

The verdict

___ SaaS vs. On-premise

A complete guide to comparing the costs and benefits of on-premise Software as a Service (SaaS)



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Introduction

One of the key decisions facing enterprise IT leaders is whether to buy software and host it on servers they own or control, or subscribe to a Software as a Service (SaaS) solution.

TechnologyOne's long experience as a provider of both on-premise and SaaS software solutions tells us that moving to a SaaS approach can lower IT costs by up to 30 per cent. It can also streamline business processes, enhance customer and employee satisfaction, and enable the organisation to speed up its growth rate.

This paper uncovers the main factors to consider in a SaaS versus on-premise software analysis. It also provides frameworks for creating robust financial models for each approach.

The comparison frameworks are designed to help your organisation:

- Estimate and compare the total cost of ownership of on-premise and SaaS solutions
- Calculate the return on investment for on-premise software and SaaS by examining the potential business returns
- Assess harder-to-quantify potential costs and benefits of each strategy

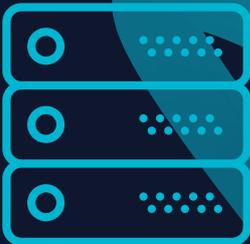
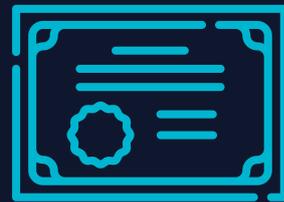
Calculate relative IT costs

Your organisation needs to consider a range of direct and indirect software-related IT costs. These fall into three main categories:

#1

Software Licensing

On-premise software and SaaS can have significantly different long-term costs.



#2

Infrastructure

The factors that determine infrastructure costs are different for on-premise software and SaaS.

#3

IT Administration

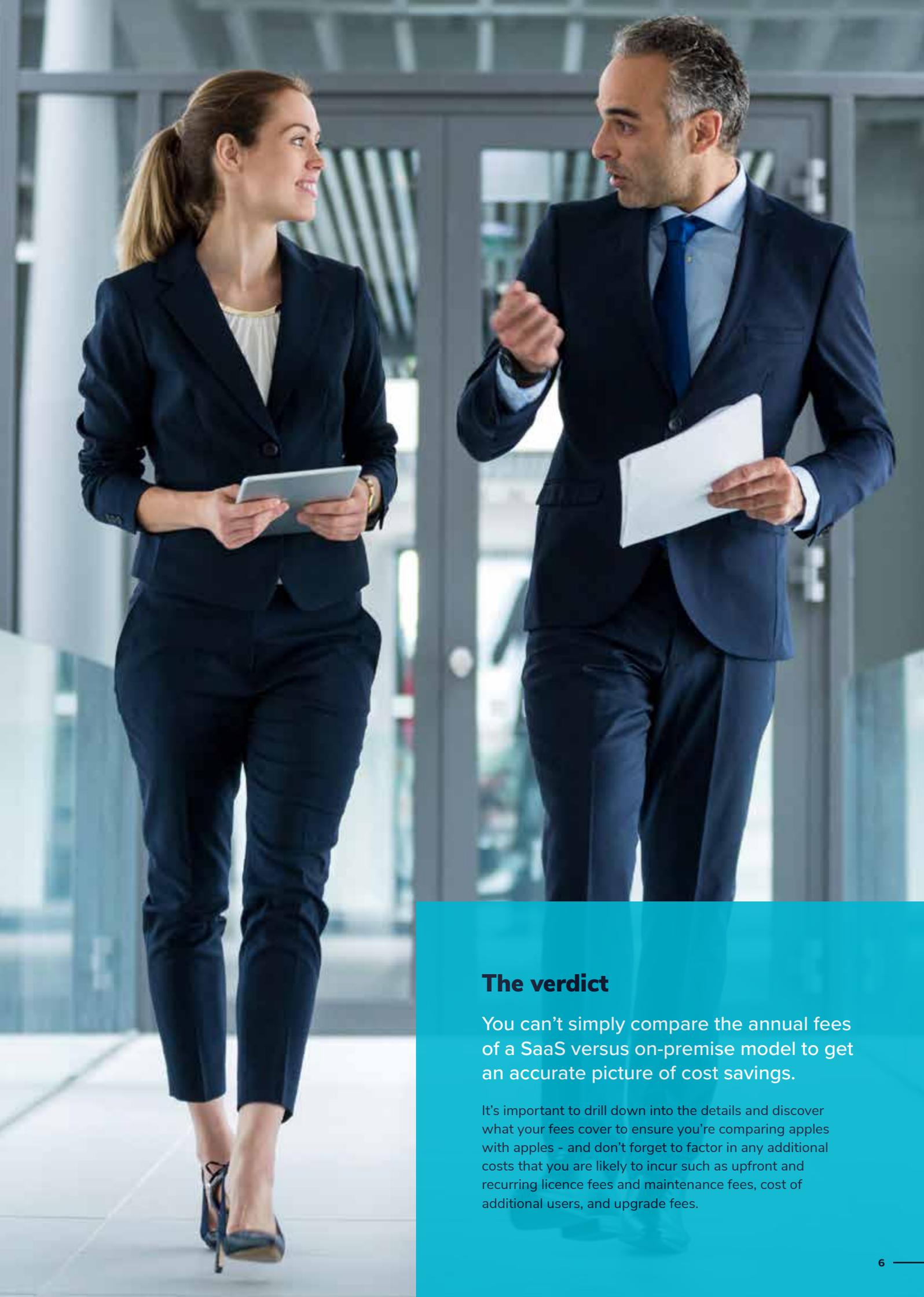
Managing software and related hardware can be one of the most significant costs of operating enterprise software.



Software Licensing

On-premise software and SaaS can have significantly different long-term costs. By examining how these costs are determined, you can identify major savings.

	On-Premise Software	SaaS
Pricing models	<p>Pricing models for on-premise software can be complex. Things you'll need to consider include:</p> <p>How the licence and maintenance fees accumulate over a three-year or five-year period</p> <p>The combination of upfront and long-term recurring fees, including the costs of major upgrades and technical support</p>	<p>SaaS pricing models are often more flexible - allowing you to pay monthly, quarterly or annually to suit your cash flow requirements. Simpler approaches make it easier to plan budgets and avoid cost overruns.</p>
Budgeting	<p>Many on-premise models require you to purchase a licence upfront, but pay annual maintenance fees to access new versions and upgrades - meaning you will have both upfront and recurring costs to factor into your budget.</p>	<p>Many SaaS providers will allow you to roll licensing, cloud, support and maintenance fees into a single charge - making budgeting simpler.</p>
Scalability	<p>You will need to negotiate whether contract terms accommodate additional users and geographies. Ask your software vendor whether these will be charged at the same prices as your current licences, or incur a higher 'penalty' charge.</p>	<p>A key benefit of SaaS is scalability, but you will need to ascertain whether the SaaS fee is fixed or flexible according to the level of SaaS usage. This is especially vital for an organisation with fluctuating software usage.</p>
Upgrades	<p>On-premise models usually charge an additional annual maintenance fee, or a separate upgrade fee to gain access to new versions of the software.</p>	<p>SaaS subscription fees usually include access to updates and new versions.</p>



The verdict

You can't simply compare the annual fees of a SaaS versus on-premise model to get an accurate picture of cost savings.

It's important to drill down into the details and discover what your fees cover to ensure you're comparing apples with apples - and don't forget to factor in any additional costs that you are likely to incur such as upfront and recurring licence fees and maintenance fees, cost of additional users, and upgrade fees.

IT Infrastructure

The factors that determine infrastructure costs are different for on-premise software and SaaS, and include the size of your organisation and your level of application usage.

	On-Premic Software	SaaS
Total infrastructure requirements	<p>While costs will vary, on-premise software environments have common key infrastructure requirements. The estimated average cost of ownership over three years is approximately \$1,350,425 - see Figure 1 on page 9 for further details.</p>	<p>In 2015, IDC analysed the infrastructure savings of 10 companies that ran their application workloads in the cloud.¹ IDC estimated that for every year over a five-year period that the companies ran an application in the cloud, they would reduce their infrastructure costs by an average of US\$131,073.</p>
Server costs	<p>The estimates in the table on page 9 show that server costs are the highest, accounting for \$992,183.</p> <p>To accurately calculate this cost, it's vital to investigate your organisation's level of application use. For instance, if usage increases significantly at certain times, such as the lead-up to the end of the financial year or in periods when a company typically processes more customer registrations or payments, your server capacity will need to cater for this peak usage.</p> <p>A main limitation of on-premise software is that you can't easily scale up or down for peak periods.</p>	<p>A SaaS vendor is responsible for purchasing, maintaining and managing the cloud-based IT systems that run its cloud-based applications. It might factor its infrastructure costs into the subscription fees it charges, but typically you will not have to pay for any additional infrastructure costs on top of your SaaS fee.</p>
Application storage	<p>Average storage costs amount to approximately \$247,474. This includes the cost of primary application storage, such as a storage area network, and storage for backups.</p>	<p>Most SaaS vendors will provide disaster recovery capabilities as part of their service.</p> <p>However, it is important to investigate the backup and off-site disaster recovery capabilities the SaaS vendor provides. If you require additional business continuity measures, you will need to factor them into your cost analysis.</p>

¹ Larry Carvalho and Matthew Marden, Quantifying the Business Value of Amazon Web Services, IDC, May 2015, d0.awsstatic.com/analyst-reports/IDC_Business_Value_of_AWS_May_2015.pdf

IT Infrastructure cont.

	On-Premic Software	SaaS
Network equipment	<p>Network equipment accounts for less than 10 per cent of total on-premise costs, totalling \$110,768. Your organisation should consider how many users would access high-bandwidth mission critical applications simultaneously, which could increase network infrastructure requirements.</p>	<p>If network performance is a concern, you should determine if you will need to upgrade the physical telecommunication link and network equipment in your office.</p> <p>You could also check whether you will need to purchase broadband services that offer faster transfer speeds or a larger data quota.</p> <p>If you plan to use SaaS to enable more employees to work remotely, then you should check whether your mobile data usage is likely to increase.</p>
Long-term costs	<p>It is important to calculate these costs over the long term, to account for major hardware refreshes.</p> <p>For example, an organisation might refresh key server and storage infrastructure every five years on average. A long-term cost calculation also allows for depreciation in the value of hardware.</p>	<p>SaaS vendors build, run and continually invest in the software, to ensure it is always up to date - making SaaS a future-proof solution.</p> <p>The true beauty of SaaS is that when the provider enhances its solution with a new feature, all SaaS customers benefit from it.</p>

The Verdict

The potential savings of a SaaS strategy can be significant.

Not only can you reduce your infrastructure, server and application storage costs, but it provides strategic long-term benefits that are not achievable on premise.

Figure 1

On-premise IT infrastructure costs

Estimated figures below were calculated using an Amazon Web Services (AWS) online tool². Figures are based on the cost (in an on-premise environment) to purchase and operate:

- 50 physical servers
- 50-terabyte storage area network
- For a time period of three years

Component	Cost
Server costs	
Server hardware	
Server hardware	\$175,026
Server hardware maintenance at 15% per year	\$78,762
Rack infrastructure	
Rack chassis with power distribution unit (\$3,500 per rack)	\$18,060
Power distribution units, dual 280V per rack (\$540 each, two per rack for high availability)	\$4,320
Top of rack switch (48-port 10/100/1G, \$5,000 each, two per rack for high availability)	\$51,600
Rack and stack one-time deployment cost (\$250 per server)	\$16,125
Spare servers (5% spare capacity per year)	\$38,068
Total rack infrastructure and server hardware costs	\$381,961
Server overhead	
Total power consumed by servers	27.5 kW
Metered cost per kWh	\$0.39
Power cost per month	\$7,662.60
Monthly cost to operate a rack	\$2,322.00
Total rack costs per month (based on 4 racks)	\$9,288.00
Total monthly facilities costs (power cost/month plus total rack costs)	\$16,950.60
Total facility costs (total monthly facilities costs x 36 (3 years))	\$610,222
Total server costs (total rack infrastructure + total facility costs)	\$992,183

On-premise IT infrastructure costs cont.

Component	Cost
Storage costs	
Storage area network (SAN)	
Starting raw capacity	50TB
Usable capacity based on RAID 10 configuration	23,808 GB
Purchase price of raw GB	\$5.68
Discounted raw purchase price (50% discount applied)	\$2.84
Total cost of SAN storage	\$145,306
Storage backup	
Total amount to be backed up	50TB
Type of tape library	LTO-5
Maximum uncompressed tape library speed	140 MB/S
Maximum uncompressed speed	11.54 TB per day
Backup window	8 hours
Data processed per drive during backup window	3.85 TB
Number of tape drives	14
Price per tape drive	\$2,322
Total backup cost	\$32,508
Storage overhead	
Data hosted by a single rack	1,000 TB
Number of racks required	1
Monthly cost to operate a rack	\$1,935
Total storage overhead cost	\$69,660
Total storage costs	\$247,474

On-premise IT infrastructure costs cont.

Component	Cost
Network costs	
Network hardware and software	\$76,392
Network hardware and software maintenance per year	15%
Maintenance cost over three years	\$34,376
Total network hardware and software costs	\$110,768
Total IT infrastructure cost over three years (total server costs + total storage costs + total network hardware and software costs)	\$1,350,425

Note: Table created using the AWS Total Cost of Ownership (TCO) Calculator.² All costs shown are for three years. The table does not include the cost of the enterprise software and operating system. Only raw storage capacity is shown, and storage I/O requirements are not factored into the storage cost. SAN storage costs are for hard disk drives.

This table was created using an online tool by cloud services provider Amazon Web Services (AWS), and estimates the total cost of owning IT infrastructure to host on-premise software.² It does not show the type of software that might be hosted or its cost, nor does it include the cost of storage and network administration, which we will also examine. However, the table is a useful indicator of the potential proportion of infrastructure costs for each type of hardware.

The table shows the cost to purchase and operate 50 physical servers and a 50-terabyte storage area network in an on-premise environment for three years. It shows that servers can account for a considerable proportion of on-premise infrastructure costs. The total server cost depends on the CPU type, number of processor cores and RAM. It also depends on the cost of the server operating system, which is determined by the upfront licence fee, available discounts and licence maintenance fee (if there is one). Depending on the type of server, a company might also need to include the cost of server racks in its cost analysis.

² AWS Total Cost of Ownership (TCO) Calculator, awstccalculator.com/

IT Administration

Managing software and related hardware can be one of the most significant costs of operating enterprise software. It can also tie up IT teams, preventing them from working on strategic business projects.

See Figure 2 on page 14 for a breakdown of on-premise IT administration costs for an example scenario.

	On-Premic Software	SaaS
Managing Hardware	<p>Your IT team, or outsourced IT services provider, will need to manage the on-premise hardware for the applications you run. The assessment should include:</p> <ul style="list-style-type: none"> • Time to purchase, deploy and manage servers, storage devices and networks • Managing backup and off-site disaster recovery systems 	<p>A SaaS provider will take care of deploying and managing the servers, storage and data centre network the SaaS application runs on, meaning there are no additional costs to factor in above your SaaS licensing fee.</p>
Operating the Software	<p>Software operations' costs you are likely to incur include:</p> <ul style="list-style-type: none"> • Deploying and upgrading applications • Managing operating systems and application databases • Time spent managing complex licensing schemes 	<p>The SaaS provider will deploy the application, operating system and databases to servers and manage them.</p>
Security	<p>You will need to secure the application environment, including:</p> <ul style="list-style-type: none"> • Personal and customer information • Complying with privacy regulations • Deploying security software and monitoring for data breaches 	<p>Your organisation may wish to investigate the level of security protecting its SaaS data, such as security monitoring and the nature and frequency of security audits.</p>

IT Administration

	On-Premise Software	SaaS
Mobile Access	Factor in the cost of providing application access to a mobile workforce and employees who work from home. This could involve deploying applications to laptops, phones and tablet computers. You may also need to set up and manage thin-client remote access tools and a virtual private network (VPN).	Generally, it is easier to provide mobile access with a SaaS product than with on-premise software. SaaS solutions are designed to work in a web browser, removing the need to deploy, manage and support mobile apps or VPNs. These can be important cost factors for a company with a large mobile workforce.
Integration with Back-office Systems	Your organisation might want to customise on-premise software to share data with other applications. For example, you might customise a back-office payroll application to share data with budgeting software. The more back office applications you have and the more complex they are, the greater the potential scope of this work.	Integration costs can be a significant consideration if you're using a mix of on-premise and SaaS software for your ERP system from various vendors. You can minimise that work by purchasing an integrated SaaS solution.
Technical Support	Factor in the cost of providing technical support to application users. This will depend on whether the IT team is expected to provide application support or if it is provided by the software vendor.	An additional cost benefit of SaaS is that the SaaS vendor will typically provide technical support for SaaS users. This could benefit a company with many users and SaaS applications.

The Verdict

With a SaaS strategy the provider is responsible for deploying and managing the entire application environment, including the hardware and software.

This can significantly reduce both staffing costs and technical requirements of your IT team when compared with an on-premise approach.

Figure 2

Estimated on-premise IT administration costs: example scenario

Task	Cost type	Cost base	Multiplier	First year on-premise cost
Provide mobile access				
Provide infrastructure for mobile application access	N/A	N/A	N/A	\$28,000
Optimise application performance and scale infrastructure	Salary	\$80,000	20%	\$16,000
Manage applications				
Work outside business hours to complete major application upgrades	Salary	\$80,000	N/A	\$5,000
Manage and upgrade systems, including servers, storage, virtual machines and network	Salary	\$80,000	20%	\$16,000
Manage, maintain and upgrade application database	Salary	\$80,000	10%	\$8,000
Check health of application, database, operating system, security, network and infrastructure	Days	\$2,000	5	\$10,000
Ensure business continuity				
Manage active-active infrastructure by setting up, provisioning, patching and upgrading operating systems, databases and other systems. Test disaster recovery system	N/A	N/A	N/A	\$12,000
Manage backup database logs, daily incremental backups and weekly full backups. Manage data retention period data	N/A	N/A	N/A	\$10,000

Estimated on-premise IT administration costs: example scenario cont.

Task	Cost type	Cost base	Multiplier	First year on-premise cost
Secure systems				
Proactively monitor systems for security threats. Manage anti-virus systems, patch and upgrade security systems. Gain security certifications	N/A	N/A	N/A	\$30,000
Monitor systems				
Remotely monitor systems and respond to problems, including after business hours	Salary	\$80,000	5%	\$4,000
Infrastructure, environments and software and services				
Set up, provision, patch and upgrade computing environment, including operating system and databases	N/A	N/A	N/A	\$24,000
Total administration costs				\$163,000

Estimates developed by TechnologyOne based on current market conditions.

Case Study

Noosa Council

In 2012, the Queensland Government commissioned KPMG to estimate the potential cost of establishing new data centres for Noosa Shire Council, which was de-amalgamating from another council.

KPMG's report estimated total capital expenditure of \$5.22 million, including costs relating to the data centres, business applications, computers for employees, data and voice services and project transition costs.³

Fixed assets accounted for \$4.04 million of these capital costs. They included \$1.36 million in data centre assets, including servers, operating system and virtualisation licences, primary and secondary data centres, disaster recovery systems and backup systems. The report also estimated annual operating expenditures of \$3.86 million. The estimate included management costs of \$1.65 million, which was almost 30 per cent of the total ICT costs.

The council did not follow the on-premise application path. Instead, it bought TechnologyOne's SaaS solution for an initial fee of around \$1.2 million, with additional annual payments of around \$1 million. In 2018, the council extended its SaaS contract with TechnologyOne for another eight years.

In addition to saving millions of dollars in IT infrastructure and management costs, the council was also able to deploy the solution quickly. It was implemented in four months with zero IT infrastructure and staff, compared to at least a year for an on-premise deployment.

³ KPMG, Queensland Treasury Corporation, high-level IT separation cost estimates for Queensland Councils, 14 November 2012



Consider business benefits and operations

Once your organisation has calculated the total IT-related cost of a SaaS versus on-premise approach, it's also important to consider the other potential business benefits and operational issues.

Simplicity

A simpler software environment reduces the risk of technical problems. When software upgrade processes are simple, an organisation is better able to take advantage of new software features.

On-premise software setups are often heavily customised, making upgrades time consuming and complex.

A SaaS model simplifies software upgrades. Instead of installing your own software, you will use the same code-line as other SaaS users. You do not have to customise the SaaS code, so it is possible to use new versions as soon as they are released.

Another consideration is how many companies you will need to work with to plan, deploy, manage and support your organisation's software. Having too many partners can cause problems if responsibilities overlap and communication is poor.

Moving to an integrated SaaS application can result in fewer software licences and vendors to manage, freeing up the IT team. It can also reduce the risk of finger-pointing if there is a technical problem.

How IT complexity can cost governments

A Queensland Government ICT audit report published in 2012 provides useful examples of the problems caused by having complex in-house IT.

The auditor found that state government agencies had a significant number of heavily customised and costly ICT systems. The report noted that this customisation had tied the state government to specific vendor products and software versions.⁴

"This tight coupling reduces the government's options for making step-change transformations, and makes it very expensive, time consuming and difficult to move away from a vendor product or even to upgrade (with all the complex customisations) to a newer version," the report stated.⁵

The verdict

A SaaS model is more likely to produce a simple software environment, which can free up your IT team to spend more time supporting strategic business projects.

⁴ Queensland Government Chief Information Office, Queensland Government ICT Audit, October 2012, www.parliament.qld.gov.au/documents/tableOffice/TabledPapers/2013/5413T2865.pdf

⁵ Ibid.

Productivity

The right software setup can empower your employees to work more efficiently, by providing them with time-saving features.

This extends to how simple it is to use the software on mobile devices. If employees can easily find the information they need on their laptop, tablet or phone, it can also increase their efficiency.

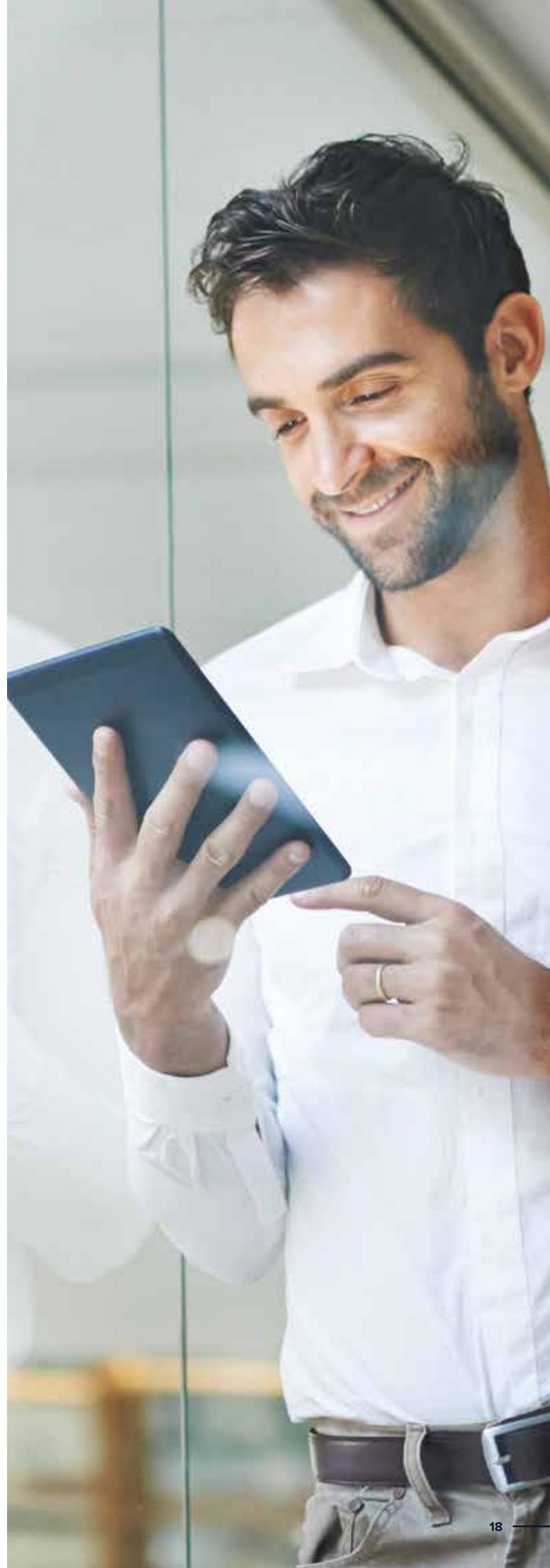
Many on-premise solutions require a VPN or custom-built mobile app for the software to work on mobile devices. By contrast, SaaS works on any web-enabled device.

Also consider how better scalability and deployment time might affect productivity. IDC's survey of 10 organisations hosting their application workloads in the cloud found these factors contributed to a 23 per cent productivity improvement for some employees⁶

The Verdict

SaaS solutions work natively on mobile devices, allowing employees to be more productive by working from anywhere, on any device.

⁶ Larry Carvalho and Matthew Marden, Quantifying the Business Value of Amazon Web Services, IDC, May 2015, d0.awsstatic.com/analyst-reports/IDC_Business_Value_of_AWS_May_2015.pdf



Scalability

Ensuring system scalability can be challenging when software is hosted on premise because it is usually too expensive to buy enough infrastructure to meet all future needs.

A Band-Aid approach many organisations with an on-premise setup take is to quickly add additional capacity when unforeseen demand arises, but this comes with its own set of challenges. Organisations will need to contend with budget, capacity and supply issues.

A SaaS environment will typically have excess capacity that can be engaged as required, then released when application usage falls. This approach generally makes it much faster and cheaper to scale a SaaS application environment.

How scalability problems can increase costs

One of the challenges of scaling an on-premise software environment is forecasting how much additional IT infrastructure will be needed. A miscalculation can result in an organisation buying on-premise IT equipment it does not use.

For example, concern was raised in 2016 about the sum that the Western Australian Department of Health had spent on its centralised computing contract. The auditor-general reported that the department was only using 65 of the 167 racks in one of its data centres. It valued the unused racks at \$2.04 million and reported that the department was paying around \$90,000 each month to rent the space for the racks.⁷

“Health now finds itself with significant excess capacity and ongoing unwarranted expenditure,” the report stated.⁸

The verdict

Scalability is much smoother with a SaaS environment, because you don't need to physically add additional servers or infrastructure to meet fluctuations in capacity.

⁷ Office of the Auditor General, Health Department's Procurement and Management of its Centralised Computing Services Contract, February 17, 2016, audit.wa.gov.au/reports-and-publications/reports/01-health-departments-procurement-and-management-of-it-centralised-computing-services-contract/

⁸ Office of the Auditor General, Health Department's Procurement and Management of its Centralised Computing Services Contract – Key Findings, February 17, 2016, audit.wa.gov.au/reports-and-publications/reports/01-health-departments-procurement-and-management-of-it-centralised-computing-services-contract/key-findings/

Security

The financial and reputational consequences of failing to secure data and comply with privacy laws can be severe. Cybersecurity incidents and other failures can quickly disrupt operations and cause customers to lose trust in an organisation, especially if its personal information is compromised or abused.

There is also a risk of losing revenue if operations are interrupted because an IT system is taken offline to respond to a breach and prevent further damage. The Ponemon Institute's 2017 study into the cost of data breaches in Australia showed the average total cost to affected Australian companies was approximately \$2.51 million each⁹

SaaS can reduce your organisation's security burden because a SaaS provider takes responsibility for securing the application environment. This includes regularly implementing the latest security updates and technologies. However, not all SaaS providers are equal, so it's important to assess whether your chosen provider has gained relevant security certification, including certification of its data centre.

By comparison, if you're running on-premise software, you will need to ensure your IT team has the skills and time to manage complex monitoring software. If they can't perform these tasks, you will need to consider hiring additional staff or paying a security service provider to ensure your application is adequately secured.

The verdict

Unless your organisation has already invested in the skills and capability to secure your on-premise software environment, SaaS offers a more robust, secure solution.

⁹ <https://www.cloudrecover.com.au/cost-data-breach-australia/>





Case Study

Whangarei District Council

Whangarei District Council in New Zealand previously used best of breed on-premise systems to host and operate TechnologyOne enterprise software.

This on-premise IT environment was complex, with conflicting versions of software and disparate data sets. The complexity also resulted in large integration costs.

To solve this problem, the council moved its TechnologyOne system to the cloud. Moving to SaaS saved the council \$280,000, which was a 38 per cent reduction in the total cost of owning the software. A key cost benefit was the ability to redeploy three IT staff members. The council also estimated a 22 per cent return on its investment within four years.

Another key benefit of moving to SaaS was an increase in the performance of the council's transactional systems. In fact, the council estimated this would provide an annual saving of \$133,700.

Checklist —

Now that you're aware of the considerations and benefits of a SaaS versus on-premise approach, we've developed a checklist to help you carry out your analysis.

The checklist compares the total cost of infrastructure/ownership, return on investment and key business benefits, so you can build a comprehensive picture of the costs and benefits of each software approach. Some of the business benefits might outweigh the costs, so it is important to view these factors together.

Key on-premise software and SaaS comparison points

Infrastructure

Does your infrastructure provide mobile application access?

Have you included all IT infrastructure costs such as cost of servers, storage and network, including overheads?

Have you accounted for all IT administration costs including:

- Software and hardware administration?
- Deployment and monitoring?
- Upgrades fees?
- Integration expenses?
- Requirements to secure and backup systems?
- Provision of mobile access and supporting users?

Total cost of ownership

Have you considered your IT investment and whether it performs optimally for your needs during peak processing times?

Have you measured the estimated financial gain resulting from an increase in the number of payments processed, customers registered or services launched by systems that give you increased application performance?

What would the cost be to scale up your capability and how long would it take?

Is your system reliable – what is the cost of downtime?

What is the deployment time for your IT setup?

Checklist cont. —

Key on-premise software and SaaS comparison points

Return on investment (ROI)

Have you prepared long-term ROI estimates that give you a big picture analysis?

Are you being strategic in thinking through your on-premise versus SaaS decision-making approach?

Other Factors

How simple is your current software and systems to upgrade?

Do all your software and systems integrate seamlessly?

Does your IT team spend their time on operational responsibilities and not strategic business projects?

Does your current software and systems support productivity including:

- Ease of use?
- Simple and consistent interface design?
- Efficiency of application workflows?
- Ease of mobile features access?
- Less need for frequent feature upgrades?

Have you considered the cost and skills required to add servers and storage quickly when you need to scale up?

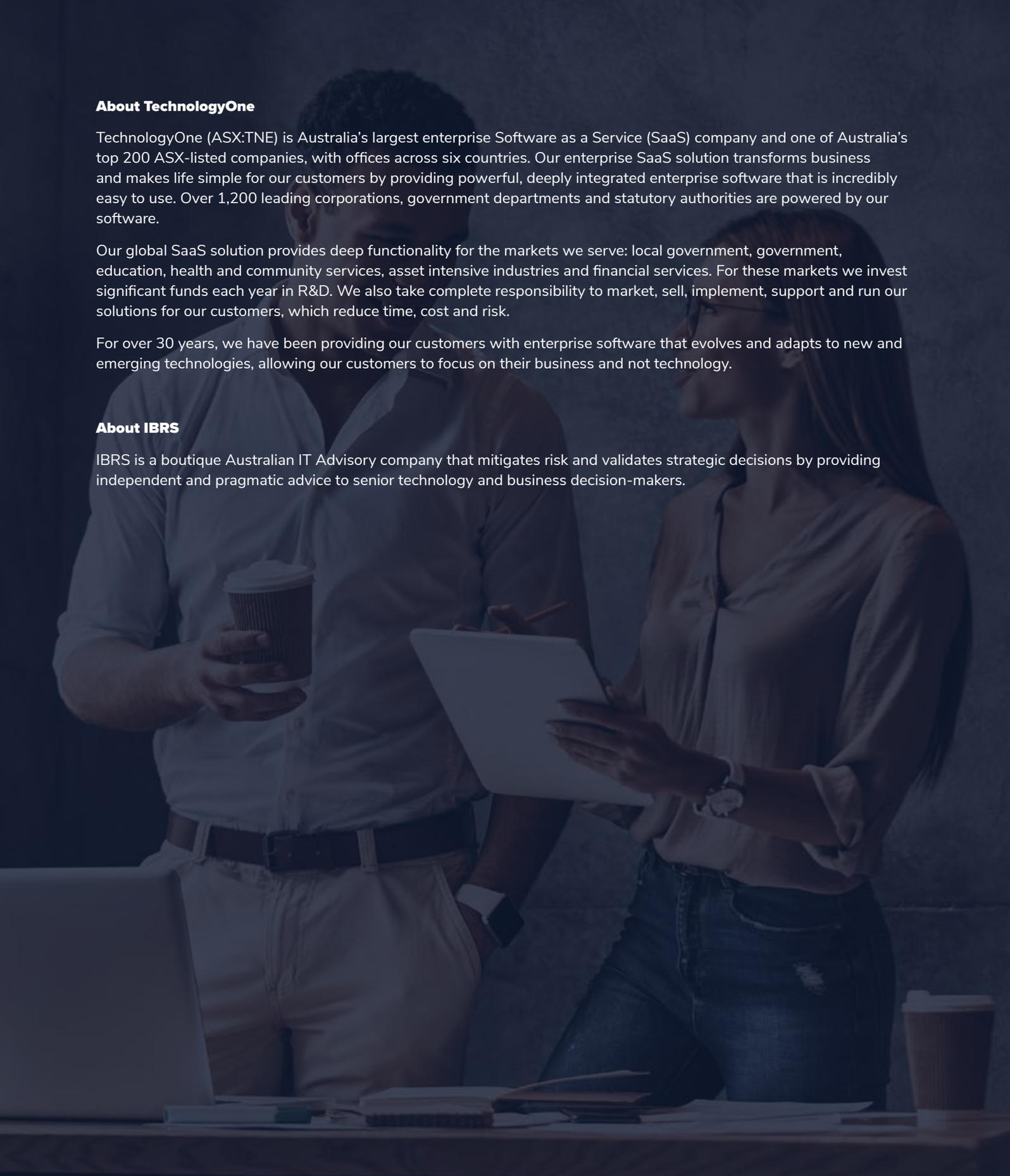
Are you confident in the security of your data?

Do you have the time, cost and skills required to adequately monitor for threats, prepare for audits, gain certification and comply with regulations?

How often do you apply security updates – could your time be better spent?

Learn more

To learn more about how SaaS is changing the enterprise software landscape, download your copy of the 2019 Enterprise Software Report at technologyonecorp.com/2019EnterpriseSoftwareReport



About TechnologyOne

TechnologyOne (ASX:TNE) is Australia's largest enterprise Software as a Service (SaaS) company and one of Australia's top 200 ASX-listed companies, with offices across six countries. Our enterprise SaaS solution transforms business and makes life simple for our customers by providing powerful, deeply integrated enterprise software that is incredibly easy to use. Over 1,200 leading corporations, government departments and statutory authorities are powered by our software.

Our global SaaS solution provides deep functionality for the markets we serve: local government, government, education, health and community services, asset intensive industries and financial services. For these markets we invest significant funds each year in R&D. We also take complete responsibility to market, sell, implement, support and run our solutions for our customers, which reduce time, cost and risk.

For over 30 years, we have been providing our customers with enterprise software that evolves and adapts to new and emerging technologies, allowing our customers to focus on their business and not technology.

About IBRS

IBRS is a boutique Australian IT Advisory company that mitigates risk and validates strategic decisions by providing independent and pragmatic advice to senior technology and business decision-makers.