

Finance & strategy — internal

Goodland Cloud

Unit economics, wholesale/COGS, support allocation & competitor retail benchmarks

Vietnam · Planning workbook — replace assumptions with live quotes

Companion to *Goodland-Cloud-Architecture-Pricing*. Use this file to reconcile **what customers pay** with **what Goodland pays** (hyperscaler, DC partner, APIs) plus **Vietnam operating costs**, then stress-test against **competitor list prices**.

Clarification — the other pricing document is not “wholesale.” The figures in *Architecture & Pricing* are indicative **B2B retail / list prices charged to end customers** (or MSSP-style bundles), not the price Goodland pays AWS/Azure, and not channel distributor wholesale unless you explicitly create a partner price list. This document separates **COGS / wholesale** from **customer retail**.

1. Method & FX

- **COGS / wholesale:** Your actual invoice from cloud provider, colo, or software vendor (often USD or VND). Below uses **illustrative** USD list-style unit costs converted at an example rate **1 USD ≈ 25,000 VND** — update to your contract and spot FX.
- **Allocated support:** Portion of L1/L2/L3 + NOC payroll, tools, and shift coverage attributed to each product unit (TB, VM-hour, 1k API calls). Replace with your time-motion or cost model.
- **Competitor retail:** Public list / calculator outputs or published tariffs (hyperscalers + Vietnamese cloud brands). **Verify before board use** — promos, commits, and enterprise EAs change effective price.
- **Margin headroom:** Indicative *gross* gap (retail - COGS - allocated direct support). Overhead (sales, marketing, office, migration PS) is layered in \$5 — not subtracted in per-line “headroom” column unless noted.

2. Vietnam operating cost buckets (planning lines)

Load these into your P&L or per-customer model. Numbers are **structure only** — fill FTE counts and VND salaries from HR/finance.

Bucket	Typical contents	How to model
Infrastructure COGS	AWS/Azure/local IaaS, backup licenses, SIEM/IDS vendor seats, egress, KMS	Actual monthly bill × allocation % per product line
Third-party AI / APIs	OpenAI, Azure OpenAI, Google Vision, Azure Document Intelligence	Metered usage + commit discounts; often pass-through + margin
24/7 support	NOC rotations, L1 scripts, L2 platform, on-call premiums, ticketing	FTE cost ÷ productive hours ÷ tickets or ÷ TB under management
Ongoing service / CSM	QBRs, capacity reviews, minor config changes (Business+)	Partial FTE per named account
Setup / migration	Discovery, landing zone, data transfer, cutover, hypercare	Fixed PS SOW or hours × blended rate (VND/hour HCMC)
Sales & marketing	BD, events, digital, partner rebates	% of revenue or CAC per new logo
Office & overhead	Rent (Melbourne + HCM), legal, insurance, finance, tooling	Monthly allocation % to Goodland Cloud P&L

3. Product lines — wholesale/COGS vs competitor retail vs our indicative retail

Each row: **Unit** → **Goodland COGS / wholesale (illustrative)** → + **allocated 24/7 & ops (rough)** → **Competitor retail benchmark** → **Our indicative customer price** (from Architecture-Pricing) → **Comment on margin headroom**.

3.1 Object & backup storage (per TB / month)

Line	Unit	Wholesale / COGS (illustrative)	+ Allocated support / TB-mo (illustrative)	Competitor retail (benchmark)	Our indicative retail (add-on tier)	Headroom note
Raw object storage (S3-class, warm)	1 TB-mo	~USD 20–28 / TB-mo (region + redundancy) →	+80k–250k VND (share of L2/monitoring)	AWS S3 Standard public list (e.g. ap-southeast-1 tiered); Azure Blob hot; VN local cloud list often	400k–900k VND / TB add-on (your doc)	Thin if single-AZ COGS high; margin from bundling,

Line	Unit	Wholesale / COGS (illustrative)	+ Allocated support / TB-mo (illustrative)	Competitor retail (benchmark)	Our indicative retail (add-on tier)	Headroom note
		~500k-700k VND at 25k FX	per TB at low scale)	~400k-1.2M VND/TB-mo equivalent — <i>verify quotes</i>		commits, and cross-sell IDS/backup
Backup / snapshot overhead	1 TB-mo stored	~USD 10-22 / TB-mo (cold/glacier-class mix) → ~250k-550k VND	+50k-180k VND (restore testing labor amortized)	AWS Backup + S3 IA/Glacier; Azure Backup ; MSP bundles often priced 1.2-2.5× raw storage list	Embedded in tier packages (Starter-Enterprise)	Margin when RPO/RTO SLAs justify premium over raw object list

3.2 Security monitoring (IDS / SIEM-light)

Line	Unit	Wholesale / COGS	+ Support allocation	Competitor retail	Our indicative retail	Headroom
Managed detection (log ingest + rules)	per tenant / month	Vendor seat + ingest (e.g. USD 200-1,500+ /mo at SMB scale) → ~5M-38M VND	+3M-15M VND analyst time (monthly report, tuning)	Splunk Cloud, Datadog, Microsoft Sentinel list + SIEM MSSP retainer in VN often 15M-80M VND/mo SMB band — <i>verify</i>	Bundled in Growth-Enterprise tiers (not sold purely as GB)	Bundle hides commodity ingest COGS; upsell on IR playbooks

3.3 AI — LLM / RAG (ERP assistant)

Line	Unit	Wholesale / COGS	+ Support allocation	Competitor retail	Our indicative retail	Headroom
LLM tokens (GPT-4o class via API)	per 1M input+output tokens (blended)	OpenAI / Azure OpenAI public list (check current \$/1M); example order USD 3-15+ /1M blended → ~75k-375k+ VND	+15-35% orchestration, logging, RAG infra (vector DB, small VMs)	Same API list + ISV margin; Copilot / embedded ERP AI often per-seat USD 20-50+/user/mo — compare to your bundle	Bundle 6M-48M VND/mo + meter 600k-2.5M per 1k queries (your doc)	High volatility; use BYOK or commit pricing; margin from caps & caching

3.4 AI — OCR / document intelligence

Line	Unit	Wholesale / COGS	+ Support allocation	Competitor retail	Our indicative retail	Headroom
Document AI page	per page	Azure Document Intelligence / Google Document AI list (cents/page tiered) → often ~ 300-1,200 VND/page equivalent	+200-800 VND workflow, QA queue, ERP posting	Hyperscaler list + BPO/OCR shops 1k-4k VND/page all-in quotes (variable)	800-2,500 VND/page overage (your doc)	Volume tiers and layout-simple docs improve margin

3.5 GPU rental (per GPU-hour, Linux VM)

Tier	Unit	Wholesale / COGS (illustrative)	+ Support allocation	Competitor retail (benchmark)	Our indicative retail	Headroom
Entry (T4/L4-class)	1 GPU-hour	USD 0.35–1.10 on-demand equiv. → ~9k–28k VND	+3k–12k VND (hypervisor, patching, billing)	AWS G4dn, Lambda Labs, RunPod public — check live; often 15k–45k VND/h entry	12k–38k VND/h (your band)	Tight on spot-heavy markets; protect with commits or idle penalties
Flagship (H100 80GB-class)	1 GPU-hour	USD 4–9+ on-demand (supply-driven) → ~100k–225k+ VND	+25k–80k VND	AWS p5, Azure ND H100 v5 list calculators; often 350k–900k+ VND/h effective retail	480k–980k VND/h (your doc)	Wide or thin depending on allocation & power; enterprise commits change COGS

3.6 Core tier packages (Starter → Enterprise) — summary view

Tiers bundle storage + backup + IDS + support hours. Competitor analogues: AWS / Azure + MSP wrapper, or local VN cloud “managed cloud” quotes. Decompose each sale using §3.1–3.2 COGS + FTE share.

Our tier	Indicative customer retail (your doc)	Order-of-magnitude COGS build-up (planning)	Competitor retail analogue
Starter	2.5–4M VND/mo	Storage COGS + minimal IDS + BH support allocation	Small MSP backup + cloud: often 2–6M VND/mo for ~500GB-class — <i>verify</i>
Growth	8–12M VND/mo	Higher TB + managed IDS bundle + extended coverage	Mid MSSP + object storage: 8–20M VND/mo band
Business	28–45M VND/mo	Multi-TB + 24/7 Sev1 + SOC hooks	Enterprise managed cloud + SIEM entry: 25–80M+ VND/mo
Enterprise	Custom	Committed infra + IR + CSM FTE slice	Hyperscaler EDP + Big4 MSSP: highly variable

4. Simple margin bridge (per customer or portfolio)

Use after you replace illustrative COGS with invoices.

Step	Line	Notes
A	Revenue (contracted MRR + usage)	From quotes / billing system
B	- Infrastructure & API COGS	AWS/Azure/local DC + AI meters
C	- Direct support & ops (variable)	NOC/L2 hours attributable to tenant
D	= Gross margin	Target band often 40–65% for managed services (varies)
E	- S&M, migration PS (amortized), office	Vietnam + AU allocation
F	= Contribution / EBITDA proxy	Board view

5. Where to pull “real” wholesale & competitor retail

- **Your wholesale:** AWS Cost Explorer, Azure Cost Management, partner DC invoices, OpenAI/Azure OpenAI usage CSVs.
- **Hyperscaler list (competitor retail):** AWS pricing calculator, Azure pricing calculator, Google Cloud SKU pages — export to spreadsheet.
- **Vietnam local clouds:** Request PDF price lists from **FPT Cloud, Viettel Cloud, VNPT, CMC, VNG Cloud** (object storage, VM, GPU if listed).
- **MSP competitors:** RFP-style quotes for “managed backup + SOC-lite” to benchmark your tier pricing.

Related: *Goodland-Cloud-Architecture-Pricing.html* — customer-facing indicative list prices.

All USD/VND and competitor figures here are **illustrative planning assumptions**, not financial advice or guaranteed margins. Replace with contracted rates before pricing decisions.

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