


2016-2017 ANNUAL REPORT

The State of Salesforce

 How the best companies
use Salesforce

bluewolf | With
an IBM Company | **Watson™**

The State of Salesforce is Bluewolf's annual report on how the best companies use Salesforce.

Based on over 110,000 data points collected from 1,700+ Salesforce customers, this report uncovers trends and opportunities for IT, Sales, Marketing, and Service.

04	Executive Summary
06	Key Trends
07	Insights for IT
16	Insights for Sales
25	Insights for Marketing
34	Insights for Service
43	Defining a Salesforce Innovator
45	The Best Companies
47	Bluewolf Innovation Award Winners 2016
49	<i>The State of Salesforce by the Numbers</i>



**Eric Berridge, CEO
Bluewolf, an IBM Company**

The optimism and demand for innovation has never been higher. This year, an overwhelming **96%** of **Salesforce customers see innovation potential in The Customer Success Platform.** We are on the verge of a massive change in the day-to-day experiences of employees and customers as applications become more cognitive, but there is significant work to be done.

Today, our most advanced applications are intelligent. Based on business rules and structured data, our best applications can anticipate needs and take action. When cognitive becomes the standard, our core business systems will be self-learning, have the ability to mine data, and recognize patterns and natural language in a way that mimics the human brain. Salesforce has laid the foundation for this through investments and acquisitions in analytics and artificial intelligence.

But intelligence alone is not enough—companies must invest in their employee and customer experience. Everyone is multi-device, and no one is making all their decisions sitting at a desk, but it's not as simple as investing in mobile. Commit to continuously innovating Salesforce—no matter your company's data quality—and start examining the context of the most important and frequent decisions, then reduce the effort it takes to make them on any device.

Data was cited as the most common challenge, but companies don't need to be 100% confident in their data to innovate. The more companies expose quality issues and use their data, the more valuable it becomes to the business. The companies getting the most value out of Salesforce continue to innovate their employee and customer experience, regardless of data quality.

Our goal with this report has not changed—it has always been to help customers around the world design incredible customer and employee moments on Salesforce. I hope you enjoy Bluewolf's fifth annual *The State of Salesforce*.



Key Trends

Companies are ready for intelligent applications.

Over half of all companies surveyed described their most essential applications as intelligent, able to anticipate and take or suggest the next action. The best companies are focused on translating overwhelming collections of data into intuitive, automated employee experiences that can power incredible customer moments.

User experience is more than mobile.

The best companies are investing in making Salesforce easier to use by considering their users' routines and ensuring that they can do their jobs from anywhere, on any device. While Salesforce Lightning is a step in the right direction, it's not enough to simply turn it on; companies need to continuously improve Salesforce's ease of use to achieve a superior experience.

Imperfect data isn't slowing innovation.

Companies are realizing the benefits of continuous innovation and taking action with the data they have now. The best companies are finding ways to use data within Salesforce effectively. They are looking for new, potentially unstructured data streams to power intelligent applications.

INSIGHTS FOR



All companies yearn for actionable insights within Salesforce. **Integration and analytics** are how to get them. The best companies are integrating clouds, processes, and back-office systems, and incorporating accessible analytics directly into their employees' daily routines. IT professionals need to focus on specific customer and employee moments that can benefit from integration and analytics, and ensure all improvements align to business outcomes.

The Cognitive Era Is Only Beginning

Increasing investments in making analytics actionable and accessible is the best way to move applications from smart to intelligent. While 52% of companies believe their core applications are already intelligent, 80% of companies' data is dark and untouched—and with more companies adopting Salesforce IoT Cloud, the amount of data companies are collecting is poised to balloon in the coming year.¹ Though the vision and perceived value exist, most companies are only beginning to adopt intelligent applications that help automate the next best action by consuming data, transforming it into insights, then transmitting them across a company's Salesforce.

Here are three ways you can prepare for intelligent applications now. First, supplement back-office BI

tools with modern front-office capabilities, such as Wave Analytics, that support rapid analysis of data both inside and outside of Salesforce. This will empower employees to perform their own analyses, discover insights, and gather intelligence to improve business outcomes with Salesforce. Second, invest in analytics capable of properly gathering and synthesizing unstructured data—companies will have a much larger pool of customer data to run through intelligent applications in order to make smarter business decisions. Finally, apply tools with intelligent functions that can augment and automate discovery, make proactive recommendations about the next best action, and continue to learn which actions are working or not working.

From Intelligent to Cognitive Applications

While half of companies consider their core applications to be intelligent, few companies have reached the level of cognitive applications, which are defined by four characteristics.

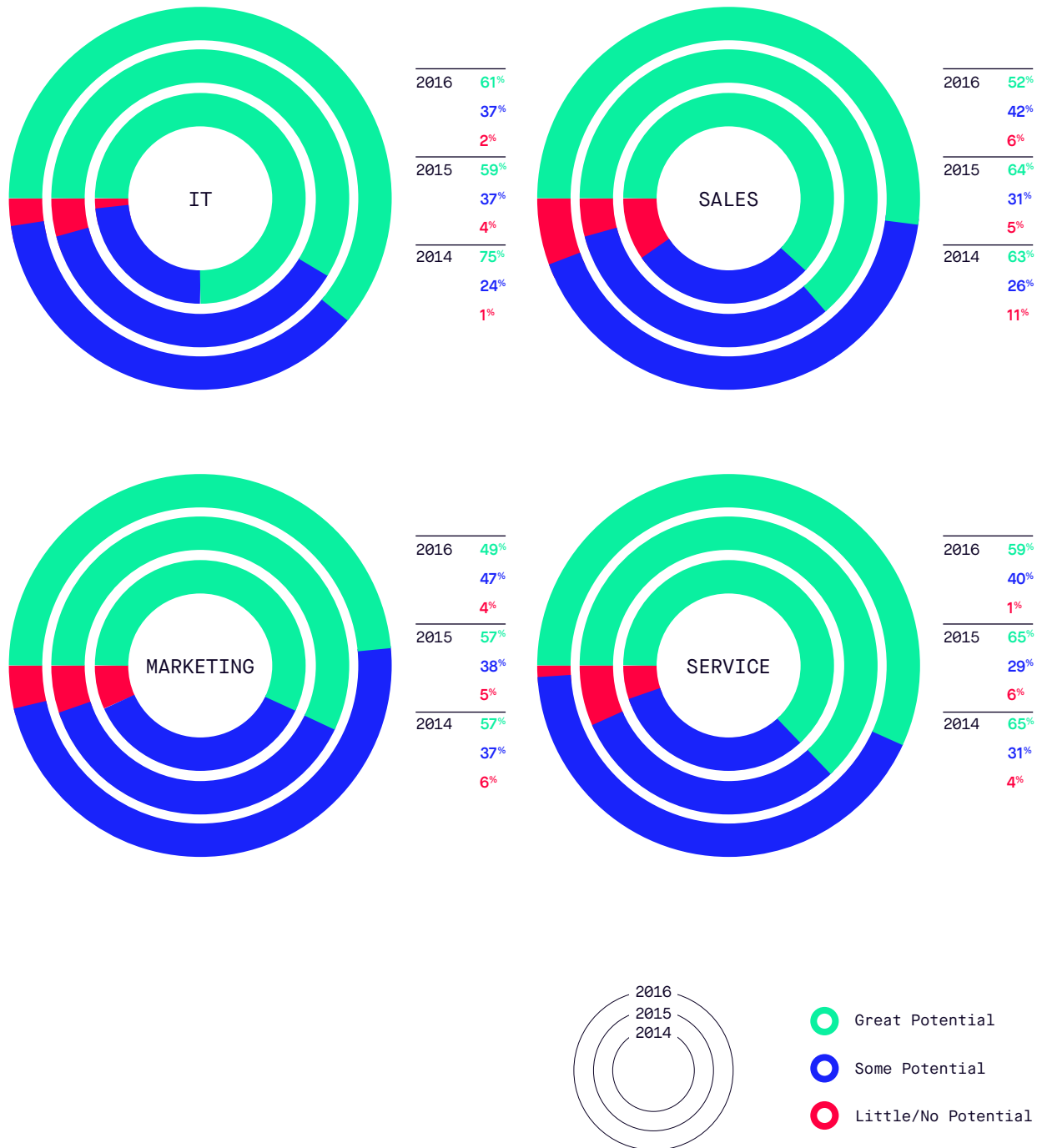
1. Cognitive applications understand unstructured data, like language and imagery, just as humans do.
2. They can reason, infer, and extract ideas.
3. With each interaction, they sharpen their expertise so they never stop learning.
4. With abilities to see, talk, and hear, they interact with humans in a natural way.

¹ Babcock, Charles. (2015, October 14). IBM Cognitive Colloquium Spotlights Uncovering Dark Data.

Overall Innovation Potential with the Salesforce Platform

61% of IT professionals see great innovation potential in the Salesforce Platform.

Over the past three years, this percentage increase has remained almost the same, despite Salesforce's increasing complexity. Companies must continue to iterate on their governance strategies and embrace frequent innovation to capitalize on the perceived potential.



Integrate Clouds to Improve Employee Experience

58% of companies have integrated or plan to integrate Salesforce clouds, and for good reason: 39% of companies that have integrated clouds cite their data as a competitive advantage or strategic asset. If companies have yet to integrate clouds, the percentage drops to 28%. Integration is the first step to mitigating employees' data challenges—poor access to different types of data, including data outside of Salesforce, topped this year's list as the number one barrier to deriving insights from Salesforce. Integrating clouds, or other on-premise systems, streamlines disparate customer data and

allows employees to see a single view of the customer: who they are, what and when they buy, and what activities are currently being driven by Sales, Marketing, and Service teams. Requiring employees to swivel between applications to access information scattered across multiple systems is costing companies, while investments in integration and improving the employee user experience are paying off. Companies that have integrated or plan to integrate clouds are more likely to think Salesforce's overall value has increased in the past 12 months than those that haven't integrated.

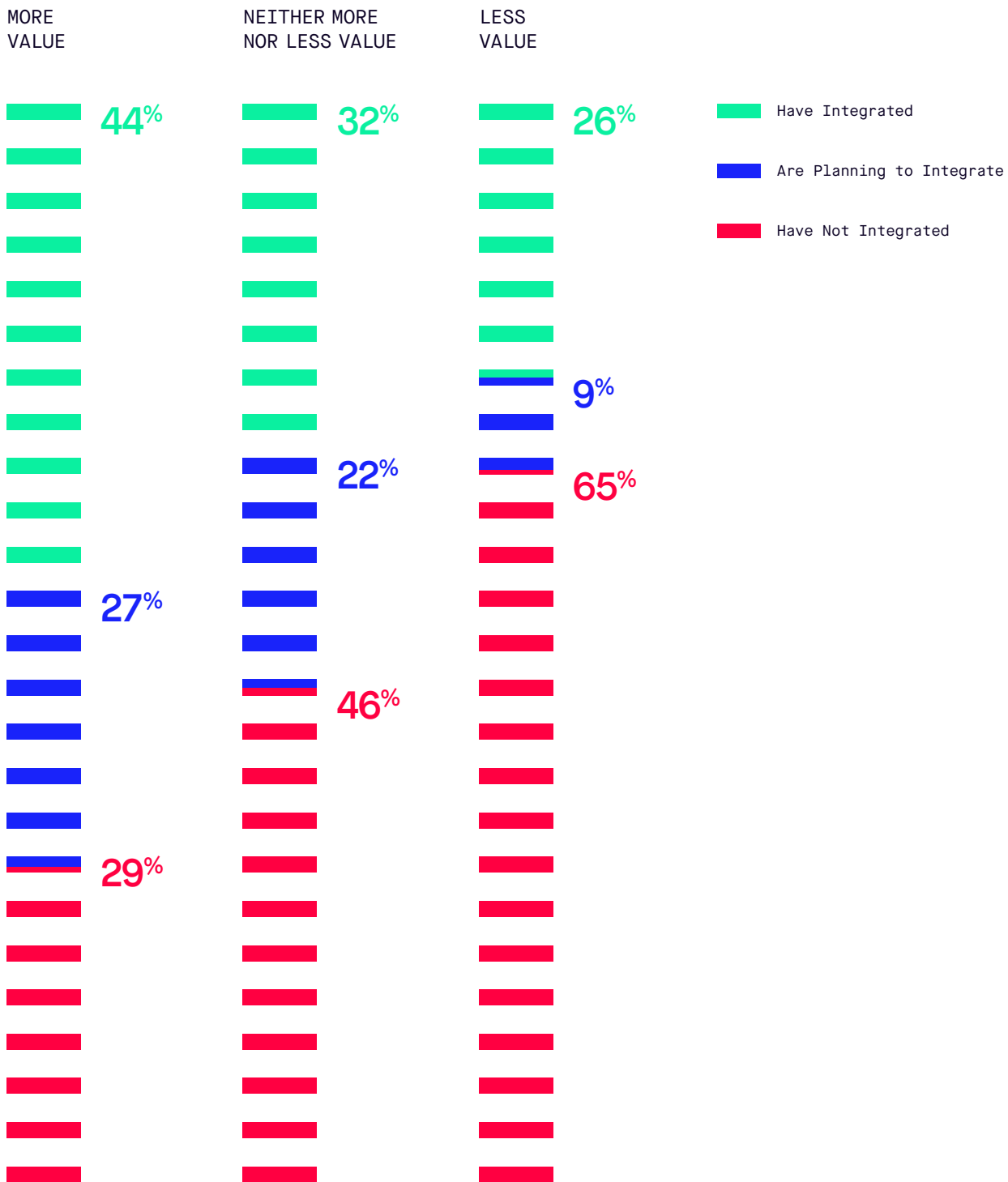


“The future of the CIO is about aligning and influencing business outcomes, not IT infrastructure.”

Glen Stoffel
General Manager, Europe
Bluewolf

Integrated Clouds Increase Salesforce's Overall Value

Companies that have integrated one or more Salesforce clouds see greater overall value in Salesforce than those that have yet to integrate.



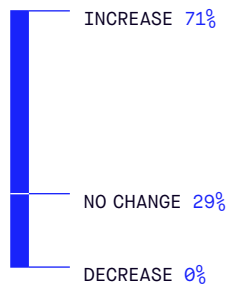
To Increase the Value of Data, Invest in Actionable Analytics

This year, 65% of companies are increasing their investments in making analytics actionable and accessible. The best companies are focused on analytics projects that reduce the effort of every

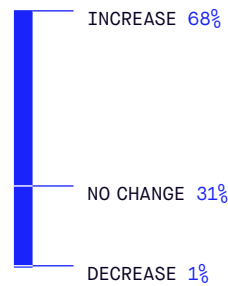
employee's most frequent decisions. Even if the data isn't perfect, exposing quality issues by using the data will ultimately improve its quality and value.

Year over year, companies continue to increase investments in actionable analytics.

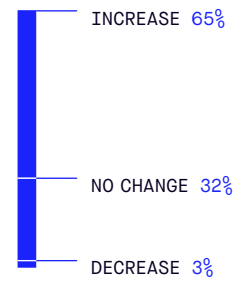
2014



2015

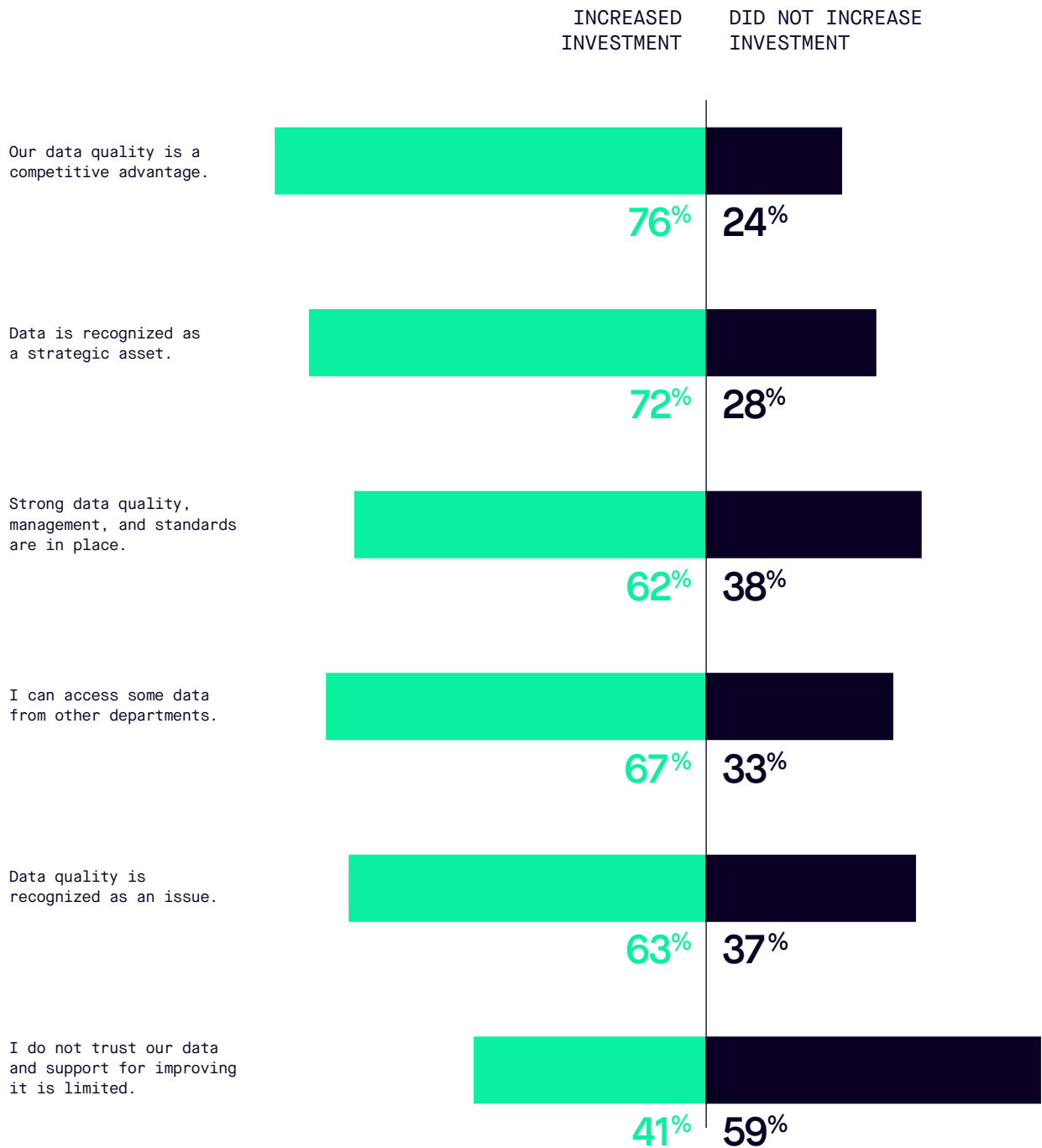


2016



Increased Investment in Analytics Improves Data Quality

Companies that have increased their investments in analytics in the past 12 months are 3x more likely to see their data as a competitive advantage than companies that have not increased their analytics investments.





“We’re improving business relationships with more intelligent functioning.”

Xero provides cloud-based accounting software for over 700,000 small businesses worldwide and, by enabling online collaboration, helps accountants and bookkeepers build trusted relationships with their small business clients.

What are the biggest opportunities you see with Salesforce today?

Salesforce has allowed us to roll out global sales processes for the first time—more than anything, it’s enabling us to scale and to do so intelligently. We’re a fast-growing business; with Salesforce, we can deliver the same intelligent, automated features to our employees as we do to our customers, increasing our sales capacity without increasing our staff numbers. We’re moving away from just using the system to record accounts and enter data; now, we’re helping our customers and employees improve business relationships with more intelligent functioning.

What is the biggest roadblock to innovation in your industry?

The lack of belief that something can be done in an acceptable time frame. People who are generally enthusiastic about innovation tend to freeze up when you talk timelines. They say, “Oh, it’s going to take longer than we think, and it’s going to be more difficult than we think.” It’s important to remind people that, of course, it’s difficult to predict timelines and resources—you could come up with a thousand reasons not to start a project. But you have to keep pushing against that and inspire people to keep innovating.

How do you drive innovation at Xero?

As someone in a management position, you’d think I’d be the one saying, “Make sure you make the money. Make sure you meet budget. Make sure you meet the time frame.” But to innovate, it’s actually the complete reverse. As a manager, you need to say to your team, “Don’t worry about that. Keep going. Keep thinking.” So much of innovation is about feeling. It’s not about relying on facts and figures and timelines. It’s about understanding what’s important, then being able to translate that and understand how it can be used to bring about change.



INSIGHTS FOR

Sales

Salespeople see great value in Salesforce—79% think it makes their jobs easier. The best companies are building on the employee experience by providing Sales with universal access to information—whenever, wherever, on any device—and developing intelligent applications that **reduce the number of decisions** and actions required of salespeople every day.

Embrace Automation for Better Forecasting and Revenue Gains

Efforts to automate processes like territory and opportunity management, as well as pricing and contract generation, have paid off. There is a positive correlation between the use of intelligent applications and better forecasting, greater efficiency, and reaching revenue goals. When companies' core applications are intelligent, 66% say their forecasting accuracy has improved in the past 12 months; if core applications are not intelligent, only 53% believe it has improved. Furthermore, better forecasting accuracy

increases sales teams' confidence: companies are more than twice as likely to believe they'll exceed their goals when forecasting accuracy has improved in the past year. Once forecasting is automated, the best sales teams can focus on selling more intelligently, continuously working toward hitting their numbers, while improving the customer experience with small but memorable actions. The more time sales teams spend focused on their customers, the more they can help provide each customer with relevant solutions.

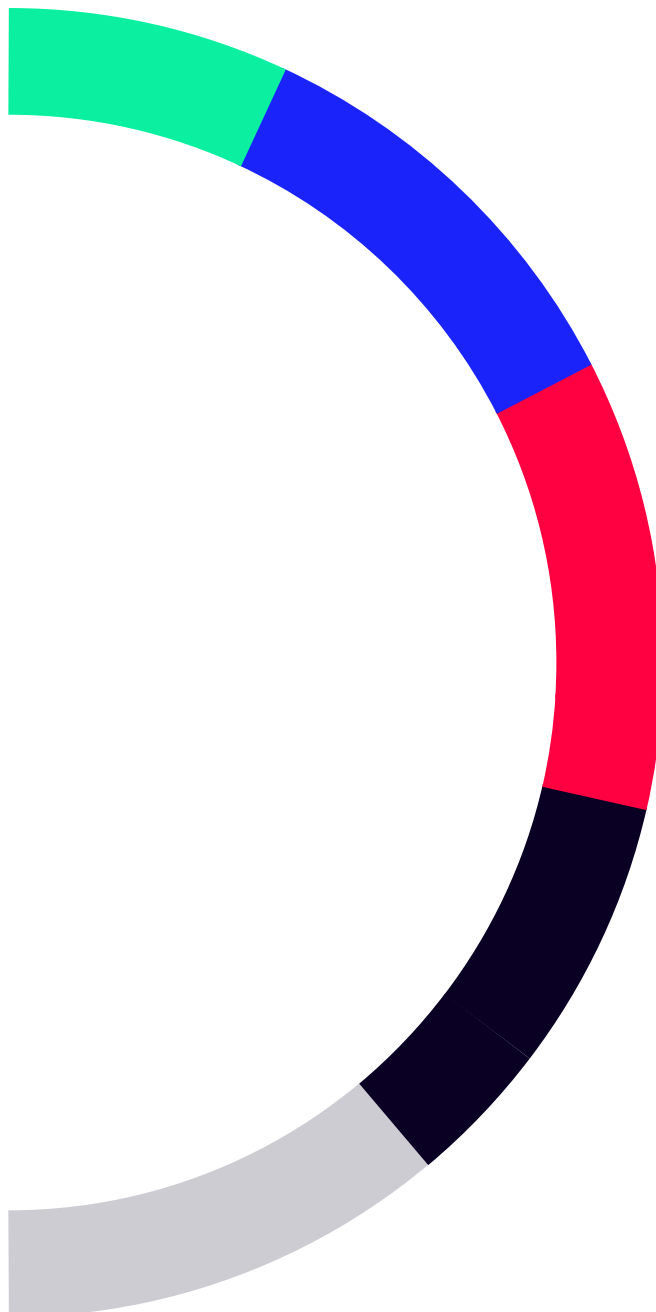


“Sales teams need useful data, available immediately—or better yet, automatically.”

Raymond Juarez
Senior Director of CPQ
Bluewolf

The State of Intelligent Applications According to Sales

Almost one-third of salespeople believe their core applications anticipate which opportunities to focus on and automatically take or suggest the next best action.



10%

INTELLIGENT

Salesforce anticipates which opportunities I should focus on and begins nurturing my prospects.

20%

PRESCRIPTIVE

Salesforce anticipates which opportunities I should focus on and suggests the best action.

21%

PREDICTIVE

Salesforce shows me a selection of suggested opportunities; I then have to decide which ones to focus on and choose the best message to deliver.

22%

DESCRIPTIVE

Based on historical data in Salesforce, I am able to determine the best opportunities to focus on.

27%

REACTIVE

I enter opportunity data into Salesforce to satisfy reporting requirements.

Make Opportunity Management Intuitive, Not Mandatory

While the majority of salespeople believe their company is dedicated to making the most of Salesforce, 27% only enter opportunity data into Salesforce to satisfy reporting requirements. Being able to access Salesforce from a mobile device affects Sales more than any other department, but only 34% of salespeople say they can run an entire sales cycle from their phone or tablet. Investing in improving the mobile user experience drives business outcomes: when salespeople believe they can run an entire sales cycle from their phones, companies are almost three times more likely

to see cost reductions and twice as likely to see revenue gains as attributable to Salesforce. The best companies are integrating clouds and applications, focusing on creating a more multi-device, multichannel employee experience—56% of salespeople say their company has already integrated or plans to integrate Salesforce clouds. Integration is a key step toward making applications in Salesforce more automated and intelligent, changing salespeople's perception of Salesforce as just a sales management tool.

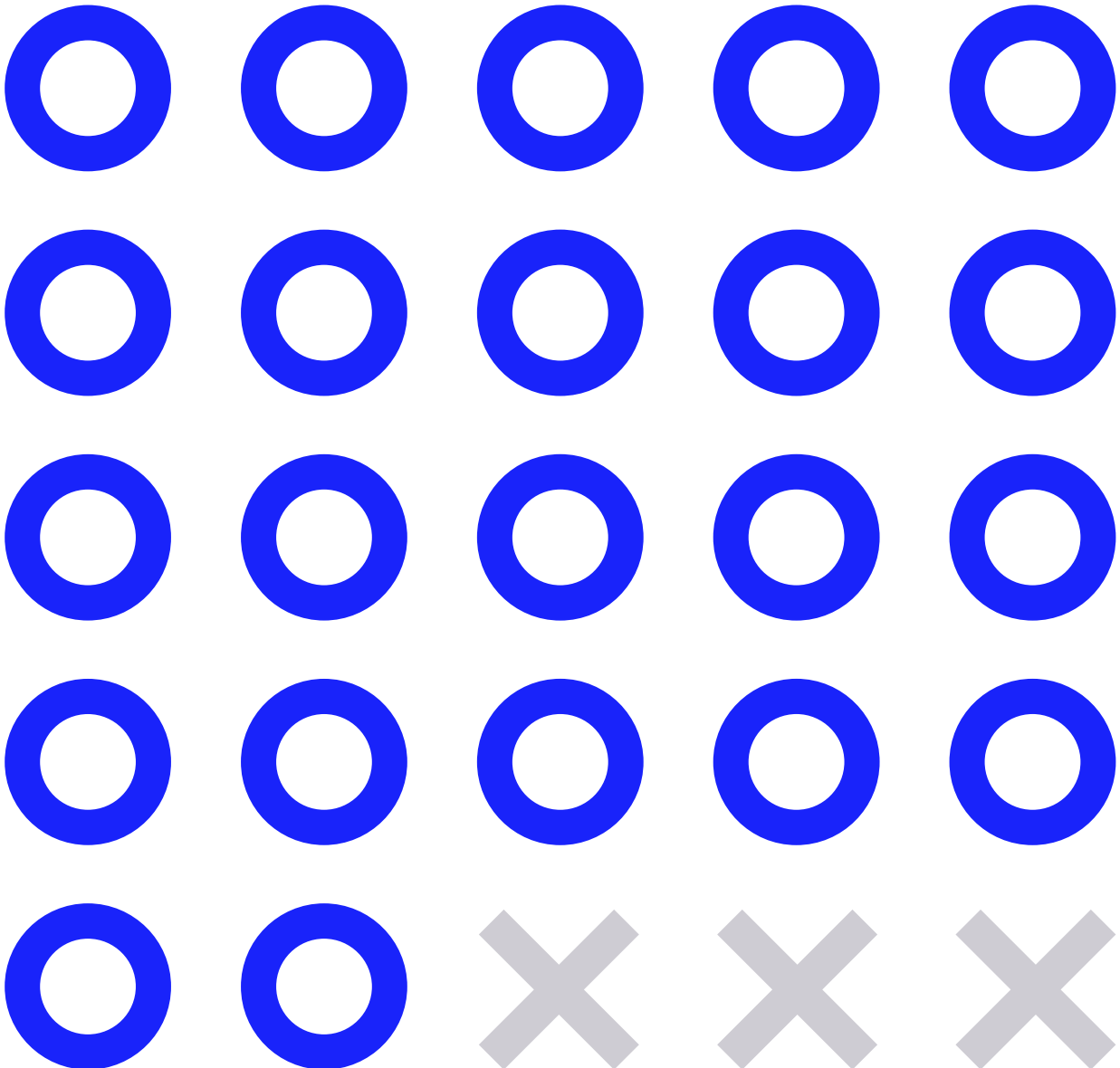
67%

of salespeople believe that they could spend more time selling if opportunity management were optimized for a multi-device, multichannel user.

Universal Access Makes Salesforce More Valuable

88%

of salespeople who can log in to Salesforce from anywhere, anytime, on any device also think Salesforce makes it easier to do their work.



Empower Sales to Sell, Not Enter Data

31% of Sales cite poor access to different types of data, including data outside of Salesforce, as the biggest barrier to deriving insights from Salesforce. 79% of salespeople regularly spend time during their workday inputting the same data into multiple systems, which increases the risk for human error to affect companies' data quality. However, being able to define and share best practices for analyzing customer data as their Salesforce cloud footprints grow is a priority for 68% of salespeople, the highest

rate of any department. The best companies are making investments in data quality, significantly improving salespeople's mobile access and Salesforce's overall value. When data quality is strong, salespeople are almost twice as likely to believe they will achieve their 2016 goals. Connect with salespeople and determine where and why they are entering duplicate data. Making small changes to prevent this can have a big impact on their day-to-day experience.

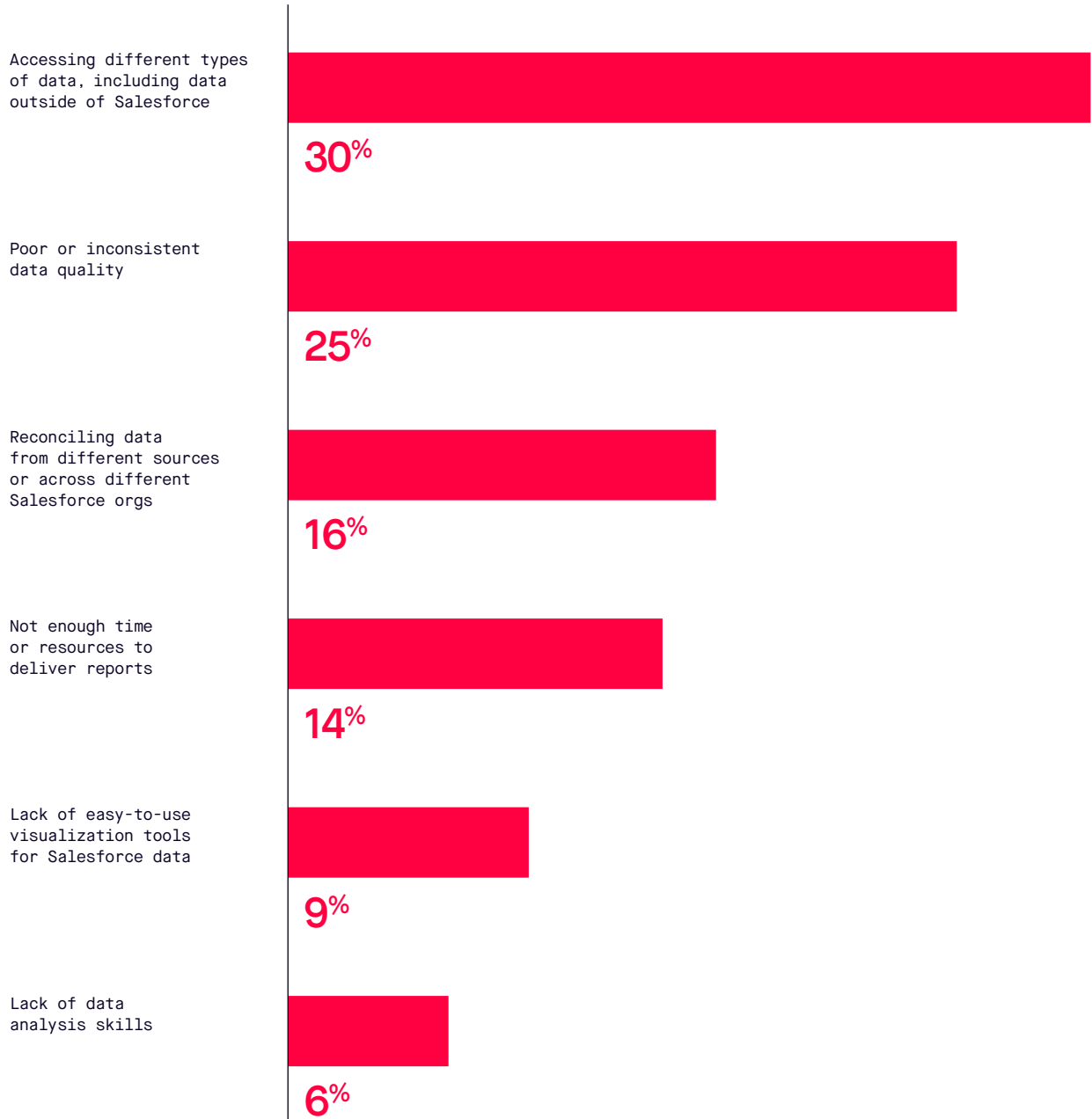


“Salesforce is a transformational tool. Thanks to better data and quality metrics we see with Health Cloud, we’re changing the way patients receive care.”

Jeff Frum
SVP Strategic Alliances
Silverado

Sales' Top Data Issues

Salespeople's top barrier to deriving insights from Salesforce is limited access to data.





“Innovation is everyone’s responsibility.”

For over 80 years, Australian Associated Press has been at the forefront of delivering impartial, independent, and accurate news to the nation’s leading media outlets. Amrita has been with AAP since 2009.

How has Salesforce influenced you to redefine your business outcomes?

We have very much put the customer and customer value at the center of our business outcomes. When I started on the executive team at AAP, I wouldn’t say that that was necessarily a way we were benchmarking our success, or how we focused our vision. Salesforce gave us the insight and visibility into client trends, marketing initiatives, and overall customer engagement in ways we never had before. With Salesforce, we have a very clear picture of how a particular product or line of business is resonating with our customers—knowing what works best for them and how we can improve. It has become a business enablement tool for us, allowing us to transition to having that single source of customer data, intelligence, and transactions.

What roadblocks to innovation have you personally experienced, and how have you pivoted to overcome them?

The key was realizing that innovation is not a role or a function; it has to be a core part of your company’s DNA and culture. Innovation is everyone’s responsibility—AAP succeeded when we recognized and communicated that to our team. Now, we are all looking at our work and processes, constantly reevaluating the present state and being prepared to change what we do, even if things are working well, in order to be ahead of the curve.

How would you define an innovator in the Salesforce ecosystem?

You need to challenge the status quo even when things are going really well. It’s easier to drive innovation in good times than when business is going down. People may ask, “Why? The service is doing so well. What needs to change?” And in my mind, a true innovator will say, “We just need to keep doing it. That’s what innovation is. That’s what the market is going to be expecting from us in a year’s time. So why not do it now?”



INSIGHTS FOR

Marketing

The best marketers are focused on uniting disparate platforms, data, and channels.

Marketers, more than any other department, are hindered by the complexity of their own technology. Every channel has a specific platform that requires a different set of technical skills, yet unintegrated platforms mean that customer information can live in many different systems. To take advantage of emerging intelligent capabilities, marketers need to lead data and integration initiatives as well as demand more from the technologies on which they rely most.

Marketers Struggle With Too Many Platforms and Applications

Marketers are dealing with more platforms and applications than any other department. Whether at a B2B or B2C company, a marketer's tech stack is complex, and those seeing success are already moving toward an integrated and intelligent core platform. Today, only a fraction of marketers believe that Salesforce helps them automatically segment and market to the right leads; meanwhile, 34% use

Salesforce for reporting or lead routing only. Disparate applications and bad data are preventing the majority of marketers from thinking beyond the basics of Salesforce. Marketers who partner with IT to integrate their own technology with Salesforce, as well as data from other departments' core applications, will see a significant increase in the value of Salesforce.



“You need to understand what drives people and leverage the power of technology to translate these insights into an actionable strategy for your business.”

Andon Baltakov
COO
Storyful

The State of Intelligent Applications According to Marketers

34% of marketers use Salesforce for reporting or lead routing only.



3%

INTELLIGENT

Salesforce anticipates which leads I should market to next and begins doing it automatically.

14%

PRESCRIPTIVE

Salesforce anticipates which leads I should market to and suggests the best marketing action.

17%

PREDICTIVE

Salesforce shows me a selection of suggested leads to market to; I then have to decide which ones to focus on and choose the best message to deliver.

32%

DESCRIPTIVE

Based on historical data in Salesforce, I am able to determine which leads to market to.

34%

REACTIVE

I enter marketing data into Salesforce to satisfy reporting and/or lead passing requirements.

Integrate to Prove Campaign ROI

Marketers still have a long way to go to close the loop on campaign ROI. The biggest barrier? There's no single shared platform and data lives in different applications. Many B2B organizations have designed marketing automation and CRM implementations in

silos—thus not enabling a consistent demand funnel. The best marketers are leading integration and data projects that turn Salesforce into a hub of customer and prospect information.

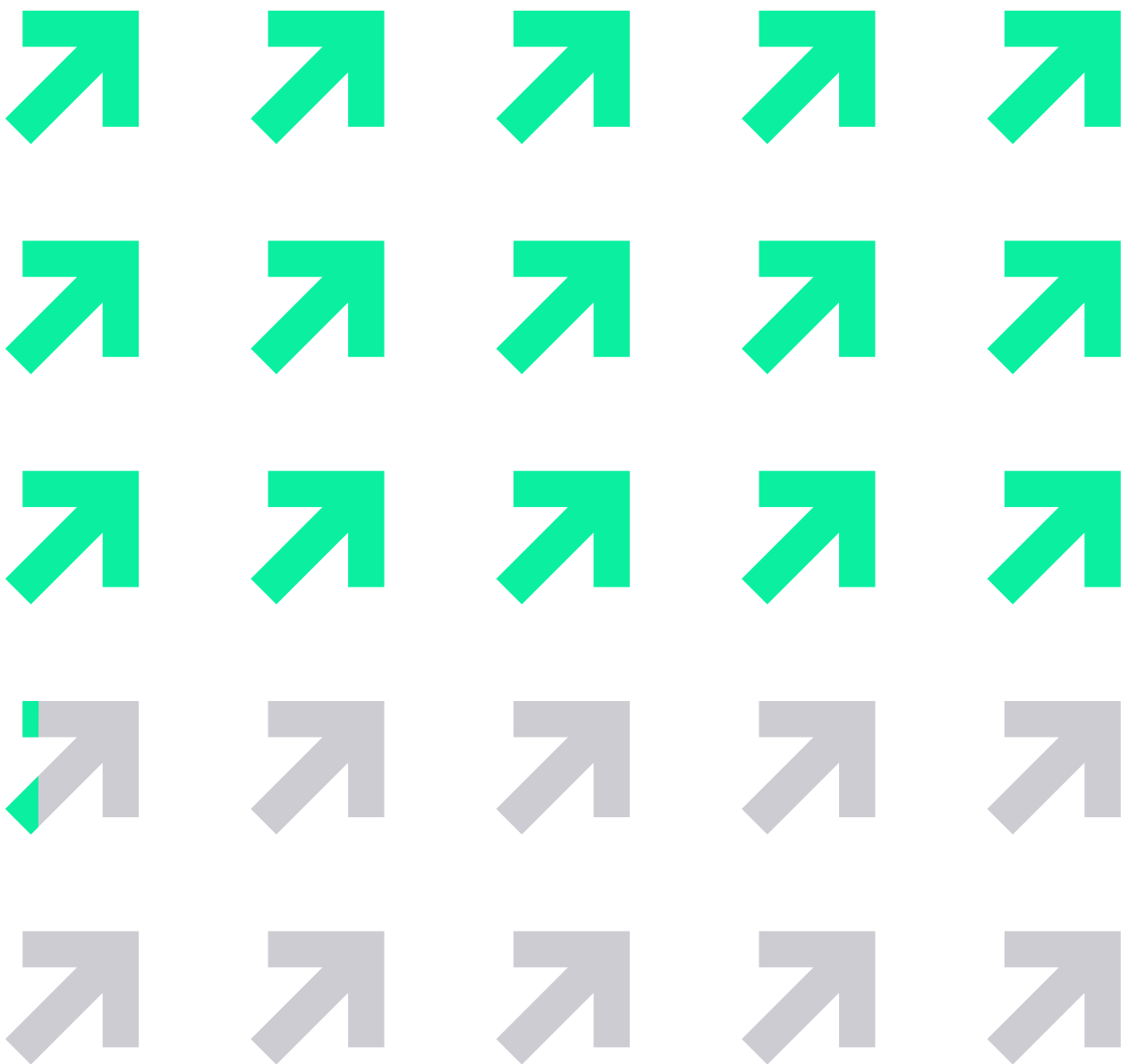
54%

of marketers believe that when their company moves a process into Salesforce, the process improves.

Mobile Access for Marketers

61%

of marketers believe there is a significant opportunity to improve how they use mobile to achieve their goals.



It's Time to Rethink What Marketers Need from Data

Working with multiple applications and no single platform, marketers are inundated with data. Managing unintegrated data tools, from e-commerce platforms to data enrichment services, requires very specific skills, and the time spent transforming data and configuring technology is preventing marketers from focusing on marketing. Marketers need to

be champions for data governance within their organization. Governance and an improved partnership with IT will bring together disparate applications and data, and set up marketers to get more out of intelligent applications, including Salesforce Marketing Cloud's Journey Builder.

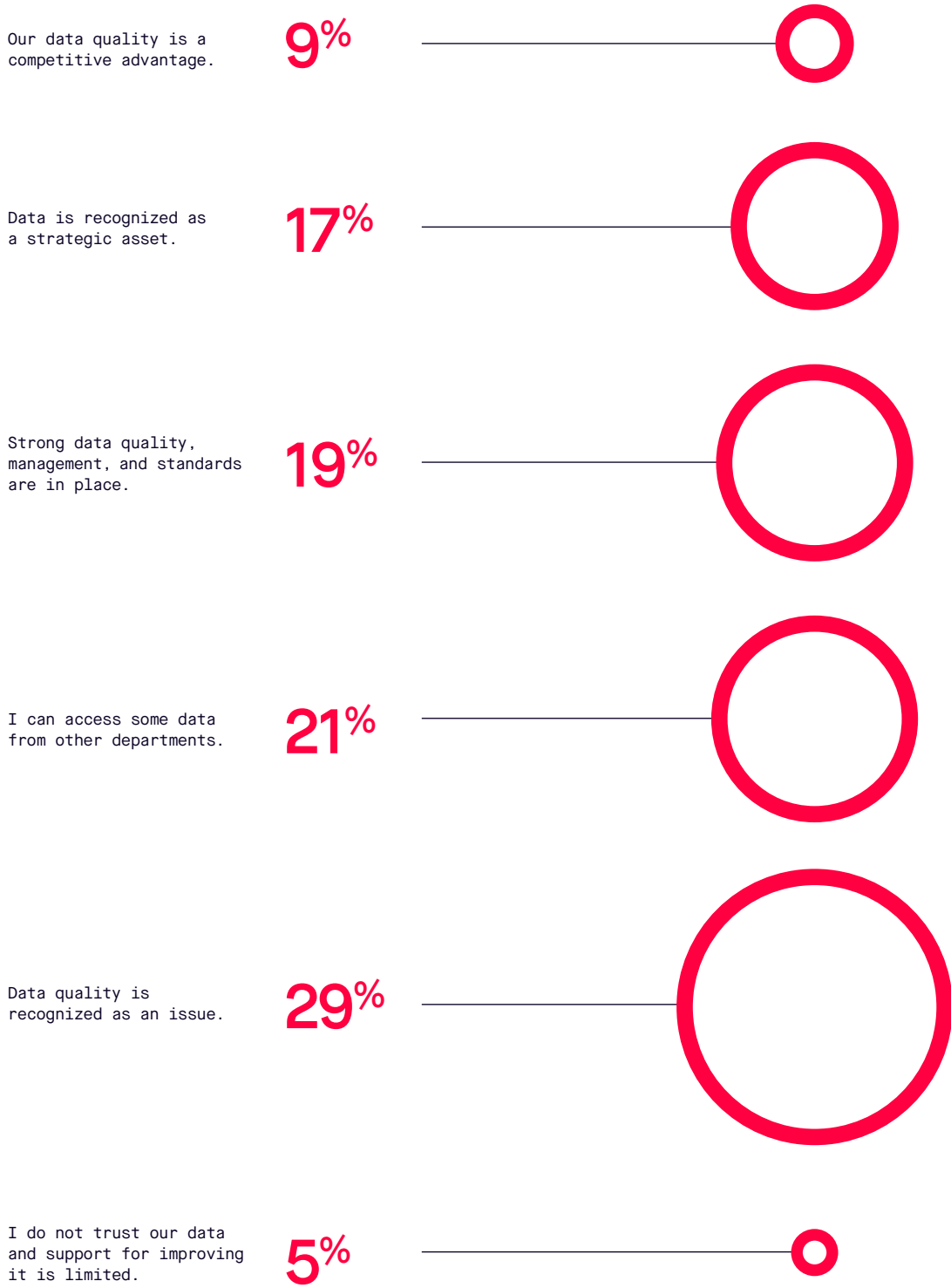


“It’s important to not fall in love with technology alone. You need to look at data, people, and process, as well as technology.”

Corinne Sklar
Global CMO
Bluewolf

Marketers' Perception of Data Quality

Only 26% of marketers believe their data quality is a competitive advantage or strategic asset.





Beth Abbott
Vice President of
Marketing and
Communications



INDUSTRY
Health Care

“We have a strong litmus test for technology.”

Silverado enriches the quality of life and human spirit for seniors through three key areas of service: At Home Care, Memory Care Communities, and Hospice Care. Beth has been with Silverado since 2012.

What new Salesforce products are you most excited about?

Health Cloud and Field Service Lightning. Before Health Cloud, we were working in dozens of systems. Now, we'll be able to house all of our patient information on one platform. Health Cloud will allow us to better track what's going on in our business—any activity or engagement by our residents or caregivers, along with medical records updated by our clinicians—all in one place.

Field Service Lightning will be a game-changer for how we staff our business. We have a workforce of almost 4,000 people, all over the country, who serve 2,500 lives, both in our communities or at home. The staffing is complex, but it's a big thing for us, when we are dealing with seniors' health and livelihood.

How do you cut through the noise of new technology and stay focused on your business?

At the end of the day, our job is to care for people's loved ones, period. So, when new products come out—these “shiny objects”—we have to ask, “Is this the best for our families? Will it help us reach more families who are in need?” Silverado is lucky because we have a strong litmus test for technology. But our primary focus, always, is the quality of care for our families.

How has Salesforce transformed the way you serve your customers—those in your care and their families?

Our customers want more transparency around what is happening with their loved ones, and technology offers easier ways to interact and connect, no matter where they are in the world. Salesforce has allowed us to strengthen the ways we provide care to our families. We are leaner, more efficient, with better customer service and employee experience. Our teams, especially those in the field, will be better able to provide automatically triggered updates to families and physicians. Our associates now spend less time with manual updates, and more time caring for the individuals that we have in our communities across the country—and soon, across the world.



INSIGHTS FOR

Service

Service professionals continue to improve omni-channel and self-service offerings, bringing in **more customer data**. But the lack of automated, intelligent applications can make agents' daily tasks feel disconnected and ineffective. Robust customer data in one place in Salesforce is a differentiator. To get such data, 61% of service organizations are increasing investments in actionable analytics within Salesforce, focusing on integrating systems, reducing duplicate data entry, and implementing proactive self-service.

Make Customer Service Smarter

For Service, intelligent applications can do the most to improve self-service offerings. 86% of companies believe their organization lacks intelligent self-service, whereby applications automatically answer customer questions without agent involvement. Today, companies are looking to streamline self-service to decrease costs and improve the employee and customer experience. Coupled with effective analytics that capture the

entire customer journey, companies will be able to understand which agent-customer interactions are best suited for proactive service (such as access to knowledge and community support, outbound notifications like emails and texts, and online case management). With 61% of Service saying their companies are increasing investments in analytics in the coming year, companies' intelligent self-service offerings will be on the rise.

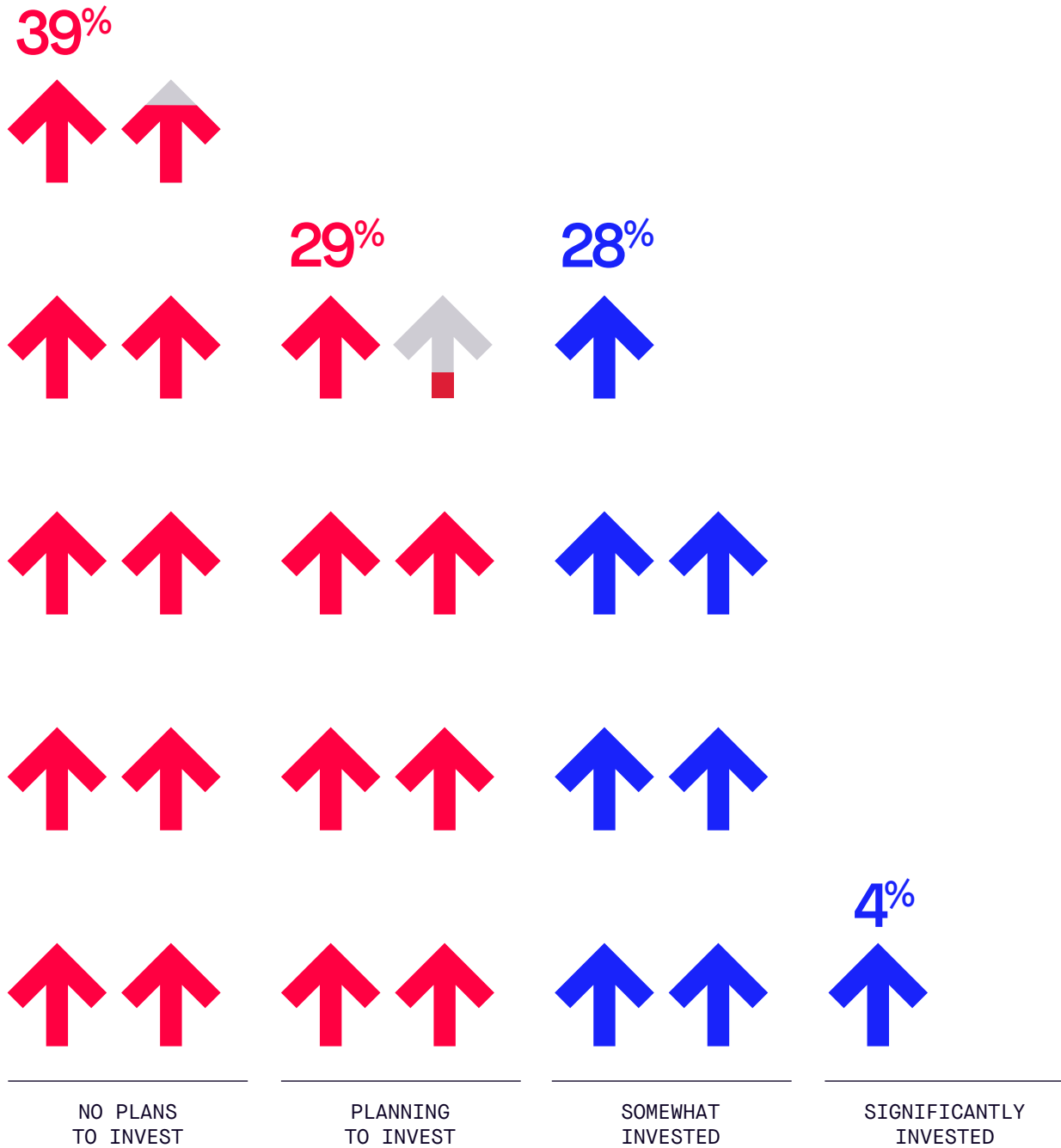
The best form of self-service is a robust community or portal

49%

of companies agree that establishing a digital customer or partner community has been essential to their company's strategy.

Overall Investment in Intelligent Self-Service

Only 32% of service organizations have invested in intelligent self-service, whereby applications automatically answer customer questions without agent involvement. There is still a lot of confusion in the marketplace around the viability of self-service, but those who invest see reduced service costs, more engaged customers, and higher retention rates.



The Omni-Channel Balancing Act

While all companies work toward a consistent customer experience across every channel, fewer than half of companies surveyed believe they are successful. Many believe they are checking the box for omni-channel service simply because they have multiple channels open, but they aren't providing consistent service across all channels. Find where your customers are already communicating and ensure you're supporting them on those channels

first, then confirm where other parts of the organization are already engaging customers. For example, if the marketing team communicates with customers via text or push notifications, should Service consider opening this channel for customer support as well? It is important to integrate channels across departments and systems to allow agents to better track customer interactions and provide a more consistent customer experience.

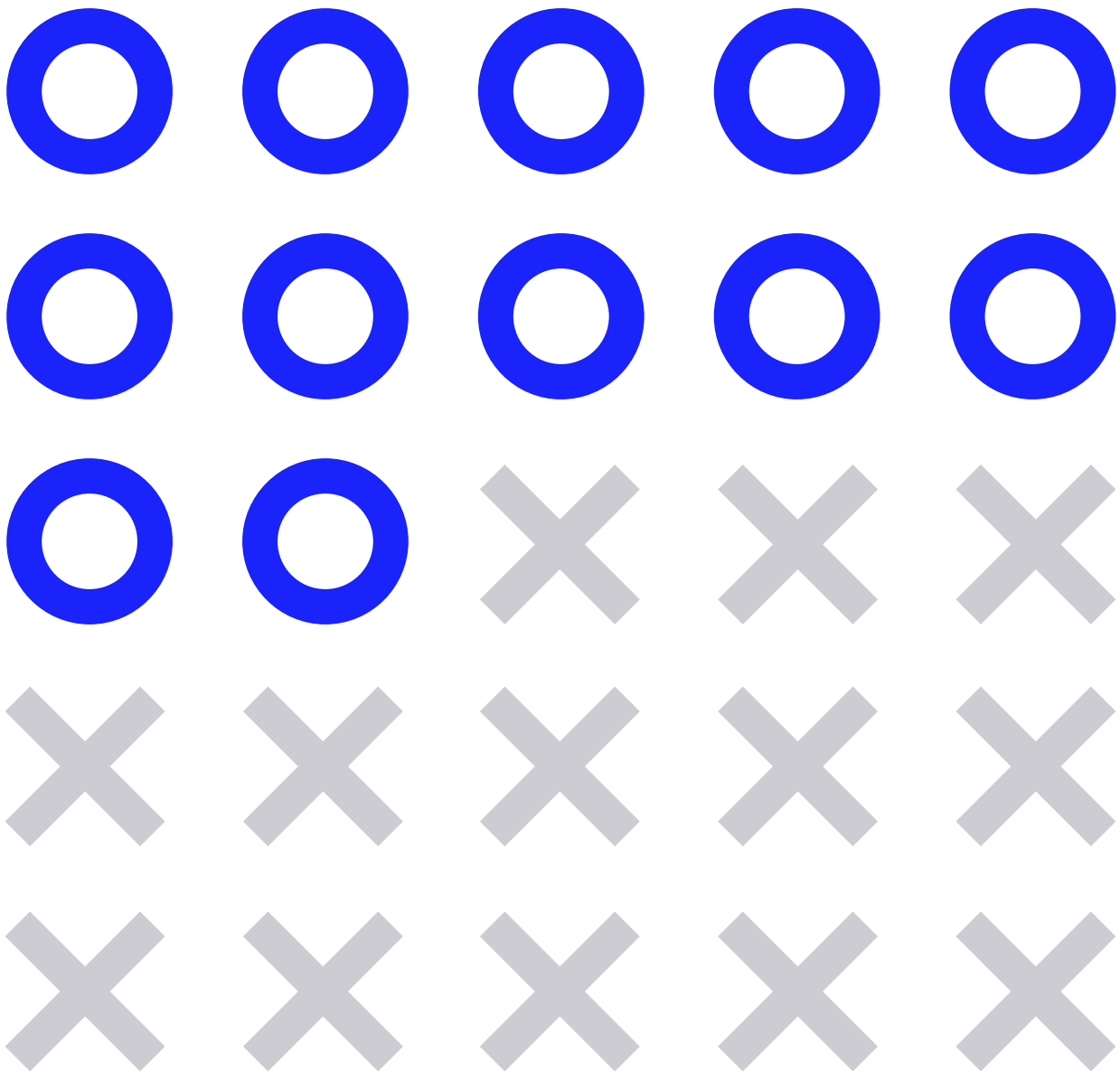
2x

as many service agents think Salesforce makes their jobs easier when their companies have integrated or plan to integrate clouds.

Companies' Confidence in Omni-Channel Customer Experience

48%

believe that their customer has a consistent experience with their company, no matter the channel.



Duplicate Data Entry Is Slowing Service

Service tends to be the hub of all customer interactions and all the data that comes with it, including data from Sales and Marketing. When overall data quality and departmental communication is poor, Service bears the brunt of the impact. Today, 80% of service organizations spend time entering duplicate data into multiple applications to effectively do their jobs. Even more, only 31% believe their data is a competitive advantage or strategic asset. Poor data affects every aspect of the front-line employee experience—and the customer experience.

Customers have high expectations that the agent will know everything—from their basic demographics to recent transactions—and when those expectations aren't met, customers will start considering competitors. A majority of service organizations are taking the first step toward refining their data—59% say they prioritize being able to define and share best practices for analyzing customer data—but the best companies have integrated systems and data to streamline processes and to set up agents to better serve the customer, no matter the channel.

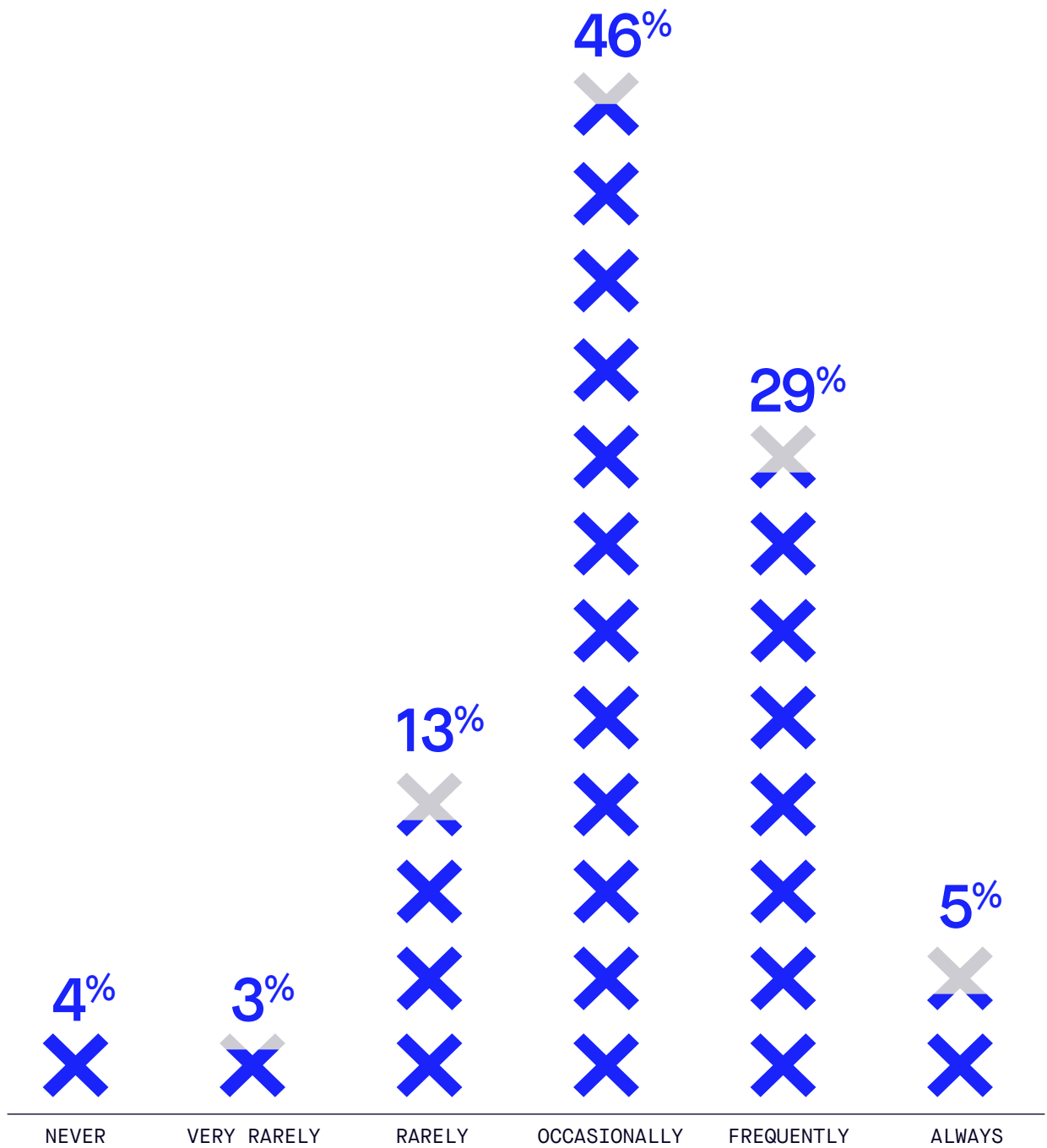


“The fastest way to improve the experience of the customer is to improve the experience of the front-line agent. Improving your customer data does both.”

Bob Furniss
Service Cloud Director
Bluewolf

Service and the Frequency of Duplicate Data Entry

80% of service professionals say they have to always, frequently, or occasionally enter the same data into multiple applications to do their jobs, with numbers increasing slightly since last year. As customer service systems become more complex, any new company applications—in Sales, Marketing, and Service—can make service agents’ daily tasks more difficult.





Tom Bernstein
Administrative Manager



INDUSTRY
Construction

“Innovators are people who are willing to look beyond the ordinary.”

Midwest Operating Engineers (MOE) Local 150 is a labor union representing approximately 27,000 men and women working in a variety of construction and other industries. Tom and his team at MOE Funds were one of four recipients of the 2016 Bluewolf Innovation Awards.

How do you anticipate your customers' needs changing in the next five years—and how will Salesforce help you meet those needs?

We're constantly interacting with our members. We know that if they're having trouble understanding their benefits, we've got to communicate better. Our customer service reps depend on the knowledge stored in Service Cloud to get accurate information to our members. With our new customer community portal, members can log in, read up on benefits, submit questions, and easily get a response from a customer service rep. With Salesforce, we're able to provide a self-service portal to our 27,000 members, so they have information at their fingertips, meeting the needs of both our members and our business.

Has Salesforce influenced you to redefine your company's business outcomes?

In the past, the construction industry was very much tied to systems that were regimented and precise, but not very flexible, not very forgiving. Salesforce has allowed us to reimagine how we work and to do it better and more efficiently. We're now able to accomplish projects in a short period of time, which is something that, in the past, we could only dream about. Today, when we have a big idea that we think will bring value to our members, we know we have a tool that will help us bring it to life.

What roadblocks to innovation have you experienced, and how have you pivoted to overcome them?

Innovation has always been tied to technology. When I first started [at MOE Funds], there was a system in place, but it was rigid and difficult to extract any information that made sense. When you're trying to innovate, data cannot be locked away; you need it to be available and easily accessible, like it is today in Salesforce. It is so much easier to understand our business. Before Salesforce, we'd always hear, “That's a great idea, but we're running into problems with the current technology that won't allow us to execute it.” Salesforce has opened up the doors to where everything that we dream of can now be possible.



Defining a Salesforce Innovator

This year, Bluewolf leveraged the power of IBM Watson to gain greater insight into the sentiment of survey respondents and leading executives at companies using Salesforce. With Watson's Alchemy Language and Personality Insights APIs, Bluewolf analyzed over 10 hours of executive interviews and 8,300 open text responses on the opportunities, challenges, and innovation potential with Salesforce.

Watson revealed that the top objective and top challenge of Salesforce customers surveyed were the same—revenue growth and data quality.

Through this process, Watson also discovered that Salesforce innovators share five key personality traits. Here are the results.

| **With
Watson™**



Self-efficacy

Individuals that score highly on self-efficacy strive for achievement through self-discipline, organization, and reliability. Salesforce innovators with this trait prefer planning over spontaneity, and work to align executives, communicate timelines, and achieve defined business outcomes.

Cautiousness

Individuals that rank highly on cautiousness are perceived as intelligent and wise. They plan toward their goals, despite outside impulses and obstacles. Salesforce innovators stay focused on achieving business outcomes and ensuring that every change creates impactful customer moments.

Intensity

Intensity refers to the ability to experience emotions and maintain emotional stability. High intensity is a characteristic of dynamic individuals. Salesforce innovators invest more emotion into their work. For them, it's about their employees and customers, not just about the technology.

Sympathy

Sympathetic individuals are compassionate and well-tempered. They understand and relate to the feelings and emotions of others. Salesforce innovators empathize with their employees and customers, and drive change within their organizations to improve the whole experience.

Altruism

Individuals with high altruism scores are cooperative and have trusting and helpful natures. Employees trust these Salesforce innovators to have their best interests in mind.

The Best Companies

This year, only 11% of companies surveyed rose above the rest. Here's how we defined the best.



They're investing in analytics and intelligent applications.

75%

of companies increasing investment in analytics can cite revenue gains as a measurable business outcome attributable to their use of Salesforce.

They're integrating multiple Salesforce clouds.

80%

of companies that have integrated one or more clouds say they see greater value in Salesforce today than they did 12 months ago.

They're not stuck to the status quo.

52%

of companies are releasing changes to their Salesforce instance at least monthly.

They're focused on user experience design for customers and employees.

69%

of companies say it's easier to use their Salesforce instance today than it was 12 months ago.

Bluewolf Innovation Award Winners 2016

These client awards recognize leading companies that have showcased excellence in deploying a large digital initiative, cloud technology, or business process that has enabled them to get closer to their customers and derive tangible business outcomes.

Read more at bluewolf.com/success



EXCEPTIONAL CUSTOMER EXPERIENCE

Wendy's innovated its omni-channel customer experience by establishing its own customer care team, which supports more than 6,500 franchise and company restaurants across North America. By implementing Service Cloud, including knowledge deployment, computer-telephony integration, customer email, and text-to-case resolution, it personalized the customer experience.



CUTTING-EDGE SALES TRANSFORMATION

Spirent, a multinational telecommunications testing company, knew that running its business from a mobile device was an industry differentiator. Spirent implemented Sales Cloud, Service Cloud, and Apttus CPQ, and migrated its Marketo instance to significantly improve its global sales productivity. This drove greater customer focus, proactive service, and alignment with its global business units.



NEXT GENERATION DIGITAL ENGAGEMENT

James Hardie, a world-leading building materials manufacturer, envisioned a better way to differentiate its brand and generate loyalty from its homeowners and partners. It integrated Salesforce and Marketo, focused on lead acquisition and nurturing, and improved web and mobile UI/UX, which resulted in a 300% increase in marketing qualified leads.



Midwest Operating Engineers
Fringe Benefit Funds

RELENTLESS EMPLOYEE FOCUS

MOE provides benefits to nearly 27,000 labor union members and their families. Consolidating several disjointed systems and time-consuming processes into Service Cloud and Community Cloud allowed members to manage healthcare benefits and access a hub of educational and digital communication throughout the organization. The system is now set up to save the organization millions of dollars annually.

A blue cube with a white circular logo containing the text "Bluewolf Innovation Award".

Bluewolf
Innovation
Award

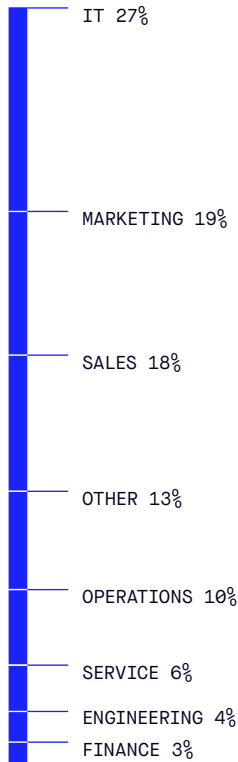
A blue cube with a white circular logo containing the text "Bluewolf Innovation Award".

Bluewolf
Innovation
Award

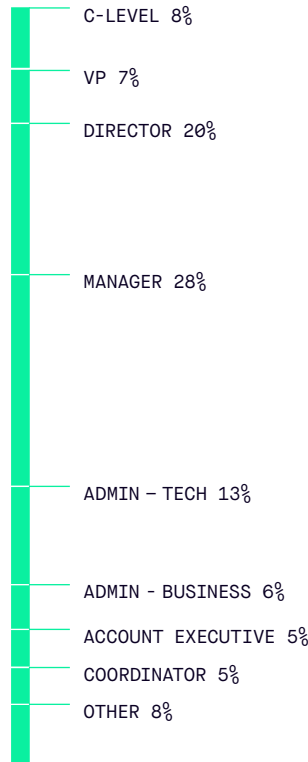
The State of Salesforce by the Numbers

Bluewolf conducted a survey of more than 1,700 Salesforce customers. Employees of all functions and titles provided valuable insight on how the companies are using Salesforce this year. This survey was conducted in the second and third quarters of 2016.

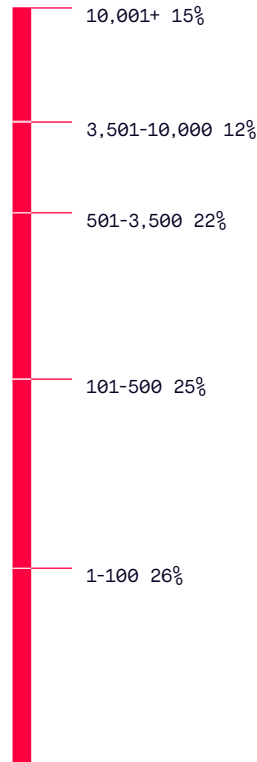
Function



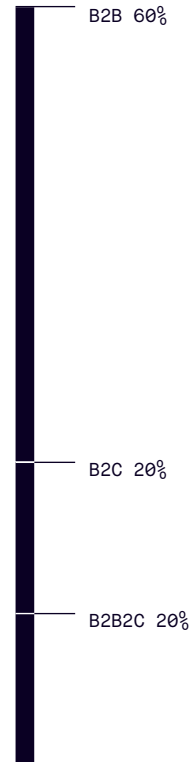
Role



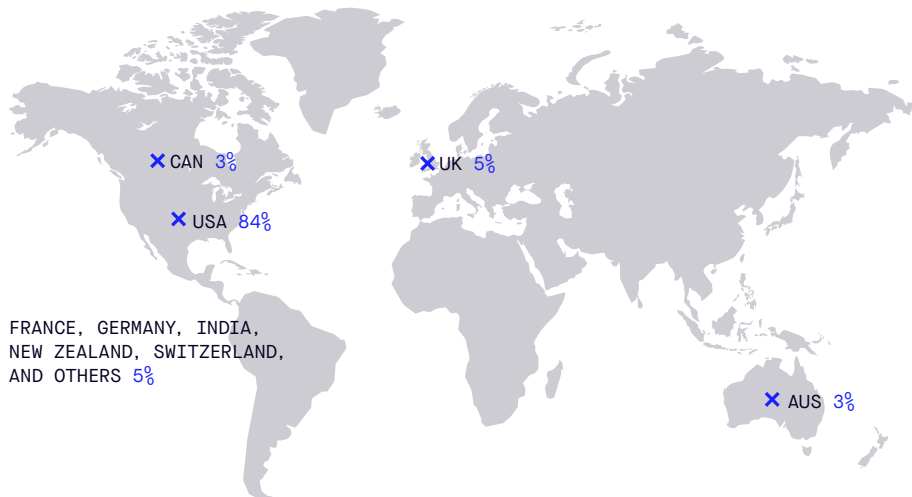
Company Size



Business Model



By Country



By Industry

TECHNOLOGY	23%
FINANCIAL SERVICES	12%
BUSINESS SERVICES	9%
MANUFACTURING	9%
HEALTH CARE	7%
MEDIA	6%
EDUCATION	5%
RETAIL	3%
INSURANCE	3%
TELECOMMUNICATIONS	3%
GOVERNMENT	2%
OTHER	18%

Bluewolf, an IBM Company, is a global consulting agency that builds digital solutions designed to create results. Now.

We're the proven Salesforce partner for a reason—our technology-driven method combines our deep expertise with vetted accelerators and solutions to create measurable results for companies of all sizes.

Our skilled consultants have logged over 15 years of client success across all Salesforce Clouds, Products, and Platforms.

Bluewolf Align ensures customer and employee experience is mapped to business outcomes from the very start.

Bluewolf Blueprint analyzes critical business processes, drives prioritization, and promises success by reducing risk and accelerating time to value.

Bluewolf Beyond drives innovation on live Salesforce environments, giving clients access to the skills and resources needed to stay ahead of the competition.

Wherever you are on your journey with Salesforce, Bluewolf can help you build incredible customer and employee moments.

Thank You

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Adam Bataran

Senior Director of Analytics

Jolene Chan

Chief of Staff

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Chief Platform Officer

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