



carioIT

Salesforce Global Systems
Integration and Services
Providers Capture Share
Report - 2023

FOCUS POINTS

- > Salesforce continues to dominate the SaaS and Customer Experience ecosystem, and it is the benchmark SaaS and Customer Experience platform. Ensuring and measuring customer experience during the COVID period was critical for the platform's growth.
- > Revenue for FY2023 is estimated to be US\$31 billion, with a growth of 20% in constant currency. The total employee count is approaching 75,000. Whilst revenue is still dominated by large enterprises and North America, the steps to globalise Salesforce has been successful in recent years.
- > In recent years Salesforce has spent considerable capital on investments, most notably Slack, Mulesoft and, from a services perspective, Acumen Solutions, which was included in previous Capture Share reports. The challenge for Salesforce and the overall ecosystem is getting the most value from the acquisitions.
- > Mulesoft has been the most successful of the three most strategically and capital-intensive acquisitions, broadly focusing on integration central to enterprise applications alongside Salesforce.
- > The value generation from Slack is still a little challenged, partly because the changing post-COVID work ecosystem has yet to link with the Slack value proposition ideally. Furthermore, with the strength of teams and the integration of communication and video platforms, the market for Slack is challenging.
- > Dreamforce in 2022 was a celebration as the event had returned to being face-to-face. Approximately 50,000 attendees enjoyed the unique Dreamforce experience; little changed from pre-Covid days in energy and value generated, and a speaker and entertainment list the envy of any other conference.
- > In terms of Dreamforce content, the critical launch was, of course, Genie. Genie is designed to integrate and optimise the application of data across the customer experience spectrum. Execution of the strategy has to be the number one priority for Salesforce in 2023, as it is ambitious but essential for the platform's evolution.
- > Salesforce enters 2023 with some uncertainty and potential headwinds. Salesforce has rarely in its history faced this, so the response is hypercritical. In late 2022, Co-CEO Brett Taylor resigned, leaving Marc Benioff again as sole CEO. This may or not work, there is no perfect leadership model, but there is some uncertainty in the senior leadership.
- > At the same time, the economic outlook is concerning on multiple levels, from interest rate corrections, inflation, geopolitical instability, lingering supply chain and COVID-related challenges. More broadly, Salesforce and the technology industry should be able to focus on the essential nature of technology for business growth, but there are headwinds. Unpredictable business, consumer, and government decisions can increase or decrease the magnitude of the challenges.
- > No discussion on the Salesforce ecosystem can be made without significant reference to the skills issues. Salesforce and the ecosystem have, on balance, made a

substantial improvement to the deficit. The challenge is that the ecosystem is growing faster and with increased scale compared to any other SaaS platform and that the demand for skills from the PaaS and IaaS Hyperscalers, AWS, Azure and GCP is distorting the market. It is important to remember that skills shortages are paramount; automation isn't everything; it will not solve the problem, just help manage it.

> It is worth reinforcing the importance of the Trailhead ecosystem and Salesforce's AppExchange. They are both strong contributors to the growth in skills and the ISV and SI ecosystems. In 2023, whilst Genie is the priority, increased focus on the marketplace and engagement portals will help facilitate ecosystem growth and manage the TCO of investment in Salesforce.

> From the System Integrator (SI) perspective, the Salesforce ecosystem is the largest and fastest-growing pure SaaS provider. Most major SI's investment in the Salesforce ecosystem, organically or through acquisition, is a crucial priority alongside the AWS and Azure ecosystems. Combined, they represent the most significant growth opportunities and have accelerated business relevancy and measurable outcomes.

> Consolidation continues at pace in the Salesforce ecosystem. The mid-level of SI continues to be hollowed out. This is an inevitable situation and reflects the market's buoyancy, but it consolidates the lead providers and reduces diversity. As 2023 arrives, it is expected that the consolidation will remain, particularly for those vendors that have successfully developed discrete capabilities in offerings, industries or geography.

> The customer's customer is the critical user that has to be optimised by solution providers in Salesforce. Vendors who can understand their customer's customers directly enable success in the application of Salesforce. This requires feet on the street. SI's need to be on the shop floor with clients and understand how the technology is used. This requirement equally applies to Salesforce itself. One concern a Salesforce client can have is that it needs to be closer to its clients and the overall market.

> Accenture continues to enjoy overall leadership in the market. Fortunately, it is not a static environment. Deloitte and PwC maintain their leading capabilities to challenge Accenture, and Infosys have successfully leveraged substantial acquisitions to be a key provider. The other leading providers in the 2023 capioIT Capture Share report include IBM, Wipro, Capgemini and Cognizant, all enjoying a differentiated and robust provision of solutions for clients. There is also an increasingly long tail of vendors looking to challenge the leadership and remove the status quo.

> capioIT included 19 vendors in the study. The growth in vendors from 14 in the previous version of the report is a positive reflection of the development and increased maturity of the Salesforce ecosystem. Newly included vendors included TechMahindra, Globant, Publicis Sapient, Dentsu and LTIMindree.

HOW CAPIOIT MEASURES VENDOR CAPABILITY IN THE GLOBAL SALESFORCE SYSTEMS INTEGRATION AND SERVICES PROVIDERS MARKETPLACE

A Capture Share report is the established methodology used by capioIT to rank providers in global and other geographic markets across a range of technology and business services sectors. The Capture Share report output is an objective, market-based analysis of 17 key capabilities and attributes of selected service providers.

These attributes are focused on two key areas, Transform and Leverage. In simple terms, transform is a vendor's ability to engage and create processes and more substantial measurable business outcomes for clients. Leverage is focused on working in a broad, integrated ecosystem and providing scale to creating and measuring client outcomes.

To ensure the integrity of the analysis and data, the individual attributes are weighted in percentage terms based on the overall influence of the Transform and Leverage capabilities.

Data and process integrity are critical components of a report of this type. Fundamentally, the data be valid and untarnished. Ensuring integrity, all information for measuring and assessing these attributes comes from various accurate sources. Sources of information include buyers of Salesforce services solutions globally, vendor briefings and meetings, media sources, the Salesforce ecosystem and specific end-user feedback from a range of customer sizes, use cases and attributes.

The following table defines each of the attributes. These tables also provide the weighting of each attribute in the analysis.

Leverage Attribute	Definition	Weighting
Customer Satisfaction	Customer Satisfaction sourced from customer discussions and Salesforce AppExchange etc.	20%
Solution Portfolio Depth	Depth of offerings across customer requirements for Salesforce	15%
Certified Salesforce Professionals	Dedicated Certified Salesforce professionals globally	15%
Country Strength	Depth, maturity and capability of country subsidiary	12%
Sales Team Strength	Quality, depth of sales team and engagement	8%
Delivery Partnerships	Partnerships to deliver to client requirements globally	10%
In Country Geographic Reach	Breadth of country based geographic capabilities	8%
Country localisation	Offerings designed for the local market	8%
Total		100%

Transform Attribute	Definition	Weighting
Internal R&D	Internal R&D focused on Salesforce related Services	10%
Leverage Salesforce R&D	Platform to leverage Partner Salesforce R&D	10%
Salesforce Ecosystem Partnership	Depth of partnerships in the Salesforce ecosystem	15%
Global Solution Development	Development of portfolio offerings that are global in scope and capability	5%
Industry Solution Development	Development of industry specific solutions for clients	15%
Country Solution Development	Strength and quality of client outcomes from engaging the provider	5%
Salesforce Platform Implementation	Investment in Salesforce platforms and related services	20%
Strength of Brand	Reputation and credibility of brand in the local and global marketplace	12%
Ability to influence external market	Strength of the provider to create market awareness and influence	8%
Total		100%

The following section highlights the leadership in each of the 17 attributes included in the report. The vendor/s next to the attribute represents the highest-ranked vendor for that attribute. It highlights that for some factors, the leadership is spread across multiple vendors, e.g. Leverage Salesforce R&D, whereas for other factors, such as Internal R&D, leadership rests with one vendor.

RANKING THE GLOBAL SALESFORCE SYSTEMS INTEGRATION AND SERVICES PROVIDERS

The Salesforce services market has innovation, scale and momentum across the spectrum from consulting, integration, and increasingly, albeit off a small base, managed services solutions. Salesforce has experienced substantial growth in recent years; revenue has doubled from 2019 to 2022, and the value of the ecosystem has increased at an even greater rate. This acceleration in value and opportunity has been driven by the increased strategic importance of Salesforce in the enterprise operated by the need for a complete end-to-end customer experience capability, mainly as a result of the changes in business and government service and product delivery as a result of the COVID pandemic and subsequent challenges. As 2023 begins, most SI's with mature and leading capabilities are placing the strategic importance of their Salesforce Platform investments on a similar pedestal to AWS and Azure. For many, if forced to choose, the Salesforce Platform remains more strategically and financially important than Oracle, with growth at a multiple when Salesforce is compared with Oracle.

Consolidation now is much more pointed based on filling specific geographic or solution capabilities. For example, in 2021, IBM acquired 7 Summits and Waeg to fulfil particular requirements for the overall IBM strategy from a consulting perspective around AI and the cloud.

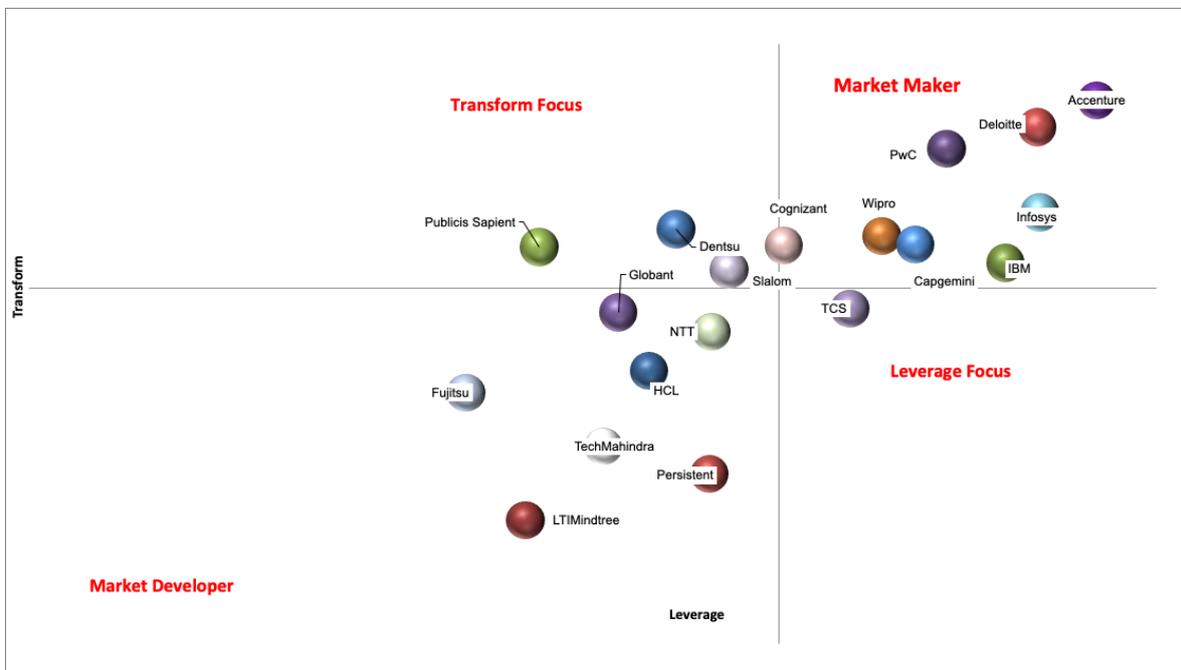
capiotIT carefully selected 19 significant providers in the Global Salesforce Systems Integration and Services Providers to undertake a Capture Share addressing the competitive environment of the Global Salesforce Systems Integration and Services Providers marketplace. This is a rise in vendor numbers and reflects the increased investment in the platform and the competitive nature of the ecosystem. For more details on the Capture Share methodology, please see Appendix 1.

The following vendors were included in the analysis:

- Accenture
- Capgemini
- Cognizant
- Deloitte
- Dentsu
- Fujitsu

- Globant
- HCL
- IBM
- Infosys
- LTIMindtree
- NTT
- Persistent
- Publicis Sapient
- PwC
- Slalom
- TCS
- TechMahindra
- Wipro

The chart below highlights the Capture Share results. Accenture has maintained leadership on leverage-based metrics of scale and reach and scored strongly in the transformation category.



The top three vendors, Accenture, Deloitte and PwC, provide genuine business outcomes for clients. They differentiate based on the depth of their relationship, the broad industry

and, of course, engagement with Salesforce and the overall ecosystem. It is more than capacity; it is the ability to transform client-customer experiences. In short, their key differentiation is more than the scale of their capacity. It is the depth of their relationship with client executives to provide digital transformation based on cloud platforms. Deloitte and PwC continue to provide the most substantial competition and positioning to Accenture. These three vendors stand out in their depth of relationships globally. They have a consistent approach and relationships at the highest level of leadership, enabling outcomes for clients.

In the leadership market maker quadrant, following these three are, Infosys, IBM, Wipro, Capgemini and Cognizant. All these leaders have strong capabilities and provide solutions across a range of enterprises, geography and offerings. As mentioned, IBM and Infosys have been aggressive from an acquisition perspective, and all have built stronger relationships with Salesforce to ensure they remain relevant in the market. It is important to reinforce that all vendors included in the study have strong capabilities and are investing in the platform. That is part of the capioIT approach and selection criteria. If you make the Capture Share shortlist, you are capable and have a genuine role in developing the Salesforce ecosystem.

As the chart highlights, there are four positions on the Capture Share. The axis of the Capture Share indicates the average ranking. For example, a vendor ranked as a Market Maker has scored above average on both the transform and leverage attributes. A Leverage Focus vendor is above average for the leverage attribute and so on.

Vendors Rated as Market Maker

- Accenture
- Capgemini
- Cognizant
- Deloitte
- IBM
- Infosys
- PwC
- Wipro

Vendors Rated as Transform Focus

- Dentsu
- Publicis Sapient
- Slalom

Vendors Rated as Leverage Focus

- TCS

Vendors Rated as Market Developer

- Fujitsu

- Globant
- HCL
- LTIMindtree
- NTT
- Persistent Systems
- TechMahindra

Accenture leads from a certification perspective. It has over 700,000 employees, and as a result, it has scale. The certification delta multiple over competitors has reduced substantially in the past 24 months but still exists. The increased focus on training, both by Salesforce and others, has ensured that the likes of Deloitte, IBM and Infosys are accelerating their certifications. The number of certified consultants highlights the ability to provide solutions at scale and is a very significant determinant of the leaders from the Market Developer vendors.

In terms of leadership in the Capture Share report, Accenture is the outright leader in four attributes and joint leader in eight others. It has leadership in 12 of the 17 attributes and has been ranked as the leader in all previous analysis versions from 2014. Accenture is the partner of the year for various crucial cloud-based platforms, such as AWS. It does this because of its capabilities to clients, of course, but the scale it provides cannot be matched. Seven hundred thousand employees offer a scale that is simply impossible to catch.

Deloitte continues to rise from a broad consulting and overall integration capability for Salesforce and platforms. It can draw on increasingly globalised skill sets and resources and align this with the deep business capacity of the broader Deloitte group.

PwC is the third-ranked provider in the Market Maker category. Deep industry and transformation experience is at the centre of what it offers clients. It is also increasingly leveraging the PwC portfolio to provide innovative and creative client solutions by leveraging audit and tax capabilities. Indian capabilities have been accelerated by the acquisition of Venerate in mid 2022.

The acquisition-based approach Infosys took to become a leader in the ecosystem has been well leveraged to ensure that it continues to be a leader. The increased scale and capabilities have meant that it can build deeper relationships with Salesforce, further reinforcing positioning in the upper tier of the market.

In particular, IBM made key acquisitions in 2021 to reinforce capabilities with Waeg, boosting European capacity. The key has been the revitalisation of IBM Consulting, which with a return to growth, has enabled investment in the essential Salesforce ecosystem and subsequent acceleration in capability and capacity.

Wipro has built out capabilities across the Salesforce ecosystem. It consistently offers services across most major markets and, from an industry point of view, is particularly strong in Financial Services. It is also well placed as Managed Services for Salesforce starts to accelerate.

Capgemini provides a high level of transformative capabilities in Salesforce solutions, and the capacity is powerful from a geographic perspective in the Asia Pacific and Europe. It is increasing investments in accelerators and is expected to play a vital role in the rollout of Genie.

Cognizant is the newest entrant to the market maker level of capability. It has one of the largest pools of certified Salesforce talent and is leveraging this globally. It also has increasingly focused capabilities on industry-specific solutions for clients.

Three vendors are scored as Transform-focused. Dentsu, Publicis Sapient and Slalom. They all have a business outcome-focused capability with an emphasis on transformation.

Dentsu is a leading agency-based partner. As a result, it is not surprising that the capability is focused on driving digital experience for clients and enabling alignment for marketing and commerce cloud in particular.

Publicis Sapient is also key to driving business-related digital outcomes for clients. It focuses on client outcomes with a strong industry alignment for industries such as retail, health and the automotive sector.

Slalom is one of the strongest growing SI's across many technology platforms. It is a key player that will look to build a broader scale to increase capabilities in the market; it uses a more locally based resource model than most SI's, which provides differentiation in the market.

TCS is the only vendor ranked as a Leverage-focused vendor. Differentiation of the offering of TCS is required to enable it to join the leadership group. It is a capable provider but needs to crack some eggs to join the highest level of excellence for Salesforce service delivery.

The remaining vendors are Market Developers. Whilst they have had varying stages of maturity in Salesforce solutions, all are investing. Some, such as Globant, have risen as critical providers in both mature and emerging markets in recent years. The essential requirement for these vendors is to continue to grow and invest in the platform with a resultant global capability. The other key factor is to work on strengthening the relationship with Salesforce, particularly for vendors with moderate relationships with a range of platform providers across the IaaS, PaaS, and SaaS space.

The following charts highlight the rankings and average scores for the two Transform and Leverage attributes.

Vendor	Average Transform Score
Accenture	8.6
Deloitte	8.4
PwC	8.3
Infosys	7.9
Dentsu	7.8
Wipro	7.7
Capgemini	7.7
Cognizant	7.7
Publicis Sapient	7.6
IBM	7.5
Slalom	7.5
TCS	7.2
Globant	7.2
NTT	7.1
HCL	6.8
Fujitsu	6.7
TechMahindra	6.3
Persistent	6.1
LTIMindtree	5.8
	7.4

For the Transform capabilities, 11 of 19 vendors were ranked above average, with the remainder below average. From a transformation viewpoint, the three highest-rated providers are Accenture, Deloitte and PwC. They are the only three to be ranked with an average transform score over 8. Other leaders in the transform category include Infosys, Dentsu, Wipro, Capgemini and Cognizant.

The rest have ground to make up in the Transform capability. Transforming client outcomes and success has to be the priority if vendors can convince prospects that they have differentiated capabilities in Salesforce. Salesforce is not just about scale; clients must achieve digital business outcomes led by a transformative and differentiated approach.

Vendor	Average Leverage Score
Accenture	8.8
Infosys	8.6
Deloitte	8.6
IBM	8.5
PwC	8.3
Capgemini	8.1
Wipro	8.0
TCS	7.9
Cognizant	7.7
Slalom	7.5
NTT	7.4
Persistent	7.4
Dentsu	7.3
HCL	7.2
Globant	7.1
TechMahindra	7.0
Publicis Sapient	6.8
LTIMindtree	6.8
Fujitsu	6.6
	7.7

For the leverage characteristics, eight of the 19 vendors scored above the average and 11 below. The new entrants to the market generally need more leverage or scale capabilities in the market. The long-term investment is required to meet the likes of Infosys, Accenture and Deloitte, whom all lead in this market. Success in the leverage components requires increased scale in industry, geography, and the portfolio of Salesforce. Achieving this takes work.

The average rating for each of the attributes is in the following table. There is increased differentiation in this analysis compared to prior editions of the report. The most pointed is the ability to influence and lead the market. This is increasingly but not surprisingly, disproportionately dominated by the likes of Accenture, PwC and Infosys.

Further investment is also required in country-based solutions. Each market and each industry gains value from Salesforce differently. Country based solutions need to be accommodated by clients focusing on specific solutions for a country, be that India, France or small markets such as New Zealand and Mexico.

Research and Development (R&D) remains well invested in the ecosystem, and that does not mean that there can be any complacency. The tighter the relationship between SI and Salesforce, the stronger the leverage of Salesforce R&D is enmeshed with internal R&D, which drives more substantial client outcomes and success from investments in Salesforce.

Average Transform Attribute Score	Score
Internal R&D	7.7
Leverage salesforce.com R&D	7.6
salesforce.com Ecosystem Partnership	7.6
Global Solution Development	7.7
Industry Solution Development	7.8
Country Solution Development	7.2
salesforce.com Platform Implementation	7.2
Strength of Brand	7.1
Ability to influence external market	6.3
Transform	7.4

Customer Satisfaction is the essential attribute for the measurement of leverage capabilities. The good news in this year's study is that it leads the way. It has the highest score of all 17 attributes in the study. Four vendors were ranked as leaders. This is significant because just one of the four highest-ranked vendors for Customer Satisfaction was a market maker. This gives comfort that the emerging providers have the potential to drive leadership capabilities in the market if they can align capacity in Customer Satisfaction with other attributes in the leverage attributes such as country strength, delivery partnerships and certified salesforce.com skills.

Average Leverage Attribute Score	Score
Customer Satisfaction	8.0
Solution Portfolio Depth	7.8
Certified salesforce.com skills	7.4
Country Strength	7.3
Sales Team strength	7.7
Delivery Partnerships	7.5
In Country Geographic Reach	7.7
Country localisation	7.3
Average	7.7

Not surprisingly, Accenture leads the way in 11 of the 17 attributes. For five of these attributes, it stands alone at the top of the rankings. The scale and breadth of Accenture have resulted in this being a consistent result across several editions of this report. Following Accenture, Deloitte, PwC and Infosys are the leaders in individual attributes. It is concerning that the number of leaders has reduced in recent years as the most substantial providers accelerate their leadership positions. Optimistically, this is an identification of a market with the potential for disruption, particularly if the leaders become complacent about their positioning, however unlikely.

Note - Multiple vendors can share leadership in the market due to the measurement of leadership in the market. Where there is one vendor named, that vendor is the highest

ranked vendor, with no other vendor having an equivalent score. Where there are multiple vendors, all were ranked as equal leaders in the market.

Leverage Attribute Top Ranked Vendors (note can be multiple vendors)

Customer Satisfaction	Infosys, NTT, Persistent, TechMahindra
Certified Salesforce Skills	Accenture
Solution Portfolio Depth	Accenture
Overall Country Strength	Accenture, Deloitte
Sales Team Strength	Accenture, Deloitte, PwC,
Delivery Partnerships	Infosys
In Country Geographic Reach	Accenture, Deloitte, PwC
Country localisation	IBM, PwC

Transform Attribute Top Ranked Vendors (note can be multiple vendors)

Internal R&D	Deloitte
Leverage Salesforce R&D	Deloitte
Salesforce Ecosystem	
Partnership	PwC
Global Solution Development	Accenture, Deloitte
Industry Solution Development	Accenture
Country Solution Development	Accenture, Capgemini, Infosys, PwC
Salesforce Delivery Platform	Accenture
Strength of Brand	Accenture, Deloitte
Ability to influence external market	Accenture

WHAT ATTRIBUTES DO LEADERS IN THE GLOBAL SALESFORCE SYSTEMS INTEGRATION AND SERVICES PROVIDERS SHARE

Leaders in the Global Salesforce Systems Integration and Services Providers marketplace share core attributes

- Long-term investment in the Salesforce ecosystem
- Growth with Salesforce. As it expands into new capabilities, leading partners are the first to move with them.
- The global commitment of capital and resources to the Salesforce ecosystem
- Integration and cross-investment to a broader SAAS ecosystem and increasingly the Public Cloud Platforms of Google, Azure and AWS.
- Investment in a global capability to support Salesforce expansion
- Engagement in Trailhead to drive certification, culture and skills.
- Focus on IP and asset-based solutions, not just throwing human resources at the problem.
- Development of outcomes to drive business success that is measured
- Above all others, enabling Salesforce clients to move enhanced customer experiences

CHARACTERISTICS OF THE MARKET MAKER RANKED PROVIDERS

Accenture

Top three Salesforce solutions capabilities

- Solution Portfolio Depth
- Certified Salesforce resources
- Industry Solution Development

Capgemini

Top Three Capgemini Capabilities

- Solution Portfolio Depth
- Internal R&D
- Global Solution Development

Cognizant

Top Three Cognizant Capabilities

- Internal R&D
- Industry Solution Development
- Certified Salesforce skills

Deloitte

Top Three Deloitte Capabilities

- Sales team strength
- Global Solution Development
- In country geographic reach

IBM

Top Three IBM Capabilities

- Solution Portfolio Depth
- Industry Solution Development
- Customer Satisfaction

Infosys

Top Three Infosys Capabilities

- Customer Satisfaction
- Solution Portfolio Depth
- Country Solution Development

PwC

Top Three PwC Capabilities

- Solution Portfolio Depth
- Country Solution Development
- Salesforce Ecosystem Partnership

Wipro

Top Three Wipro Capabilities

- Country Localisation
- Country Strength
- Global Solution Development

APPENDIX 1 - METHODOLOGY FOR THE CAPTURE SHARE ANALYSIS

Capture Share reports are based on analysing 17 key capabilities and attributes of service providers. These attributes are focused on two key areas, Transform and Leverage.

To undertake the appropriate level of analysis and data integrity, the individual attributes are weighted in percentage terms based on the overall influence of the Transform and Leverage capabilities.

Data and process integrity are critical components of a report of this type. Fundamentally, the data be valid and untarnished. To help ensure this, all information for the measurement and assessment of these attributes comes from a range of sources. Sources of information

include Salesforce, Salesforce users, vendor briefings and meetings, media sources, the IT solutions ecosystem and specific end-user feedback.

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ABOUT CAPIOIT

capioIT was founded in 2010. It is focused on helping a range of organisations capture and understand emerging digital technology in emerging markets of the global economy. CEO Phil Hassey has over 20 years' experience in corporate strategy, consulting and market intelligence, gained in a diverse range of organisations and industries.

The core of capioIT -

Capture – Focus on ensuring that you capture the current and future pulse of emerging markets and emerging technology.

Understand – Source information to ensure that all customers and stakeholders can understand and drive strategy to maximise customer engagement.

Collaborate – Through strategic partnerships, we have ensured that a small regionally based firm has highly elevated levels of market engagement and influence across technology and geography.

Innovate – We are not satisfied with the current evolution of the analyst/research market. We have listened and engaged, and we drive innovation through our engagement model,



business culture, use of social media and relationships.



Capture Understand Collaborate Innovate

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