



SOLVING 5 CORE FINANCE CHALLENGES IN EDUCATION WITH AUTOMATION & CLOUD SOLUTIONS

SOLVING 5 CORE FINANCE CHALLENGES FACING SCHOOLS,
UNIVERSITIES AND MULTI-CAMPUS EDUCATION GROUPS WITH
AUTOMATION & CLOUD SOLUTIONS

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The background of the slide features a close-up, slightly blurred image of a black graduation cap (mortarboard) with a black tassel. The cap is resting on a surface covered with US dollar bills, including a prominent \$100 bill. The lighting is soft, creating a professional and academic atmosphere.

FINANCIAL MANAGEMENT FOR EDUCATION INSTITUTIONS IS STRUCTURALLY DIFFERENT

EDUCATION IS THE FOUNDATION OF THE FUTURE

Education is the foundation of the future. A 2024 systematic review published in the Asian Journal of Education and Social Studies [1] identified three recurring themes in the financial management challenges facing educational institutions globally:

- Limited funds and budget constraints
- Inadequate financial management capability within institutions
- Misappropriation or misallocation of budgets

The same study found that strong financial management practices, specifically budget planning procedures, transparent reporting, and cross-institutional partnerships, are the critical variables that separate institutions able to deliver quality education from those that cannot.

1. <https://journalajess.com/index.php/AJESS/article/view/1461/2843>



In the APAC context, these structural challenges are compounded by rapid institutional expansion

Private education groups across Vietnam, Thailand, Malaysia, Singapore, and Cambodia are increasingly operating multi-entity structures with campuses spread across multiple countries, each carrying its own currency, regulatory calendar, chart of accounts, and statutory reporting obligations.

The finance function at the centre of such a group can reconcile five or more separate financial realities into a single coherent, audit-ready view every month.

The scale of this challenge is reflected in technology investment.

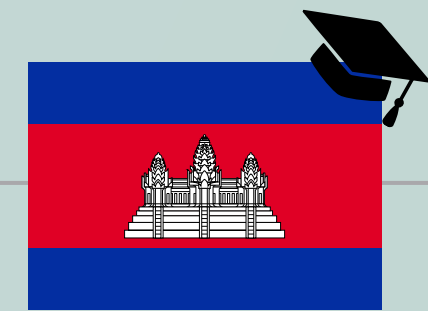
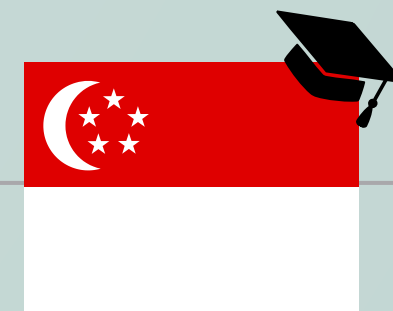
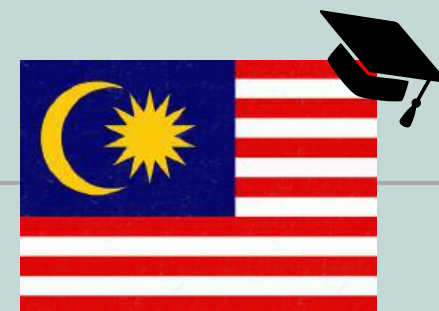
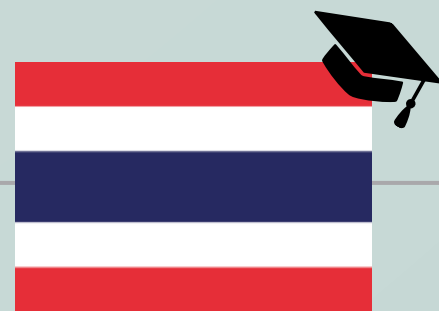
The global market for financial management and operational software serving educational institutions (tracked by analysts under the broader "education ERP" category) was valued at USD 19.93 billion in 2025 and is projected to

reach USD 23.13 billion in 2026 at a compound annual growth rate of 16.1 per cent [2].

The Asia Pacific region is its fastest-growing segment, forecast to expand at a CAGR of 24.77 per cent through to 2030 [3].

Yet market growth figures only describe the demand. They do not explain to a CFO why their current system is failing or what a better architecture looks like in practice.

The 5 challenges detailed **are not** hypothetical but the operational realities documented in the finance functions of international school groups and university clusters across APAC.



2. <https://www.researchandmarkets.com/report/education-enterprise-resource-planning>

3. <https://www.grandviewresearch.com/industry-analysis/education-enterprise-resource-planning-erp-market-report>

CHALLENGE 1: COST ALLOCATION | WHY SHARED OVERHEAD BECOMES A SOURCE OF INSTITUTIONAL DISTRUST

Standard accounting software uses static, fixed-percentage cost splits that cannot adapt to real-world fluctuations in student enrolment or operational activity, resulting in P&L figures that campus principals actively dispute and finance teams spending days recalculating allocation journals by hand each month.

The problem with fixed-percentage overhead splits

In a multi-campus education group, shared services such as regional IT infrastructure, central HR, group marketing, and finance leadership must be allocated fairly across campuses. The logical driver for this allocation is student headcount.

E.g., a campus with 5,000 active students should bear a larger share of regional IT costs than one with 1,000 active students.

The problem is that standard accounting software supports only static, fixed-percentage splits.

When enrolment numbers fluctuate mid-term, as they routinely do in international schools navigating visa cycles, academic transfers, and mid-year intake rounds, the fixed percentages no longer reflect operational reality.

Someone on the finance team must manually recalculate those percentages, update them in the system, and re-run the allocation. The reality is that this rarely happens accurately or on time.

"Oops, I forgot this" incidents have significant downstream consequences. Finance teams report spending three to five days each month extracting data, running complex Excel VBA macros, posting manual step-down journals, and tracing balancing errors across multi-currency ledgers.

Campus principals, who are already under pressure to explain their P&L to school boards and group management, find it difficult to accept overhead charges that feel arbitrary rather than mathematically grounded in their actual student population. Trust in the numbers erodes, and with it, confidence in the finance function itself.

How Infor SunSystems Cloud resolves it

Infor SunSystems Cloud introduces two capabilities that together eliminate the static-driver problem:

- Statistical Accounts within the Unified Ledger, and
- Tiered Processing within Corporate Allocation profiles

● Statistical Accounts within the Unified Ledger

Statistical Accounts allow the finance team to hold non-financial metrics, specifically, live student headcount data, directly inside the financial ledger.

A dedicated statistical account (for example, Account 99000: Active Student Headcount) is updated each month-end, either manually by local campus accountants or via an automated feed from the Student Information System. Because the headcount sits in SunSystems Cloud alongside the financial data, it becomes a live, auditable allocation driver rather than a number from a random spreadsheet.

● Tiered Processing within Corporate Allocation profiles

Tiered Processing handles cascading overhead structures. Take an education cluster in Southeast Asia with campuses in Penang, Bangkok, Ho Chi Minh, and Singapore as an example. Their regional IT costs must first be allocated to all regional departments, including regional HR, before the regional HR pool itself is distributed down to the individual campuses.

SunSystems Cloud's Corporate Allocation engine runs these tiers sequentially and automatically:



Tier 1

Distributes regional IT costs to all departments using the relevant driver.



Tier 1

Recalculates the now-larger regional HR pool and distributes it to all local campuses using the live student headcount statistical account.

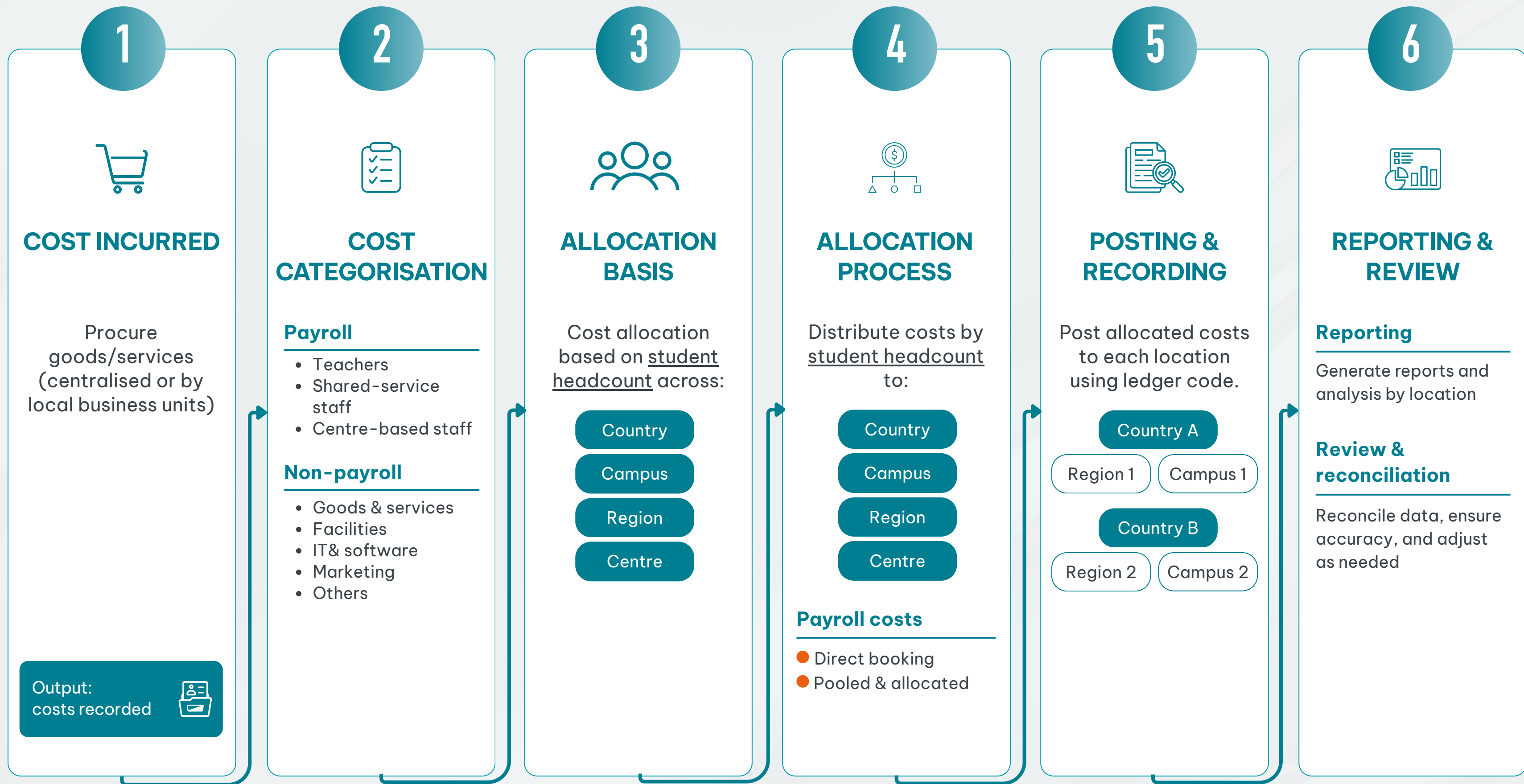
Every journal is posted in a balanced manner across multiple currencies without manual intervention.

THE OUTCOME

As live statistical drivers are used now rather than fixed percentages:

- The multi-day spreadsheet exercise at month-end becomes a five-minute system process.
- Finance teams are freed from balancing journals and returned to the analytical work that adds strategic value.
- The overhead charge each campus receives each month is a mathematically accurate reflection of its current operational footprint.
- Campus principals stop arguing over their P&Ls because the numbers are demonstrably fair.

Explore how Infor SunSystems Cloud handles cost allocation across your campus structure with [this detailed guide](#) or [book a technical walkthrough with TRG](#) →



CHALLENGE 2: FIXED ASSET MANAGEMENT | ELIMINATING THE SHADOW EXCEL LEDGER

Educational institutions maintain thousands of assets spread across multiple buildings and campuses, yet most finance systems can only track depreciation, not physical location, custodian, or quantity. The result is an Excel shadow ledger that is always slightly out of date, never audit-ready, and impossible to scale.

Three fixed asset problems that education groups accept as normal



The bulk purchase dilemma

A campus procures 200 iPads for a new 1:1 learning program, at a total cost of USD 100,000. Standard systems force a binary choice:

- Capitalise the entire batch as one asset record, which makes it impossible to partially write off when 5 devices are damaged or lost, or
- Create 200 individual asset records manually, which takes days of a junior accountant's time and introduces significant error risk



The location and custodian disconnect

Assets move constantly in a school environment. Laptops travel between campuses for professional development events. Smartboards are relocated between departments mid-year. Standard accounting software tracks only financial depreciation. This means it has no fields for Campus, Building, Room, or Employee Custodian.

As the system cannot capture the physical location of each supply, finance teams must maintain a separate Excel shadow ledger to track asset locations and who holds them. This shadow ledger is fragile, requires constant manual updates, and is never fully synchronised with the depreciation schedule.



Construction in Progress capitalisation

When a group is building a new swimming pool or undertaking a library renovation over six months and multiple vendor invoices, standard systems struggle to capture these costs in a Work in Progress (WIP) account and then seamlessly convert them into a depreciating asset once the project is complete.

As a result, finance teams typically extract the relevant supplier invoices manually from the P&L and create a capitalisation journal by hand, destroying the direct audit trail back to the original contractors.

How Infor SunSystems Cloud resolves it

● Quantity-level asset capture with proportional disposals

When recording a fixed asset purchase of 200 iPads, SunSystems captures the asset at the quantity level, i.e., all 200 units in a single asset record. When three iPads are later damaged, the finance team processes a partial disposal of 3 units. Infor SunSystems Cloud automatically calculates and removes the proportional acquisition value (3/200 of the total) and adjusts the depreciation schedule accordingly.

No manual recalculation, no impact on the remaining 197 units.

● Ending the shadow Excel ledger "era" with asset dimensions

Infor SunSystems Cloud extends its Unified Ledger architecture into the Fixed Asset module via asset dimensions. Every single asset record can be tagged with up to 10 analysis dimensions: Campus, Building, Floor, Room Number, Employee Custodian, Department, and more.

When a teacher transfers from the Penang campus to Singapore with a laptop, the finance team runs an Asset Transfer function to update the relevant dimensions. The finance system becomes the single operational asset register. At any point, a finance manager can run an Infor Q&A report to see which smartboards are currently in the Science Block, Level 2, without opening a spreadsheet.

● WIP Asset Classes and automated capitalisation

All vendor invoices for a construction project are coded to a WIP Asset Class configured with a depreciation method of "None". When the project is complete, the finance team runs the Asset Capitalisation function. Infor SunSystems Cloud converts the accumulated WIP balance into a single active, depreciating asset, with every vendor invoice linked in the audit trail. External auditors can trace from the asset register directly to each contractor invoice without any manual reconstruction.

● Automated PO → PI → Fixed Asset integration

SunSystems Cloud's tight integration among the Purchasing, Ledger, and Fixed Asset modules means that asset creation is triggered automatically when a posted purchase invoice matches a capital account. Finance reviews the draft asset queue, confirms the depreciation start period, and activates. The financial cost, vendor details, and invoice reference are permanently linked from the source transaction. There is no double entry, and the audit trail is unbroken from the approved purchase order to the asset register.

THE OUTCOME

- Completely eradicate the shadow Excel ledger
- Auditors drill from the Asset Register to the original Purchase Invoice and approved PO in seconds
- Year-end asset rollovers and mid-year partial disposals become automated processes rather than multi-day projects
- Finance teams gain a real-time, query-able view of every asset across every campus by location, custodian, condition, and cost

PURCHASE ORDER

- Request procurement
- Create Purchase Order (PO)

1



2

PURCHASE ORDER APPROVAL

Auto-notify managers for approval

GOODS RECEIPT & INVOICE

- Auto-transfer invoice data to ledger
- Complete purchasing process

3



4

LEDGER INTERFACE

Auto-update financial records

RECOGNITION

- Store asset details
- Auto-calculate gross value and depreciation

5



6

REGISTER & REPORTING

- Maintain full asset details
- Generate audit-ready reports

CHALLENGE 3: SYSTEM INTEGRATION | REPLACING BRITTLE SCRIPTS WITH A SCALABLE ARCHITECTURE

Education groups running manual CSV exports between their Student Information System (SIS), CRM, and finance ledger are not managing a finance system; they are managing the gaps between systems. Each manual handoff introduces error, creates timing lags, and means management never has a real-time view of cash flow or Student AR.

How integration debt accumulates in education finance

The finance function of a multi-campus education group, more often than not, bounces through a series of several distinct operational systems daily:

- SIS that holds enrolment, billing, and fee data
- CRM that manages parent and student relationships
- Procurement system that handles POs and vendor invoices
- Payroll and HR system for staff scheduling, salary, paid time off, etc.
- And the core financial ledger

If properly configured, data flows between these systems automatically, in real time, with validation at every boundary. In practice, most education groups that have grown from one campus to several inherit a patchwork of point-to-point connections. Billing data from the SIS is exported to Excel, formatted by a finance officer, and batch uploaded to the ledger. This process alone requires one to two days of timing lag on Student AR visibility.

When a parent updates their billing address in the CRM, the change does not automatically propagate to the finance system, leading to invoicing errors and a poor parent experience.

When IT builds a custom API script to automate one of these connections. This, in a nutshell, has a downside: the in-house script only works until the next system upgrade. Then, Bob from IT has to swiftly jump in to patch things up. This not only stalls finance operations but also significantly increases IT costs.

The Infor integration architecture

Leveraging Infor SunSystems Cloud, its underlying cloud operating platform Infor OS and Infor ION as middleware, TRG replaces fragile point-to-point scripts with a more streamlined, user-centric architecture.

● Infor ION as the integration layer

When a student is billed in the SIS or CRM, the source system generates a standard XML message, a Business Object Document (BOD). Infor ION securely routes this BOD to SunSystems Connect (an open integration toolset that enables other applications to access SunSystems data), which automatically translates it into a validated Ledger Entry. No CSV export, no manual data entry, no formatting by a finance officer.

● SunSystems Business Rules engine for validation at the boundary

Before SunSystems Connect posts any incoming data from an operational system, it passes through SunSystems' Business Rules engine. The engine verifies the accounting period, ensures the journal balances, and confirms that all mandatory analysis dimensions (Campus, Grade Level, Cost Centre) are present.

If a source record fails validation, for example, a billing entry missing a department code, it does not corrupt the ledger. Instead, Infor ION Workflows trigger an instant alert to the finance team's digital workspace. The finance team corrects the exception, and the ledger remains clean throughout.

● Infor Data Lake for cross-functional consolidation

Infor OS pushes both financial and operational data (including CRM headcounts and SIS enrolment figures) into the Infor Data Lake, a data management platform built into Infor OS, creating a centralised, audited repository for all cluster data. This enables Infor Q&A to generate real-time daily cash flow reports and Student AR ageing analyses with a single click, without requiring a manual export from any source system.

● API Gateway scalability for future growth

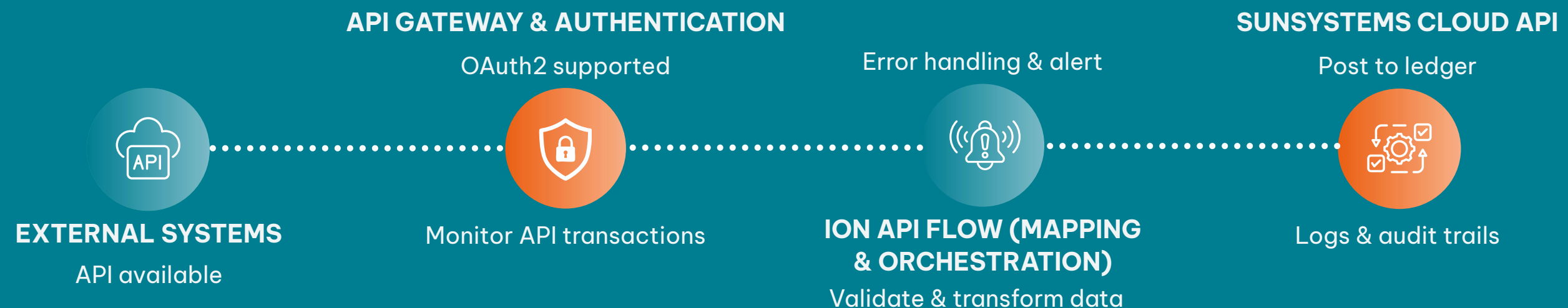
The Infor OS API Gateway creates a plug-and-play environment. When a group acquires a new campus in Indonesia using a different operational system, the IT team maps the new school's data to output standard BODs into Infor OS; the core finance architecture requires no rebuilding. The finance team absorbs double the transaction volume without adding headcount.

THE OUTCOME

- Shave off 2 to 3 days at month-end by eliminating manual SIS and CRM data uploads
- Upgrading or replacing an operational system no longer threatens the integrity of the financial ledger
- Finance professionals transform into analysts and strategic planners and contribute more valuable and timely insights to the group's goals

See how Infor OS integrates with Infor SunSystems Cloud and the school's existing IT system in [this on-demand webinar](#).

Building an integrated school IT ecosystem integrates



CHALLENGE 4: ACCOUNTS RECEIVABLE MANAGEMENT | FROM SUB-LEDGER EXPLOSION TO PROACTIVE COLLECTIONS

Traditional systems that create a separate AR account for every student are not designed for education at scale. A group with 5,000 students maintaining 5,000 sub-ledger accounts will find its system slowing to a crawl, its year-end rollovers taking weeks, and its collections team manually exporting ageing reports to Excel rather than acting on live data.

Why student AR breaks standard accounting software

Managing Accounts Receivable in an educational context presents a unique set of challenges, making the process very different from that in most other industries. A mid-size international school group may simultaneously carry 3,000 to 8,000 active student billing relationships. The relationship dynamic is also unique as the debtor is a parent or guardian, not a business entity, and the communication channel and tone of collections must reflect that.

Standard accounting software addresses this volume by creating a distinct customer sub-ledger account for each student. This translates to 3,000 to 8,000 separate sub-ledger accounts that potentially bloat the school's Chart of Accounts, degrade system performance, and make year-end account rollovers a days-long administrative burden.

Moreover, finance teams still need to extract data from these bloated sub-ledgers and combine them in Excel.

All the effort is just to produce a manual report across all campuses that is out of date by the time it reaches group management. A bloated Chart of Accounts also leads to reactive credit control. As finance teams have to go through all the labour-intensive steps of exporting raw data, calculating ageing schedules, drafting individual reminders and follow-ups, etc. Imagine repeating them thousands of times, which makes extended Days Sales Outstanding (DSO), a lack of institutional cash flow, and delayed reporting seem normal.

How Infor SunSystems Cloud resolves it

● A single control account with dimensional tags

Instead of creating a new AR sub-ledger account for every student, users can create a single 'Student Receivables' control account in the general ledger in SunSystems. The individual Student ID is attached as an Analysis Dimension to each transaction at the point of billing. This keeps the Chart of Accounts flat and the system fast, regardless of whether the group has 500 students or 50,000.

● Infor Q&A for real-time granular reporting

The finance team builds dynamic Excel templates linked directly to SunSystems Cloud via Infor Q&A. By specifying the Student ID dimension as a filter, Q&A generates a real-time, granular AR ageing report, by individual student, by campus, by outstanding balance band at the click of a button. No sub-ledger maintenance required. No manual Excel manipulation.

● Proactive collections automation via Infor OS

SunSystems Cloud, integrated with the Infor OS Dashboard, monitors outstanding balances using custom-defined ageing buckets and automatically flags overdue accounts in real time.

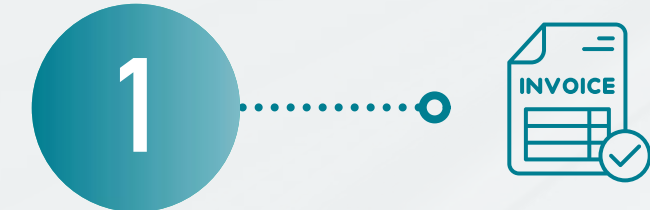
Configurable Infor ION Workflow rules trigger proactive notifications directly to the finance team's digital workspace. From these alerts, the team can automate the generation of statement reminders, payment reminder emails, and formal dunning letters, ensuring that collections activity occurs consistently and on schedule, rather than when a finance officer finds time to run the report.

THE OUTCOME

The transition from thousands of student sub-ledger accounts to a single dimensional control account keeps the financial database lean, fast, and easy to manage during year-end rollovers. Additionally, automated, consistent collection activity reduces DSO directly and improves institutional cash flow without increasing collections headcount. Finance teams can now manage AR more proactively via exception-driven alerts, thus reclaiming days of administrative time each academic term.

SALES INVOICES

Create Sales invoices



SALES INVOICE APPROVAL

Auto-notify managers for approval

FOLLOW UP & COLLECTIONS

- Aged receivable analysis
- Payment collection

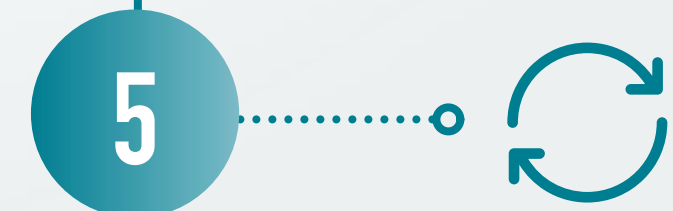


RECEIPT

Record customer receipts

ALLOCATION

Allocate receipts to invoices



CHALLENGE 5: ESG REPORTING | TURNING A COMPLIANCE OBLIGATION INTO A CONTINUOUS PROCESS

As regulatory bodies across Southeast Asia and international school accreditors enforce stricter environmental and social disclosures, finance teams are being asked to report on data they have never systematically tracked, using the same existing tools, while maintaining the same level of accuracy and efficiency.

Why ESG reporting breaks education finance teams

Standard accounting systems are built around a single data type: **currency**.

ESG reporting demands a more systematic approach to tracking and auditing both financial and non-financial metrics, such as kilowatt-hours of electricity consumption, cubic metres of water use, Scope 1 and 2 carbon emissions, staff diversity ratios, student scholarship hours, and community service engagement.

None of these is a currency value, and none has a natural home in a conventional general ledger.

The result is the horror movie that we all know the ending: email requests sent to Facilities, HR, and Academic Affairs each quarter ➡ await responses ➡ re-format and consolidate numbers into an Excel master file.

The final ESG report assembled in this fashion typically lacks:

- System-generated audit trail
- Version control
- Ability for an external auditor to trace a reported figure back to its source transaction

Beyond data collection, there is also the complexity of consolidating the framework. A multi-campus education cluster must align local reporting requirements with group-level ESG frameworks (e.g., ISSB or GRI) and calculate intensity metrics (e.g., Carbon Emissions per Enrolled Student, Water Consumption per Campus Square Metre) that require combining financial data, operational headcount, and physical footprint figures.

This is not a problem that Excel is designed to solve.

How the Infor architecture resolves it

● Infor Data Lake for decentralised non-financial data

Not all ESG metrics belong in the general ledger. HR diversity ratios, community service hours, and supply chain governance scores originate in separate operational systems. Third-party platforms push BOD directly into Infor Data Lake (which acts as a secure repository for all structured and unstructured data) via ION for further processing or future use, thus breaking departmental silos without flooding the core financial system with non-financial noise.

● Statistical Accounts in SunSystems for real-time ESG data capture

SunSystems Cloud's Unified Ledger is extended to hold non-financial ESG values via dedicated Statistical Accounts, which sit alongside the financial ledger and share the same Analysis Dimensions.

When a campus accountant posts the monthly electricity bill, e.g., USD 10,000, to the Utility Expense account, they simultaneously post the energy consumption figure, e.g., 50,000 kWh, to the Utility Statistical Account. Both entries share the same Analysis Dimensions: Campus, Building, Department. This permanently binds the financial cost to the environmental impact in a single, traceable database.

● Infor EPM for intensity modelling and board-ready reporting

Infor EPM connects to both the SunSystems Cloud ledger and the Infor Data Lake, applying multidimensional modelling to compute the ESG intensity ratios required by frameworks such as GRI and ISSB. EPM automatically calculates metrics such as GHG emissions per square metre of campus footprint and energy costs per enrolled student, handles multi-currency consolidation across the school cluster, and generates dynamic, board-ready ESG dashboards in real time.



THE OUTCOME

- Eliminate the manual, email-driven ESG data collection process
- Auditors can quickly drill from the final ESG report in Infor EPM directly to the statistical ledger entry in SunSystems and to the source invoice
- Management can easily correlate environmental impact with financial performance, e.g., comparing if the new Ho Chi Minh City campus has lower utility costs per student than an older campus in Bangkok
- Infor solutions and TRG support both scales with the school's growth or in accordance with newly introduced carbon pricing regimes/ mandatory disclosure requirements, without rebuilding the underlying infrastructure

DATA SOURCE

- Integrated from third-party software
- Manual posting

1



2

ESG DATA PROCESSING

Standardise & align frameworks (GRI, SASB, IFRS, etc.)

ESG REPORTING

- Dashboards
- Scorecards
- ESG reports (GRI, SASB, IFRS, etc.)

3



ADD-ON SPOTLIGHT:

SYSYNKT & UNIFI

The broader ecosystem extends Infor SunSystems Cloud's capabilities into two areas that directly affect the efficiency gains described above:

Gain real-time bank connectivity and AI invoice processing with Sysynkt

While Infor SunSystems Cloud can automate most payment processing, finance teams still need to manually upload bank and supplier data to the bank portal. Sysynkt automates this process in real time. Bank transactions are fed directly into the SunSystems ledger as they occur, enabling automatic three-way matching and delivering a live view of cash position without the manual download-upload cycle that currently consumes AP teams' time.

Sysynkt also has a built-in AI Document Recognition Engine, AIDRE, which extracts invoice data based on meaning and context rather than fixed field positions, slashing invoice processing time from 10 to 30 minutes for manual entry to seconds.

Complete AP automation with UniFi

UniFi extends AP automation into full straight-through processing: from invoice receipt through extraction, three-way matching, approval workflow, and straight-through posting into SunSystems Cloud. All is done with minimal human intervention at any stage.

WHY CHOOSE TRG INTERNATIONAL AS YOUR TRUSTED IT PARTNER?

30+ years of Infor SunSystems implementation experience

That experience is embedded in our implementation methodology, configuration defaults, and change management approach. When a Vietnam-based university group needs its chart of accounts structured to comply with both Vietnamese Accounting Standards and IFRS for group consolidation, TRG has solved this problem before in that country for comparable institutions

Localised delivery teams

TRG maintains dedicated implementation and support teams in Vietnam, Thailand, Malaysia, and Cambodia, as well as in Africa. We speak your language and are available in the same time zone. Post-go-live support follows the same model.

Gold Channel Partner status

This means TRG has exclusive access to advanced technical support, visibility into the product roadmap, and certified implementation specialists across the Infor SunSystems and Infor OS ecosystems. We also strive to maintain our reputation and status year after year, which earned us the triple-crown titles of APAC Net New Partner of the Year, APAC Cloud Upgrade Partner of the Year, and APAC Partner of the Year from Infor in 2025.



READY TO SOLVE YOUR EDUCATION FINANCE CHALLENGES?

CHECK OUT OUR CUSTOMER SUCCESS STORIES:

See how education institutes replaced fragmented systems with a single financial management platform:

- [A+ Results at Lawrence S. Ting School's Accounting](#)
- [How Infor SunSystems Transformed Finance at Saigon South International School](#)

BOOK A DEMO

Talk to our expert consultants about your campus finance structure
➔ [Request a demo today](#)