

CRM *Wiz*Kids

2014

BEAGLE RESEARCH GROUP, LLC

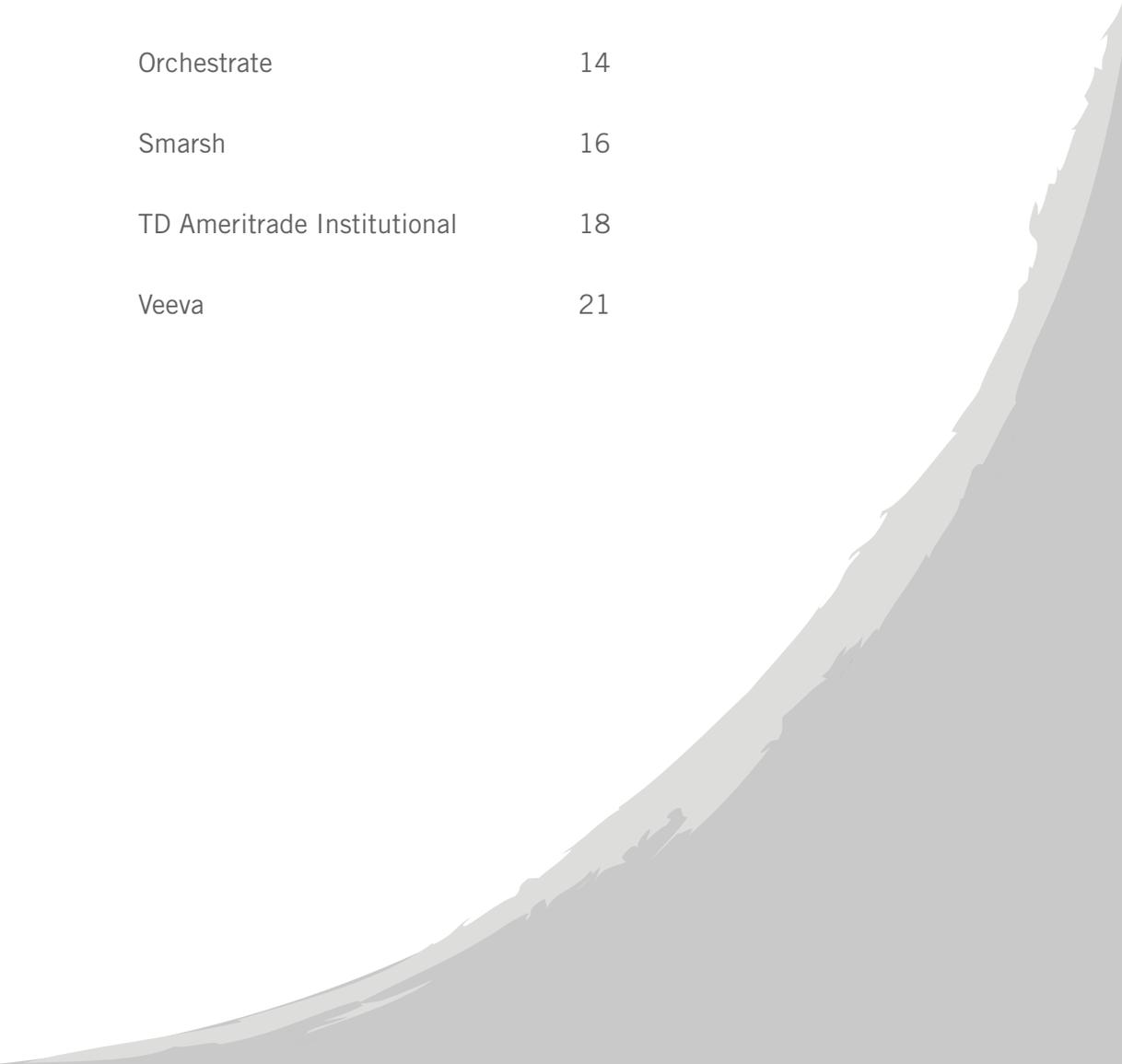
WizKids Award Winners

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STOUGHTON, MA

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Introduction

The WizKids 2014 report is a bit different from prior years. The report always focuses on a number of companies that are moving the needle in one or more ways in the front office. That's still happening in this edition but with one key difference. In this report, all the companies share something in common, they're all members of the Salesforce.com AppExchange and at least some part of their applications are built on the Salesforce1 Platform.

Building on a platform has numerous advantages, as you know. In this case, Salesforce1 supplies not only the infrastructure or stack including hardware, operating system, middleware, and development environment, but it also supplies system management and a host of what you might call application level services. So, built into Salesforce1 are things like Chatter for collaboration, a workflow and rules engine, sentiment analysis, email marketing, mobile platform, and a lot more. All of these capabilities are available to developers and users without the elaborate work you might expect to be involved in adding these layers to a basic application.

All this is fine, but it also means that each story about a vendor and an application can come to sound redundant. How many times can we point out, for instance, that the Salesforce1 Platform reduces the system management tasks so that the user can focus on the value add part of the application? You'd get tired of hearing that the platform makes it easy to configure rather than code, or that Chatter makes collaboration a breeze.

The commonality from story to story this year is that the Salesforce1 Platform supports all of this and in many cases it was the functionality of the platform that first enabled the developers to think differently about business problems before they built their solutions. As a result these stories are much more about the business processes that these applications support and less about the technology.

You might not be aware that the Salesforce1 Platform also provides the packaging and delivery or go to market systems that AppExchange partners need to operate their businesses. In addition there is a license management app that tracks each partner's customers. So in every way possible, Salesforce is trying to supply the necessary equivalents of traditional software vendors — minus the shrink-wrap.

All of this suggests that the real WizKid this year is Salesforce.com with the Salesforce1 Platform and that's not taking anything away from the skillful and robust solutions that the profiled partners have built. In fact, it also says quite a bit about the flexibility of this platform that's equally at home in supporting complex healthcare processes as it is at enabling sophisticated financial services workflows as you will see in the stories included here.

Of equal importance is the reality that because the Salesforce1 Platform does so much, entrepreneurs can do less of the blocking and tackling every business has to do while dedicating more resources to delivering value to customers.

That's appropriate if you think about it because technology shouldn't be an end in itself, it ought to be an enabler of better business, better customer relationships, putting customers the hub of a real relationship rather than at the bottom of a hierarchy. That's what this report is about.



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Doing business with a local government can be challenging for many reasons. While most people rarely have a need to directly interact with a town, county or state, people who work in real estate and the construction trades often do. Building, remodeling, and preserving local real estate often requires permits and licensing processes followed by inspections during or immediately after construction activity.

Historically these myriad activities were largely treated as manual processes and busy construction industry people had to plan their work around getting to a county or city hall during business hours and accessing the right departments. It could be a cumbersome process but it is also vital to ensuring the smooth operation of any municipality.

Municipal governments do not typically have big budgets for technology and many processes that would be automated in the private sector are still relatively manual in the public sector. But cloud computing is providing the foundation for change and BasicGov is a company in the AppExchange using Salesforce1 Platform technology to make positive change happen.

BasicGov founder and CEO Mike Togyi had the idea of using the Salesforce1 Platform platform to tailor Salesforce.com to the business processes that help manage municipal land management for permits, building code enforcement and inspections, and to manage plans and collect permitting revenue, as well as automating inspection billing. His company now has six modules available through the cloud and based on Salesforce1 Platform that help municipalities to bring their land management processes into the 21st century. They include:

- BasicGov Permits & Inspections, built to organize the construction permitting process, manage plans, collect permitting revenue quickly, and automate inspection scheduling.
- BasicGov Code Enforcement, helps improve complaint handling, speed up inspection response times, and automate communications.

- BasicGov Licensing, helps to speed up renewals, collect revenues, improve budgeting, and manage cash flow.
- BasicGov Planning, a productivity tool to assist in and organizing complex processes involved in managing community development projects.
- BasicGov Citizen Portal, expands citizen access, helps improve service, reduces communications effort, and connects with taxpayers.
- BasicGov GIS Connector, integrates with ESRI GIS to better manage land use with visual tools.

The added benefit is that while municipal government is becoming more efficient and cost effective, so is the construction industry served by the solution. When trades people and real estate agents can do in a few minutes on line what they once needed to do in person, they can become more productive and better control their costs.

And because it's based on the Salesforce1 Platform, it is also part of a large group of products that can work together to broaden the solution footprint without undue complexity for a municipal technology staff. Just like any other business application on the Salesforce1 Platform platform, BasicGov implementations use the same hardware, system maintenance, and middleware services managed by Salesforce thus reducing the overhead for the municipality.

This WizKids 2014 award winner, was founded in 2007 and its first Salesforce1 Platform implementation was released in 2012. The company is located in Vancouver, BC and does business throughout North America including many US States. BasicGov offers a great example of how platform based cloud computing can enhance almost any business process and reduce time, effort, and costs.



Most common business models do not apply to healthcare. In fact, some aspects might be considered illegal. For example, although drug companies now advertise their wares, they primarily market to doctors and pharmacists because in the case of prescriptions, only they can order and dispense. The healthcare business model is in place for many good reasons to protect patients and to ensure precious resources are properly used.

That said, healthcare is still a business and it serves many constituents such as doctors (and various providers who are basically vendors) and patients who fill the part of the role of customers as do insurance companies and sometimes doctors too. So it is no surprise that the more involved healthcare business processes require automation to run efficiently and that job is falling to CRM. Regardless of regulation, providers such as doctors and hospitals still need to understand the populations they serve — the number of people in an area, their demographics, and more. They also need to effectively market services and sometimes even help patients through a discovery process.

The Affordable Care Act is modernizing healthcare delivery and causing many providers to reconsider their business models. In the past, healthcare was more transaction oriented because the model focused on recovering from something acute such as an infection or a broken bone. But today the emphasis is moving to prevention and with it avoiding costs which is best controlled by promoting wellness — supporting habits that reduce the chances of illness. That kind of transition requires real relationship building between providers, institutions, and patients. So of course it's a natural fit for CRM, but like most other things in the healthcare business model, it's CRM with some differences.

Evariant has been at the forefront of developing and deploying systems that support the relationships that are unique to healthcare from practitioner management, patient interfacing, and territory alignment, and the company is building and deploying its systems on the Salesforce1 Platform. Evariant is being cited for a WizKids award as much for its cloud implementations as for the new business models its systems promote.

Evariant Solution Set

The Evariant solution set is based on a platform with three parts.

1. Data and Analytics — a powerful data warehouse containing internal, patient, or organizational data and Evariant sourced data that supports decision making.
2. Response Marketing — Information gleaned from the data warehouse can drive multi-channel marketing campaigns for physicians, patients, and to track inquiries and attribute clinical and financial outcomes for ROI tracking.
3. Engagement — Modern CRM tools for creating one-to-one communications using call center, discharge calls, reminders, and online interactions and referrals.

With these basic tools, Evariant supports six important business processes within healthcare.

1. Patient Market Solver provides data about patients and non-patients in an area to help planners to understand strategic growth opportunities and pinpoint target audiences.
2. Patient Marketing is a multi-channel CRM solution for executing growth initiatives and driving targeted, service-line campaigns.
3. Patient Engagement for managing patient interactions to create and maintain two-way conversations with accountable follow up.
4. Physician Market Solver is an analytics solutions that helps healthcare organizations understand referral leakage.
5. Physician Relationship Management (PRM) a platform that enables provider organizations to easily collaborate and engage with physicians to create more profitable relationships.
6. Physician Recruitment includes personalized recruitment landing pages, nurturing campaigns, inviting candidates to events and following up, and physician list acquisition.

How It Works

Evariant supports multiple healthcare business processes.

1. In an effort to reach out to area patients and non-patients with wellness information, a hospital or medical center might post information on the Internet about common conditions like Diabetes or high blood pressure. These conditions frequently signal other actual or potential threats to wellness and the provider's messaging functions like any other marketing content or thought leadership. People searching for these keywords might find the provider's information and click through to a microsite or nurturing program and from there click through to the medical center's classes or services or simply ask for more information.
2. Once in the system a patient can also search on providers and, if the patient has been seen before and the patient self identifies, the system might retrieve the patient's electronic medical records prior to a discussion with a call center agent. According to Evariant CEO, Bill Moschella more than 75 percent of calls to a call center like this originate in an online data search. With this approach, the call center agent can, in a secure, HIPPA compliant environment, discuss the patient's options such as getting an appointment, a screening test, or signing up for a class.
3. In another example, the system can help track patients through referrals within a medical center's network and outside of it to help the organization better understand referral patterns and help it forecast revenue.

Finally, Evariant also enables doctors to collaborate with each other but also with patients when designing optimum care plans. Evariant is applying CRM ideas to the concept of marketing, selling, and delivering wellness to patients. It has turned the tables on conventional transaction oriented healthcare delivery and made it possible for patients, hospitals and physicians to collaborate on multiple levels including improving patient-doctor relationships, helping medical centers better understand their markets and better forecast revenues, and it helps doctors to collaborate and network with each other and with local and regional medical centers.



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GreatVines has created a beverage selling solution based on the Salesforce1 Platform that is about as different from conventional SFA as you can get. The best analog we can think of is in the pharmaceutical industry. Both industries have a three-tier structure. In pharmaceuticals there are drug makers, pharmacists, and doctors making and dispensing drugs. Similarly, the beverage sales chain includes a retailer, distributor, and the manufacturer or brand owner. Interestingly in both cases, the three-tier system is the result of government regulation.

In pharmaceuticals, doctors and pharmacists are the key decision-makers for dispensing drugs. Drug companies might advertise on TV but the ultimate user is the prescribing physician who has to diagnose and then write a prescription for the end consumer or patient.

In the beverage industry, the three-tier model arose in the aftermath of prohibition. Makers of beer, wine, and spirits are required to sell through intermediaries or distributors, which can be private companies or state authorities. And while the distributor is responsible for putting feet on the street to sell products to outlets like retailers such as supermarkets or bars and restaurants, the manufacturers also have a vested interest in ensuring that distributors are being as effective as possible in a territory. This presents an interesting business model and challenge for automation. GreatVines provides a system that helps brands to survey all of the outlets in a distributor's geography so that both can plan on sales and marketing activities. It works like this.

A brand will survey the outlets to make note of the brand's market share. This can vary somewhat by beverage type. For example, a beer brand might be interested in understanding how many bars offer its products on draft and in bottles. Promotions like signs and use of the brewer's logo-ware such as pint glasses provide an indication of how successful the brand is in that outlet. A brewer might also be interested in having more than one of its offerings on tap so the number of tap handles would be a good indication of market share.

The brand owner might then meet with individual distributors, who actually promote products and take orders, to develop account plans by outlet. Those plans would include signage goals, tap handles, and similar

measures of brand penetration. So successive surveys enable a brand to understand how well it and its distributors are performing in a region as well as to plan new activities. The same approaches work for wines and spirits with modifications for the type of beverage and the retail space — bars are different from supermarkets.

For a producer of wine or spirits, a sign of successful penetration in an outlet like a bar or restaurant might not involve having a product on a wine list or a bar display.

So the fight for market share comes down to an effort to garner a bit of limited space on tap, on a shelf, or in a wine list, and it is a battle that never ends. Consequently, there's a big need for the information captured by surveys, especially once analytics have compared before and after situations in the accounts and in a geography.

We should also say that the same issues of surveys, placement, and prominence are important in retail situations like liquor stores and supermarkets that sell alcoholic beverages.

GreatVines has built a cloud computing application based on Salesforce1 that is tailored to the unique needs of a 3-tier sales model. It gives brands access to information about distribution and retail activity and supports the most important activities that distributors typically encounter.

3-Tier Selling

The heart of GreatVines is the three tier selling process. Sales reps working for distributors need to sell through the staffs of local establishments so their work includes presentations to business owners and to bar and wait staff, training the staffs in a variety of tasks from mixing drinks to describing the specifics of wine list offerings. These activities form the basis of how brands work with distributors to enact account plans based on survey data.

Surveys can drive specific goals for account development that in turn orients how the brand owner manages its distributors. GreatVines is well integrated with popular ERP and order management systems to enable users to search the latest data and check real-time pricing and inventory. The application uses all of the Salesforce1 Platform functions including workflow for executing sales plans, Chatter for communicating between

reps, and GreatVines also offers a mobile application for the iPad, which is instrumental for conducting surveys. The mobile app can store data when there is no connectivity and forward it to the base system when it is able, greatly improving the efficiency of the survey process.

CEO John Collins sums up his experience with Salesforce and the Salesforce1 Platform this way: “You still have to run a business, find a consumer, sell and implement your solution, and build a reference customer set. But it’s a lot easier because Salesforce is there. There’s a huge level of things we don’t have to worry about and that means we can bring a highly specific product to market in a short time.”

GreatVines’ industry insights plus The Salesforce1 Platform have made it possible for them to provide an affordable, modern automation system in a micro-vertical and it’s a great example of what’s possible with cloud computing.



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Enterprise Resource Planning or ERP may be the last major software product to reach the cloud and for good reasons. The current implementations date to the late 1990s and they were painful affairs taking years to complete and running far over budget in some cases and consuming the careers of those unlucky enough to have picked the vendors. No wonder that many enterprises shy away from modernizing their current ERP.

Nevertheless, advances in business and technology have begun to erode the efficacy of traditional ERP. The marketplace is full of examples of companies that have centralized ERP systems that are 20 years old and many of those companies are outgrowing their systems as they spawn new businesses, move to other geographies, or acquire new businesses.

It has become a standard practice when any of those situations occur that the business acquires a cloud-based ERP system to produce a two tier ERP system that collects data and manages business at the periphery while sending information back to the legacy ERP system in the center. The arrangement has been so successful that multiple companies have entered the space and one of the most successful and innovative has been Kenandy, an ERP system built on the Salesforce1 Platform platform. The company is just over three years old and its reliance on Salesforce1 Platform has enabled it to build out a significant ERP offering that they company sells to product companies that have revenues of at least one billion dollars.

Industry veteran Sandra Kurtzig founded Kenandy in 2010. Kurtzig made her name in the industry beginning in 1972 when she founded ASK Computer Systems and created the groundbreaking MANMAN product family. ASK became one of the ten largest software companies in the world under Kurtzig's 20-year leadership. In 2010 Kurtzig saw the opportunity for ERP in cloud computing and started Kenandy.

As a native Salesforce1 Platform application, Kenandy uses the complete infrastructure including data model, programming interfaces, and Salesforce's native suite of applications such as Chatter. Kenandy also has access to the thousands of AppExchange applications that are also based on the platform and it embeds some of them directly in its offering.

Kenandy clients have access to the thousands of AppExchange applications that are also based on the platform and can embed them directly in the product. For example, Kenandy leverages some of the thousands of AppExchange available apps including FedEx by ZenKraft, LLC, Simple Import, and Mail Chimp and it also encourages customers to embed apps from the AppExchange to arrive at solutions that are right for their unique businesses.

By leveraging these and other native apps plus the Salesforce infrastructure, which has been proven in over 100,000 businesses, Kenandy greatly reduces its development and maintenance overhead enabling it to focus on making the best ERP product it can for its customers. Furthermore, Kenandy's reliance on the Salesforce1 Platform platform enables its developers and customers to work primarily through configuring functionality rather than coding it, saving time and resources and ensuring that both implementations and new functionality are delivered on time and budget.

Del Monte Foods

When San Francisco based and privately held Del Monte foods acquired Natural Balance pet foods in 2013 Kenandy was selected as Natural Balance's ERP solution by Del Monte largely for its promise to have Natural Balance up and running on its ERP system by the time the deal officially closed. This left the companies with only a few months to implement ERP and convert Natural Balance, a process that would have been inconceivable two decades ago or even today with current legacy technology. But Kenandy made the deadline with time to spare.

Salesforce1 Platform has enabled Kenandy to develop a standardized ERP offering with a small staff of developers. At the same time, the configurability offered through the platform enables non-technical business users to customize objects and define new functionality. Most importantly, any changes made to an instance of Kenandy are protected from being overwritten in an upgrade — something that traditional ERP vendors could not always guarantee.

Finally, the suite of AppExchange partner apps all running on the Salesforce1 Platform platform combined with Salesforce's embedded platform offerings ensure that as a company grows it will have numerous resources to call on to continuously improve its ERP. That's a far cry from client-server ERP days.

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There are at least two ways to support a detailed workflow process. In the first case, you design a workflow rule for each step in the process and manually push the process along one step at a time. This creates a kind of black box because you don't get to see into the process to understand its state and that's very important if, for example, you need to know how the process is going. A pure rules based approach will either succeed or fail but you might not know when or where, in other words there's a lack of transparency.

The other way is to develop the process as a single entity. This approach has the advantage of transparency that better enables a user to see into the process at random points in time to provide assurance that everything is going along as planned. In the first approach you might not know that a process fails until it fails and even then you might not be able to see where and why it did.

For many business processes, the first approach is fine. The processes are short and run to completion or fail quickly so the danger of not catching a failure is relatively small. But suppose, you are a financial services firm and you absolutely need to know if a trade completed and that the proceeds have been placed in a customer's account or wired to a bank and that the bank acknowledged completion of the transaction? In that case you not only need to know that the trade was made but that several other interim steps were completed and that the final result is what you had planned. This is especially important if you are managing more than one customer process at a time and can't follow each one.

In 2008, this was the situation that Foster Group, a Des Moines, Iowa financial services firm that manages money for individuals, trust funds, 401k plans, and other groups, found itself in.

Processes Defined

Foster needed to support its complex workflows with transparency to make them failure resistant and to provide feedback to managers whenever needed. Finding no suitable solution on the market, they decided to build their own as a native Salesforce1 Platform app.

Foster's goals were to build a workflow system that would enable it to define multi-step complex internal processes for its common processes such as marketing, sales, service and operational tasks including customer onboarding and funds retrieval which are examples of the more than 100 automated processes running seamlessly across the firm today. The processes have multiple steps that often have to be done in sequence and it is important that all parts of these processes be completed.

Moreover, Foster needed to be able to look into the processes when they were still in process through a simple inquiry into a Salesforce screen. So Foster's IT team developed its custom workflow system and Foster used it internally from 2008 to 2011. Then in 2011, Foster Group made the decision to have the newly created Orchestrate, LLC productize the workflow system into the now popular 5 star-rated AppExchange offering called ProcessComposer.

ProcessComposer is a native Salesforce1 Platform application and it works well with other native Salesforce apps such as Chatter. As a result, ProcessComposer has many other potential uses in the Salesforce ecosystem. Today over 1,600 unique financial services companies representing over 10,000 Salesforce users have access to ProcessComposer and it is beginning to be adopted for other uses such as in organizing repeatable sales processes for users of Salesforce Sales Cloud.

In another example, enabling Chatter to operate on the custom objects that make up Process Composer provides a kind of back channel in which the process can communicate back to relevant users on its progress. This takes the idea of transparency from a more or less passive position in which a user can interrogate the process at any time, to an active position of providing users with information about completion steps at regular intervals.

Process Composer is a great example of software being used for customer engagement and not simply for records retention. It earns its keep as much by reducing error as by enhancing productivity and all of this enables a business to place its customers in the center of relationships, engaging them the way they wish to be dealt with.



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Recordkeeping, compliance and e-discovery might not be the first things you think about when implementing an enterprise social network like Chatter. If your business is in a regulated or litigious industry like financial services, government, healthcare and life sciences, however, you might not be able to use Salesforce Chatter™ without an archiving and compliance system.

Smarsh has been in the archiving business for over a dozen years and they are a natural fit to help solve these challenges. If you are in one of those regulated industries, or even if you're just an enterprise with interest in better governance and risk management, then for a long time your organization's emails, text, instant messages and other communications have been archived--maybe even by the Smarsh Archiving Platform.

If you aren't familiar with archival storage, don't confuse it with backup. Backup is just a linear file on tape most of the time and you really don't want to try finding a needle in a haystack with a backup. Archival systems like Smarsh help organizations that need to both regularly monitor content and/or search and produce it for audits, investigations or e-discovery. Data is tagged and processed as it enters the archive, enabling search by specific criteria and automation of policies for compliance and records management.

More importantly, it makes finding that needle in a haystack simple. The systems also provide an audit trail of all activity taken within the application, providing proof of message supervision.

You can easily see why big enterprises want and need this kind of functionality for their communications. Without it, Chatter might not be capable of being used in these enterprises even though they may already use Salesforce CRM. So it was only natural that Salesforce found Smarsh and the two developed a partnership.

The Smarsh solution runs on its own platform but integrates well through the Salesforce open API. Smarsh manages its own purpose-built SSAE16 SOC2/3 data centers that meet the Systrust security control set, including floor to ceiling walls, key-card activated biometric readers, 24-7 surveillance and on-site security.

Chatter posts, comments, shares, files, direct messages and profile updates are all captured in their original format in Smarsh, which maintains all communication details, including who, when, and where a message posted. And when a threaded post needs to be retrieved, even if the conversation happened over a period of months, the system retrieves the entire conversation in a single view so that you can see the whole conversation at once.

Smarsh has a unique position in the Salesforce ecosystem. It is not what we might commonly describe as a system of engagement, a transaction system, or anything that improves the top or bottom lines. But it provides a key piece of governance and e-discovery functionality that enables enterprises to use cloud computing with confidence.



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Salesforce and its multiple strategic relationships are taking advantage of changes in the financial services industry to provide sophisticated automation technologies that help independent registered investment advisors (RIAs). One such relationship is with TD Ameritrade Institutional, which has built a customized version of Salesforce Sales Cloud for its network of independent registered investment advisors.

There's no way to discuss the TD Ameritrade Institutional technology platform (known as Veo®) without a short digression into the business model of RIAs. So here it is in brief. Offering investment advice is a highly regulated business, which strives to protect investors and help ensure that advisors are acting in the best interests of their clients ahead of his/her own interests—that's why they are registered either with the Securities and Exchange Commission (SEC) or individual states. It's also why they are called registered investment advisors.

RIAs earn a living by advising people about managing their wealth and they typically can do so either by charging a percentage of the funds under management, an hourly fee, a fixed fee, or, if the advisor is also a broker-dealer, through commissions on securities they sell. The trend in the industry is away from commissions, since someone making a commission on what they sell might not always have the client's best interests at heart. Other compensation model styles are roughly evenly split.

RIAs have more freedom to offer clients the best advice and products available. In fact, it's their fiduciary responsibility. At the end of the day, however, the RIA needs a secure place to manage a large volume of accounts with efficient workflows for easy access to account data and alerts, opening accounts, trading and most importantly providing white glove service to their clients. Since RIA's are independent they can subscribe to the back-office services of the bank or broker-dealer that offers them the most support for the best value. That's where Salesforce and TD Ameritrade Institutional meet.

TD Ameritrade Institutional's approach is to be competitive on its fees but also to add significant value in the form of a CRM system based on the Salesforce1 Platform. Salesforce also offers the AppExchange to its customers who want to further customize their functionality.

The Salesforce1 Platform helps in three important ways. First, the platform provides TD Ameritrade Institutional with a development and maintenance environment that facilitated its efforts, back in 2011, to develop the first version of its customized Salesforce application and to continually upgrade it over time.

Second, the Salesforce1 Platform API set enables TD Ameritrade Institutional to more easily integrate its back-office customer master file and clearing operations with the customized CRM application. This integration provides significant efficiencies. For instance, the back-office system continually receives market data and updates portfolios, throughout the day and overnight. When an RIA begins daily operations, all of the overnight changes are automatically reflected in customer accounts through the Salesforce system. There's no need for the RIA to access multiple screens in different systems to understand the big picture of any client's portfolio.

At the same time, when registering a new customer, for example, an RIA might start by entering the new customer information in Salesforce which is then used to automatically fill out the necessary forms for the back office.

Third, there are hundreds of apps in the AppExchange that RIAs can easily integrate to provide further customized services for their clients, such as electronic document signing and transmission or marketing automation or email marketing systems.

Some of this might not sound like a lot but if you are an RIA trying to keep fees low and attract investors, the efficiencies offered by the Salesforce1 Platform and the integration with TD Ameritrade Institutional's Veo platform can be very attractive. The combination of technology and service that TD Ameritrade Institutional provides has helped it become the top re-seller of Salesforce to advisors and has positioned it as a leader in the industry.

The RIA market has gone without advanced front office technology for a long time simply because conventional systems were too expensive to build. Prior to the advent of systems like Veo and TD Ameritrade Institutional's Edition of Salesforce, an RIA might have had to work for a larger firm that could afford that older, more expensive technology. Finally, cloud computing and the Salesforce1 Platform has enabled advisors to be independent, often working for themselves and defining an

investment style that best fits their clients' needs, thus enabling them to get closer to their customers. And so for its efforts in integrating technology and providing customized solutions for advisors, TD Ameritrade Institutional is being recognized as a 2014 WizKid.

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One of the next frontiers in CRM and cloud computing is vertical industry applications, and this report is full of examples. When you consider the attributes that make a vertical market attractive to a specialty solution provider several things come to mind. First, the market has to be big enough; a vendor dedicating itself to a specific kind of CRM has to be sure it can make an adequate return. Second, the market must have highly specific business problems that more horizontal products would have difficulty adapting to and solving. Finally, the vendor has to have sufficient differentiation to stand apart from any existing competition and customization, yet be familiar enough to the buyers that the differences do not become objections.

Veeva is a public company that was founded on the premise of providing vertical CRM functionality. The company found a fit in pharmaceuticals and life sciences when it determined it would provide CRM solutions for that market. Of course there were challenges too. Veeva's founders, Peter Gassner, CEO, and Matt Wallach, president, were very familiar with the technology and pharmaceutical spaces. Previously, Gassner had been senior vice president of technology at salesforce.com where he had responsibility for building the salesforce.com platform including product, marketing, and developer relations. Delivering the deep pharmaceutical experience to match Gassner's tech background, Wallach had been the general manager of the pharmaceuticals and biotechnology division at Siebel Systems, which has since been acquired by Oracle. During his time at Siebel, Wallach was responsible for building this global division growing it from its inception to over \$140 million and capturing greater than 80 percent market share in the pharma CRM and clinical trial management (CTM) markets.

Nonetheless, at the founding, it looked like Gassner and Wallach were trying to penetrate an existing market that was dominated by Oracle. But the founders' vision of a specialty life sciences application running in the cloud was sufficiently differentiated that today, a little over seven years since its founding, the company has grown to over 700 people, claiming 33 of the 50 largest pharma companies as clients, with 200 total customers and users in more than 80 countries.

Specialty Requirements

The pharmaceutical industry places a very high premium on the accuracy and validity of all information shared by vendors with doctors and the FDA as well as other groups, to the point that when the veracity of content changes, vendors may be required to replace old brochures with new ones. The focus on veracity in communications extends to things many people no longer think about, like email. For a long time, it was simply not possible to email a healthcare provider with any information about a drug and its use if the email could not be closely monitored and managed for fear of inaccurate information being transmitted. The risk of miscommunication and the potential fines made even email a chancy proposition. All of this and more served to create the special requirements that a vertical market CRM system could exploit.

Veeva

Today, Veeva builds and supports cloud-based software for the global life sciences industry, which has exacting standards for how vendors can communicate with doctors and other healthcare professionals.

The solution set consists of three major parts.

1. Multichannel CRM based on Salesforce CRM. The multichannel capability enables companies to improve customer centricity and coordination by helping them gain insight into customer needs, tailor outreach, and communicate across channels – from face-to-face to email and web interactions. The solution delivers built-in channels of execution, including Veeva CRM Approved Email to enable reps to finally email their customers and maintain compliance, Veeva CRM Engage for online interactions, and Veeva CRM CoBrowse for real-time screen sharing with physicians.
2. Content management that synergistically works with the company's CRM and customer master solutions. Effective content management forms the basis of a cloud-based suite that helps life sciences companies streamline and improve processes throughout a drug's life cycle, from research and development to commercialization. Veeva delivers content management applications to support clinical, regulatory, quality, promotional materials management and medical, enabling greater visibility and efficiency globally.

3. The customer master solution brings together industry data and a globally accessible customer master application in the cloud, delivering up-to-date information directly in Veeva CRM. Keeping track of constantly changing, crucial physician details – including licensing data, ability to receive drug samples, and hospital affiliations – is critical for helping life sciences companies ensure they get the right information to the right physicians and remain compliant with government regulations. Because Veeva’s customer master is accessed via the cloud, it generates a ‘network effect’ as updates from across the company’s customer base become part of the master data repository. Information is kept current on an ongoing basis, solving a pervasive industry challenge by leveraging the power of crowdsourcing for the enterprise.

The customer master is perhaps the heart of the Veeva offering because it enables the company to scour multiple sources for changes in status and just as importantly, it allows pharmaceutical representatives to enter changes as they learn about them. Prior to this innovation, each pharmaceutical company had to duplicate the same effort at data tracking, a time consuming and resource intensive approach to a relatively simple problem. Today, Veeva takes care of the data stewardship for its customers and in the process delivers significant value along with its other products.

Veeva is a great example of a vertical CRM solution, built in part on the Salesforce1 Platform and in part on its own specialized platform. The combination, along with Gassner’s experience designing the Salesforce1 Platform and Wallach’s industry knowledge has resulted in a vertical CRM company that rose to profitability in only three years and went public on a total investment of less than \$7 million.

As with many other partner solutions, the Salesforce1 Platform provided the foundation for not only the applications but also an infrastructure backbone, safe data storage, and social media including Chatter that shortens lines of communication within a life sciences company’s operations, enabling faster time to market for new products, and more accurate selling.

At some point in the future Veeva may strike out on other highly vertical CRM solutions. There are many other industries still using legacy, customized CRM from the client-server era, so the conditions continue to be right for launching other products.



ABOUT BEAGLE RESEARCH GROUP, LLC

Beagle was founded by Denis Pombriant, who has been researching and writing about front office technology since 2000. Our research and analysis is available on many technology venues as well as at **BeagleResearch.com**.

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