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## ROI CASE STUDY INTACCT TOA TECHNOLOGIES

### THE BOTTOM LINE

TOA Technologies deployed Intacct to automate its business processes, help its accountants process more transactions, create automated workflows, and empower executives around the globe to share timely information. Nucleus found key benefits of the project included increased productivity and the ability to support rapid growth without a similar growth in staff.

**ROI: 532%**

**Payback: 2.5 months**

**Average annual benefit: \$301,995**

### THE COMPANY

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TOA Technologies is a medium-sized software company headquartered in the USA with offices in Europe, Asia, South America, Australia, and South Africa. It provides mobile workforce management software solutions to companies employing mobile workers who are required to perform work-related tasks outside of the office. TOA Technologies markets the ETAdirect solution to facilitate the management of the workforce in the field to maximize end-customer satisfaction. The TOA Technologies client base includes companies in the cable and satellite, utilities, retail, telecommunications, and healthcare industries.

### THE CHALLENGE

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TOA Technologies was growing rapidly and, as a result, it was outgrowing its existing accounting software, QuickBooks Online. TOA needed a solution that would automate its business processes, help its accountants process more transactions, and empower remote workers to share timely information for accounting management purposes. Specific challenges included:

- Inadequate functionality and flexibility. QuickBooks Online is a good option for small companies, but as TOA Technologies tripled its business in fewer than three years, it needed a more advanced solution.

- Lengthy and inefficient expense management processes. All global staff are required to report their expenses. When the number of staff doubled in fewer than three years, expense management became a major challenge. TOA Technologies needed a scalable cloud-based software application that could be accessed from anywhere.
- Lack of automated workflows. Because QuickBooks Online is designed principally for small and medium-sized business accounting purposes, it has limited capabilities to support workflow management. TOA Technologies needed to automate processes as much as possible to manage a global staff.
- Rigid reporting structures. The reporting engine offered by QuickBooks Online could not satisfy the company's growing appetite for information to run its business, such as visibility into individual customer's profit and loss (P&L) reports.

## THE STRATEGY

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TOA Technologies chose to pursue a cost-effective cloud software solution that would address these financial management challenges. Although it considered suite providers such as NetSuite and Workday, it determined that the best strategy given its needs would be to take a non-suite best-of-breed approach with vendors that had partnered to support ease of integration.

In the fall of 2008, TOA Technologies outsourced the software selection to an external consultant who later became the company's Corporate Controller. He was involved in the entire process, which included an assessment of the business requirements, software selection, and implementation. His knowledge and his experience with business software proved helpful to the success of the initiative. Intacct's implementation team helped TOA Technologies to go live with Intacct in fewer than three months, and the application was fully operational after an additional two-and-a-half months. Hands-on training was limited to some key personnel. Later, new staff used the online training provided by Intacct.

**Cost : Benefit  
Ratio | 1 : 7.2**

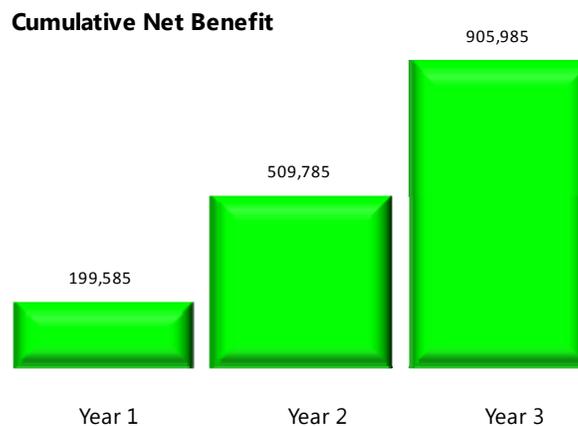
## KEY BENEFIT AREAS

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Like many companies undergoing rapid growth, TOA Technologies needed a software solution to manage more customers, process a higher volume of transactions, and create deeper visibility into its financial operations. By replacing QuickBooks Online with Intacct, TOA Technologies received the following benefits:

- Increased accountant productivity. As the company's revenues increased rapidly, the number of transactions processed by accounting grew exponentially. Despite this significant increase, the accounting department did not have to hire a proportional number of additional staff.

- Increased productivity of remote staff. Integrated with Concur, Intacct enables staff to generate travel requests and expense reports that their managers approve or reject on their network PC or from a mobile device. These transactions become part of the automated workflow that is fed into Intacct. TOA now has the means to analyze and manage a significant cost of doing business. The company plans to create an automated purchasing workflow within Intacct, which will drive greater efficiencies as well.
- Increased visibility. Intacct's reporting and dashboard capabilities, as well as the automated workflows, enable TOA executives to have greater visibility into day-to-day financial operations.

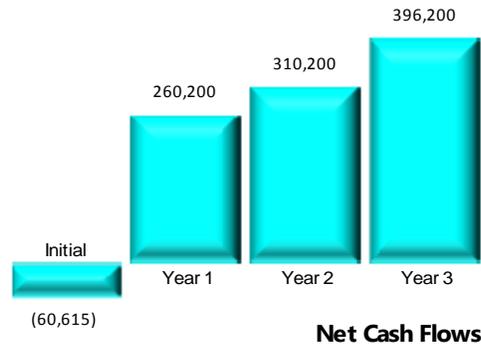


## KEY COST AREAS

The total costs of the project included software subscription services, consulting, training, and personnel. Intacct provided a project manager for implementation, training was conducted primarily online, and minimal assistance was required to maintain the software solution. The consultant spent 28 to 36 hours per week and two staff spent 16 hours per week for almost a month to complete the implementation. Currently, one person spends one day per month on system maintenance and administration, which is mostly related to reporting management. Some extra costs were incurred to integrate Intacct with the company's other business systems. TOA plans to launch integrations with Salesforce and Adaptive Planning soon.

*As a growth company, people were learning new behaviors and responsibilities. Intacct helped us to grow and manage that.*

Jim Bokar, Corporate Controller, TOA Technologies



## BEST PRACTICES

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TOA adopted a phased approach for its business software needs. Instead of selecting a suite solution to manage all or most of its operations, it took a best-of-breed approach and focused on the functional areas that needed special attention, such as workflow automation, mobile accessibility, and robust reporting. A phased approach was also adopted for training. Intacct only trained a few administrators and super users. The other employees were trained by super users and they also used the online training materials provided by Intacct. This allowed TOA to minimize training costs while ensuring that users had the training required for their responsibilities.

To keep up with the growth of the company, TOA Technologies needed to improve data collection from remote workers and to help its accountants process financial data more quickly and easily. Intacct's automated workflow program helped streamline internal business processes and reduce errors. The fact that remote workers were able to enter expense reports using mobile devices reduced the time they were spending on administrative tasks. The information flow between various software solutions has also been improved through integration with Intacct. Also key to growth was greater day-to-day visibility. Intacct's reporting functionality and customizable dashboards mean decision makers no longer need to wait for IT personnel or an administrator to generate reports for them. They can also review and approve transactions such as travel requests quickly, either online or from a mobile device.

## CALCULATING THE ROI

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Nucleus quantified the initial and ongoing costs of TOA's Intacct project over a 3-year period, including software subscription licenses, consulting, personnel, and training. Direct benefits were quantified based on the growth of the business processes versus the avoided growth in actual staff in those departments using the average annual fully loaded cost of avoided additional employees. This was quantified as a direct cost savings instead of an indirect productivity benefit and was corroborated by the data Nucleus gathered about accounting staff and remote staff time savings.

## FINANCIAL ANALYSIS

### Intacct

Annual ROI: 532%

Payback period: 0.2 years

<b>ANNUAL BENEFITS</b>	<b>Pre-start</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Direct	0	301,000	351,000	401,000
Indirect	0	0	0	0
<b>Total per period</b>	0	301,000	351,000	401,000

<b>CAPITALIZED ASSETS</b>	<b>Pre-start</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Software	0	0	0	0
Hardware	0	0	0	0
Project consulting and personnel	0	0	0	0
<b>Total per period</b>	0	0	0	0

<b>DEPRECIATION SCHEDULE</b>	<b>Pre-start</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Software	0	0	0	0
Hardware	0	0	0	0
Project consulting and personnel	0	0	0	0
<b>Total per period</b>	0	0	0	0

<b>EXPENSED COSTS</b>	<b>Pre-start</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Software	36,000	36,000	36,000	0
Hardware	0	0	0	0
Consulting	20,000	0	0	0
Personnel	4,615	4,800	4,800	4,800
Training	0	0	0	0
Other	0	0	0	0
<b>Total per period</b>	60,615	40,800	40,800	4,800

<b>FINANCIAL ANALYSIS</b>	<b>Results</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Net cash flow before taxes	(60,615)	260,200	310,200	396,200
Net cash flow after taxes	(33,338)	143,110	170,610	217,910
<b>Annual ROI - direct and indirect benefits</b>				<b>532%</b>
Annual ROI - direct benefits only				532%
Net Present Value (NPV)				427,306
<b>Payback period</b>				<b>0.2 years</b>
Average Annual Cost of Ownership				49,005
3-Year IRR				445%

### FINANCIAL ASSUMPTIONS

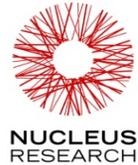
All government taxes	45%
Cost of capital	7.0%



NUCLEUS  
RESEARCH

# By the Numbers

TOA Technologies's deployment of Intacct



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Annual Return  
on Investment **532%**

**2.5** Months  
The total time to value, or  
**payback** period, for the Intacct  
project

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Cost : Benefit  
Ratio **1 : 7.2**

**\$301,995**  
Average annual benefit

## THE PROJECT

TOA Technologies deployed Intacct to automate its business processes, help its accountants process more transactions, create automated workflows, and empower executives around the globe to share timely information. Nucleus found key benefits of the project included increased productivity and the ability to support rapid growth without a similar growth in staff.

## THE RESULTS

Avoided new accounting hires growing the business 3x  
Supported 2x as many expense transactions

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Number of **users: 20**

**3** Months  
Total time for TOA to **deploy**  
Intacct

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*“ As a growth company people were learning new behaviors and responsibilities. Intacct helped us to grow and manage that.”*

Jim Bokar, Corporate Contoller, TOA Technologies