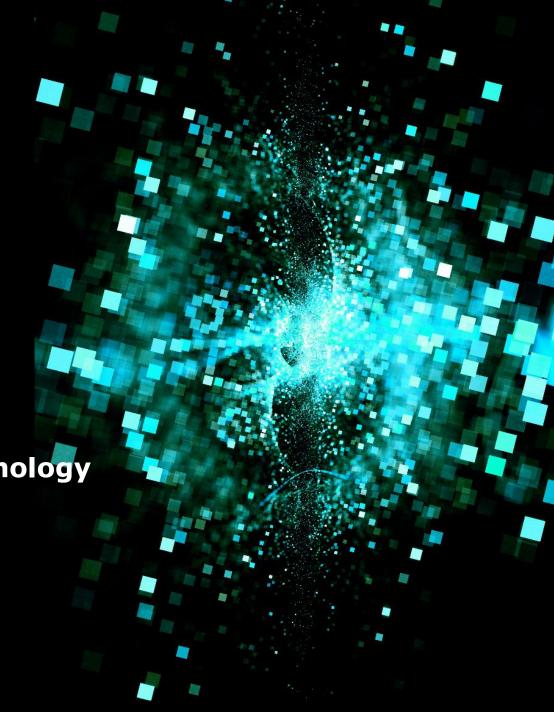
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JULY 2020

Inside Sherpa – Digital Internship

Technology, Strategy & Architecture – Technology Optimisation & Delivery Module

Shreyasee Paul



Targeted Vendors for Further Assessment

The following is a list of vendors targeted for further assessment.

Provider	Company Fundamentals	Proven Experience	Scope of Services	Vision and Culture	Comment
FinancialForce	•	•		•	Strong evidence of alignment to key requirements
N NETSUITE					Strong evidence of alignment to key requirements, including dedicated Australian support and partner with Tier 1 Payroll and Expense Management Systems
ORACLE'	•		•	•	Very well suited with the requirements





RFP sent to vendors – The RFP detailing the functional requirements and use cases for the New FAS to be sent to the shortlisted vendors.



Solution Review Workshop Session – The shortlisted vendors will be invited to discuss their submission and showcase their solution capability.



Vendor Evaluation – Define scoring sheet and evaluate each vendor on their product offering, using cases solution and delivery capabilities.

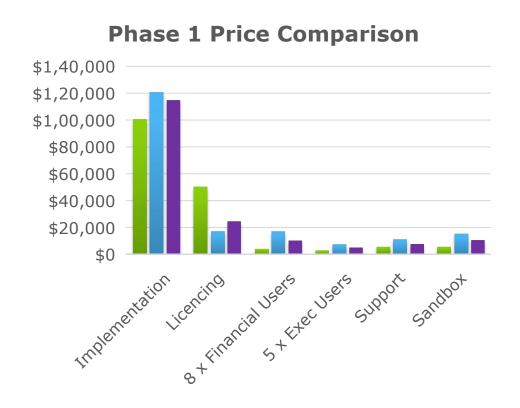


Commercials and Contract Negotiation – Vendors will be requested to provide their licencing, implementation and ongoing maintenance costs for reviewed and negotiation.

Evaluation | Commercials - Final Offer - Phase 1 only

An analysis and comparison of the commercial offer from **FinancialForce**, **NETSUITE** and **Oracle** was carried out for Phase 1 (Implementation of the new financial accounting system)

Vendors	NETSUITE	Oracle	FinancialForce
Implementation	\$ 1,00,000	\$ 1,15,000	\$ 1,20,000
Travel	\$ 900	\$ 1000	\$ 700
Sub Total	\$ 1,00,900	\$ 1,16,000	\$ 1,20,700
Licencing costs of core finance modules	\$ 50,000	\$ 25,000	\$ 15,000
8 x Finance Users	\$ 4000	\$ 12,000	\$ 18,000
5 x Exec Users	\$ 2800	\$ 3500	\$ 5000
Support (Per Year)	\$ 3000	\$ 7500	\$ 10,500
Sand Box (Per Year)	\$ 5200	\$ 10,000	\$ 17,000
Sub - Total	\$ 65,000	\$ 58,000	\$ 65,500
Total	\$ 1,65,900	\$ 1,74,000	\$ 18,62,00



Thus this shows that including all the necessary costs, the overall expense from least expensive to most follows:

NETSUITE < ORACLE < FINANCIALFORCE

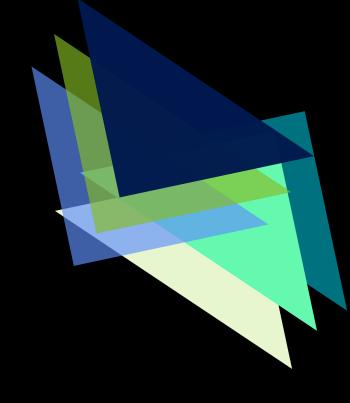
Next Steps | Implementation Plan

GANTT CHART ACCORDING TO NEED AND REQUIREMENT ANALYSIS



Appendix A

High Level Assessment



RFP Evaluation | Functional Requirements

After review and evaluation of the written vendor response to the functional requirements shared by ELMO as part of the RFP, Analysis of the evaluation results revealed that **NETSUITE** was ranked highest followed by **FinancialForce** and **ORACLE**

Vendors	FinancialForce	ORACLE'	NETSUITE
Overall Ranking	2	3	1

#	Functional Area	FinancialForce	ORACLE!	NETSUITE
1	Accounts Payable	3	2	1
2	Accounts Receivable	2	3	1
3	General Ledger	1	3	2
4	Deferred Revenue	1	3	2
5	Credit Control	2	3	1
6	Reports	3	2	1
7	Metrics	3	1	2
8	Payroll	2	2	1
9	Expense Management	3	1	2
10	Other	2	3	1

RFP Evaluation | Use Cases

The results below were presented after the Use Case Solution Review Workshops with the vendor and solution evaluation process by ELMO, Evaluation of the use cases revealed that **NETSUITE** was ranked highest followed by **ORACLE** and **FinancialForce**

Vendors	FinancialForce	ORACLE'	NETSUITE
Overall Ranking	3	2	1

#	Use Cases	FinancialForce	ORACLE'	NETSUITE
1	Deferred Revenue	3	2	1
2	Metrics	2	2	1
3	Consolidation	3	1	2
4	Budgeting & Forecasting	3	2	1
5	Integration	3	1	2

Assumptions

- · Vendors showcased their solution capabilities on a subset of scenarios listed in the RFP, Elmo evaluated the vendors based on this subset alone
- Evaluation of detailed requirements was done based on the vendors initial response. Some requirements have been answered with a list of assumptions due to the absence of detailed requirement gathering session
- · At the time of implementation some of the requirements in the RFP may need elaboration and detailed definition
- Evaluation and Ranking of vendors was done based on the written submission by the vendors and their initial solution workshop sessions alone

Scope of Service - Comparison

Based on the response received from FinancialForce and Netsuite we have drawn up a comparison of key services offered by their accounting system

		Servi	ce Capabilities
Core Capabilities	NETSUITE	FinancialForce	e Capa
ERP with G/L, AP, AR	√	√	Met individua and coi
Expense Allocations	√	√	
Amortization Schedules	√	√	Rev Fore
Automated Contract Renewals	√	√	Mu subsi businesi legal
Multiple Contract Support	√	√	Configu Er
Acquire, Depreciate, Dispose and Revalue assets	√	√	Purcha
Depreciation Management	√	√	Cash Ma
Real Time Asset Reporting	√	√	Financia

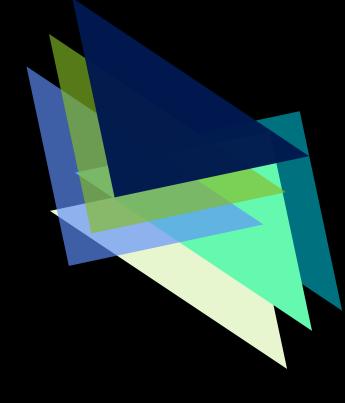
Core Capabilities	NETSUITE	FinancialForce
Metrics for individual company and consolidated level	√	√
Revenue Forecasting	√	√
Multiple subsidiaries, business units and legal entities	√	√
Configurable Tax Engine	√	√
Purchase Order	Phase 2	√
Cash Management	√	√
Financial Reporting	√	√

alignment to

requirements



Appendix B
High Level Assessment



High level assessment of available evidence and provider materials

Provider	Overview	Assessment 🕙 🖓 🚉
NETSUITE	Company Summary NetSuite Australia Pty Ltd is a distributor of software products, specialising in cloud enterprise resource planning (ERP) and business management software. The global company has operations in the US, the UK, France, Hong Kong, Singapore and Japan, as well as Australia. In Australia it is based in Sydney, New South Wales, with a second office in Melbourne Key Metrics Key Services: Cloud ERP Estimated Revenue: AU\$43m (2016) Sample of Clients: Transport Management Solution, ASICS (Replaced MYOB)	 Proven Experience Have a diverse client base across a number of recognisable brands replacing technologies such as Epicore, MYOB, Qucikbooks, SAGE etc. Strong implementations across various industries such as Advertising, Education, Energy & Utilities, Financial Services, Healthcare, IT services etc. NetSuite is the #1 choice for Australian midsize organisations to run their accounting/ERP, CRM and ecommerce applications in the cloud Vision, Technology and Innovation In 1998, NetSuite pioneered the Cloud Computing revolution, establishing the world's first company dedicated to delivering business applications over the Internet In June 2014, Made the Forbes magazine's list of Most Innovative Growth Companies Heavy investment by Oracle towards NetSuite's product engineering and distribution
sage	Company Summary Sage Software Australia Pty Ltd (formerly MicrOpay Pty Limited), is a wholly-owned subsidiary of SAGE AUSTRALIA HOLDINGS PTY LTD and ultimately owned by the UK-based The Sage Group plc. The group is based in the Sydney suburb of Chatswood, New South Wales, and has offices in South Australia, Queensland, Western Australia and Victoria. Key Metrics Key Metrics Key Services: Cloud Accounting and Business Management Applications Estimated Revenue: AU\$33m Sample of Clients: Only 1 client in Australia	 Proven Experience Offers a choice of solutions from Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Payroll and Human Resources (HR) to Accounting Practice Management software For Small and Mid-Market organisations Sage offers Sage Live Business Management Solution Sage Live is a powerful, customisable, and cost-effective cloud accounting solution. It is built on the Salesforce App Cloud and can be managed on multiple locations, languages, business units, and currencies Over 700 Sage Live clients globally, however the product has only been recently launched in the Australian Market. Vision, Technology and Innovation Sage Live brings together two global leaders in modern technology: Sage, the champion of growing business, and Salesforce1™, the leading cloud-business platform

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High level assessment of available evidence and provider materials

Provider	Overview	Assessment 🕲 🖗 🚣
Microsoft	Company Summary Dynamics 365 is a product line of enterprise resource planning (ERP) and customer relationship management (CRM) applications announced by Microsoft in July 2016. Dynamics 365 – Business Edition is targeted towards the Small and Medium Enterprise Businesses. Key Metrics Key Metrics Key Services: Cloud ERP Estimated Revenue: - Sample of Clients: US – Casa Bruno, Holy Bears (Outgrowing QuickBooks)	 Proven Experience The Dynamics 365 Business Edition offers a range of end to end cloud based, intelligent business applications such as Financials, Sales, Marketing etc. Dynamics 365 Financials is a complete cloud SAAS solution, based on the field-tested, mature Dynamics NAV platform and hosted using Microsoft Azure Dynamics 365 for Financials is a low-cost, cloud-based ERP solution for the small business owners Vision, Technology and Innovation Business model is targeted towards offering a tightly integrated environment that incorporates the best of Microsoft Products Application can run on Microsoft Azure, a private cloud or a combination Dynamics 365 ERP suite is backed by Microsoft for research and innovation
FinancialForce	Company Summary Provides a cloud ERP solution for Force.com, a cloud computing platform from salesforce.com. FinancialForce is headquartered in San Francisco, California, with EMEA headquarters in Harrogate, UK and Sydney, Australia, which covers the APAC region Key Metrics Key Services: Cloud ERP Solution Estimated Revenue: Sample of Clients: Hewlett Packard Enterprise, SalesForce (Replaced Netsuite Openair), Clicktools (Replaced SAGE)	 Proven Experience FinancialForce.com supplies Accounting, Billing, Professional Services Automation (PSA), Revenue recognition, Human Capital Management (HCM), and Supply Chain Management (SCM) applications They have proven experience in automated revenue recognition and forecasting Product offers tools and templates to generate financial statements enabling CFO's to do real-time financial analysis, insightful modelling and actionable analytics with the best cloud accounting Vision, Technology and Innovation FinancialForce's accounting product (FinancialForce Accounting) was named Software Product of the Year at the 2013 Business Finance Awards FinancialForce was chosen as the Best Cloud Computing Companies in 2014 FinancialForce has proven commitment to innovation by appointing a new Chief Product Office in Sept 2017, who will drive disruptive and innovative product development
		• The #1 ERP native to the Salesforce platform, FinancialForce unifies data across the enterprise in real-

time, enabling companies to rapidly evolve their business models with customers at the centre

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Source(s): Company website, Deloitte IP, Financial Statements

High level assessment of available evidence and provider materials

Provider	Overview	Assessment 😃 💝 🚣
myob	Company Summary MYOB Australia Pty Ltd is an entity within the MYOB group of companies. The company is now majority-owned by Bain Capital (around 90%), with management holding the remaining interest. Bain Capital, based in the United States, is one of the world's most prominent private investment firms. The company is based in the Melbourne with additional local offices in Adelaide, Brisbane, Sydney and Perth. An international office is situated in Auckland. Key Metrics Key Services: Business management Software Estimated Revenue: AUD \$327,777 Sample of Clients: Mediaworks, TigerTurf, nood	 Proven Experience MYOB products are used by more than one million business owners in Australia and New Zealand Implementations across various industries such as Food & Beverage, Manufacturing, Retail, Wholesale, health, etc. Major player in the Small Business Market Myob Advanced Business + is an intelligent, cloud based ERP and Payroll software Vision, Technology and Innovation MYOB products have evolved over the course of the years to adopt niche technologies and have added significant solution modules across the ERP functions MYOB is committed to looking at current and future trends in technology and how they can be developed to benefit the Australian SME market
ORACLE*	Company Summary Oracle initially launched its application suite with financials software in the late 1980s. Since then they have extended their offering to supply chain management, Human Resource Management etc. Key Metrics Key Services: Application Software Provider Estimated Revenue: - Sample of Clients: in Australia – Honan Insurance Group, ClearView	 Proven Experience Oracle ERP Cloud offers extensive support for over 2000 global companies from start-ups to billion dollar enterprises Oracle ERP Cloud Offers the broadest finance functionality on the market with end to end finance, supply chain functionality, country-specific tax and legal reporting, payment processing, and budgetary control Oracle ERP Cloud users have access to a visualization tool that provides a graphical representation of account balances, making it easy to analyse financial data in an intuitive way. Users can configure dashboards and reports for their own specific requirements Vision, Technology and Innovation Their agile business model supports customers that are growing rapidly either through organic or inorganic growth. Proven market leaders in Innovation and Technology

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Source(s): Company website, Deloitte IP, Financial Statements

High level assessment of available evidence and provider materials

Provider	Overview	Assessment	(9)	(9)) (_⊕ }
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Company Summary

Workday founded in 2005 to sell cloud based applications for finance and HR. The Global company has presence in US, Canada, Europe and Asia. Their Australian office is situated in Sydney and Melbourne.



- Key Services: HCM, Payroll, Financial Management
- Estimated Revenue: US\$ 1.5b (2017)
- Sample of Clients: In Australia -Transurban, Salmat, Qantas

Proven Experience

- Have a diverse client base across a number of recognisable brands across the globe
- The company offers Workday Financial Management application that provides functions of general ledger, accounting, accounts payable and receivable, cash and asset management, employee expense and revenue management, projects, procurement, inventory, and grants management

Vision, Technology and Innovation

- Predominantly target the Medium to large enterprise organisations
- Workday has had 27 upgrades to its products line since 2016 and releases a major update every 6 months
- Workday adopted the IBM Cloud as its primary development and testing platform in order to accelerate its worldwide expansion
- In July 2017, Workday announced that the company had decided to open up its platform to developers, partners and third party software. As a result, Workday will enter the Platform as a Service(PaaS) market. The move will allow customers to build custom extensions and applications to work with Workday.

Company Summary

Epicor Software (Aust) Pty Ltd is the Australian operating affiliate of the Americabased Epicor Software Corporation, a developer and marketer of supply chain management and enterprise resource planning software used by mid-sized companies in the manufacturing, distribution, retail and services industries.

The Australian business is based Sydney,

with additional offices in Melbourne and Auckland

Key Metrics

- **Key Services:** ERP10 (In Australia)
- Estimated Revenue: AU\$ 21m
- Sample of Clients: SAI Global (Australia)

Proven Experience

- Epicore Financial Management (part of their ERP suite) caters specifically to aggressively growing businesses.
- Epicores offerings include GL, Advanced Allocations, Accounts Payable, Accounts receivable, Rebates, Tax Connects, Cash Management, Credit Card Processing, Asset Management
- Epicor have a numerous ERP deployments globally however the finance module is not stand alone and must be implemented with their Epicor ERP 10 module.
- There is insufficient data to prove strong client base in Australia

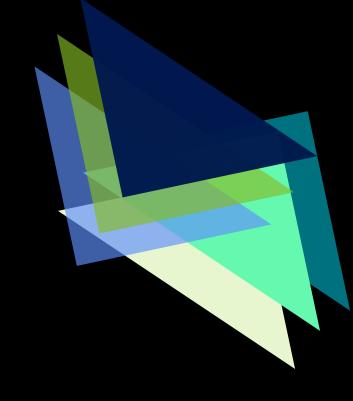
Vision, Technology and Innovation

- Much of the focus and strategy is Business Intelligence focused, Cloud, and Mobility
- Epicor solutions are designed to grow as your business grows and provide flexible deployment options like SaaS or cloud software



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Appendix C Initial Price Evaluation



RFP Evaluation | Commercials – Summary

An analysis and comparison of the commercial offer from **NETSUITE**, **ORACLE** and **FinancialForce** was carried out.

Vendors	NETSUITE	in nci lForce	ORACLE'			
Phase 1 - Configuration and set up of the Accounting System						
Implementation	\$132,550.00 (Fixed Price)	\$90,270.00	\$204,279.00 (Fixed Price)			
Licensing costs of core finance modules	\$84,654.00	\$39,980.00	\$89,780.00			
Support & Maintenance (Per Year)	\$20,976.00	Pending	Based on level of Support Required			
Total	\$238,180.00	\$130,250	\$294,059.00			
Phase 2 – Integration with SalesForce and any add on functions						
Implementation	\$79,556.00 (Fixed Price)	N/A	\$27,000.00			
Expense Mgmt	\$20,250.00	Can integrate with any partner	\$3,831.00			
Payroll	\$9,100.00	Can integrate with any partner	Can integrate with any partner			
Planning & Budgeting	\$24,654.00	None	None			
Total	\$133,560.00	-	\$30,831.00			

RFP Evaluation | Commercials – NETSUITE

Below is the pricing details shared by NETSUITE across Phase 1 and Phase 2

	NETSUITE	Phase 1	Cost
1	Implementation (Fixed Price)	NetSuite Implementation includes - Includes data migration - Training	\$131,550
	(i med i rice)	Travel	\$1,000
2	Licensing Costs per annum for Core Financial Modules (per Annum)	Core Financial Modules Include: -NetSuite Mid-Market Cloud Service -Advanced Financials -Contracts Renewals -Fixed Asset Management -Advanced Electronic Bank Payments -NetSuite Revenue Management -NetSuite OneWorld -NetSuite OneWorld Additional -Countries(per country per annum) -10x General Access user	\$84,654
3	Support & Maintenance	Phase One Support	\$10,488
<u>.</u>	(per Annum)	Phase One Sandbox Environment Cost	\$10,488
	Total		\$238,180
		Phase 2	Cost
1	Implementation (Fixed Price)	Includes testing & Training of PBCS, Celigo & Payroll	\$70,300
2	Payroll	130x ICS Payroll users per annum (AU/NZ)	\$9,100.00
3	Expense Mgmt/ Employee Self Service	125 users per annum	\$20,250
4	Celigo Salesforce Connector	per Annum	\$9,256.00
5	Oracle NetSuite Planning and	per Annum	\$17,688
6	Budgeting Cloud Service	10x Oracle PBCS Users	\$6,966
	Total Cost		\$133,560

Phase 1 – Implementation of the Finance Accounting System alone

Phase 2 – Integration of the new accounting system with FinancialForce and other add on functions such as Payroll, Expense Management System etc.

Pricing Assumptions

Provider	Assumptions	
	 Reports and Analytics: Assumption is that the customer will be trained on report amendments and NetSuite will assist with any saved searches and report changes that they may have up to a maximum of 30 hours within the fixed price. 	
	 Data Migration - Assumption is that Customer will be responsible for the necessary data extraction, data consolidation and data cleansing work required for all data migration. NetSuite PS will provide up to 40 hours of data migration assistance to Custome NetSuite will provide Customer with templates for each data type to be migrated and will advise Customer on best practices for data consolidation and data planning. NetSuite will provide Training on the NetSuite CSV import tool and handholding and support of the import process. 	
	• Testing - End to end testing of the configured system is included in the fixed price. Additionally NetSuite supports the end user i user led user acceptance testing activities which test the Customers specific Test cases.	
NETSUITE	 Training - 1 training event is included in the fixed price for each in scope process area. Customer can have up to 12 attendees in each course. 	
NE ISONE	• Approvals - Assumption is that Purchasing Approvals and Expense Approvals will route to employees supervisor.	
	• Travel Expenses - Following the design workshops the assumption is that most PS services will be delivered remotely via WebEx and intercall. Up to 10 visits by consultant has been included in the travel estimate.	
	NetSuite Utilises a blended rate card at \$220 per hour	
	• Pricing for Salesforce Integration is listed for Phase 2. It's assumed that all under integration points will be done via CSV in the interim.	
	• End to end testing of the configured system is included in the NetSuite Implementation fixed price.	
	 NetSuite Implementation Fixed price is inclusive of training costs NetSuite Essentials Training, NetSuite Admin Training and End User Training 	
	 Data Migration pricing is included in the NetSuite fixed priced implementation. Sector Metrics will be responsible for the necessary data extraction, data consolidation and data cleansing work required for all data migration. NetSuite PS will provide to 40 hours of data migration assistance to Sector Metrics. 	
	• Employee Self-Service Users rates have been quoted for 125 users and can be purchased in groups of 5 users	
	Payroll costs have been estimated on 130 users	

RFP Evaluation | Commercials - ORACLE

Below is the pricing details shared by Evosys (Oracle Platinum Partner) across Phase 1 and Phase 2

	ORACLE"	Phase 1	Cost
1	Implementation (Fixed Price)	Oracle Implementation includes Testing, Training, Data Migration & Production Configuration (Set up & Installation), excluding expenses & GST	\$197,079
		Travel, Accommodation & Other Expenses(AU,NZ, Singapore)	\$7,200
2	Licensing Costs per annum for Core Financial Modules (per Annum)	Core Financial Modules Include: -Financials(10 named users) -Purchasing(10 named users) -Project Financials(10 named users) -Project Contract Billing(10 named users)	\$89,780
3	Support & Maintenance (per Annum)		Based on the level of support required by Sector Metrics (Refer assumptions)
	Total Cost		\$294,059
		Phase 2	Cost
1	Implementation	Salesforce integration (Offshore Implementation)	\$27,000
2	Payroll	Do not offer Payroll Services	Nil
3	Expenses	1000 Expense Report per Month	\$3,831
4	Planning and Budgeting	Do not recommend P&B module for Sector Metrics at this stage	Nil
hase 1 – Impleme	ntation of the otal cost ounting Sys	tem alone	\$30,831.00

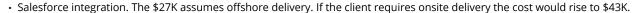
Phase 2 – Integration of the new accounting system with FinancialForce and other add on functions such as Payroll, Expense Management System etc.

Oracle have also shared their pricing details for a second option that excludes Project Financials and Project Contract Billing. Sector Metrics have confirmed that Project billing and financials is an essential requirement and hence the pricing for this option has been excluded from evaluation

Pricing Assumptions Provider

Assumptions

- Oracle has an open market system where the client can choose to license from either the vendor (Evosys) or directly from Oracle. The pricing shared as a response to the RFP was via Evosys
- The Core Financials pricing includes Financials + Purchasing
- Expense Management This module is not licensed by users but by # of expense reports per month. This is the annual cost for up 1,000 expense reports per month
- Payroll. No cost because Payroll Journal Upload is a standard feature with Oracle ERP Cloud.
- Bank Statement upload to Financials & Payroll Journal upload to General Ledger are not considered as integrations. These uploads can be performed using standard, OOTB File Based Loaders hence no additional cost.
- · Maintenance & support for the Software from Oracle is included in the SaaS subscription fee.
- In addition to the Oracle support, Evosys offers a comprehensive set of optional post-Go Live Support plans (see http://www.evosysglobal.com/evocass-evosys-premium-cloud-service-support). We did not include any cost for this because experience has shown the optimal time to agree on an appropriate level of post-Go Live Support is mid-way through the Implementation project by which time we will have a good handle on the client's capabilities & requirements. That said, if there is a need to budget for it now, as a preliminary view we would suggest a provision for approx. \$50K p.a. for years 1-3 dropping to approx. \$20K p.a. for subsequent years. There is no requirement to commit to this upfront and, as I said, the figures are subject to confirmation.



- Solution will be implemented using Evosys' proven blend of Onsite & Offshore delivery.(2 onsite visits for Australia (CRP 1 & Key User Training 1 visit each for New Zealand & Singapore (Key User Training))
- Training costs includes 3 resources in 3 different regions to conduct KUT onsite. UAT will be conducted from offshore.
- All major activities of the project will be held in a central location (Sydney). Only KUT (Key User Training) and UAT (User Acceptance Testing) will be held in 3 different locations for entities in respective countries i.e., Australia, New Zealand & Singapore.
- Key users from NZ and Singapore to participate remotely or in person during CRP 1 & requirement finalisation which will be conducted in Australia.
- All tasks of the project will be executed in parallel for all countries. A sequential approach will significantly increase the cost and slow the project down
- 10 Custom Reports considered in scope. There are over 440+ standard reports available in Oracle Financials with more for Purchasing & Projects
- Out-of-the-box functionalities will be delivered with no customisations or extensions. Custom configuration within the standard system
 will be performed. Based on our discussions to date with Sector Metrics, we don't see any requirement to extend the application
- No third party integration considered in scope. Bank Statement Upload and Payroll Journal upload are in scope
- · Project Costing & Resource Management are not considered in scope. Can be considered in future road map
- Extracting data from MYOB will be Sector Metrics's responsibility
- · Sector Metrics needs to provide the data in the format specified by Evosys for transactional and master data migration
- Historical data migration is out of scope. Only active master (such as supplier, customer, bank, assets) and open transactions (open AP Invoices, AR Invoices, PO) will be migrated



RFP Evaluation | Commercials - FinancialForce

Below is the pricing details shared by FinancialForce

	in nci lForce	Phase 1	Cost
1	Implementation (Firm Quote)	Implementation Services (effort - 63.75 hours @ \$255 per hour)	\$16,256
		Prototype / Build / Go Live (effort - 90 hours @ \$255 per hour)	\$22,950
		Project Management (effort - 60 hours @ \$255 per hour)	\$15,300
		Integration with upstream & downstream systems	\$7,076
		Testing(effort - 26.25 hours @ \$255 per hour)	\$6,694
		Training	\$16,256
		Data Migration	\$5,738
		Sub Total	\$90,270
2	Licensing Costs per annum for Core Financial Modules (per Annum)	Core Financial Modules Include: -Accounting Module - GL, AP, AR and Fixed Assets -Subscription Billing Module - Advanced Billing engine, includes subscriptions and metered (aka usage based) billing -Advanced Revenue Recognition including IFRS15/AASB15 requirements -Full accounting user access(8 users/Annum) -CRM view and approve users(40 users/Annum)	\$39,980
3	Support & Maintenance		TBC
	Total Cost		\$130,250

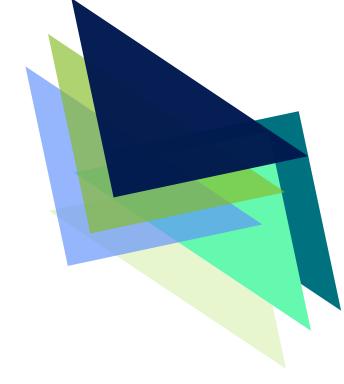
Phase 1 – Implementation of the Finance Accounting System alone

Phase 2 – Integration of the new accounting system with FinancialForce and other add on functions such as Payroll, Expense Management System etc.

FinancialForce does not require an integration with SalesForce, hence pricing for phase 2 has not been quoted.

Also FinancialForce is mainly driven by T&M pricing model with a rate card of \$255/hour. The pricing details provided above are a high level indication only, a detailed pricing with a "Firm Quote" will be shared post completion of the scoping exercise.

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Thank You

The Consulting Management Team

Shreyasee Paul

