business is coming from the cloud. Historically, it sold Dynamics GP, SL and some NAV and in 2015 took on cloud-based Intacct.

"By far the bulk of our growth comes from Sage Intacct," says the firm's president, Scott Jackson.

The strong markets for Intacct have been nonprofits, professional services and staffing. Jackson says it has also turned out to be a "great fit" for a brewery franchisor. One hot market is anything nonprofit aimed at youths—group homes, head-start kinds of programs, housing, education and development.

Those organizations benefit from Intacct's strength in multi-entity accounting "typical fund accounting," Jackson says.

On the other side, are those businesses that are "struggling that haven't embraced cloud models." One struggle

Alex Rooney,
Vision33

has been the change from relying on the cash that comes on the front-end with license sales as opposed to receiving subscription revenue over the course of customer contracts.

For those that have not made the switch, it is difficult. "Cash flow takes a hit in that couple of hears,"

TOP 100 VARs *continued*

	Company	Revenue ($MM)	Employees	Financial Software
76	Sockeye Consulting, Anchorage, Alaska	8.2	30	Dynamics BC/GP, Sage Intacct, 100CRE, 300CRE
77	Oasis Solutions, Louisville, Ky.	8.13	23	NetSuite, Sage 100c
78	Central Data Systems, Farmington Hills, Mich.	8	48	Infor CloudSuite Distribution, Field Service
79	WebSan Solutions, Toronto, Ont.	7.7 T	50	Dynamics BC/GP
80	Business Solutions Partners, New York, N.Y.	7.6	39	Dynamics GP/365 NetSuite
81	Guide Technologies, Cincinnati, Ohio	7.5	45	Infor CloudSuite Aerospace & Defense, Automotive, Industrial; XA
82	Big Bang, Montreal, Que.	7.3 T	130	FinancialForce, NetSuite, Rootstock, Sage Intacct
83	Silverware, Phoenix, Ariz.	7.2	32	Dynamics BC, Silver Leaf CBC
84	ComTec Solutions, Rochester, N.Y., East Berlin, Conn.	7	47	Epicor
84	Sererra Consulting Group, Newport Beach, Calif.	7	35	NetSuite
86	Six S Partners, Waterloo, Ont.	6.99 T	56	Epicor
87	e2b teknologies, Chardon, Ohio	6.98	40	Sage 100/500, Intacct
88	360 Cloud Solutions, Raleigh, N.C.	6.9	48	NetSuite
88	ACE Microtechnology, Atlanta, Ga.	6.9	31	Dynamics BC/GP
90	CAL Business Solutions, Harwinton, Conn.	6.7	28	Acumatica, Dynamics GP
91	I-Tech Support, Ocoee, Fla.	6.6	33	Acumatica
92	Accountnet, New York, N.Y.	6.5	14	Dynamics BC/GP/SL
93	DWD Technology Group, Fort Wayne, Ind.	6.3	25	MIP, Sage BWorks, 50/100, Intacct
94	Intellitec Solutions, Newark, Del.	6.2	22	Dynamics BC/GP/SL, Sage Intacct
95	Boyer & Associates, Minneapolis, Minn.	6.1	29	Dynamics BC/GP/NAV/SL, Fundamentals
96	Maner Costerisan, Lansing, Mich.	6.06	23	Dynamics BC/GP, Sage Intacct
97	Datix	6	40	Epicor, Prophet 21, Infor CSI. Syteline
97	Express Information Systems, San Antonio, Texas	6	17	Dynamics 365 BC/F&SCM/PO
97	Queue Associates, New York, N.Y.	6	32	Dynamics 365 BC/F/&SCMFS/PO
100	Martin & Associates, Cincinnati, Ohio	5.7	24	Acumatica, Dynamics GP, Sage 100/500

*Notes: E Estimate Bob Scott's Insights; T, Translated from Canadian dollars; TD, Translated from Danish Krone *Calendar 2020. FY ended March 31, 2021 not yet reported: **HSO revenues are U.S. only*

Acumatica Avalara sage

says Jackson. "You have to make sure your sales people are compensated properly."

RSM US was also in the right markets. Its technology, life science and beverage clients generally performed well, according to Matt Kenney,

"For cloud applications, it's been we are fortunate in that a lot of our clients were in areas that were not particularly impacted," Kenney says.

The firm is one of the few to handle three cloud lines—Dynamics, NetSuite and Intacct—and continues to find growth with all three, according to Kenney.

RSM has been NetSuite's top reseller for the last few years and growth remains strong. NetSuite has a strong appeal to businesses that start out, but do not intend to remain small and some customers "are buying NetSuite for the third or fourth time," Kenney says.

Dynamics is the choice of businesses that want to buy Microsoft and its stack of applications and Intacct remains a popular with nonprofits and with companies that have sophisticated revenue-recognition needs.

RSM has also expanded the range of its applications business with the December purchase of MondayCall, a Salesforce reseller. "We wanted to get a foothold in that market," says Kenney. Currently, that unit has a staff of about 40 people, but Kenney expects that number to grow significantly.

Nancy Teixeira,
Sage

The Human Element

There has been a lot more to the last year than just business. Businesses have been forced to pay attention to human element in ways they had not before.

With businesses curtailing travel to client sites and conferences, there have been needs for assistance and a break.

Acumatica and QuickBooks reseller Fourlane established Work From Home Childcare with individuals employed for longer than 90 days eligible for $1,000 per week to cover childcare and tutoring services. Fourlane also offers free background checks if employees do not know the daycare provider. Technology Management Concepts hosts book and movie clubs and Friday's +plus a "sort of show and tell of talents (musical perform," the firm says.

Net at Work introduced a virtual meeting "What Makes Me Happy" in which a different employee talks about something in their lives that gives them pleasure at 3 pm each day. From 100 to 150 staffers login for the daily sessions, says co-president Alex Solomon.

"They could be introducing us to their families. Someone introduced us to their snakes. Everybody has brought their pets," says Solomon. Almost every employee has made a presentation and "Everybody got to know each other" in a way they had not previously, including Solomon.

There is diversity and inclusion group that talks about the needs of different segments of the work force. A Net at Work Ambassador program was designed to help employees learn about the functions of all other jobs in the company.

The firm has closed many of its offices and has begun providing hoteling facilities.

Dynamics reseller Enavate turned to its employees for advice on business issues.

Craig West,
NetSuite

"We asked everybody to send us the top three ideas on ways to sustain revenue, grow revenue, protect costs," says Holly Grogan, chief HR officer. "We got hundreds of ideas. Very few people didn't respond."

But leaders also reached out to managers and other employees to find out how they were doing. "To make sure they were okay," says Grogan.

Enavate operates through pods, instead of traditional teams and those include coronavirus pods in different regions and different areas of the business to help everyone stay informed. The firm also established a COVID relief fund to aid any employees or their families that were impacted by the virus.

Outside speakers included a doctor who was supposed to speak only for 10 minutes but has been invited back again; a financial advisor who warned not to act from panic and "pull all your money out and hide it under the mattress"; along with an executive coach who talked about handling stress. "We ended up hiring her full time," Grogan says.

Enavate gained access to several thousand masks and made them available. Because people have been stuck cooking for themselves—and often eating the same thing—the firm has offered cooking classes.

Workers also started a Teams channel to share tips, such are working with children at home or with barking animals.

Staying Remote or Not

Even after the pandemic abates, remote work will remain at a higher level than ever. The question is, how many people will return to offices?

The consulting business already supported a remote work model. The resellers who were happy with remote work remain contented with that model, while there appears to be a group of firms that can't wait to have most of their workers return to offices.

In between are a wide variety of organizations supporting a hybrid model. But no matter what the split, there will be a reduced demand for office space.

Crowe epitomizes the businesses that have already decided to change the firm footprint. "We expect to reduce the amount of space we have in many locations, and to focus more on what our people need in those spaces to connect with each other and with our prospects and clients," the firm writes.

Some are committed to a largely office-based work force. New York City-based Comtec returned to offices the minute the state of New York allowed that. On the other end, ArcherPoint say it "has been a remote-first company for the majority of our existence, with over 90 percent of our team working remotely."

Just because remote works has been effective, that does not mean everyone likes it. "Remote work has proven to be very easy for us, but we are missing client and colleague interaction and are looking forward to returning to the office and resuming 'normal' activities," wrote Business Technology Partners

Actually, there is another category—historically flexible. That includes Montreal, Quebased Gurus Solutions, which required very little transition in the pandemic era. "In the future, GURUS will offer even more flexibility towards working remotely, with the possibility of using the office at a limited degree for our employees," the firm says.

Howard Zemel,
Deltek

And some opinions have changed. "We feel everyone has done such a good job at working remotely, that working from an office will be optional moving forward," wrote Silverware owner Sara Silverman. "We will still ask staff to come to one of our offices for

Choosing the Top 100

The ranking of the Top 100 mid-market reselling firms is based solely on annual revenue. When more than one company reported the same revenue, they are listed as tied.

Few of the companies chosen or considered are public companies that report results with readily available revenue figures. These are SWK Technologies, through its parent SilverSun Technologies, Alithya (which owns the former Fullscope), Columbus and Quisitive (which purchased Menlo Technologies last year).

Most revenue figures were submitted by the companies themselves. In cases in which resellers declined to provide revenue, estimates were made. Factors utilized in estimating include the number of employees reported and the typical selling prices of the products they carry.

All companies considered carry products other than financial software, and revenue from those products is included the totals reported here.

Revenues reported are primarily gross revenue. However, some resellers have pointed out that ERP vendors have moved to billing customers and sending the resellers their share, minus cost of goods sold, net revenue. That method, these VARs say, is the proper accounting treatment.

meetings or to work with project teams." Similarly, BAASS Business Solutions reports, "Working from home has been a success and exceeded our expectations. In the future, we plan to have our people working mainly from home."

The technology necessary for remote communications itself is a factor in how firms will work in the long-term.

About 90 percent of Boyer & Co.'s workforce works remotely, which is likely to continue. "As we've added more clients (and employees) from out of state and started using Microsoft Teams on a regular basis, the necessity of working together in an office has declined considerably," president Jack Boyer writes. TM Group president Judy Thomas reports that with Teams "we can now get through 80 percent more calls than having to be on-site so it's been great."

Taylor Macdonald, *Intacct*

There is evidence of increased interest from VARs in adopting internet-based phone calling.

Teams itself was the choice for a new phone system of Vision33. "We got rid of all our land lines," says Alex Rooney, VP of Vision33. BAASS Business Solutions increased its use of Microsoft's Teams and changed to a cloud phone system, GoTo Connect and the DWD Technology Group implemented Teams, also moved to a VoIP phone system, but found Teams did not meet its needs for voice communication, according to managing director, Bob Kohlmeyer.

There are also workers who are more comfortable in the office.

"Many of those who have come back to the office to work have chosen to do so out of preference," writes i-Tech Support. The company "is supporting its staff by allowing employees to choose to come back to the office when they are comfortable."

Navigator Business Systems is likely to let people work remotely on Monday and Fridays and work in the office, Tuesday and Thursday. "It's important to the employee community to get together," the firm says.

Among other comments are these from resellers:

Central Data Systems: "Our staff has provided feedback that a scheduled hybrid model of in-office and remote would be an ideal setup based on department needs and employee productivity."

Dean Dorton Technology Solutions: "Prior to the pandemic, we had already configured large portions of our offices and team members to work in a hoteling arrangement versus dedicated workspaces. We expect to see more of this as team members work both remote and in the office."

FMT Consultants: "We anticipate approximately 50 percent of our team will continue to work remotely. Probably 20 percent will work primarily in the offices. And, 30 percent will split time depending on needs

Alex Solomon, *Net at Work*

of the business, client meetings, and whether the kids are in school."

Godlan: "Our workforce is about 85 percent remote, and that number hasn't been affected by the pandemic. We do not expect that to change going forward. A flexible 'home base' is one of the contributing factors to Godlan's track record of attracting some of the best talent in our industry."

Intellitec Solutions: "I envision that when the virus situation improves, 40 percent of us will go back to the office but not five days a week (thinking two days per week)."

JMT Consulting Group: "All employees within driving distance of our four offices have returned to in-person work after most of 2020 spent at home. The percentage that are still remote will continue to work from their satellite home offices as they did pre-pandemic."

Maner Costerisan: "We expect in the future to have occasional face-to-face meetings in the office and we expect some of our staff (typically people that can't be as productive remotely because of home distractions or poor internet) to start working in the office again on a regular basis, but most people will continue to work remote."
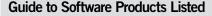
Rand Group: "We are looking at adapting to a hybrid model where we can take advantage of the benefits of a remote workforce, reduce time-consuming commutes, and provide flexibility that caters to the needs of the organization and employees.

Stoneridge Software: "Fifty percent of our workforce does not live near an office. We will continue to provide a top-notch remote work experience and offer a hybrid option for any team members living near office facilities. We believe in leaving it up to our team members to work in the environment where they feel most productive and can support their family and home life as well."

Holly Grogan, *Enavate*

Vested Group: "We are currently 20 percent to 30 percent working from the office but are actively developing a Return to Work strategy this is likely to be three days in the office and two flex days where the employee can choose to work remotely. We anticipate a lot of changes to this policy as we learn how best to support our teams and will remain flexible

Guide to Software Products Listed

Here is the key to products listed in this chart by vendor. When abbreviated, the abbreviations are listed first with the fuller name in parenthesis. In many cases, the name of the company is also the name of the basic product.

The biggest change in names continues to be in the Microsoft line. In 2019, Microsoft split Dynamics 365 Finance & Operations into 365 Finance and 365 Supply Chain Management while in 2020 it added Dynamics 365 Project Operations, a project accounting product.

Also notable has been the develop of products on top of the Microsoft 365 platform, including Fundamentals and Sparkrock, both nonprofit packages built on Dynamics Business Central.

Acumatica: All editions.
Community Brands: MIP (MIP Fund Accounting)
Deltek: Costpoint, GCS, Premier, Vision, Vantagepoint
Epicor: Epicor, Prophet 21
Fundamentals
Infor: Infor Cloud Industrial Suite, WD (Wholesale Distribution): CSD/SXe/FACTS/A+, M3
Intuit: QB, (QuickBooks), QBES (QuickBooks Enterprise Solutions), QBO (QuickBooks Online)
Microsoft Dynamics: AX, GP, NAV, SL, 365, BC (Business Central), F&SCM (Finance and Supply Chain Management) PO (Project Operations)
MYOB: Greentree
Oracle: Oracle Cloud, JDE (J.D. Edwards), NetSuite, OpenAir
PowerGP Online
QAD
Rootstock
Silverware: Silver Leaf CPC
Sparkrock
SAP: B1 (Business One), B1 Cloud, ByD (Business ByDesign)
Sage North America: BWorks (BusinessWorks), Intacct (All editions) Sage 50, Sage 100, 100c (100cloud), Sage 300, 300c (300cloud), Sage 500, Sage 100 Contractor, Sage 300 CRE (Construction and Real Estate), Pro (SagePro ERP), X3.
Syspro
Viridian Sciences: Viridian

Acumatica Avalara sage