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To Whom It May Concern,

When we first started our strata management business, one of the first things we did was to develop our own system for digitalising operations and site workflows which we called it PROMIS. Our PROMIS lived up to its name and allowed us to create incident reports (work orders) and issued purchase orders (POs).

PROMIS gave us an advantage as we were able to standardize our SOPs and ensure a consistently high level of service delivery. However, we still had to use another 3<sup>rd</sup> party system for our Finance workflows. That's why we were interested in adopting Qornerstone because it is a 3-in-1 system: an operations system combined with finance and an integrated condo portal App.

After conducting our due diligence and evaluating Qornerstone, we took the plunge back in April 2021. It was very challenging initially as our Finance and Operations staff had to be trained on the system. It was also our first time implementing a condo portal App and wrestling with e-AGMs. But we pushed through the obstacles and **today**, Qornerstone is the operating system for the Company. All staff, both HQ and site operate on Qornerstone.

We have implemented the finance, operations (incident reports, POs) and QuickPay e-payments for all projects. We have implemented Qcommunity Resident App for all projects and see an average of around 2,500 ~ 3,000 e-bookings made through the App every month, with around 600 bookings with e-payments for fees and deposits. During billing months, we see around 200 ~ 300 QuickPay payments for MFSF collections.

Since 2023, we have also engaged an offshore finance team in the Philippines through Qornerstone, which has been handling full scope book-keeping services for 4 of our largest estates. We are looking at moving over more projects once we are able to upskill our existing staff here to higher value-added work such as data analytics. Our Accounts Payables workflows is fully digitalised and we approve all our supplier invoices based on POs and documents inside Qornerstone, before using the system to generate e-payment files. This one workflow alone has saved us thousand of keystrokes each month.

The platform is not perfect and we are constantly giving feedback to Qornerstone for areas for improvement, but it fulfils its promise as an all-in-one platform for property management. Whenever we encounter software glitches, the Qornerstone support team, Chuan and Benny, have been able to resolve it and have improved their responsiveness over the years.

Currently, we are working closely with Russell from Qornerstone, and NTUC on rolling out more modules and achieving a fully digitalized business model to achieve even greater productivity and address other issues facing the MA industry.

Yours faithfully

TEO POH SIANG  
Managing Director

