



# HfS Blueprint Report

## Salesforce Services 2017

### Excerpt for Infosys

January 2017

**Khalda De Souza**

Research Director, SaaS Services

[Khalda.De-Souza@hfsresearch.com](mailto:Khalda.De-Souza@hfsresearch.com)

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# Executive Summary



# Introduction to the HfS Blueprint Report: Salesforce Services 2017

- The 2017 HfS Salesforce Services Blueprint Report continues our theme of looking at the services sets for the planning, implementation, management, and operations of leading Software-As-a-Service platforms.
- Unlike other quadrants and matrices, the HfS Blueprint identifies relevant differentials between service providers across a number of facets in two main categories: innovation and execution.
- This Blueprint report looks at the innovation and execution capabilities of 12 service providers in detail and provides a mini-profile of the capabilities for seven more.

# Salesforce Technologies

- This Blueprint tracks consulting, implementation, and ongoing support services for Salesforce technologies within the Customer Success Platform, including the following:
  - Sales Cloud
  - Service Cloud
  - Marketing Cloud
  - Salesforce1 platform
  - Wave Analytics Cloud
  - Community Cloud
  - Commerce Cloud
  - App Cloud Platform-as-a-Service
  - Health Cloud
  - Financial Services Cloud
  - IoT Cloud platform powered by Thunder
  - Einstein (Artificial Intelligence)

The Customer Success Platform is Salesforce's complete CRM offering and represents the software provider's move away from individual products to an integrated end-to-end CRM offering for clients.

# Salesforce Service Partner Ecosystem

- **Why Salesforce?:** Clients we spoke to for this Blueprint selected Salesforce for many reasons. Some of the things clients highlighted include:
  - Flexibility to build on the platform
  - Access to AppExchange applications
  - Comprehensive suite of offerings
  - Ease of use
  - Good investment and commitment by Salesforce in product development
  - Mobile and web support capability
- **Peer advice:** Buyers often refer to their customers, partners, and suppliers for recommendations of the best solution to use to streamline their CRM process. Many references we spoke with admitted that in the product selection process, they asked their partners and customers what they were using.
- **Competition:** Many enterprises move to Salesforce from a legacy, on premises application, which they often find clunky and painful to upgrade. The majority of the references we spoke with transitioned from Oracle Siebel to Salesforce. The final selection was most often between Microsoft Dynamics and Salesforce.

# Salesforce Service Partner Ecosystem (continued)

- **Huge partner ecosystem:** As one of the earliest and most established SaaS products in the market, Salesforce has a vast consultant partner ecosystem. It consists of a mix of service providers that are global, regional/in-country, or Salesforce focused. This makes it a competitive space for service providers and a complicated provider selection exercise for clients.
- **Salesforce AppExchange website resource:** Clients can access the Salesforce AppExchange ecosystem to find applications to enhance the Salesforce platform, components to build applications, and consultants for assistance. This site provides information on Salesforce top-level profiles, statistics, and client reviews for consultant partners. The statistical information is not always up-to-date on the site, and not all partners are represented. Salesforce estimates that it has thousands of service partners, but only hundreds post a profile on the AppExchange. It still remains the key resource to find information on service partners.
- **Salesforce Balanced Scorecard:** Salesforce tracks scorecards for its services partners, which are based on expertise, certifications, and customer satisfaction scores. Salesforce conducts customer satisfaction surveys of its service partners and shares the scores on the AppExchange website.
- **Salesforce Success Community:** An online resource of information, where clients can also collaborate and post questions to experts. This is a valuable tool for clients to get additional support and advice on their Salesforce deployments.

# Salesforce Service Partner Ecosystem (continued)

- **Consolidation:** There has been some consolidation in the Salesforce services market in the past 2 years, including:
  - Accenture acquired Cloud Sherpas in 2015
  - IBM acquired Bluewolf in 2016: see [IBM Culls the Pack of Salesforce Partners by Buying Bluewolf](#)
  - Wipro acquired Appirio in 2016: see [Wippirio Could Leave Its Indian Heritage Competitors in the Cold... if It Gets This One Right](#)
  - Mindtree acquired Magnet 360 in 2016
  - CSC and Hewlett Packard Enterprise (HPE) merged in 2016
  - NTT DATA acquired Dell Services in 2016



# Salesforce Service Partner Ecosystem (continued)

- **New partners:** Salesforce continues to look for new partners to support new applications or serve new geographies. For example, specialist analytics partners joined the ecosystem when Salesforce released its Wave Analytics Cloud product. Salesforce is also recruiting in emerging markets, as well as helping existing services partners to grow their Salesforce businesses in these areas. South Africa, for example, is a growth area for Salesforce.
- **Salesforce services involvement with clients:** Salesforce may work directly with clients to deploy a new product, or where the client has requested a direct relationship. Salesforce also provides a program architect to advise on the architecture during a project, without necessarily managing the deployment of the project.

# Salesforce Certifications

Partner Levels	Solution	Architect
Global Strategic	Fullforce Master Certification <sup>1</sup>	Technical Architect <sup>3</sup>
Platinum	Fullforce Industry Solution Certification <sup>2</sup>	Domain Architect
Gold		Domain Specialist
Silver		System Architect <sup>4</sup>
Registered		Application Architect <sup>4</sup>

<sup>1</sup> Mastery of specific Salesforce product

<sup>2</sup> Best-of-breed industry solutions

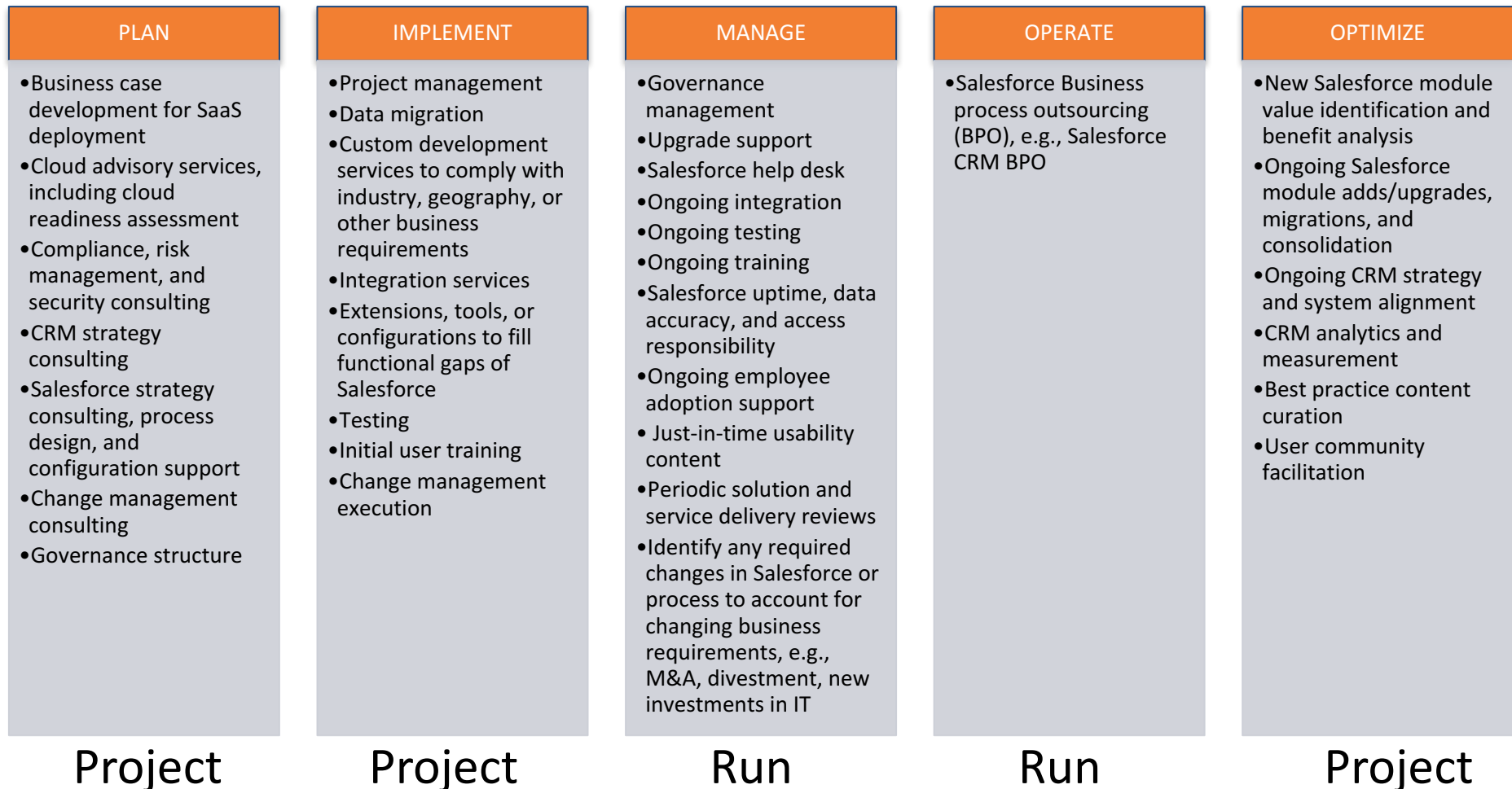
<sup>3</sup> The highest level with a very demanding examination process. Involves broad knowledge across development platforms and the ability to design solutions on the Force.com platform

<sup>4</sup> Announced at Dreamforce 2016 and still relatively new in the market. They are also included in the Salesforce Balanced Scorecard.

# Salesforce Services Partner Training

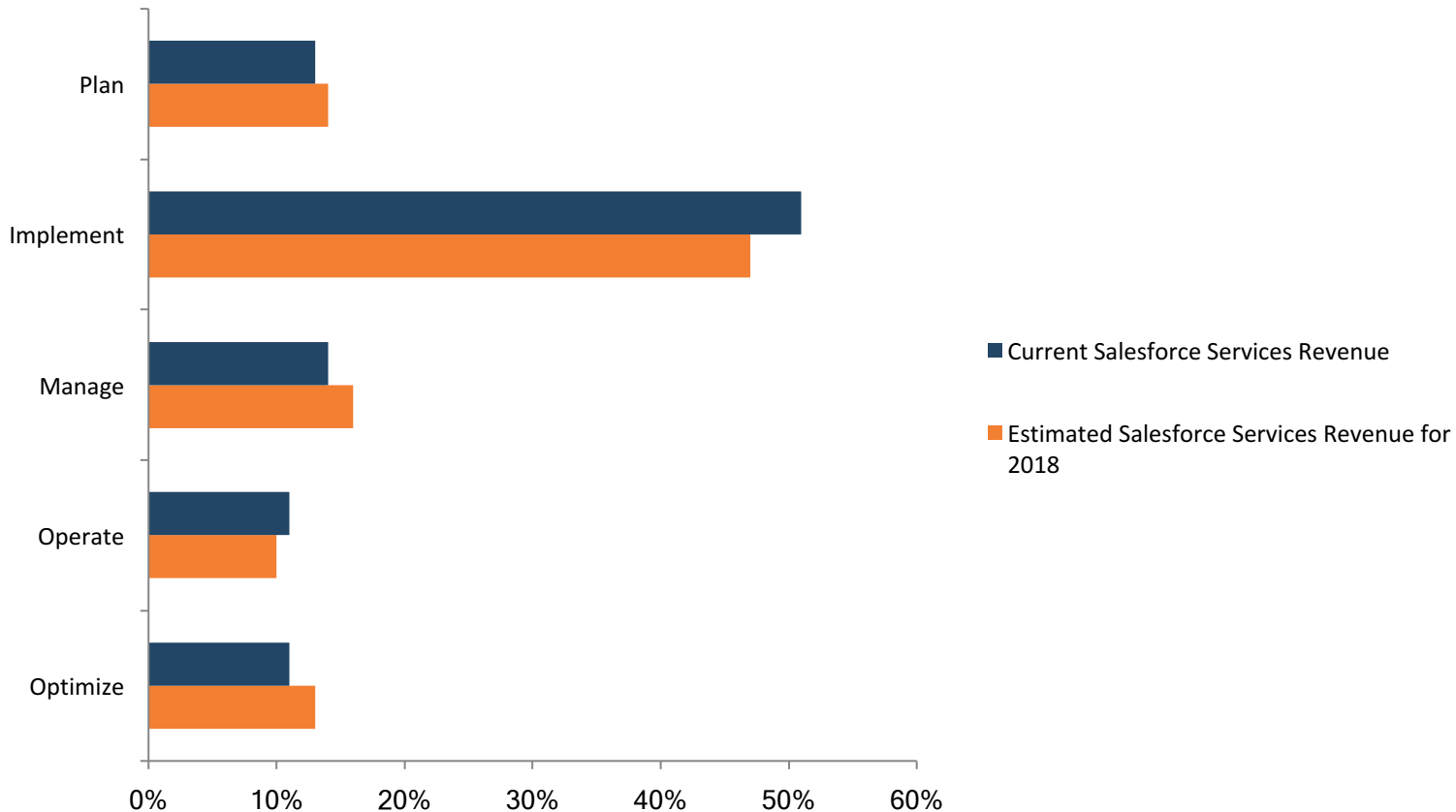
- **Salesforce Partner enablement:** Salesforce provides guidance and assistance to partners to gain relevant training on Salesforce modules. This puts some pressure on Salesforce as partners typically want to be trained on all new modules quickly. Salesforce is also launching new products regularly, either organically or as a result of an acquisition. For example, Salesforce Commerce Cloud is a result of the acquisition of Demandware in June 2016.
- **Top certifications:** There are many Salesforce certifications that service providers and consultants can achieve. The Certified Technical Architect certification for consultants and the Fullforce certifications for service providers are considered the hardest to obtain and represent real commitment and knowledge. Therefore, we have included the number of these certifications that service providers have obtained in this Blueprint report and have taken it into consideration in the evaluation.
- **Emerging areas:** Some emerging areas do not yet have formal certifications or training, for example, the artificial intelligence solution, Einstein. In these cases, Salesforce works with a select group of service providers for early adoption projects.

# Salesforce Services Value Chain



# Salesforce Services Value Chain Market

## Approximate Split of Salesforce Services Business by Value Chain Service\*



Source: HfS Research, January 2017

\* Aggregate responses of service providers in this Blueprint

# Key Highlights: Salesforce Services Value Chain

- **Value chain trends:** There is demand across the Salesforce Services Value Chain. The majority of current and estimated 2018 business is in Salesforce implementation services. Most enterprises embarking on a Salesforce journey focus on achieving fast deployments. There is a steady growth of consulting and ongoing support services.
- **Consulting services:** As enterprises enter phase 2 and beyond in their Salesforce experience, they begin to realize the importance of aligning their deployments to strategic business needs. Enterprises deploy Salesforce to achieve a consistent CRM process across business units and sites. To be successful, this needs to be tightly aligned to the enterprises' overall CRM strategy, which includes business needs, as well as technical requirements. In particular, cloud readiness services and organizational change management services are fundamental to the success of a Salesforce deployment. We also expect security services to become increasingly important, especially in global deployments that include local country-specific regulations.
- **Ongoing support services:** The service providers in this Blueprint report that at least 10% of their Salesforce services business comes from the three ongoing support services categories in our Value Chain: Manage, Operate, and Optimize. Management services are often an after-thought for many customers. Most of the references we spoke with indicated that they signed a 3- to 6-month contract with their service provider post-deployment to manage any immediate issues. They either did not envision any further issues or expected to be able to deal with them internally. Enterprises often need external skills to help them with all support issues. Optimize services are particularly important as enterprises often require assistance to navigate the implication of all new product releases and functionalities.

# Key Highlights: Salesforce Services Market Trends

- **Salesforce is shifting the CRM tool to a customer engagement platform:** Salesforce's recent products, including Marketing Cloud, Community Cloud, and Commerce Cloud, change the value proposition from being simply a set of CRM tools to a complete customer engagement platform. Leading Salesforce services partners are positioning this solution and benefit to clients.
- **Market dominated by Sales Cloud deployments:** Nearly all references we spoke with have implemented Salesforce Sales Cloud. The second most common implementation is Service Cloud. There were some implementation examples and increasing interest in Marketing Cloud, Community Cloud, and Wave Analytics. Salesforce service providers report a steady move away from individual cloud deployments to a more holistic approach to meeting business needs and desired outcomes.
- **Salesforce deployments are starting to be more strategic:** Clients are starting look at Salesforce deployments more strategically. Although most buyers continue to focus on achieving fast implementations, some are starting to realize the importance of aligning their Salesforce strategies with their overall business strategy. In other cases, Salesforce services providers are demonstrating the need to use Salesforce as a platform to bring business solutions, rather than consider Salesforce as individual technical cloud implementations.

# Key Highlights: Salesforce Services Market Trends

- **Clients considering analytics but not necessarily Wave Analytics Cloud:** Most Salesforce clients are just starting to consider analytics solutions. There are examples of service providers developing dashboards for clients and advising on how to extract and use the data to make business decisions. As the Salesforce Wave Analytics Cloud becomes more established, some clients are looking elsewhere for their analytics solutions, including SAP Business Objects and homegrown solutions.
- **Service providers focused on hiring, training, motivating, and retaining consultants:** To meet the growing demand, Salesforce services providers are investing in hiring and training programs. The challenge is for consultants to have technical expertise, with industry sector business experience. Moreover, consultants need to understand the specific issues of implementing a SaaS solution, which requires a different mind-set from that for premises deployments. Existing employees who can make this mind-set shift can be cross-trained in Salesforce technologies. Otherwise, service providers have to attract the best talent externally. Leading services providers are increasingly focused on providing interesting opportunities to consultants, which can include job rotations across different parts of the Value Chain (consulting, implementation, and support services). They are also investing in motivation and retention strategies, which include attractive compensation packages, rewards for impactful contribution to projects, and sabbaticals after a certain period with the provider.
- **Geographic expansion beyond North America:** On average, 63% of Salesforce services business for the services providers in this Blueprint comes from North America. Many are focusing on the UK and Continental Europe for growth in 2017 and beyond. The UK and Continental Europe each represent 13%, on average, of current Salesforce services business. Other regions represent less than 10%, on average, of current Salesforce services business.
- **Not industry specific:** On average, service providers' have an even spread of Salesforce services business across industry sectors. Manufacturing, Consumer Goods, and Life Sciences are the top three Salesforce services industries, but even they represent less than 15% of service provider average revenue splits.



# Research Methodology



# Research Methodology

## Data Summary

- The data for this Blueprint were collected in Q3 and Q4 2016, covering service buyers, service providers, and advisors/influencers of Salesforce services.
- HfS selected a mix of global system integrators and specialist providers to include in this Blueprint. Two niche providers, Persistent Systems and VirtusaPolaris, were included.

## This Report Is Based On:

- **Tales from the Trenches:** Interviews were conducted with buyers who have evaluated service providers and experienced their services. Some were supplied by service providers, but many interviews were conducted by HfS Executive Council members and participants in our extensive market research.
- **Sell-Side Executive Briefings:** Structured discussions with service providers were intended to collect data necessary to evaluate their innovation, execution and market share, and deal counts.
- **Publicly Available Information:** Financial data, website information, presentations given by senior executives, and other marketing collateral were evaluated.

## Participating Service Providers



## Additional Mini-Profiles



# HfS Blueprint Scoring Percentage Breakdown

## EXECUTION

Quality of Account Management Team	20%
How Service Providers Engage Clients and Develop Communities around Salesforce	5%
How Service Providers Incorporate Client Feedback	10%
Actual Delivery of Services:	
• Plan	5%
• Implement	5%
• Manage	5%
• Operate	5%
• Optimize	5%
Scale of Design, Implementation, and Management Capabilities	5%
Flexibility to Deliver End-to-End Solutions and Point Solutions	10%
How Is the Service Provider Becoming a Broker of Capability for the Client	5%
Experience Delivering Industry-Specific Solutions	10%
Talent Development/Ability to Attract and Retain Key Salesforce Skills	10%
<i>Total</i>	<i>100%</i>

## INNOVATION

Innovation in Commercial Models to Help Clients Write Off Legacy	10%
Using Design Thinking to Enable the Change Management of Salesforce Clients	10%
Vision for Salesforce Effectiveness in Clients	35%
Integration of Partner Capabilities into Salesforce Solutions	10%
Investment in Proprietary Tools, Accelerators, and Solutions	20%
Capabilities for Providing Accessible and Actionable Data to Customers	15%
<i>Total</i>	<i>100%</i>

# Blueprint Scoring Definitions: Execution

EXECUTION	How well does the provider execute on its contractual agreement, and how well does the provider manage the client/provider relationship?
<b>Quality of Customer Relationships</b>	<b>How engaged are providers in managing the client relationship based on the following metrics: quality of account management, service provider/client engagement, and incorporation of feedback?</b>
Quality of Account Management Team	What is the quality level of professional skills in the account management team?
How Service Providers Engage Clients and Develop Communities Around Salesforce	How well does the service provider engage clients and develop client communities around Salesforce?
How Service Providers Incorporate Client Feedback	How have service providers taken feedback and incorporated that feedback into their services?
<b>Real-World Delivery Solutions</b>	<b>Does the solution provided compare favorably to the service agreed upon when taking into account delivery of services for each sub-process and geographic footprint and scale?</b>
Actual Delivery of Services for Each Sub-Process	Taking into account each sub-process and the entire macro-process, does each sub-process sum to successful delivery of the service being provided?
Scale of Plan, Implement, and Management Capabilities	Does the service provider have scale in Planning, Implementation, and Management Capabilities around Salesforce, including the availability of certifications at all levels?
Usefulness of Services to Specific Client Needs of All Sizes	How flexible and experienced are providers when tailoring solutions based on client size, location, and type of solution (end-to-end and single point)?
Flexibility to Deliver End-to-End Solutions and Point Solutions	How flexible are providers with delivering multi-process end-to-end solutions versus single-point solutions?
How Is the Service Provider Becoming a Broker of Capability for the Client	How well is the service provider able to source expertise from all available sources, both internally and externally, to address capability gaps?
Experience Delivering Industry-Specific Solutions	How well does the provider deliver industry-based solutions, including Fullforce (for example, depth in verticals such as insurance, retail)?

# Blueprint Scoring Definitions: Innovation

<b>INNOVATION</b>	<b>Innovation is the combination of improving services and business outcomes.</b>
<b>Vision for Value Delivery</b>	<b>The strategy for delivery of services to each part of the value chain of processes.</b>
Innovation in Commercial Models to Help Clients Write Off Legacy	Offering flexible solutions to assist clients to move to the cloud.
Using Design Thinking to Enable the Change Management of Salesforce Clients	Understanding the business context to reimagine processes aligned with meeting client needs.
<b>Vision for Salesforce Effectiveness in Clients</b>	<b>What is the vision of the service provider for the evolution of its Salesforce services offering, and how will it contribute over time to client effectiveness and value creation?</b>
<b>Ability to Leverage Value Drivers</b>	<b>How well have providers integrated value drivers into their services? Examples include third-party solutions, internal investments, and more.</b>
Integration of Third-Party Capabilities into Salesforce Solutions	How well does the provider leverage new technologies/enhancements, mobility functionality, and cloud capabilities into their solutions?
Investment in Proprietary Tools, Accelerators, and Solutions	What is the provider doing to invest in proprietary capabilities, tools, accelerators, and other solutions to enhance the value of Salesforce for clients?
Capabilities for Providing Accessible and Actionable Data to Customers	Applying analytics technologies, processes, and resources to relevant data sets to derive insights that can help improve an enterprise.

# Service Provider Grid

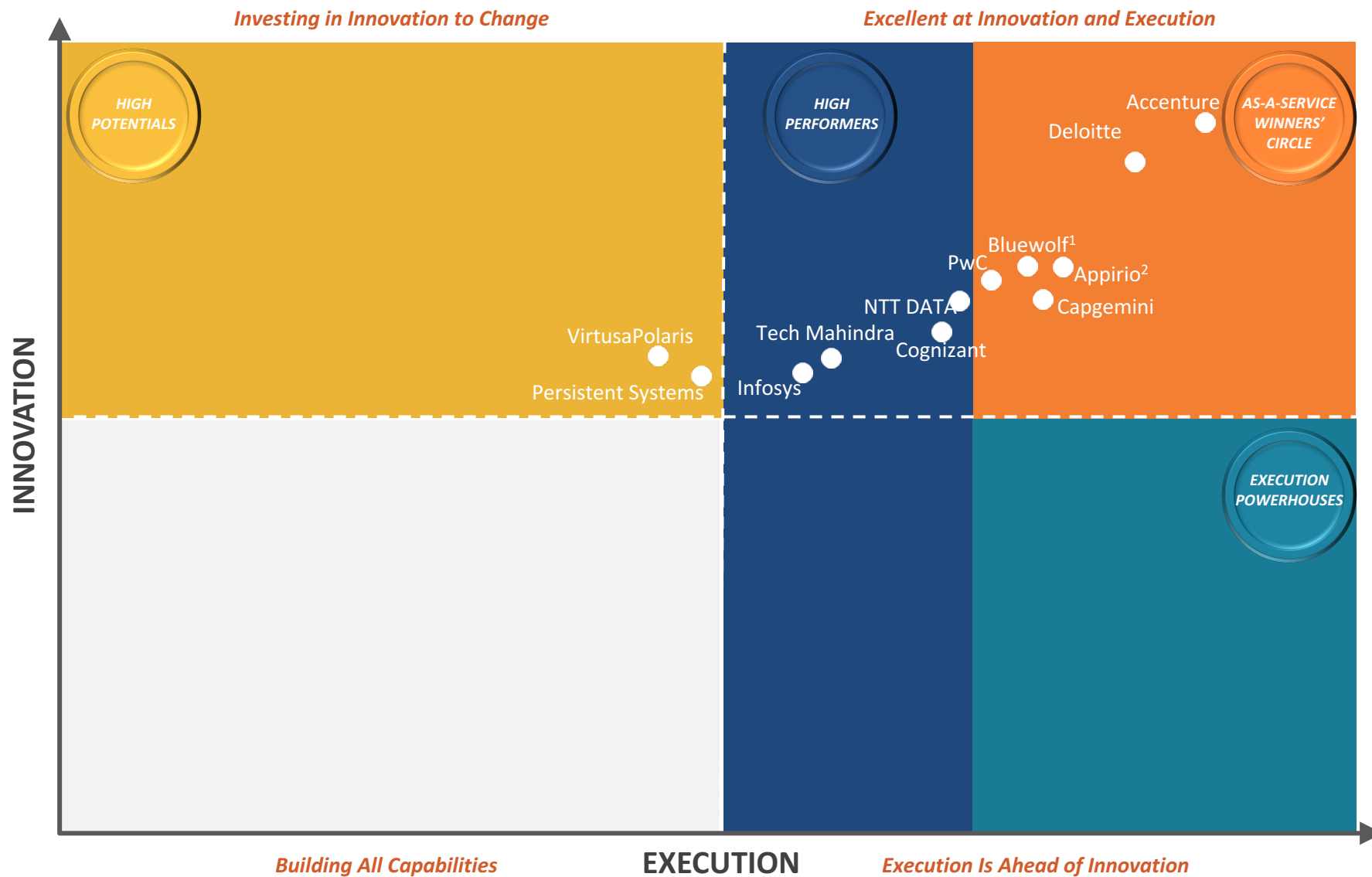


# Guide to the Blueprint Grid

To distinguish service providers that show competitive differentiation in a particular line of delivery with progress in realizing the As-a-Service Economy of business outcome-oriented, on-demand, talent + technology services, HfS awards these providers the As-a-Service Winner's Circle designation.

	EXECUTION	INNOVATION
<p>● <b>As-a-Service Winner's Circle</b> shows excellence recognized by clients in the Eight Ideals in both execution and innovation</p>	Collaborative relationships with clients, services executed with a combination of talent and technology as appropriate, and flexible arrangements	Articulates vision and a “new way of thinking,” has recognizable investments in future capabilities and strong client feedback, and is driving new insights and models
<p>● <b>High Performers</b> demonstrate strong capabilities yet lack an innovative vision or momentum in execution against the vision</p>	Execute some of the following areas with excellence: worthwhile relationships with clients, services executed with “green lights,” and flexibility when meeting clients’ needs	Typically, describe a vision and plans to invest in future capabilities and partnerships for As-a-Service and illustrate an ability to leverage digital technologies and/or develop new insights with clients.
<p>● <b>High Potentials</b> demonstrate vision and strategy but have yet to gain momentum in the execution of it</p>	Early results and proof points from examples in new service areas or innovative service models, yet lack scale, broad impact, and momentum in the capability under review.	Well-plotted strategy and thought leadership, showcased use of newer technologies and/or roadmap, and talent development plans
<p>● <b>Execution Powerhouses</b> demonstrate solid, reliable execution, but have yet to show significant innovation or vision</p>	Evidence of operational excellence; however, still more of a directive engagement between a service provider and its clients.	Less evident vision and investment in future-oriented capability, such as skills development, “intelligent operations,” or digital technologies.

# HfS Blueprint Grid: Salesforce Services 2017



<sup>1</sup> An IBM Company

<sup>2</sup> A Wipro Company



# Major Service Provider Dynamics: Highlights

## EXECUTION

- **Account Management:** SaaS deployments are no different from other projects in that success for clients often comes down to the contribution from and the comfort with the service provider's account team. Clients interviewed for this Blueprint were especially enthusiastic about **Accenture, Deloitte, Capgemini, Cognizant, PwC, and Appirio\***.
- **Scale of Design, Implementation, and Management Capabilities:** Salesforce services clients are increasingly looking for service providers that have capabilities outside North America, particularly in Europe and, to a lesser extent, APAC. Service providers that stood out for their international reach include **Accenture, Appirio\*, Deloitte, Bluewolf\*\*, Capgemini, and PWC**.
- **Flexibility:** Most clients are still unsure about the implications and support requirements of a Salesforce deployment. All the service providers in this Blueprint were commended by clients for their ability to deliver flexible services. Those that particularly stood out are **Accenture, Cognizant, NTT DATA, and Persistent Systems**.
- **Broker of Capability:** Linked to this flexibility is the ability to provide the right resources at the right time for clients. This is a more challenging requirement. The service providers that stood out in their ability to do this well included **Accenture, Deloitte, Capgemini, Cognizant, PwC, and Persistent Systems**.

## INNOVATION

- **Vision for Salesforce Effectiveness:** Having a vision for where the processes supported by Salesforce are headed in the future is an important element of Innovation. We saw this vision come particularly from **Accenture, Appirio\*, Bluewolf\*\*, Cognizant, NTT DATA, Persistent Systems, and PwC**.
- **Investment in Proprietary Tools and Solutions:** Implementing and managing Salesforce deployments for clients is enhanced by having a suite of unique tools, accelerators, and other solutions to maximize the attainment of benefits for clients and service providers. In our review of the investments in these capabilities, we saw particular focus here from all of the Winner's Circle service providers: **Accenture, Appirio\*, Bluewolf\*\*, Capgemini, Deloitte, PwC, as well as NTT DATA**.
- **Capabilities for Providing Accessible and Actionable Data to Customers:** Most Salesforce services clients are just beginning to enquire about analytics. Service providers that have developed analytics capabilities are in a strong position to have these conversations with clients and have a differentiating competitive position as this area grows. Service providers that stood out for their investment in analytics include **Accenture, Appirio, Bluewolf\*\*, Cognizant, NTT DATA, and VirtusaPolaris**.

\*Appirio, a Wipro company \*\* Bluewolf, an IBM company

# Service Provider Profiles



# HfS Salesforce Services Value Chain: Key to Profiles

- Value Chain coverage is indicated by blue shading. Grey shading indicates that the service provider does not offer these services.

For Example:

## Full Value Chain offered

PLAN
IMPLEMENT
MANAGE
OPERATE
OPTIMIZE

## Operate not offered

PLAN
IMPLEMENT
MANAGE
OPERATE
OPTIMIZE

- Each profile also includes an “Operations” box where we list service provider statistics.  
“N/A” indicates that the service provider does not have this today. In some cases, the service provider may have these certification applications in progress.

PLAN		Strengths	Challenges
IMPLEMENT		<ul style="list-style-type: none"><li>• <b>Legacy Modernization Strength:</b> Infosys has experience in assisting clients to migrate to the cloud. This is delivered by consulting services and underpinned by a strong investment in tools and templates to facilitate clients' Salesforce.com journeys.</li><li>• <b>Industry Sector Focus:</b> Infosys has developed several industry solutions that are pending Fullforce Industry certification status. Beyond these, it has also invested in developing tools, accelerators, and best practice templates for other “micro-verticals.” These include life sciences, insurance, retail, discrete manufacturing, and high tech. Many are based on real client experiences, and project teams are encouraged to highlight specifics during engagements to help develop solutions.</li><li>• <b>Continued Investment in Fast-Growth Practice:</b> Infosys continues to invest in certifying consultants and solutions. For example, approvals for a few certified technical architects, Fullforce Master solutions, and Fullforce Industry solutions are all pending. Moreover, Infosys is focused on strengthening skills in the emerging areas of Marketing Cloud and Wave Analytics. The service provider plans to offer a solution that integrates the Wave Analytics Cloud with the Infosys Information Platform, its data and analytics platform. In addition, all Infosys client-facing consultants are being trained on Design Thinking principles. These investments and focus demonstrate Infosys's commitment to the growth and relevance of its Salesforce services practice.</li><li>• <b>Client Feedback:</b> Clients commend Infosys on its ability to deploy resources to any geographic location. They also highlight Infosys's flexibility in service delivery. One client said that they requested a major product change in the middle of the project, and Infosys was able to facilitate a seamless transition.</li></ul>	<b>Lack of Awareness of Capabilities:</b> Buyers are often unaware of Infosys's strengths in the Salesforce services market. Infosys will continue to develop its service offerings, increase certifications, and grow business outside North America in 2017 and beyond. As it does so, the service provider should also market a select sweet spot, for example, particular industry sectors, to clarify its position and value in this market. Buyers from Infosys's target industry sectors should consider it for Salesforce services. They should also explore Infosys's ability to deliver business transformation deals as its investments represent a solid foundation for this capability. Infosys should also strengthen its consulting capability to be considered in the early phases of engagements. Most clients today select Infosys based on an excellent existing relationship experience. However, convincing new clients of its capabilities will be a bigger challenge. Infosys is focused on convincing new clients of its high-end consulting capabilities.
MANAGE			
OPERATE			
OPTIMIZE			
Blueprint Leading Highlights			
<ul style="list-style-type: none"><li>• Incorporate Feedback</li><li>• Flexibility</li><li>• Geographic Scale</li><li>• Investment in Tools</li><li>• Experience Delivering Industry-Specific Solutions</li></ul>			
Relevant Acquisitions/Partnerships	Key Clients and Capabilities	Operations	Technology Tools and Platforms
<b>Acquisitions include:</b> <ul style="list-style-type: none"><li>• Panaya (2017)</li><li>• Skava (2017)</li></ul> <b>Partnerships include:</b> <ul style="list-style-type: none"><li>• Apttus</li><li>• CloudSense</li><li>• FinancialForce</li><li>• ServiceMax</li><li>• Vlocity</li></ul> <b>Start-up investments include:</b> <ul style="list-style-type: none"><li>• Airviz, ANSR Consulting, Vertex Ventures, Nova</li></ul>	<p>Infosys targets large, Global 2000 enterprises.</p> <p>Industry Coverage:</p> <ul style="list-style-type: none"><li>• Manufacturing</li><li>• High Tech</li><li>• Financial Services</li><li>• Retail and CPG</li></ul> <p>Publicly disclosed clients include:</p> <ul style="list-style-type: none"><li>• DuPont</li><li>• Marvell</li><li>• Novasom</li></ul>	<ul style="list-style-type: none"><li>• Partner Level: Platinum</li><li>• Fullforce Master Qualifications: In Progress</li><li>• Fullforce Industry Solutions: In Progress</li><li>• Salesforce Certified Consultants: 700</li><li>• Average Number of Certifications per Employee: 2</li><li>• Certified Technical Architects: In Progress</li><li>• Total Number in Practice: 1,200+</li><li>• Number of Projects Completed: 160+</li><li>• Customer Satisfaction Score: 9.19/10</li></ul> <p>Key delivery locations for Salesforce practice:</p> <ul style="list-style-type: none"><li>• North America: Texas, New York, California, Georgia</li><li>• Europe: UK, Germany, Belgium, Switzerland, France</li><li>• APAC: Australia, China</li><li>• Japan</li><li>• India: Hyderabad, Bangalore, Pune, Chennai, Chandigarh, Mysore</li></ul>	<ul style="list-style-type: none"><li>• <i>IMPACT™ Framework</i>: Proprietary business transformation framework, program management method and tools. Includes templates, tools, and accelerators</li><li>• <i>Value Realization Method (VRM™)</i>: Proprietary program to identify value. Includes templates, tools, and accelerators</li><li>• <i>Cloud Templates</i>: includes process frameworks</li><li>• <i>LotusNotes To Force.com Migration Tool</i></li><li>• <i>Deployment Manager Framework</i></li><li>• <i>Force.com Data Loader Framework</i></li><li>• <i>Digital Marketing Solution</i>: uses Salesforce to deliver branded communication and inquiry process, behavioral targeting, campaign management, channel effectiveness and social analytics</li><li>• <i>Infosys Salesforce Automation Workbench™</i></li><li>• <i>Retail Banking Solution</i>: Customer on-boarding and bank account opening solution</li><li>• <i>Microvertical Solutions</i>: Customer advocacy tool for CPG, Channel Partner enablement tool for high tech, next-generation CRM for Healthcare</li></ul>

# Market Wrap-Up and Recommendations

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# Service Provider Selection

- **Why this service provider?** The top reasons clients we spoke to selected their service provider were:
  - Historical relationship (even if with different part of the enterprise)
  - Cost
  - Strong RFP response that allowed for checking the quality of resources
  - Proactive RFP response, including presenting a prototype solution
  - Scale to be able to provide resources where and when required
  - Strong client references
  - Cultural fit
  - Understanding the client's business requirements
  - Understanding the client's industry sector specifics
  - Integration skills
  - Recommended by Salesforce

# Service Provider Satisfaction and Challenges

- **Satisfaction:** The top strengths clients listed for their service provider included:
  - Ability to work as an extension of the client's team
  - Aligning to the client's changing business dynamics and requirements
  - Cultural alignment, which is particularly important during a stressful project
  - Focused on getting the job done
  - Flexible, responsive, and happy
  - Ability to challenge the client at the senior management level
  - Excellent point of contact, e.g., program manager
  
- **Challenges:** The top challenges clients listed for their service provider included:
  - Inconsistency of consultants on the team
  - Lack of resources when required or delay in getting the right resources
  - Account management not very interactive
  - Getting the right mix of on-site and offshore delivery
  - Not proactive in sharing developments in the Salesforce product roadmap
  - Not enough sharing of best practice
  - Lack of adequate communication from both parties
  - More prescriptive than collaborative

# Recommendations: Enterprise Buyers

- **Position Salesforce within the context of the overall CRM strategy:** Enterprises should adopt a holistic and strategic view of their Salesforce deployment, one that aligns with the overall CRM strategy. This enables maximum benefits from the deployment and facilitates future integration requirements.
- **Focus on the team and not the firm:** Enterprises should focus on the strengths and capabilities of the specific proposed team rather than those of the service provider in general. The success of the project depends on the actual team of consultants, architects, and developers working on the project. One client reference told us that they conducted detailed interviews of all consultants proposed by the service provider and selected only those who were considered suitable. Choose service providers that are willing to accommodate such requests if you need it.
- **Prioritize cultural fit:** Cultural fit is often as important as technical skills and credentials, and with it, you are much more likely to get a successful engagement. In a fast-growth market, like Salesforce, service providers often learn with their clients, developing solutions based on client cases. This does not necessarily denote a weak provider but a collaborative partner that is willing to learn. One client admitted to us that their service provider had limited knowledge of their industry sector at the beginning of the engagement but actually knew it better than the client themselves by the end.



# Recommendations: Enterprise Buyers (Continued)

- **Get the right mix of on-site and offshore support:** Enterprises should ensure that they get the right balance of support from on-site and offshore resources. Although offshore delivery lowers cost, it can bring with it language and time zone issues that could be frustrating with tight deadline schedules. In addition, on-site and offshore resources need to understand the client's business objectives and culture to work effectively. One client asked for their offshore team to be flown on-site regularly to gather requirements, to facilitate this and make them feel more like part of the team.
- **Focus on end-user needs:** Successful Salesforce services deployments place the end-user at the center of all decisions. This includes designing the solution from the user perspective and having effective organizational change management and training. It also involves motivation and incentives for users to actually use the software. Buyers should ensure that service providers also understand and adopt this viewpoint.
- **Prioritize consulting services:** While enterprises are focused on achieving fast deployments, they should always begin with a solid planning phase. Many service providers offer important CRM strategy, SaaS readiness assessments, and organizational change management consulting services, all of which are crucial to successful Salesforce deployments. Enterprises often scope provider selection RFIs too tightly; they should be more open to discussions with service providers about the different services they should consider, even if they source them elsewhere.

# Recommendations: Enterprise Buyers (Continued)

- **Don't under-estimate the need for post-deployment support:** Enterprises should consider their Salesforce deployments as the start of their Salesforce journey, rather than the end. Post-deployment support services are vital to keep clients up-to-date on new product releases and functionalities. More importantly, a service provider can assist in aligning any technology changes to the enterprise business objectives, thus maintaining the relevance of the Salesforce deployment. Enterprises that are adamant about having in-house support services should ask for assistance and knowledge sharing from their deployment partner to be able to do this effectively.
- **Be realistic about consultant capabilities and availability:** Enterprises demand access to consultants that have technical, business, and sometimes industry expertise. Moreover, these consultants should be always available and fantastic to work with. In reality, it is rare to fulfill these requirements all the time. Enterprises should demand a strong point of contact, be that the account manager, program manager, or architect. In addition, consultants with specific roles should have the requisite skills to fulfill them. Beyond this, however, enterprises need to be more accommodating of the service provider's challenges to provide the right resources at the right time in the right location in every incident. Leading service providers with huge Salesforce service teams are more able to provide this, but even they may be challenged. Clients should therefore be accommodating. Service providers are often open to swapping out team members if required; therefore, clients should request this if necessary. Clients need to be clear about priorities up front, to minimize conflict and disappointment.

# Recommendations: Service Providers

- **Manage client expectations of resource availability:** Salesforce services clients demand flexibility in service delivery but also predictability of resources and pricing. As clients are often unsure about the type of support they will require in a Salesforce deployment, it is almost impossible to compose a tightly scoped contract. As a result, it is challenging for services providers to promise flexibility and predictability in an ongoing support services engagement. Offering a bundle of hours that clients can use as they like is a common and successful pricing methodology, but it does not help the service provider plan for resource availability. Therefore, service providers must manage expectations with clients to avoid disappointment.
- **Keep clients abreast of Salesforce updates:** Service providers should keep clients up-to-date on Salesforce product developments, as well as extension possibilities. One client told us that they found the Salesforce Dreamforce event useful to understand new functionalities, but they were also disappointed that their service provider had not shared some of the content that was not newly announced at the event. Salesforce service providers that do not communicate product updates to clients are missing potential services opportunities.
- **Communicate analytics capabilities:** Most Salesforce services clients are just beginning to consider analytics for their Salesforce deployments. Service providers that have invested in developing services and solutions in analytics should communicate these capabilities to clients, to ensure a leading market position as this area develops over the next few years.

# Recommendations: Service Providers (Continued)

- **Market capabilities:** Service providers in general need to do a better job of marketing their capabilities to the market and to Salesforce, which is often involved in recommending service partners to clients. Several service providers in the Blueprint report had deep technical skills coupled with impressive innovation and thought leadership in Salesforce services. However, prospective clients are often unclear about these capabilities and de-select service providers that may have been a good fit for the engagement. In addition, service providers must make the same effort when working with a different team within a client enterprise, as they may have little to no knowledge of the service provider's skills and role in the project.
- **Continue to invest in and market certifications:** Service providers should continue to invest in Salesforce services certifications and communicate their worth to prospective clients. The certifications for a technical architect, the Fullforce Master solution and the Fullforce Industry solution, are difficult to achieve and represent a clear differentiation in this market. Service providers that have these certifications must highlight this to prospective clients and position these certifications as clear strengths.
- **Provide peer connect opportunities to clients:** Few service providers create client communities to facilitate sharing experiences and best practice. This typically happens only during the provider selection phase. Some clients said that they stayed in touch with these initial references, and others appreciated organized meetings with peer enterprises at Dreamforce. Clients find these interactions invaluable; thus, service providers should be more proactive about organizing these connections.

# Recommendations: Service Providers (Continued)

- **Be creative with hiring and training:** Salesforce services skills are in high demand but are rare in the marketplace. For example, it is hard to find consultants with relevant experience, deep architecture skills, and industry sector understanding. When hiring, service providers need to communicate the career opportunities available to candidates. Moreover, service providers should invest in additional benefits that help retain the best candidates, such as offering sabbaticals after a certain period of employment and rewards for valuable contribution to client projects. Service providers should also identify internal candidates to train in Salesforce technologies, but these individuals should be people with the right mind-set to be able to support SaaS solutions, which is different from the on-premises market.
- **Be proactive in RFP responses:** There are thousands of Salesforce services providers in the market, and service providers need to take every opportunity to stand out from the crowd. Clients appreciate creative responses to RFPs, for example, which challenge their thinking and proposed scope. Clients are also able to identify a service provider's commitment to winning their business. A good example is developing a prototype of the solution to the client's issue. This demonstrates clear commitment and dedication, as well as capabilities to fulfill the requirements.

# Recommendations: Service Providers (Continued)

- **Offer the complete CRM services solution to clients:** Leading service providers are increasingly implementing a complete CRM solution for clients, rather than scoping contracts to deploy individual Salesforce clouds. To be successful, these solutions should include expertise in mobile, social, security, analytics, and any other relevant field. As a result, successful service providers leverage relevant skills from other practices and units to create the solution for clients. Several service providers have positioned their Salesforce services practice in their digital services or cloud services practice to facilitate this access to additional skills.
- **Offer a blended delivery option:** Clients are still focused on achieving cost savings and appreciate a blend of consultative assistance present on-site with the cost-effective benefits of offshore delivery. Clients often do not know what issues may come up with a SaaS deployment. Therefore, having a strong account management team who is able to easily and quickly put technical requirements into a business context is critical for success.

# About the Author



# Khalda De Souza

Research Director, SaaS Services, HfS Research – United Kingdom



[khalda.de-souza@hfsresearch.com](mailto:khalda.de-souza@hfsresearch.com)

## Overview

- Khalda De Souza covers developments in IT and BPO across Europe for HfS and globally covers the emergence of services around software as a service (SaaS) offerings.
- She has extensive experience in providing strategic advice to both IT services providers and customer organisations globally. For providers, this includes, but is not limited to, channel strategies, product positioning, competitive intelligence, market trends and forecast analysis. For Clients, Khalda has provided insightful guidance on sourcing and vendor selection strategies.

## Previous Experience

- Prior to HfS, Khalda has been a senior level IT services research analyst at Gartner for nearly 20 years. In that time, she has managed the European research for several areas including network and IT security and business applications. Khalda has led key research deliverables such as Magic Quadrants for both Europe and global markets at Gartner.

## Education

- Khalda has a BSc. from Aston University in International Business and French.



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