AppExchange

SEVEN YEARS ON

eBook

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INSIGHT + ADVICE + RESULTS

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> *"The AppExchange is undoubtedly a significant portion of what makes salesforce.com unique. Pre-integrated solutions dramatically reduce the cost to the customer to extend the capabilities of Salesforce and the fact that it has already gone through growing pains means it will take other providers years to mimic its capability and impact."*

NARINDER SINGH, CO-FOUNDER AND CSO, APPIRIO

Introduction

Nine Years ago I wrote The New Garage. It was a white paper as a thought piece that tried to peer into the future of Software as a Service (SaaS) from the perspective of business and economics to make some (hopefully) interesting predictions. Salesforce had recently started promoting its platform in the making (then called S-Force) and encouraging third parties to develop applications that complemented and extended the basic Salesforce CRM solution so there was reason for my speculation.

But also, the history of business and industry is a long story of better, faster and cheaper and at that moment all three were in the driver's seat. Back office software had already demonstrated many business process improvements leveraging automation and the internet and I thought it was time to turn some of these techniques on software. SaaS was a good start but it had further to go, I thought.

I saw S-Force as a tool and an economic system that could revolutionize software, making it possible to create and deploy it in a just in time fashion. At that time you almost had to be nuts to think that. After all, even after the initial success of SaaS, software was still something you installed and slaved over for a long time before you got it right, not something you could just plug in like an appliance. And integration? Don't ask! What was I thinking?

We're at a tipping point, that's what I was thinking.

The cold, hard truth of the matter was that you couldn't expect to sell software subscriptions for a few bucks a month and encumber yourself with all that overhead or you'd go broke. Something had to give. Either software would forever be something you sculpted from a block of marble or you had to figure out how to stamp out perfect copies that plugged in and just ran — no excuses.

My bet was that we could do the stamping but it wasn't based on any hard economic data only the conviction that commoditization would have to continue and that something like what's now the AppExchange would be the result. In truth, there were predecessors to the AppExchange. Steve Jobs opened an online store at NeXT in 1997 and six years later in 2003 Apple set iTunes in motion and today you can buy tens of thousands of apps at the AppStore for all your apple devices.

But those were consumer sites; there had never been an online application store for enterprise grade software until Salesforce.com launched the AppExchange in January 2006. This year marks the seventh anniversary for AppExchange, an odd anniversary to celebrate perhaps, but a good chance to look at the AppExchange to see how well it is living up to the original vision. Here are some of my observations.

- The partners have built a long list of useful solutions including HR systems, field service, accounting systems, sales tools and marketing automation products. These are systems that enrich the Salesforce experience but at the same time represent application areas that Salesforce has declared to be non-strategic to its vision. Where Salesforce has decided not to concentrate its resources. Where Salesforce has stepped aside, the partners have stepped in.

- The AppExchange created the opportunity for a very long tail of credible business solutions. In the more than 1,700 applications you can find on the AppExchange, there is a host of small applications that just make life easier for the Salesforce customer; some are strategic and many are exceptional. They are applications that integrate with other applications, distribute incredibly fine-grained information and automate processes in unlikely ways that just happen to work well for populations of users who need those exact solutions.

- The AppExchange is a good place to do business for any size company, especially for SMB's. Many AppExchange vendors tell me that they make their living building and servicing their apps to the point that the permutations of Salesforce CRM with partner applications is, if not infinite, then at least very large (roughly 1700! or 1700 factorial). I had predicted this in The New Garage but I had envisioned problems with revenue splits and single sign-on. Both challenges have been dealt with.

- Perhaps most importantly, enterprises go to the AppExchange to find and buy solutions. One of the constant refrains I hear from AppExchange CEOs is that enterprise buyers find them on the AppExchange and buy solutions through it.

So here we are after seven years and the AppExchange is by all measures a big success. This eBook reports on the AppExchange's growth and the success of some of its many partners from small boutiques to large businesses. Here we will pay particular attention to ten AppExchange partners that distinguished themselves last year including: Apttus, Bracket Labs, Contactually, KnowWho, KXEN, nCino, Tango Card, The TAS Group, TOA Technologies and Zapier.

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> *"X-Author accomplishes two key things for users: It enables all activity in Microsoft Office documents and Outlook to be shared and fully recorded inside Salesforce, and it enables any Salesforce enterprise process or control to be executed from within Microsoft Office products."*

Apttus has the kind of solutions that the AppExchange and Force.com were made for. The company has been successful at building applications in Force.com that leverage the Salesforce user interface and that behave as if Salesforce developed them. Apttus' applications are built on the Salesforce Platform but they go well beyond Salesforce to integrate other major solutions too.

Apttus has staked out a position in the quote-to-cash business process covering CPQ applications — Configure, Price, Quote and Contract Management — a niche populated by other Salesforce partners, too. But where Apttus has distinguished itself is in how it has implemented its solutions, by enabling Salesforce business processes and controls inside Microsoft Office, through its X-Author technology.

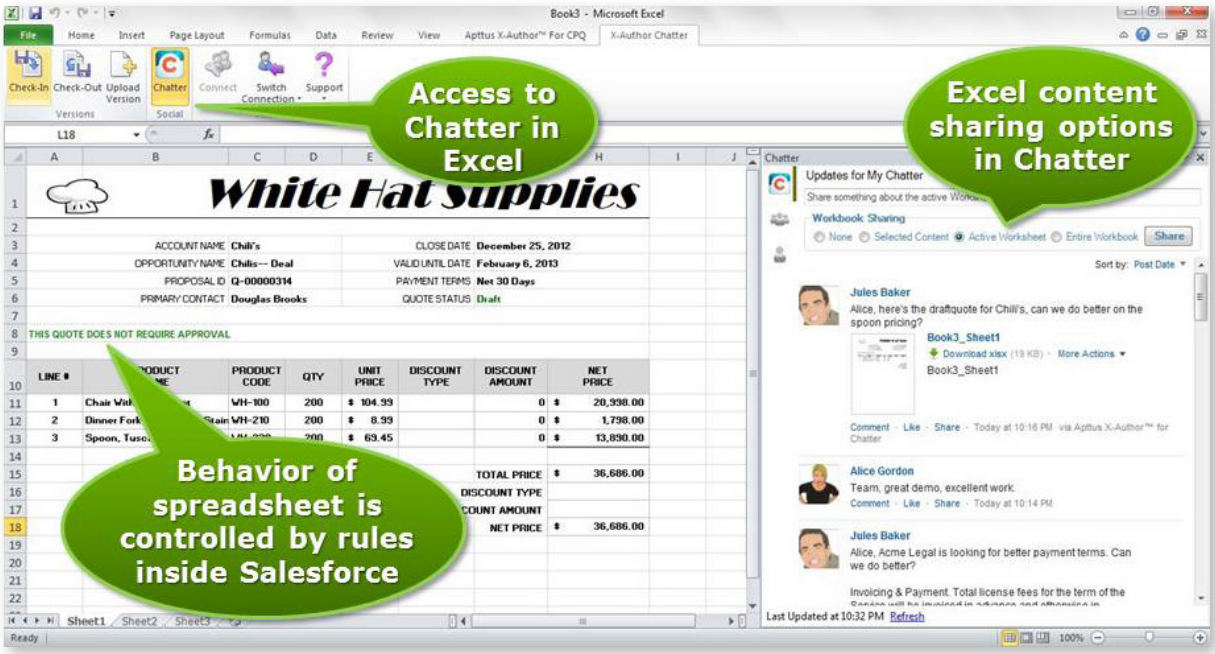
Early on, the company's leadership realized that the processes they were automating all had significant inputs from Microsoft Office products and that salespeople and others involved in the sales process, spent significant parts of their workflow outside of Salesforce CRM. For many companies configuring solutions involved Excel spreadsheets and contracts were almost exclusively written and edited with Microsoft Word. These and other documents had to be socialized among sales, finance and executive management and often the manual business processes involved slowed down business.

This meant that significant and important documents for any deal lived outside of Salesforce and data and documents were scattered around an organization on various hard drives where they were vulnerable to loss. Version control was an obvious issue as was the need for executive collaboration. A sales manager might have to approve a configuration's pricing and various levels of executive management might have to collaborate on contract terms and conditions, for instance. But without a social interface such as Chatter for these participants, the workflow was manual and slow.

Most of the collaboration was taking place semi-manually with meetings and phone calls, very little enterprise control or tracking and there was no repository for multiple contributions. These processes tended to take longer than necessary, which is never good when a deal is pending, especially near the end of a reporting period. So Apttus invented X-Author technology.

X-Author accomplishes two key things for users: It enables all activity in Microsoft Office documents and Outlook to be shared and fully recorded inside Salesforce, and it enables any Salesforce enterprise process or control to be executed from within Microsoft Office products. A user in Salesforce CRM can work and collaborate on a deal's configuration and contract without leaving Microsoft Office. X-Author is an application built inside the Microsoft Office ribbon that makes it possible to go back and forth between applications, all within Office and to store all deal data including configurations, contracts and Chatter streams all within Salesforce making it the single source of the truth.

X-Author is an enterprise grade application because it brings together several critical applications that have their greatest impact in a complex sales cycle involving many inputs. The company's customer list bears this out with names like, American Express, Dell, General Electric, Forbes, Delta Airlines, Google and many others.



X-Author for Chatter is also a great example of a serendipitous application that you might expect from a resource like the AppExchange. It is an application that few people would think of but which upon seeing it many people would think is intuitively obvious. That a SaaS application like Salesforce CRM would need access to the functionality in Microsoft Office is clear but how to accomplish the combination had eluded many people. A proof point for this are five pending patents for the company.

Apttus has more than three hundred customers including sixty in the Fortune 500 representing more than 350,000 users. While still a relatively small company it is much larger than its competitors in the CPQ and Contract Management markets and its orientation toward bringing together disparate solutions like Salesforce and Office suggests the company has a bright future.

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> *"TaskRay is useful in a project management situation but instead of relying on paper based Gant charting techniques, the system leverages Chatter to determine what part of a project demands the most attention now and which elements can be done in sequence later."*

Bracket Labs is a good example of a company with applications built 100% on the Salesforce Platform. Founded in 2010 in Boulder, CO, Bracket is dedicated to making simple and powerful applications that enhance the Salesforce user experience. Their applications they improve business processes and operate across traditional functional areas of business and CRM. The two products in market at the moment include TaskRay an app for project management and a shared marketing calendar for managing Marketing Campaigns.

Don't be fooled, these apps are not simply reincarnations of paper based management systems. Both incorporate Chatter functionality and leverage data captured in the Salesforce CRM system.

So, for example, TaskRay is useful in a project management situation but instead of relying on paper based Gant charting techniques, the system leverages Chatter to determine what part of a project demands the most attention now and which elements can be done in sequence later. Chatter captures input from the team involved at every point in the process and through collaboration and drag and drop techniques users prioritize effort and solve challenges ensuring that the project is managed to goal.

This approach gives TaskRay a flavor of what Salesforce often refers to as a "scrum," in which the needed people and resources converge on a problem and participate in creating a solution and then leave to do something else that's equally important. Using Chatter ensures that the team will have a full record of the process in the Salesforce feed and Chatter also provides a convenient platform for sharing documents and other files needed to support the project. Campaign Calendar does much the same for marketing projects. The company likes to say that Campaign Calendar helps users to visualize the campaign through calendars and timelines that are color coded for easy reference. It then supports team collaboration and campaign management through Chatter and by capturing and managing the campaign details. This helps the team to share everything about the project or campaign and provides a concise history of the campaign.

TaskRay and Campaign Calendar are two examples of long tail applications. In this case, neither is hard to conceptualize and many companies have built their own versions of these systems in spreadsheets or loose paper files. But neither of those approaches make it easy to maintain communication within the group and they can waste time and resources through inefficiency.

Until the AppExchange and the Salesforce Platform came along however, there was no good and affordable way to automate these processes. But with the Salesforce Platform, this type of application is easy to make and maintain. These applications save a great deal of time and resources by making information sharing easy and that's one of the most important benefits of long tail applications.

Contactually.com
Washington, DC

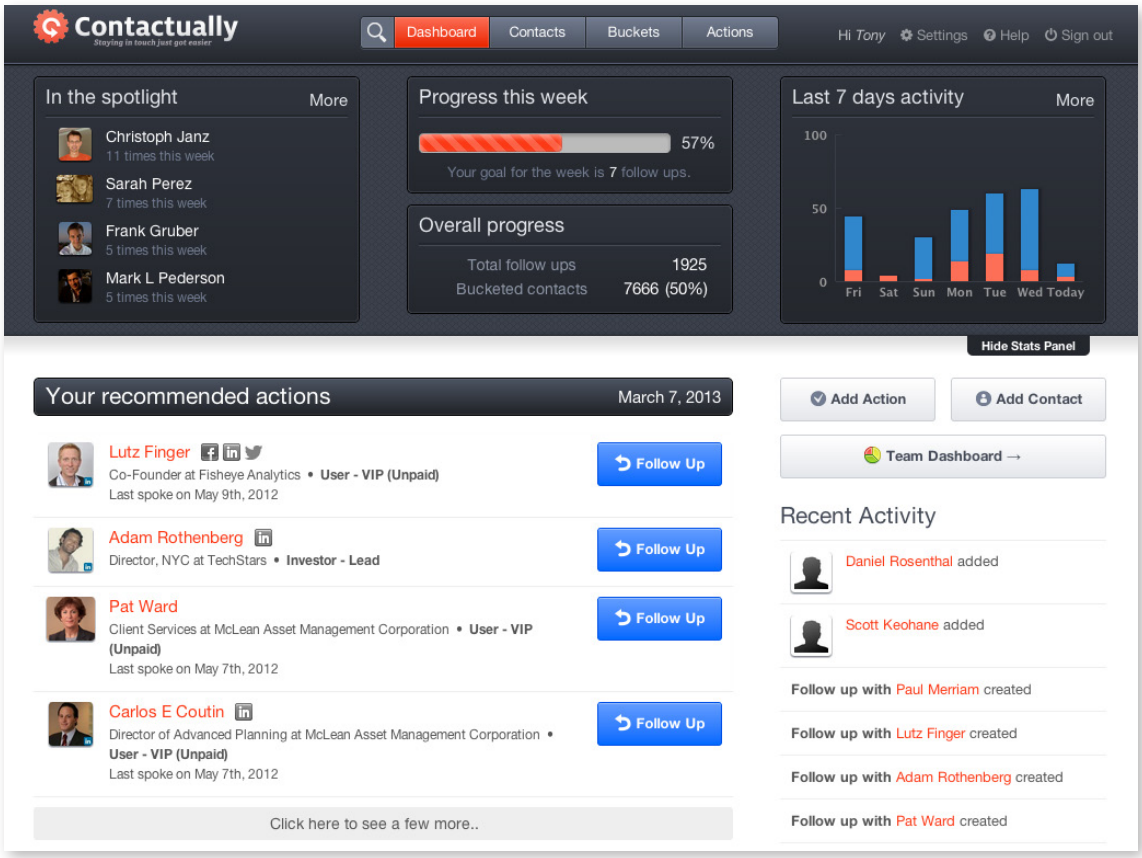
> *"Contactually aggregates and synchronizes contact data from the most widely used communication media, including email, social networks and CRM tools, so that sales people can efficiently capture the "big picture."*

Contact management has always been a challenge. Before CRM tools, there were no software tools for the job and contact management amounted to juggling paper lists or Rolodex's that quickly went out of date. Today, we are faced with a different problem — too many software tools from which to choose.
We have email, CRM tools and various social media products on which our contacts reveal important information. While each tool captures some information, there has not been a single tool for consolidating the information for future use until now. That's where Contactually comes in. Contactually aggregates and synchronizes contact data from the most widely used communication media, including email, social networks and CRM tools, so that sales people can efficiently capture the "big picture."

Sales is an activity that takes multiple touches and relationship building in order to reach a goal. However, sales people have a responsibility to bring new and valuable information to each customer encounter or risk alienating him or her. Naturally, keeping tabs on what customers are saying is an important part of adjusting overall messaging.

Contactually helps sales people manage the contact lifecycle, which includes capturing, sorting and communicating. Sales people capture contact information in their Contactually address book and synchronize it with other data sources including email, social network profiles and CRM tools like Salesforce. Users then segment contacts into appropriate "buckets," or categories, like leads, hot leads, future interest, etc. Sales professionals can then strategize situations and set up action items, reminders and due dates that help them to organize their sales processes.

This is a far cry from managing this sensitive process with paper lists, but Contactually is not simply about automation. With automation comes faster and more accurate processes, which also make it possible to turn the solution towards different business problems. For example, it would be great if a sales person had the bandwidth to give attention to past customers who will buy more and others who may act as deal facilitators, but who may not be in an active purchase situation.



How often should a sales person contact someone who is not in an active sales process, but who may refer business from time to time? While social networks provide an easy way to socialize with individual prospects and maintain high value contacts, there are many situations where a sales person might wish to maintain a looser relationship with someone who will recommend or refer them, but is not a direct purchaser. However, it's difficult to maintain a special bond with someone if potentially hundreds of other people receive the same social post; contacts need to be treated as special individuals.

Less than two years old, Contactually figured out the value to a company of these "soft sales" situations and leverages the AppExchange to deliver its solution to Salesforce CRM customers. The company's sweet spot is in providing companies having fewer than twenty employees with greater reach into their markets. By bringing together information from so many sources, Contactually makes it possible for sales people to more effectively use their time and resources and focus on the most valuable prospects and opportunities.

Contactually entered to market with a freemium model and provides an escalation path to a paid subscription. So far, more than 20,000 individuals are connected to Contactually and there are about one thousand paid subscriptions. Contactually integrates beautifully with Salesforce CRM so that updates to Salesforce are quickly reflected in Contactually and vice versa, along with updates from other services such as email and social media.

This young company has multiple evolution options. In the future it could easily become an important fixture in specialized sales processes and methodologies. As the customer experience will inevitably remain a very hot issue, vendors will surely be looking for ways to be more intuitive about customers and maintaining relationships. Contactually will provide that ideal solution.

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> *"When we think of CRM and sales force automation (SFA) many people immediately think about selling products in the private sector. But in the public sector selling often involves championing ideas and informing and convincing elected officials is a key part of the democratic process."*

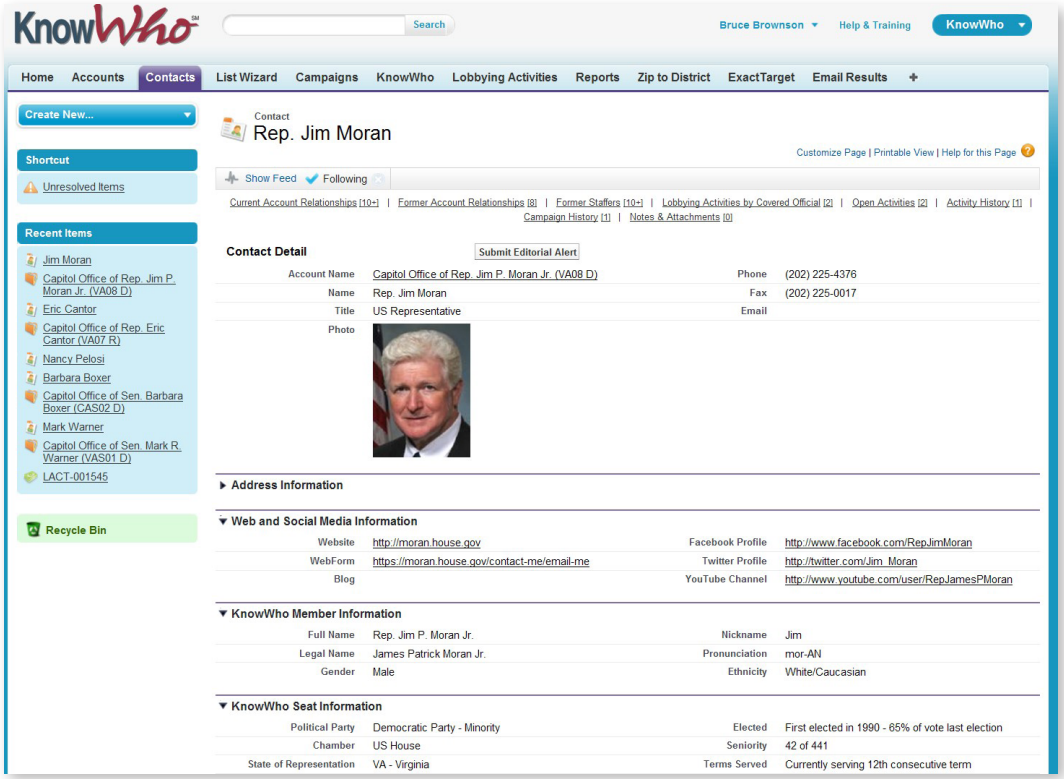
KnowWho is a great example of a long tail application made possible by the AppExchange. It's a database service for companies and non-profits that do business with federal, state and local governments and contains accurate and up to date information about elected officials and their staffs that supplements the business processes enabled by Salesforce CRM.

When we think of CRM and sales force automation (SFA) many people immediately think about selling products in the private sector. But in the public sector selling often involves championing ideas and informing and convincing elected officials is a key part of the democratic process. Obviously, corporations may seek to inform an official or a staff member responsible for staying abreast of an issue. However, this need also extends to the non-profit sector as well. Various trade associations and NGO's (non-governmental organizations — like the Red Cross for example) and the like have a need to identify and communicate with officials to convey their ideas and information.

Elections constantly change the landscape and staff changes happen in government just as they do in the private sector and that's where KnowWho provides a valuable service. The company maintains data on a list of 145,000 state, fed, county, local, government officials and their staffs.

KnowWho has a staff of 28 editors keeping the information up to date — 5 just to monitor congress — and record and distribute data changes which the company founder and CEO Bruce Brownson says reach 1,500-2,000 changes per week. But the real importance of the database is that it informs the Salesforce SFA system, which enables users to pursue their agendas to efficiently inform government officials about issues. Subscribers to the database import the data into their Salesforce instances where they can make additional notes, schedule calls, record pertinent facts about meetings and perform the same actions that any other user would.

KnowWho is not the first company to conceive of this idea. Government data and lists have been popular for a long time. But earlier versions of these services relied on weekly distribution of CD's or other media and rather tedious synchronization processes. Using Salesforce.com and the AppExchange as the distribution system enables KnowWho to circulate data much faster than older approaches. More importantly, the Salesforce CRM solution provides an efficient application for making use of the data within a sales process.



The whole government database business has advanced and become more complex than simple distribution. Today, companies and other entities that seek to influence public officials must keep meticulous records of their activities and be able to report on them. For these purposes, Salesforce CRM along with the modifications that KnowWho has made — such as a Lobbyist Activity tab — provide the ability to capture encounter data and produce reports of all activities for legal compliance.

KnowWho has produced an interesting and useful application and service for a highly specialized market segment. This is a classic long tail application that the AppExchange is ideally suited for. It is also a proof point for the flexibility of the Force.com platform and the notion that if you can conceive of an application, you can build it and take it to market using this ecosystem.

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> *"One of the company's strong points is that it has made predictive modeling accessible by a non-technical user through their patented modeling automation capability."*

KXEN is a ten year-old company focusing on cloud-based predictive modeling that helps Salesforce users build templates based on statistical models that predict business activities in sales, marketing and service, such as lead quality in sales. For enterprise companies with thousands or millions of potential customers, predictive data modeling is a low cost and fast way to identify the next best opportunity, activity or lead and is often considered a critical requirement for larger B2C's with more complex CRM needs.

Predictive modeling seeks to build a probability-based representation of reality that it then compares with specific new instances to arrive at a forecast of an outcome. Some of the great online retailers rely on relatively simple predictive modeling when they suggest additional purchases based on prior customer purchases as well as those of other similar people. That's what's behind offers that start with, "People who have bought this have also expressed interest in that."

The difference between predictive modeling and BI or analytics, is that BI/analytics is essentially backward facing, it reports on data collected and stored in data warehouses. Predictive modeling analyzes situations and scores them to produce probabilities that can be applied in various new situations. BI tells us what happened and modeling tells us what might happen. Most businesses need both approaches for different reasons and predictive modeling has a lot of attention driven by Big Data because it unlocks new sources of information which can greatly increase prediction accuracy.

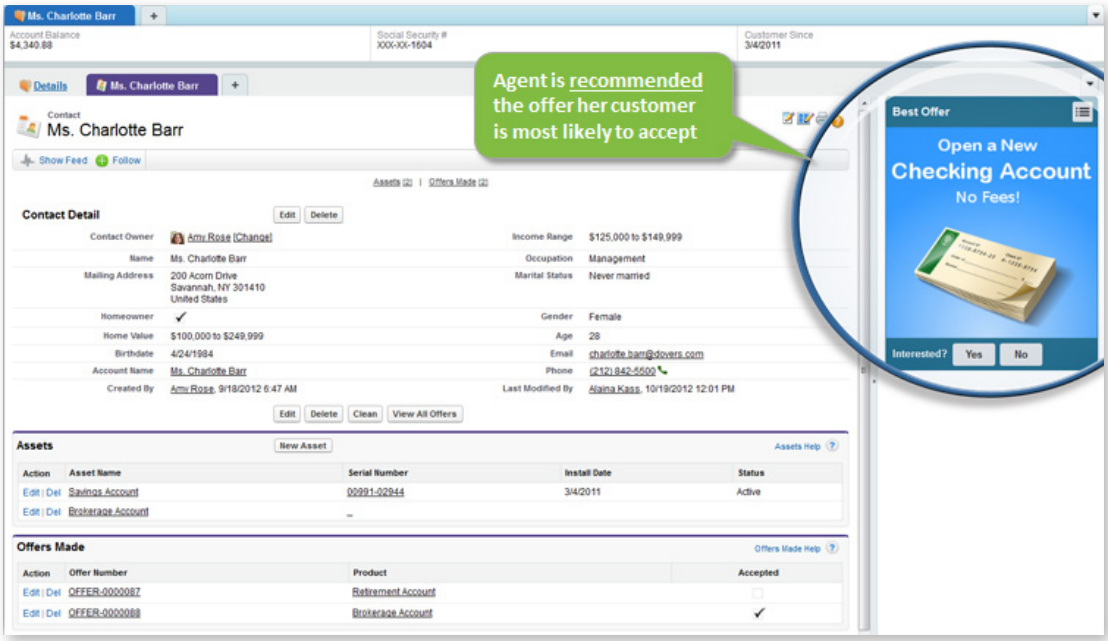
Predictive modeling is one of the few application areas that still does well as an on-premise solution in part because many organizations store critical business data in on-premise data warehouses, but also because many predictive modeling solutions still require "power users" and statisticians to get the models right. But KXEN saw an opportunity in providing cloud-based predictive modeling solutions and decided to make it available through the AppExchange. One of the company's strong points is that it has made predictive modeling accessible by a non-technical user through their patented modeling automation capability. Their

cloud-based apps have been built for ease of use without any human intervention other than business-level administration of what you want to predict.
KXEN is currently offering two apps on the AppExchange:

- **KXEN's Predictive Offers** — a real-time "next best activity" application that delivers personalized offer recommendations to customer service agents so they can increase conversion rates by offering the right offer at the right time.

- **KXEN's Predictive Lead Scoring** — which instantly scores sales leads by analyzing past leads that have converted into qualified sales opportunities.

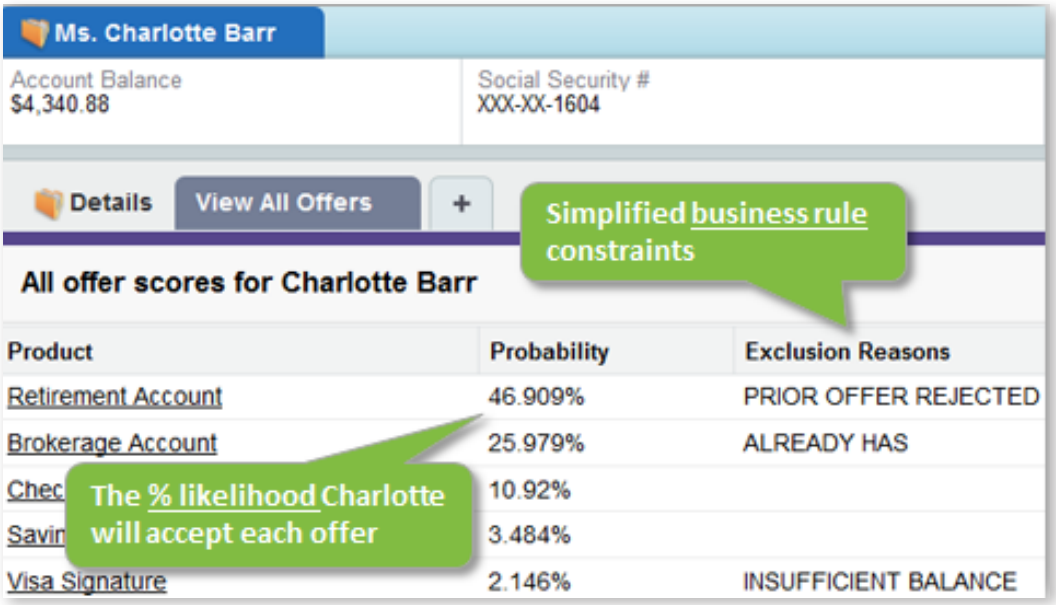
Both apps use native and custom fields enabling each predictive model to be specific to a salesforce.com customer organization, yet as the models are automatically built, they require no human intervention. Over time, the model continues to add to its experience data, which keeps it updated with changing market conditions.



Customers simply install the application in their Salesforce instance and KXEN starts delivering optimal lead scores with the same sophisticated predictive engine that KXEN also provides to some of the world's largest banks (Barclays, Discover, ING), telecommunications providers (Vodafone, Orange, Cox, Rogers, US Cellular), retailers (Walmart, Lowes, TrueValue, Sears) and e-businesses (Rhapsody, Shutterfly.com, CBS Interactive).

KXEN offers predictive apps for all three Salesforce Clouds. Predictive modeling has many uses in the Sales Cloud beyond lead scoring including outbound call scoring and customer segmentation. In the Service Cloud, its predictive models can indicate next best activity, predict churn and function as a recommendation engine for e-commerce. In the Marketing Cloud, predictive modeling is a boon to campaign targeting, email opt out and a recommendation engine for social content. And it is very useful in win back campaigns.

Predictive modeling is an essential component of CRM in industries that scale to very large customer bases such as telecommunications, retail and financial services but it is also important in smaller organizations where speed and accurate decision-making are important, for example in online retail.



KXEN was founded in 2002 and it has more than five hundred customers worldwide. Given the nature of this solution and the demand for analysis driven by big data it is no surprise that KXEN was one of the most successful companies on the AppExchange in 2012. Given those market dynamics this trend should continue, and you don't even need a predictive model to see that.

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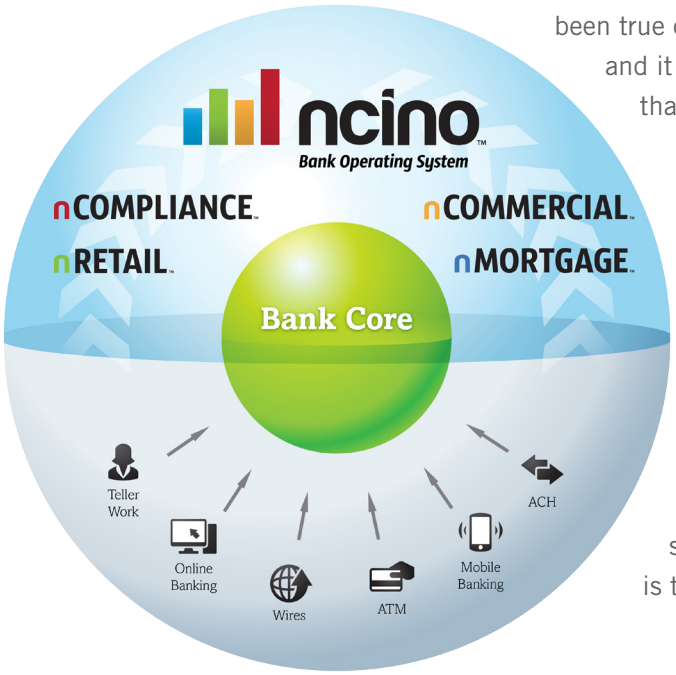
> *"By taking care of all loan origination documents within its Salesforce CRM instance, nCino has developed an origination process that is streamlined and effective."*

The arc of nCino's brief existence provides a good description of the power of application development on the Force.com platform. nCino ("Encino" roughly translates from Spanish as "live oak"), supports commercial loan origination, including CRM functionality to manage the sales process and document management to handle all of the details. The product was originally developed within a conventional bank, Live Oak Bank in Wilmington, NC.

To say that Live Oak Bank is conventional is not to imply that it is ordinary. It is the third largest originator of business loans in the U.S. despite being significantly smaller than its competitors. With the banking industry in a slump Live Oak could not compete as a low cost provider because borrowing activity was slack and interest rates were at low points. So the bank decided to innovate and to compete on business execution.

Anyone who has paid attention to banking issues during the recession has probably realized that banks had not been keeping up with managing documentation for example, in home mortgages. But the same has been true of documentation management in commercial loans and it was the content management part of the process that the bank decided to attend to first.



Live Oak used Force.com to build a commercial loan origination system that could take better care of loan documentation and better attend to the customer relationship issues that attend any loan sale. But the story doesn't stop there.

When Live Oak showed off its new system at Dreamforce 2011 the bank discovered significant demand from other banks at the show. But not wanting to go into the software business, Live Oak spun off its software to a new company —nCino that is the subject of this piece.

By taking care of all loan origination documents within its Salesforce CRM instance, nCino has developed an origination process that is streamlined and effective. The company's initial data shows that it can cut twenty five percent of the loan origination cycle time and put money into the hands of the business borrower faster than its competition thus providing a unique form of competitive differentiation.

But operational efficiencies are not the only thing that many bankers are seeking out these days. The financial crisis exposed the document handling capabilities of many banks as unreliable costing many of them lost time, revenues and legal fees. Industry data shows that as much as thirty percent of loan documents are inaccurate. These deficiencies have consequently driven many banks into the market for better document handling software and loan origination systems.

According to Pierre Naudé CEO of the company, Force.com has enabled his team of 27 people to innovate much faster than other technologies. After about a year, the company has nine installed customers with five more in process and several more in the pipeline. The AppExchange continues to be a good source of leads, which might surprise some people because nCino is an enterprise solution. But Beagle research shows that enterprises shop on the AppExchange just as smaller companies do.

Perhaps another surprise for some people familiar with banking is the nature of the solution. nCino is a cloud offering like all Salesforce solutions and the banking industry, according to Naudé has accepted it without fanfare. Naudé says it is because "many banks and credit unions have been using hosted solutions for some time, and there's no difference between running a hosted solution in some remote data center and running a SaaS solution." It helps that Salesforce already has all of the certifications that bankers look for including SOC Types 1, 2, and 3 and that it is PCI (private card issuer) compliant. nCino relies on these certifications as cornerstones of its business and they simply come along with the Salesforce service.

nCino was started with a loan from Live Oak Bank and it has since raised an A round of funding worth $7.5 million, which Naudé says was oversubscribed. The company's roadmap includes delivering a mortgage origination system and retail loan facility later this year but the company does not release information about its roadmap beyond that.

nCino is a great story about what's possible given the power of the Force.com platform and the AppExchange. More than this it provides a useful model for the future of enterprise software.

Tango Card
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877-55-TANGO

> *"The Salesforce system provides the online backbone that enables subscribers to make purchases and direct them to recipients. Billing is tied to the user's Tango Card account so what used to be a time consuming process can be handled in a few seconds from a desktop."*

Tango Card is another clever idea enabled for the AppExchange. Like some other ideas, this one helps to reduce business friction and enables vendors and customers to work better together.

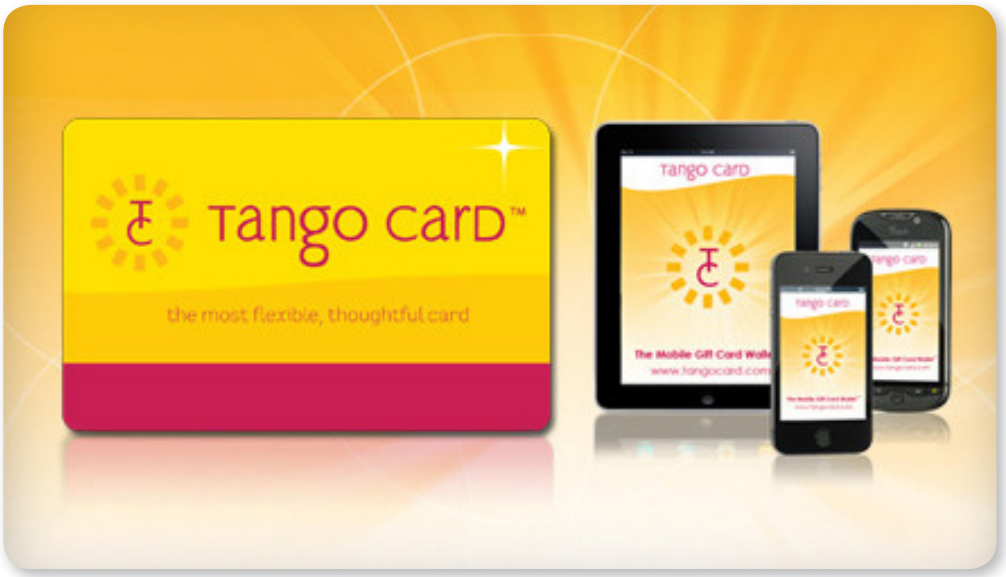
At its simplest, Tango Card is a small gift distribution system but on a deeper level it is a customer service and support system that addresses problems long left untreated because the solution was once more expensive than the original problem. Tango Card provides users with a simple method of making small gifts of, say, five or ten dollars. This approach to gifting is being adopted by technology vendors to thank webinar participants for attending, to acknowledge a service shortfall and make amends with customers and by healthcare organizations to help tie incentives to healthy decisions, for example.

Making such a small gift once required going to a retail store and buying a gift card. The whole process could eat up valuable time that few people in business wanted to invest. But these small gifts are ideal for acknowledging someone's value, for instance as an appreciation for something well done, which means there's a need going unfilled.

Today, many companies use Starbucks cards as small spiffs for employees or partners. But what if the recipient is not a fan or doesn't drink coffee? Tango Card solves this problem in a clever and unique way.

Each Tango Card is convertible into a range of gift cards so that the receiver can get something meaningful without a huge investment in time and effort by the donor. Currently Tango Cards are convertible into gift cards for Amazon, Nike, REI and Facebook as well as Starbucks — 20 different suppliers in all. And recipients also have the choice of donating the value of the card to charities — nine of the top non-profits so far and more are in the works. So now, when a company as small as a local real estate agency wants to thank someone for a lead, for example, it can simply give a Tango Card.

The Salesforce system provides the online backbone that enables subscribers to make purchases and direct them to recipients. Billing is tied to the user's Tango Card account so what used to be a time consuming process can be handled in a few seconds from a desktop. Equally important, the Tango Card system uses the Salesforce reporting engine to help users track their spending and analyze its effectiveness.



In the near term CEO and founder, David Leeds, expects to begin involving neighborhood retailers in Tango Card offers to make them even more relevant to recipients.

The possibilities for this kind of gifting are very big and while it might be hard to say how it will unfold, it is nearly certain that without the ingenuity of Tango Card and the flexibility of the AppExchange, this solution would still be only a concept.

THE TAS GROUP® DEALMAKER®

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> *"By capturing relevant data about each sales process from Salesforce, Dealmaker can build probability models that coach a sales person or manager in the specific instance."*

The TAS Group is anything but an emerging company and its Salesforce Platform based sales solutions are powerful tools for enterprise sales teams trying to improve. This company has focused on sales methods and has been affiliated with Salesforce for many years. But more than simply providing a paper-based sales methodology, TAS leverages predictive modeling based on data contained in its knowledge base — and in Salesforce — to coach people through their sales processes and help to make better forecasts.

TAS AppExchange products are found under the TAS Dealmaker brand and include, Smart Opportunity Manager, Smart Account Manager and Smart Playbook and Forecast. TAS carries on a theme from other successful companies in this series by leveraging predictive modeling to greatly improve what has historically been a manual process.

There's nothing more manual than managing a pipeline full of sales opportunities and determining next steps or forecasting which deals will close. For many years sales people have succeeded with manual systems in part because there have been so many opportunities that, usually, there were enough to make quota no matter what happened in a particular deal. But in a tough economy with intense competition, sales teams have learned they can't just "wing it" they need to be able to prove the value of their propositions and that often means adherence to processes geared to demonstrating that value. This is where predictive modeling comes in.

There are three major advantages to the TAS predictive modeling approach over paper methods and simple rules based systems. First, TAS has captured data about hundreds of thousands of sales processes which it has used to develop its knowledge base. Using its patented coaching engine TAS Dealmaker can access this knowledge base full of past sales cycles and make predictions about current processes.

Second, by capturing relevant data about each sales process from Salesforce, Dealmaker can build probability models that coach a sales person or manager in

the specific instance. This provides added confidence that a deal will advance to the next step in the process or close or to a determination that the deal it is not ready to move ahead.

Finally, TAS Dealmaker solutions operate at a level beyond simple rules. A rules based solution might recommend that a sales person perform a particular action or behavior sequentially regardless of what conditions are present. That might sound like a good idea, but it's a one-size-fits-all approach that does not take into account the variables presented by a particular deal or sales person. But, using its predictive modeling engine to coach sales people, Dealmaker takes into account all of the variables of the particular sales process before making its recommendation. By tailoring its recommendations, TAS helps its customers to improve sales results.

Launch Dealmaker From an Opportunity

The Dealmaker suite uses Salesforce data and as most people know, users can add data fields to their Salesforce instances to provide more fields that are diagnostic of their sales processes. Dealmaker works with the TAS knowledge base when it is first deployed but quickly assembles data from a particular company's people and processes through Salesforce CRM, refining its models as it goes along so that in a short time its rules have adjusted and its predictions are incredibly accurate. The result is more accurate forecasts, better close rates and improved revenue flow.

The TAS Group is based in Seattle with offices in Atlanta, Dublin and Reading UK.

TOA TECHNOLOGIES

TOA Technologies
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> *"Predictive scheduling enables the vendor to promise a smaller time window for the customer, freeing up the customer's time in the process."*

TOA Technologies is an AppExchange partner focusing on mobile workforce management, which provides an important extension to the Salesforce CRM solution set. In the early days of CRM the category went by a different name — field service automation or FSA — which better reflected the fact that until then, most of the work we now associate with deploying and directing field service personnel was manual.

While the initial automation efforts delivered many benefits, including reduced costs and greater productivity, those benefits have been largely absorbed and companies today are seeking greater refinement in a new set of benefits. That's where TOA Technologies comes in.

From automation to management

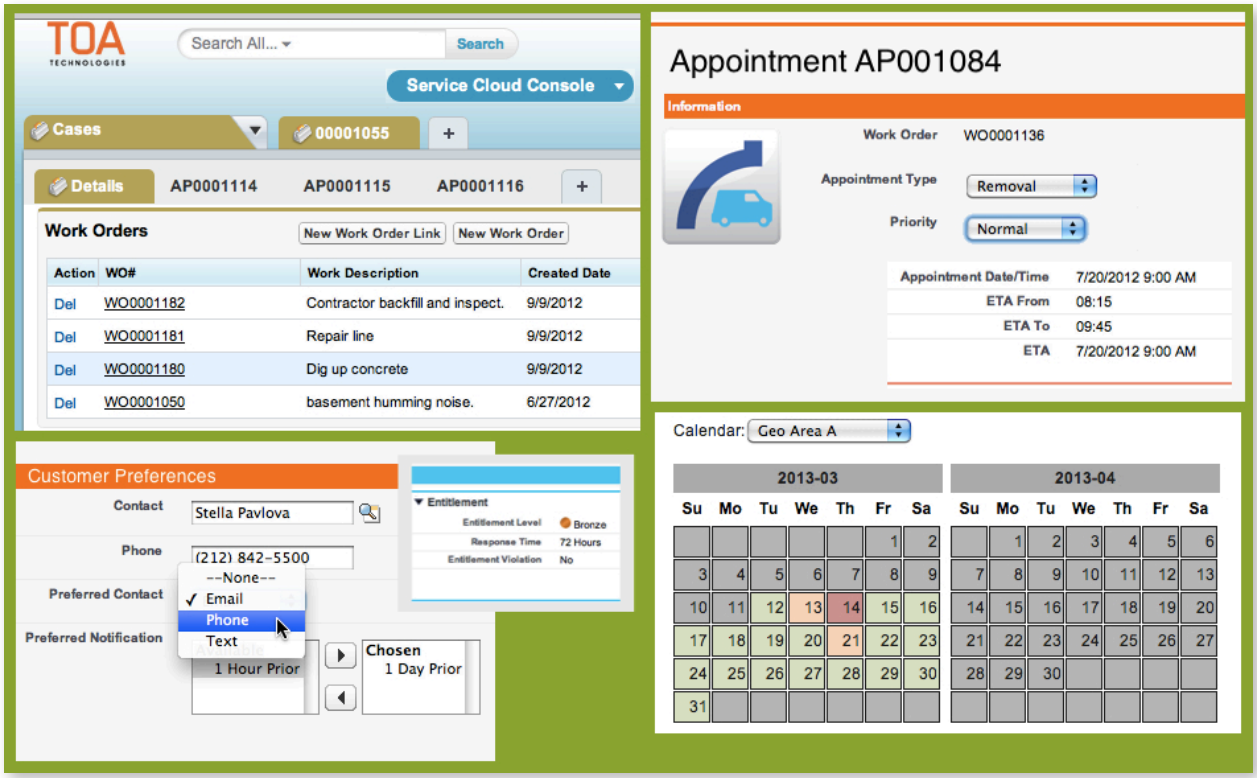
TOA has taken field service the next logical step from automation to management, which requires greater use of information. The information that TOA leverages comes from collecting copious amounts of data and then analyzing it to derive performance metrics. These metrics enable TOA to render accurate predictions for a business focused on dispatching people and equipment to customer sites. The result is better customer experience from better knowing when to expect the service call.

TOA has a two-step approach to analyzing and predicting mobile workforce activity. First, since its founding in 2003, TOA has captured a huge amount of time-oriented data about mobile workforce activities which enables it to predict similar future events. The TOA tools also "learn" about individual companies and their personnel by capturing their time-based data, which in turn forms the basis of the standards and metrics that are unique to any company. The initial information helps to make the TOA system useful day one and as the system captures data about a specific company it refines its predictive capabilities further.

Time is money

The focus on time and efficiency is more important now than ever before because in today's more competitive markets, customer satisfaction, and not cost, has become a focal point. Customers have choices in who they do business with and if a product fails to measure up a customer might go elsewhere. But in today's more competitive marketplace the service experience goes under the same microscope and if a service experience fails to measure up it can also be reason for customer attrition. TOA's secret sauce is its understanding that a focus on time efficient processes results in both cost containment for the vendor and greater reliability and a better customer experience.

So, by capturing data that enables the system to accurately predict how long it takes to perform a repair or move a truck from one customer location to another at a particular time of day, a service vendor can more accurately predict a service window and detect any slippage in the schedule. Predictive scheduling enables the vendor to promise a smaller time window for the customer, freeing up the customer's time in the process. This is one reason that TOA has been selected by several cable providers including Dish Network, Cablevision, Cox Communications and Virgin Media.



Salesforce connection

TOA Technologies has more than ninety enterprise class customers and more than 66,000 users of its solutions. At any time there are more than seventy thousand mobile assets actively tracked by the system. TOA is closely integrated with Salesforce CRM where key customer data resides and it communicates service data back to Salesforce to compile a complete customer record of all events.

Benefits

According to company founder and CEO, Jeff Wartgow, "TOA's ETAdirect solution manages 75 million appointments per year. Also, "Any industry that requires having a service person arrive on site, and on time," is a candidate for the TOA system including furniture delivery, retail and home healthcare to name a few. Tracking time is a great way to improve customer satisfaction and save money and because TOA tracks data rigorously, it's easy to come up with its own performance metrics which include:

- Reduction of service wait window to one hour
- 30 percent improvement in on-time performance and 98 percent customer satisfaction rate
- 70 percent reduction in "Where's My Service/Delivery?" calls to the call center
- 47 percent increase in the rate of jobs completed each day
- 40 percent decrease in miles driven per appointment
- 20 percent reduction in time to complete jobs
- 20 percent reduction in unnecessary visits to a customer home
- 75 percent reduction in overtime

Conclusion

As long as there are reasons to bring products and services to customers there will be a need to manage costs and expectations to deliver optimal customer service experiences. TOA Technologies has shown an understanding of what's critically important in servicing customers at their locations, time. Managing time has enabled TOA to elevate the discussion from service automation to service management.

Zapier.com
Mountain View, CA

> *"Zaps or mashups couldn't be easier to make using Zapier. There is no coding to deal with and a user can create a Zap in a browser screen by simply dragging and dropping the relevant product icons and choosing pre-built actions."*

If Zapier didn't exist someone would have had to invent it because the service it provides is that critical to many small businesses. The easiest way to think about Zapier is as an integration company for Web services, kind of a mashup on demand. This small company of fewer than ten full time employees, doing business on the AppExchange, acts as part of the glue that brings together AppExchange apps with other web services. Working with the AppExchange API set, Zapier produces integrations — that they call "Zaps" — for more than 160 web services.

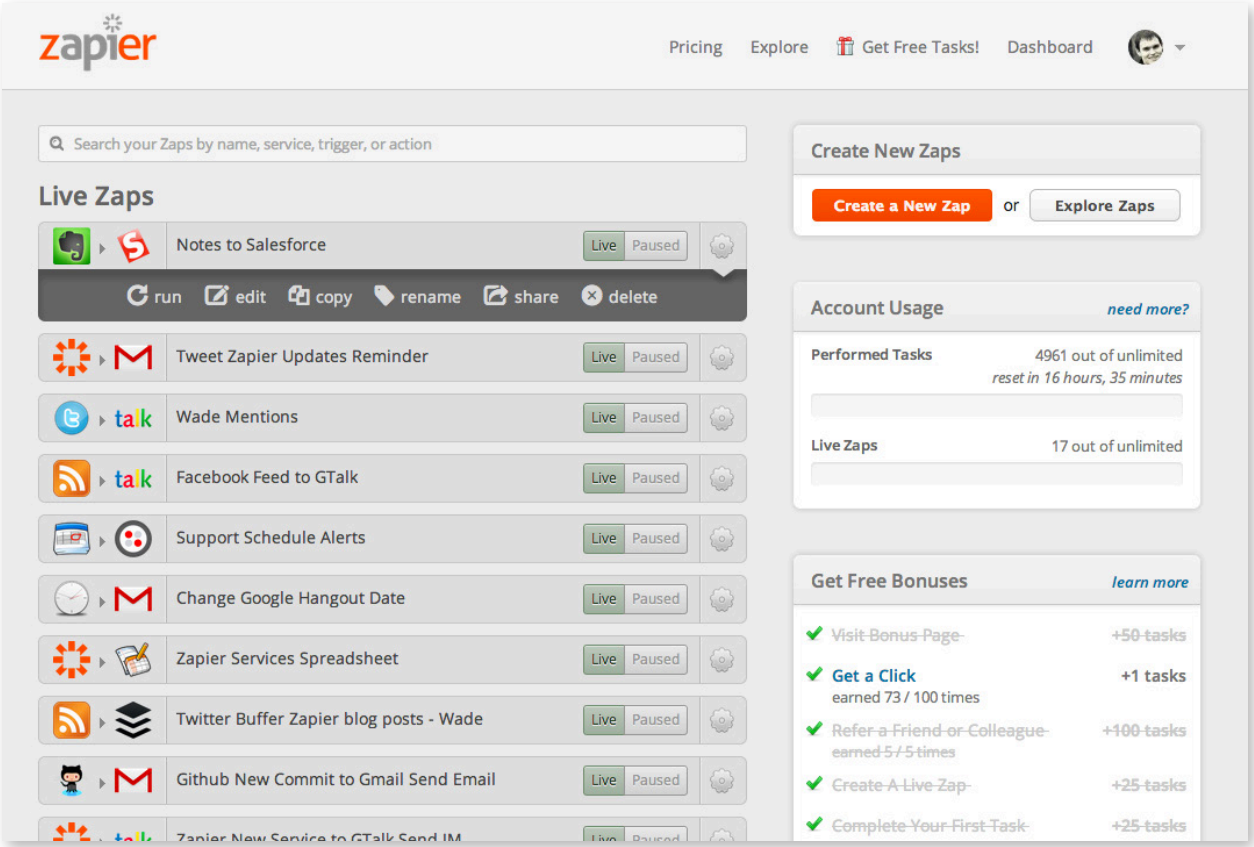
Zapier has produced more than 25,000 integrations and though not all of these integrations involve Salesforce, many do. The company boasts more than 1,500 Salesforce customers — many with multiple Zaps — as users with more than two hundred using Zapier to integrate web services with Desk.com, Salesforce's help desk solution for the small business market.

Zaps or mashups couldn't be easier to make using Zapier. There is no coding to deal with and a user can create a Zap in a browser screen by simply dragging and dropping the relevant product icons and choosing pre-built actions. And just to make sure the result is what you really want, an English version of the mashup is displayed right on the screen. For instance, "When a New Subscriber in Campaign Monitor occurs, Zapier will automatically Create a Lead in Salesforce." That's it and there's no limit to the number of Zaps a user can make between products.

The SMB space is where Zapier does its best work. In addition to Salesforce CRM, the company has integrations ready to go with a variety of services that small businesses (and some large ones) can readily take advantage of such as ecommerce, email marketing, billing, accounting and invoicing and sentiment analysis and more — 23 categories and growing. The actions and their triggers are coded by Zapier and delivered as standard components.

Not long ago a company needed to have significant resources to enable it to coordinate activities between so many diverse applications and web services but that's changed. Zapier, like all services on the AppExchange is a SaaS solution and the company has four pricing plans starting with a freemium and topping out at $99 per month for a company. Zapier has so far grown more or less organically deciding which products it integrates with through customer requests. Zapier is happy to take customer suggestions and offers a place on its site to make this possible.

Many enterprises using Salesforce CRM will have more traditional integrations with other applications. But Zapier serves a growing market of small companies that need to bring together best of breed solutions through simple integrations at very low cost. The Zapier model works well in this area and serves to breakdown barriers between important web services and potential customers. It's a great example of a long tail solution — something that may not have huge market appeal but which is a perfect fit for many customers. The AppExchange provides a niche for Zapier by providing a ready clientele and a streamlined sales and marketing process.



CONCLUSION

AppExchange Ecosystem Changes the World

It's always nice to receive email from people who agree with you. Who doesn't like that? I get my share, as well as a few not-so glowing reviews of my work and in the grand scheme of things it's all deserved — the good and the not so good. I am not always right though I am certainly always verbose! That makes it extra nice to receive an email like the one reprinted below that responded to the first blog post that eventually became this eBook.

As you'll read from Mr. Fernando Israel of Uruguay, the AppExchange opened up a new way of doing business for him, one that simply didn't exist before. The story Israel recounts here is exactly what I was describing in 2004 in "The New Garage" and it's wonderful to see it in action.

I think Salesforce deserves a lot of credit for what it's done with the AppExchange. It has developed a new business paradigm for technology vendors and if you believe what's being written about the subscription economy, it goes well beyond the tech sector. Only Amazon and Apple have done more to establish the on-line sales paradigm and I'd say that Salesforce has carried the most water for subscriptions to date. After you read the letter below, you'll know more about what I mean.

Dear Denis,

First of all, thank you for your blog post: "The AppExchange Seven Years On", a very refreshing piece on a subject close to my heart.

I am writing to you because you touched on a point that has been crucial for me, and I could not stress it hard enough. On your second bullet point you say: "The AppExchange created the opportunity for a very long tail of credible business solutions." Here to me lays the magic and the power of what Salesforce is all about, and of course the AppExchange is a vital part of it.

I started a company 8 years ago when I had to come back for personal reasons to my native Uruguay. This is a very small country, with about 3M people, and located in a part of the world normally known as "third world". When I grew up, it was inconceivable to be able to

launch a global business from here. Still today at the fast pace of globalization, it is not easy. And this is where the AppExchange and Salesforce get into the picture.

The AppExchange has completely changed that. It was the last piece (or perhaps the first one, depends on how one sees it) that made it possible to bring down all the barriers so, basically anybody in the world with an Internet connection and a computer, can launch a new and successful global business. When I was a kid you had to be called IBM to do that, or you had to be born in the US or Europe. Not anymore.

I have launched Invoices for Salesforce a year ago in the AppExchange, and this has completely changed my life. It has picked up a lot of attention during this last year, we have customers as far as Japan, Iceland, Russia and India (far from us), and the momentum does not seem to stop. Of course I am ecstatic about it, but perhaps more important, I can't stop thinking at the more fundamental issue here: the world has changed for the better! Today, thanks to the AppExchange, the field has been leveled, and anybody can add value to the enterprise, globally, and create a new business and new opportunities.

I noticed you mentioned some of the outstanding apps this last year in your post, all well deserved, and I wanted to put Invoices for Salesforce in the radar too. I have a story to tell, one that embodies what Salesforce and the AppExchange have done for this world. Here is a link to a blog post that Mr. Reid Carlberg wrote just before Christmas about it bit.ly/Skmmvt. If you think it is appropriate, I would love for Invoices for Salesforce to be include in the list of future blogs.

Kind Regards,

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Ok, Fernando, will do!

ABOUT BEAGLE RESEARCH GROUP, LLC

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