TSM HOUSE PLAYBOOKS

# Odoo or Zoho?

The practical Nigerian business decision guide

For owners, CFOs and COOs managing multiple companies, branches or operating teams.

Compare fit. Expose cost drivers. Choose the next step before committing budget.

# Start with the operating problem

Software comparisons often begin with feature lists. That is usually the wrong starting point. The better question is: what must the business control, connect and see as it grows?

If each company or branch runs a different process, management spends time reconciling information instead of acting on it. The real cost is not only software. It is delayed decisions, repeated data entry, weak controls and poor visibility.

## A useful decision must cover five areas

- Company structure - legal entities, branches, currencies and reporting lines.
- Operational depth - sales, purchasing, inventory, projects, services, HR or manufacturing.
- Financial control - accounting, approvals, collections, audit trail and management reporting.
- Implementation reality - data quality, process ownership, training and change capacity.
- Three-year economics - licences, implementation, integrations, support and internal effort.

**Do not select a platform simply because it is popular, inexpensive at entry, or demonstrated well. Select the platform your team can govern and use.**

# Where each platform tends to fit

| Decision area | Odoo tends to fit when... | Zoho tends to fit when... |
|---|---|---|
| Operating model | The business wants a connected ERP backbone across operational workflows. | The business prefers a suite of lighter cloud applications adopted in stages. |
| Multi-company | Entities need shared processes, controlled access and consolidated visibility. | Companies can operate with looser integration and simpler cross-company reporting. |
| Inventory and operations | Stock, purchasing, fulfilment, production or field operations are central. | CRM, collaboration, finance and service tools are the immediate priority. |
| Implementation appetite | Leadership will fund discovery, configuration, migration, testing and training. | The organisation needs faster, lighter deployment with less process redesign. |
| Customisation | Structured workflows and modules may need configuration around the operating model. | Teams can work within standard SaaS patterns and app-to-app integrations. |

This is a fit guide, not a substitute for solution design. Product packaging, regional availability and pricing change; verify current vendor information before purchase.

# The three-year cost worksheet

A monthly subscription comparison is incomplete. Use the worksheet below for both options and compare the same scope.

| Cost category | Year 1 | Year 2 | Year 3 | Questions to answer |
|---|---|---|---|---|
| Licences | | | | Users, apps, entities, storage and usage limits? |
| Discovery and design | | | | Who owns process decisions and scope? |
| Configuration | | | | Standard setup or bespoke workflows? |
| Data migration | | | | What history and master data must move? |
| Integrations | | | | Banks, payments, payroll, ecommerce or legacy tools? |
| Training and change | | | | Roles, locations, super-users and refresher training? |
| Support and improvement | | | | Internal owner, partner support and change requests? |
| Internal team time | | | | What will key staff stop doing during rollout? |

# Readiness scorecard

Score each statement from 0 (not true) to 3 (fully true). A low score does not mean 'do not proceed'. It means discovery and change preparation must come first.

| Readiness statement | 0 | 1 | 2 | 3 |
|---|---|---|---|---|
| An executive sponsor can resolve cross-company process decisions. | [ ] | [ ] | [ ] | [ ] |
| Each core process has a named business owner. | [ ] | [ ] | [ ] | [ ] |
| We know which data is accurate enough to migrate. | [ ] | [ ] | [ ] | [ ] |
| Finance and operations agree on the reporting structure. | [ ] | [ ] | [ ] | [ ] |
| Users can participate in testing and training. | [ ] | [ ] | [ ] | [ ] |
| We can phase the rollout instead of demanding everything on day one. | [ ] | [ ] | [ ] | [ ] |
| There is budget for implementation, not only licences. | [ ] | [ ] | [ ] | [ ] |
| We have defined success measures for the first 90 days. | [ ] | [ ] | [ ] | [ ] |

**Guide: 0-8 = prepare first; 9-16 = proceed with a focused discovery; 17-24 = ready for structured solution design.**

# Vendor and partner questions

**1.** Which parts of the proposed scope are standard, configured, customised or integrated?

**2.** What assumptions are excluded from the estimate?

**3.** How will multiple companies, branches and access rights be designed?

**4.** Who owns data cleansing, opening balances and reconciliation?

**5.** What is the testing process and who signs off each workflow?

**6.** What training is included for end users and internal administrators?

**7.** How are change requests estimated and approved?

**8.** What happens if the first phase misses its target date?

**9.** How will support, upgrades and future improvements work?

**10.** Which measurable outcomes should improve within 90 days?

**Ask for evidence that matches your operating model. A logo list is not proof that a similar multi-company implementation succeeded.**

# A sensible decision path

| | |
|---|---|
| **1. Discover** | Map companies, roles, problems, current tools and decision constraints. |
| **2. Prioritise** | Select the few workflows that create the first measurable operational benefit. |
| **3. Design** | Agree process, controls, data, integrations, reports and ownership before configuration. |
| **4. Validate** | Prototype the critical workflows with real users and representative data. |
| **5. Implement** | Migrate, test, train and launch in controlled phases. |
| **6. Improve** | Measure adoption and outcomes before adding more modules or custom work. |

## Next step

Use the TSM House Odoo Readiness Assessment to map fit, risk and the first practical phase before committing implementation budget.

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Disclaimer: This guide is an independent decision aid. Product capabilities, packaging and pricing should be verified with the relevant vendor and implementation partner. TSM House should disclose any commercial relationship before making a recommendation.