

The Top 10

Myths of Hosted CRM

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The Top 10 Myths of Hosted CRM

Hosted CRM has captured significant mind-share and market share away from more traditional on-premise software solutions over the last 18 months. This shift is driven by the increasing popularity of the “service-based” or “pay-as-you-go” service model as well as more powerful hosted solutions now offered from providers such as Salesforce.com, Salesnet, Aplicor and NetSuite.

As with any disruptive innovation, separating the reality from the mythical can be a challenge for any prospective customer trying to accurately evaluate choices and make an informed decision. This white paper uncovers some of the myths surrounding hosted CRM and provides an unbiased perspective on each of the issues.

The Top 10 Myths addressed are:

- 1. If the Internet is down then my operation is down**
- 2. Hosted solutions are only for small or midsize companies**
- 3. Hosted solutions have only basic functionality**
- 4. Hosted solutions cannot be customized**
- 5. It's difficult to integrate hosted solutions with desktop programs, back-office applications or legacy systems**
- 6. My data is more secure if I have the software in house**
- 7. Hosted software can be implemented overnight**
- 8. Hosted solutions require no management**
- 9. Hosted solutions are only available for Front Office or CRM applications**
- 10. Hosted solutions are more expensive over the long term**

Myth #1: If the Internet is down then my operation is down!

For the first generation of hosted solutions a live connection to the Internet was required in order to operate. However, this situation has changed dramatically over the last twelve months with leading hosted vendors offering off-line access and disconnected software utilization.

At the most basic level, the hosted providers offer the ability to download information to a spreadsheet or other desktop tool. This allows you to work with the data in an off-line mode and resynchronize when the Internet connection is reestablished. Although a fairly crude implementation, this method can be effective at bridging the gaps during short periods of downtime. However, if data volumes are significant this method may not prove to be a workable solution.

The more advanced hosting providers are now offering fully functional off-line versions of their products. These off-line tools can be used in exactly the same fashion as their online counterparts and provide not only access during periods of Internet downtime but more fully enable the mobile workforce. Providers such as Salesforce.com and Aplicor provide fully functional off-line versions of their sales force automation products as part of the standard subscription fee. Additionally, both vendors offer mobile editions of their product for use on handheld devices such as the Pocket PC. These alternatives provide another method for accessing critical customer data while on the road or away from the office Internet connection. AvantGo provides Salesforce.com's solution for an additional \$25 per month while Aplicor's mobile edition is provided directly by Aplicor without additional charge.

Myth #2: Hosted solutions are only for small or midsize companies.

This statement is true except for the use of the word "only". Hosted solutions became popular with small and mid-market companies by virtue of the low upfront cost and rapid time to deployment. Research from industry leading analyst Denis Pombriant of Beagle Research Group indicates that the majority of hosted CRM deployments are less than 50 users. In many ways hosted CRM has struggled to extricate itself from this market perception that has ironically driven its initial success. Actual and perceptual barriers for hosted solutions to break-through and penetrate the enterprise market vary by vendor. These barriers are generally related to depth of functionality, customization capability, security and systems integration. The market's leading providers now effectively address these issues. Fortune 500 companies adopting hosted solutions from companies such as Salesforce.com, Siebel OnDemand and Aplicor have proven enterprise level success and penetration. Each of these hosting providers has client implementations with hundreds or even thousands of users. Political environments, existing investments and vested interests may cause larger organizations to continue to be laggards in terms of adopting hosted CRM. However, those enterprise companies evaluating the hosting model irrespective of sunk costs are now realizing that software-as-a-service solutions provide very viable alternatives to the traditional on-premise products.

Myth #3: Hosted solutions have only basic functionality.

What constitutes meaningful CRM functionality is relative to the specific needs of any particular organization. Prior to undertaking a CRM evaluation project, a complete analysis of sales, marketing and customer support processes should be conducted. Based on this analysis specific requirements can be identified, weighted and subsequently prioritized. Only after this analysis is complete should you begin the process of evaluating software alternatives. It is highly unlikely that at the conclusion of the evaluation process you will reach a 100% functional match with any one vendor. The question will therefore be which product best meets your highest priority requirements.

In the early days of hosted CRM solutions, the functionality of the offerings was fairly limited. In most cases it amounted to basic record keeping and data management. To a certain extent this remains true for some providers and certain product offerings. For example, entry level solutions

such as Salesforce.com team edition provide only the most basic record keeping functionality. Second generation hosted solutions, however, offer considerably more functionality in both breadth and depth of CRM business processes.

Within these second-generation CRM solutions you will find functionality that addresses more advanced areas such as:

Competitive Intelligence (CI):

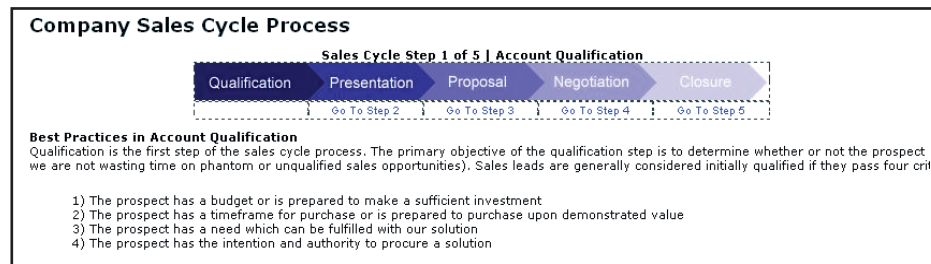
Competitive analysis includes the ability to track and manage competitive profiling information and conduct competitive comparisons based on user-defined criteria. Detailed win-loss analysis for each sale opportunity can be analyzed on an aggregated basis across the enterprise by competitor, sales person, territory, product or other measure.

Product Management and Customer Pricing

Product catalogs and price lists can be managed with support for complex pricing strategies based on quantity, date range or customer criteria. In some of the more advanced hosted CRM solutions this functionality will be tied to a fully integrated quotations engine and back-office accounting or enterprise resource planning (ERP) system.

Content Management and Publishing

A Content Management system is a tool which permits users to publish custom web pages such as supporting business processes, sales cycle steps, customer support policies or marketing best practices. This tool empowers users to complement their CRM application with company-specific content typically contained in an Intranet or three ring binder. Linking that custom content to the specific page or location in the hosted CRM system where those business processes can be referenced and applied is an outstanding aid in integrating business processes with software technology. For example, in the application I reviewed, I was able to create a richly formatted web page guideline for sales professionals regarding discounting policies. I then linked this document to the opportunity management form within the application. Thereafter, with a single click any user is able to instantly access this information at the point in the sales cycle where it is most helpful. This is a very useful tool for communicating policies, guidelines, tips and advice to effectively support all customer-facing professionals.



Data Warehousing and Online Analytical Processing (OLAP)

While each hosting application provides basic reporting, the reports are limited to pre-defined sorts, filters and sub-groupings and are fairly static in overall report format and structure. Report processing time also slows as data volumes increase. Data warehousing and OLAP provide a higher level of report flexibility, presentation, performance and analysis. OLAP reporting can change reporting structures and regenerate views on the fly by simply by dragging and dropping a variety of dimensions onto the analysis presentation. Additionally, these tools provide drill-down investigation to source level transactions. OLAP analysis is invaluable in advancing beyond static report content to discovering the underlying variables that most influence operational results. Both Siebel and Aplicor offer built-in data warehousing and online analytical tools. Salesforce.com can provide this type of analysis from a third party partner.

Workflow Automation

Although relatively new to hosted solutions, the leaders in the field have delivered fully functional embedded workflow tools. These tools enable users to automate the majority of routine or exception-based processes that are pervasive throughout most customer focused organizations. An example might include the routing or escalation of a customer support request based on priority, case type or elapsed time transpired. A workflow can be established that initiates specific actions or notifications based on customer, incident or time-based conditions. A sample automation procedure is shown in the following diagram.

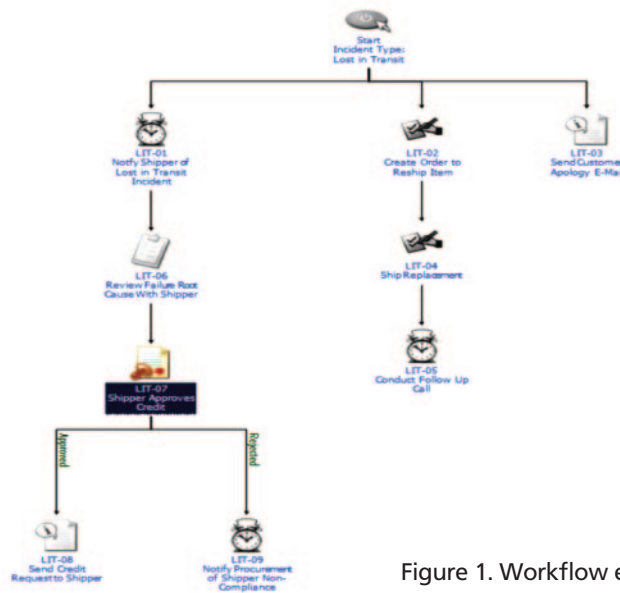


Figure 1. Workflow example from Aplicor

Although some of the more specialized automation functions remain the sole purview of the enterprise on-premise providers such as SAP, PeopleSoft and Oracle, the hosted providers are now offering very well rounded functionality that covers the core CRM business processes and beyond.

Myth #4: Hosted solutions can't be customized.

Most hosted providers recognized from the outset that one-size does not fit all in CRM. To support the requirement for tailored systems almost all providers support customization of the look and feel, structural format and data capture content of the CRM solution.

Key customization elements for evaluation include the following:

- **Customize the CRM Desktop:** Because different users have different roles in your organization, it is likely that they will want to see information presented in different ways. Hosted solutions from organizations like Salesforce.com, SalesNet and Aplicor enable you to customize information presented on the user's desktop. In many cases this customization will take the form of specific data views or queries. This customization can be created by an individual user or for a group of users within a certain role.
- **Ability to Add User Defined Fields:** User defined fields can typically be added to any page within the solution and allow you to capture information that is specific to your industry or organization.
- **Ability to Add Custom Forms:** A level above the addition of user-defined fields is the ability to add entirely new forms to the solution. In the more advanced solutions these forms can be customized with user defined layouts and will incorporate the navigation controls used throughout the entire solution. This creates a consistent look and feel and will encourage user adoption.

- **Ability to Customize Menu Structures:** Many hosted CRM solutions will also allow you to completely customize the menu structure within the application. Some will even allow you to customize menus by role or even individual user. This tailoring will both enhance navigation throughout the system and allow administrators to remove menu items or access paths that are not applicable to selected users or groups.

Most hosted solutions support the fundamental requirements for user customization. The future for hosted solutions will require the ability for “custom components” to be created within their client organizations and be seamlessly integrated into the core solution. Salesforce.com has begun an initiative referred to as Sforce that is moving toward this vision. Aplicor has created a solution referred to as the “on-line value chain” with similar objectives. Although these programs share a common vision for the future customization and extendibility of the core hosted solution, both initiatives are in their relative infancy.

Myth #5: It's difficult to integrate hosted solutions with desktop programs, back-office applications or legacy systems.

In a September 2002 CIO Magazine survey, 61% of respondents cited “Integrating Systems and Processes” as a top priority for systems implementation. Today, knowledge workers spend 30% of their time searching for information (source: Delphi Group). To reduce the time employees, customers and partners spend searching for information, thereby driving productivity gains and reducing service costs, an organization must do more than just deploy a stand-alone CRM solution. They must ensure that within their entire organization, applications are integrated and the content is optimally aggregated, organized and exposed.

Hosted CRM integration capabilities for evaluation should include packaged integration with desktop programs, back-office accounting or ERP applications, and legacy systems.

Integration to desktop productivity programs most commonly refers to the ever-popular Microsoft Office suite of products. Most hosted providers now support direct synchronization with Outlook, various data exports to Excel and mail merge functionality with Word. The top tier hosting solutions will work in a seamless manner with these desktop applications. Of particular note is Salesforce.com’s Office Edition, which supports mail merge with word and data export to Excel.

Integrating front-office processing with back-office applications is normally a given for most organizations. Failing to accommodate this routine integration will result in disparate databases and islands of isolated information. Hosted vendors approach this all too common integration quite differently. NetSuite and Aplicor provide both packaged integration to ERP systems as well as their own proprietary and integrated ERP applications. Salesforce.com provides a well thought through packaged integration capable of supporting several market-leading ERP systems. The rest of the hosted software providers have yet to clearly address front to back office integration requirements.

Integration to external systems has always been a challenge with information systems implementations. This problem may not be particularly more difficult with hosted solutions, but integration alternatives remain quite varied among vendors. Many of the new hosted solutions have taken advantage of their current technology foundation to support more structured, simple and ultimately faster and cheaper integration. Because these solutions have been architected from the ground up using industry standard development tools and IT practices, they have been able to leverage integration options that are not as available to their traditional on-premise counter-parts. Web services is becoming the de facto standard among system integration methods. The term Web services describes a standardized way of integrating Web-based applications using XML and a SOAP transport over the Internet. Web services allow different applications to communicate with each other without time-consuming custom coding.

Additionally, because Web services are XML based, they are not tied to any one operating system or programming language.

A Web services integration approach can further support third party organizations such as business partners, vendors or customers. The key to extending the web services “extraprise” is that they allow organizations to communicate with each other without intimate knowledge of each other’s IT systems behind the firewall. This allows integration both within and beyond the walls of the organization.

Other integration options that hosted solutions support include partnerships with third party data integration tools such as Pervasive’s Data Integrator. These tools are essentially middleware products that typically use messaging technology to move data between applications.

Myth #6: My data is more secure if I have the software in house.

A fundamental tenant of hosted solutions is that customers’ data will be secured and protected. For this reason hosted CRM providers have invested extensively in providing highly secure operating environments. In a recent visit to a hosted solution provider’s data center, I was fingerprinted and photographed twice!

The security precautions however extend far beyond the constructs of cement walls and guarded access. More importantly, the providers are able to demonstrate the multiple levels of data protection that can seldom be matched by any single organization not in the full-time data center business. Top tier hosting vendors have combined many prevention and preparedness principles to achieve a formidable and secure computing environment. Key criteria to evaluate hosting vendor security include the following:

- **Perimeter Security:** Does the vendor utilize deep packet inspection (DPI) or an application level firewall technology that scans all levels of packet transmission?
- **Transmission Security and Secure Connectivity:** Does the vendor use SSL or https encrypted transmission?
- **Network Security:** Does the vendor use both Intrusion Detection System (IDS) and Intrusion Prevention System (IPS) products? At what network layers is anti-virus applied?
- **Data Center Redundancy:** Does the vendor provide redundant power, connectivity and equipment as well as a hot site?
- **Physical Security:** Is the data center secured, free of windows and built with cement or steel fortified?
- **Security Policies:** Does the vendor maintain clear standard operating policies and procedures?
- **Security Routines:** Does the vendor maintain an intrusion response system (IRS) and prepared response plan?
- **Knowledgeable Staff:** Does the vendor use certified security experts such as the preferred CISSP designation?
- **Data Safeguards:** Does the hosting provider institute a rigorous program of data back-up and off-site storage?

This layering of intellectual security defenses provides redundancy and creates an environment where the failure or circumvention of one security device does not necessarily lead to the compromise of the network. This provides a level of security seldom seen among CRM systems in most commercial organizations. This is especially true when compared against the security environments of small and midsize companies. It is likely that your data will in fact be far more secure with a hosting provider than if you attempt to secure it yourself.

Myth #7: Hosted solutions can be implemented overnight.

This myth is probably one of the most prevalent in the industry. Many people have confused the “instant on” nature of hosted software with the implementation of a successful CRM initiative. The truth is that the software represents only one element of any CRM initiative.

Environment For Lasting Change (aka Critical Success Factors)

Pressure For Change	Clear Vision	Solid Goals	Executive Sponsorship	Mgmt. Early Adoption	Key User Endorsements	Broad Involvement	Methodology	Supporting Processes	Incentives	Evaluate and Enhance	Result
✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	No impetus, No action
✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	Fast start, later fizzles
✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	Not strategic, trial project
✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	Lack of commitment
✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	Management vs. Uses
✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	Silo views & redundancies
✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	False starts, aimless
✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	Chaotic execution
✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	Superficial buy-in
✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	No analysis or improvement
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Success with lasting change

The reality of implementing any significant organizational change requires a combination of people, process and technology. The chart above illustrates some of the most common failures when organizations attempt to implement change without having all of the required change elements in place.

The leading hosted providers support project implementations by providing professional services staff to guide the implementation process or provide as-needed specialized resources.

Customer preparation should start with the creation of an executive leadership or Steering Committee. This group acts as the focal point for the initiative within the organization and provides the much needed visibility and accountability for the project’s success. A second element of the project will be a cross-functional team of business representatives that understand the business processes and requirements. Typically, documenting the business requirements in a prioritized spreadsheet can be a helpful starting point.

Myth #8: Hosted solutions do not require management.

It is true that hosted solutions in general require far less system administration and overall management than on-premise solutions. However, the relationship with the hosting provider still needs to be carefully managed and each customer must accept a level of ownership for the implementation and operation to be successful. Typically the provider will provide a Service Level Agreement (SLA) that will stipulate requirements concerning system availability and response times. Compliance with these agreements needs to be monitored and managed.

Certain providers exacerbate the problem of managing the hosted relationship. This is due to their heavy emphasis on “partnering”. In an attempt to expand the functional footprint of their solutions, many hosted CRM providers have sought to create partnerships with other providers. Common partnership examples include email campaign management, natural language search algorithms and analytics tools. Some hosted providers have also chosen to expand their partner-based offerings to broader functional areas such as project management and accounting.

In reality, managing multiple relationships with different providers is challenging and often prone to problems (or finger pointing) if not very carefully managed. There is also an incremental cost factor. The value proposition of the hosted solution alters dramatically if you pay \$65 for the hosted solution, then \$25 for mobile access and then \$59 for a project management add-in. Leading hosted solutions providers such as NetSuite and Aplicor are seeking to provide fully integrated single vendor solutions that support a wide range of business functions. This avoids the potential management issues and cost increases when a broader software scope is needed.

Myth #9: Hosted solutions are only available for Front Office or CRM applications.

There are many hosted CRM providers that are focused in single discipline areas, such as SalesNet's Sales Force Automation product, EmailLabs' email marketing or NetReflector's customer satisfaction and survey tool. Other providers have expanded their offerings to support a wider range of customer relationship management functionality including marketing management, sales force automation and customer support (Salesforce.com and Siebel OnDemand). Other thought and industry leaders are moving beyond the front office to also build fully integrated "front-to-back" office solutions (NetSuite and Aplicor). The appeal of these fully integrated systems will depend on each individual organization's business needs and existing information systems investments. Other critics have observed that the functionality of the hosted front-to-back office solutions is not deep enough to compete with existing best of breed accounting solutions such as Great Plains in the middle market or SAP at the enterprise level.

Myth #10: Hosted solutions are more expensive than on-premise solutions in the long term.

Before addressing this myth, let's review the nature of each platform alternative from a financial perspective. First let's consider an on-premise or licensed solution. A licensed solution requires that the software be purchased outright at the beginning of the transaction. License fees for an enterprise CRM solution will usually be based on a per user seat count and range from between \$500 - \$3,500 per seat depending on the product selected. Following the initial purchase, an implementation project will be launched to install and configure the software product. Implementation costs typically range at between 1 to 2 times the cost of the software license. It will be necessary to purchase the hardware and other infrastructure required to run the software and assign appropriate personnel to manage the hardware, software and database on a go-forward basis. Finally, it will be necessary to establish a support environment that includes both training and direct user support.

The hosted solution does not require the upfront investments in software or hardware. It also does not require the establishment of a dedicated support function or the assignment of technical staffing personnel, as these tasks are outsourced to the hosting provider. Unlike the on-premise model, however, there is an annual recurring payment to the hosting provider for the service. Typically these costs are billed annually on a per user basis.

On-premise software providers have made the argument, that over a sustained period, the cost of a hosted solution will exceed the cost of an on-premise solution. Analysis presented by Yankee Group CRM Analyst Sheryl Kingstone refutes this claim. At the 2004 DCI CRM show Ms. Kingstone presented an analysis indicating that over five years the Total Cost of Ownership (TCO) is almost 60% higher for an on-premise solution.

An extension of Ms. Kingstone's analysis follows: The full details of each scenario outlined by Ms. Kingstone are provided in Appendix 1.

Estimated Increase in Total Cost of Ownership for On-Premise Solution:

Assumptions:		30 Users Sales, Marketing and Customer Support CRM implementation					
HOSTED							
Cost Category	Year 1	Year 2	Year 3	Year 4	Year 5	5Yr TCO	
User Licence	60,000	60,000	60,000	60,000	60,000	300,000	
License Support	-	-	-	-	-	-	
Professional Services	45,000	15,000	15,000	15,000	15,000	105,000	
Hardware Infrastructure	9,000	-	-	9,000	-	18,000	
Networking Operations	-	-	-	-	-	-	
End User Support	45,000	45,000	45,000	45,000	45,000	225,000	
Customization Costs	-	15,000	15,000	15,000	15,000	60,000	
Training	15,000	-	-	-	-	15,000	
TOTAL	174,000	135,000	135,000	144,000	135,000	723,000	

Ms. Kingstone's analysis does not factor into the equation the concept of the time value of money also known as 'net present value of cash flows'. Factoring such discounting of future cash flows would further enhance the value proposition of the hosted model. The imbalance and cost savings of hosted solutions becomes more substantial for organizations that believe software systems fully depreciate in less than five years. With or without these additional factors, the analysis clearly identifies that hosted solutions have a lower cost of ownership over the five year planning horizon.

The benefits of hosted solutions from a financial perspective are also derived from the predictability of the cost and the ability to spread the cash flow over the life of the CRM investment.

There may however be other benefits of greater significance:

Reduced Risk: Although most hosted solution providers require a commitment of at least one year, the financial risk is significantly reduced when compared to licensed products.

Focus on Core Competencies: The hosted solution allows organizations to focus on their core competencies and value proposition while relegating the management of software, hardware and networks to the hosting provider.

Realization of CRM Vision More Rapidly: Anyone that has been involved with major system implementation projects is almost certainly aware of the challenges that can occur when implementation projects span extended periods of time. Changes in management, organizational structure, budgetary allocation and business priorities have derailed many projects as they progress toward a "go-live" date. The reason that hosted CRM implementations are perhaps more often cited as successful is due to the relatively shorter period in which the projects can move toward a pilot stage and ultimately an enterprise roll out.

Concluding Remarks:

This paper has provided an overview of some of the common myths regarding hosted CRM solutions. The biggest trend in the CRM software industry is customers' shift from purchasing business software to leasing the applications over the Internet. Research firm Aberdeen Group predicts that licensed software revenues will decline at an average annual rate of 4.8% by 2006, while revenue from subscriptions will jump to \$2.8 billion. Research firm IDC further predicts that on-demand software subscriptions will grow six-fold from last year to 2008. These and other current growth projections for the hosted software market indicate continued wide spread customer adoption, market penetration and a fundamental shift from on-premise CRM information systems to subscription-based software-as-a-service hosted solutions. Clearly a hosted solution is not appropriate for every organization. The strategic advantages and cost benefits, however, appear to be overwhelmingly in favor for many organizations.

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Companies Referenced in this Paper in Alphabetical Order:

Name	Role	Telephone	Web Site
Aplicor	Provider of hosted CRM and integrated accounting solutions	(561)347-0300	www.aplicor.com
Beagle Research Group	ASP industry specialist and leading CRM analyst group	(781)297-0066	www.beagleresearch.com
NetSuite	Provider of hosted CRM and integrated accounting solutions	(650)627-1000	www.netsuite.com
NetReflector	Provider of hosted customer satisfaction solution	(206)448-2690	www.netreflector.com
Oracle	Provider of enterprise business systems	(800)223-1711	www.oracle.com
Pervasive	Data infrastructure software publisher	(512)231-6000	www.pervasive.com
Salesforce.com	Provider of hosted CRM solutions	(800)667-6389	www.salesforce.com
SalesNet	Provider of hosted sales force automation solution	(617)350-0160	www.salesnet.com
SAP	Provider of enterprise business systems	(888)727-1993	www.sap.com
Siebel OnDemand	Provider of hosted CRM solutions	(866)906-7878	www.siebelondemand.com
Yankee Group	ASP industry specialist and leading CRM analyst group	(617)956-5000	www.yankeegroup.com

APPENDIX 1

Cost Comparison of On-Premise Licensed Solution v. Hosted CRM: 5 year Total Cost of Ownership (TCO)

ON PREMISE LICENSE

Cost Category	Year 1	Year 2	Year 3	Year 4	Year 5	5Yr TCO
User Licence	50,000	-	-	-	-	50,000
License Support	9,000	9,000	9,000	9,000	9,000	45,000
Professional Services	75,000	17,500	75,000	17,500	17,500	202,500
Hardware Infrastructure	30,000	-	30,000	-	-	60,000
Networking Operations	67,500	12,500	12,500	12,500	12,500	117,500
End User Support	120,000	120,000	120,000	120,000	120,000	600,000
Customization Costs	-	17,500	17,500	17,500	17,500	70,000
Training	15,000	-	-	-	-	15,000
TOTAL	366,500	176,500	264,000	176,500	176,500	1,160,000

ON PREMISE LICENSE - HOSTED

Cost Category	Year 1	Year 2	Year 3	Year 4	Year 5	5Yr TCO
User Licence	(10,000)	(60,000)	(60,000)	(60,000)	(60,000)	(250,000)
License Support	9,000	9,000	9,000	9,000	9,000	45,000
Professional Services	30,000	2,500	60,000	2,500	2,500	97,500
Hardware Infrastructure	21,000	-	30,000	(9,000)	-	42,000
Networking Operations	67,500	12,500	12,500	12,500	12,500	117,500
End User Support	75,000	75,000	75,000	75,000	75,000	375,000
Customization Costs	-	2,500	2,500	2,500	2,500	10,000
Training	-	-	-	-	-	-
% Diff	111%	31%	96%	23%	31%	60%
TOTAL	192,500	41,500	129,000	32,500	41,500	437,000