How the Best-connected Businesses Connect

Aligning the Core Back Office with the Social Front Office in Today's Connected World

salesforce

CONTENTS

WHAT'S YOUR BUSINESS MODEL IN FIVE YEARS' TIME?

A decade ago, the focus of enterprise investment in computing technology was on improving and automating internal operations. Ten years later, all organisations still have to excel at running their own operations, but added to that imperative they face new demands today from a radically changed world around them. The reach of the Internet, the rise of cloud computing and the spread of increasingly powerful personal devices has brought a new emphasis on being connected and responsive. Those that cannot achieve real-time interactions and rapid agility in their dealings with customers, partners and employees risk being left behind.

In the words of Angela Ahrendts, CEO of luxury brand Burberry: "You have to be totally connected with everyone who touches your brand. If you don't do that, I don't know what your business model is in five years."

Every individual interacting with an organisation today—whether they're a consumer, a corporate buyer, a partner or an employee—brings a completely different set of expectations compared to just a few years ago. This demanding new business environment requires enterprises to open up to connection across many dimensions:

- **Omnipresent.** Anywhere, anytime, anyplace access to information and resources has become the benchmark expectation among smartphone-owning customers, iPad-toting executives and far-flung partners and suppliers. The enterprise has to support connection from mobile and remote devices, across all time zones and geographies.

- **On demand.** No one tolerates the time delays of physical processes any more if they know that automation can deliver the same result faster. The modern enterprise is expected to operate fully automated, end-to-end processes.

- **Real-time.** In an era when any of us can instantly look up our bank balance online and follow the latest news as it unfolds on Twitter, the idea of waiting hours or days for corporate information feels like an anachronism.

- **Agile.** With quicker access to information about opportunities and setbacks, business people demand the same frequent updating of enterprise automation that they see being delivered to online and mobile applications in the consumer world.

- **Collaborative.** The Facebook generation understands the power of instant connection and feedback. They expect the same engagement and teamwork at work and in business.

## ENTERPRISE ARCHITECTURE FACES A CHALLENGE

Expectations that have become commonplace in today's modern, connected world demand a level of connectivity, performance and agility that conventional IT infrastructures were not built to deliver. Traditional enterprise software has its roots in the pre-Internet era, when IT investment focused on automating the small but essential subset of an organisation's activities that made up its core internal operations. Packaged software suites such as enterprise and manufacturing resource planning, human resource management and supply chain management were designed to meet key objectives within those core processes such as stability, consistency and transactional integrity, delivered reliably at scale. These objectives are still important today for those core internal operations, but they demand different qualities than those required for the far larger range of processes and activities that interact with the connected external environment. Rather than fast-paced interactions with the outside world, conventional enterprise IT is optimized for:

- **Internal focus.** Connecting core processes within the enterprise was already a big enough challenge without thinking about the outside world. Where communications outside the enterprise took place, this largely used to happen on paper or via specialist networks such as EDI. If web e-commerce was added, it took place on a separate, specialist system.

- **Fixed processes.** The core operations automated by these applications are largely defined in procedures manuals or compliance statements and change infrequently. Making up 10-20% at most of an enterprise's processes, traditional ERP was not built to automate every process used by every employee within the business. The focus has been on processes where data integrity and compliance take precedence over individual user productivity, collaboration and innovation.

- **Planned change.** Any changes in capacity or capability are mapped out in advance and implemented as discrete projects that may last months or years.

THE ROLE OF THE CLOUD APP PLATFORM

Conventional enterprise IT has grown up with characteristics that are poles apart from what the connected modern world demands. Enterprises face a mammoth task if they are to convert their existing application stacks to meet the omnipresent connectivity, on-demand provisioning, real-time information, adaptive processes and collaborative engagement of this new, connected business environment.

An alternative approach—successfully adopted by many including several global businesses we'll discuss in this paper—is to harness the capabilities of a cloud computing platform to take on

AGILITY

STABILITY
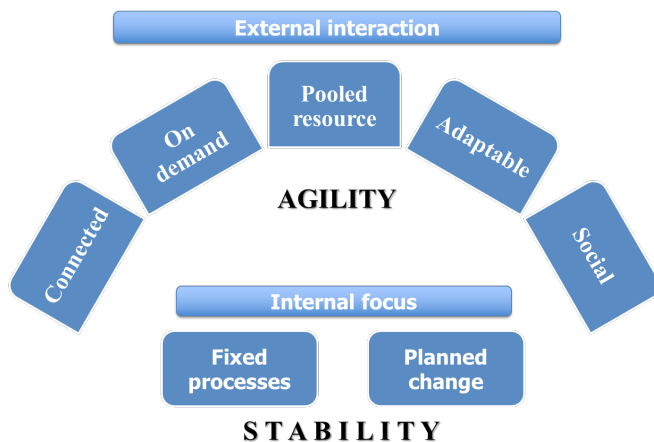
the task of interacting with the outside world in front-office applications. Cloud-based applications are optimized to meet those requirements:

- **Connected.** Any reputable cloud provider of scale already has the necessary infrastructure in place to deliver the anywhere, anytime, anyplace connectivity to reach remote users wherever they happen to be. Increasingly, that includes built-in support for mobile clients and connection to social networks, seen as a competitive necessity for a cloud provider.

- **On demand.** A cloud provider that serves a broad customer base must maintain an infrastructure that delivers consistent performance around the clock to all users, with spare capacity to match peak demand at any time. In an enterprise application context, that demand is just as likely to be driven through API connections as from direct user interaction.

- **Pooled resource.** A fully multi-tenant cloud application runs as a single, shared operational instance that delivers the same optimized, high-performance capabilities to all. This allows it to deliver real-time information flows and processes, both internally and in its connections to other resources and systems.

- **Adaptable.** The shared instance must support each individual customer's need for custom objects and processes while constantly adding new functionality to remain competitive with other platforms. This combination of frequent functional refresh and metadata-driven application logic provides an ideal platform for rapid, iterative development and delivery of innovative business automation.

- **Social.** Cloud platforms don't stand alone, nor do their users. Ease of connection encourages collaboration and engagement around the platform, with built-in support for connections to other cloud platforms, not only at the application

layer, but also in the user interface for greater productivity across any process. Meanwhile, the single, shared instance makes it easy to share innovations created on the platform by the partner ecosystem.

Adopting a cloud application platform for its outward-facing activities allows an enterprise to instantly bring that connected infrastructure into play without the cost, disruption and resource drain of attempting to build it in-house from scratch. The new approach to IT being adopted by the best-connected enterprises is one that combines the stability of traditional, core application suites with the agility and connectivity of outward-facing cloud applications, using each where they are best suited.

MAKING IT REAL: LEADING COMPANIES MAKE THE CHANGE

Leading companies such as Burberry, Medtronic and Kimberly-Clark have connected their existing business operations running on SAP into today's fast-changing, collaborative front office business processes using the adaptable, on-demand connectivity of Salesforce Platform. The combination allows them to unlock the critical business data inside their SAP systems and bring it into the mobile, social and highly flexible context of today's connected business environment. This duality preserves operational integrity while seizing new opportunities for mobility, flexibility and social engagement.

Burberry

Luxury fashion brand Burberry is one of the leading proponents of this new approach. The company has invested in consolidating its core operations on SAP at the same time as adopting Salesforce Platform to fulfil its vision of the modern digital front office that connects with customers anywhere, on any device. The Salesforce platform integrated into SAP provides a powerful platform for digital innovation, which Burberry has used to power Burberry World, its online shopping site designed to offer customers a consistent experience across any device and location anywhere in the world.

Burberry also takes advantage of Salesforce.com's Chatter social networking platform to accelerate communications among employees and allow collaboration across geographies and departments.

One of the most important benefits that Burberry and other Salesforce.com customers have found is the ability to rapidly develop robust automated processes on the Salesforce Platform that integrate simply and effectively with existing core SAP systems.

- There's no waiting time to deploy servers and install software as the platform is already operational and ready for use.

- It includes built-in support for mobile clients, social functionality including links to other cloud platforms such as Google,

Amazon and Facebook and the infrastructure to connect to users wherever they are across the globe.

- It's possible to build and deliver applications within days or weeks, enhancing business agility.

Kimberly-Clark

Global consumer and healthcare products giant Kimberly-Clark illustrates the power of cloud platforms to resolve complex integration challenges. The company's healthcare and B2B sales divisions had struggled with integration into SAP CRM across four separate SAP instances serving each of its global regions. After deciding to adopt the Salesforce Platform, it was able to complete integrating product and accounts data into a suite of front office applications from its North America, Asia Pacific and European regions all in less than a year.

Since starting to deploy Salesforce.com, it has built more than 14 different applications on top of the platform, including a master data management (MDM) application in its European region that took less than three months to develop and went live a little more than a month later. This reconciles data from various systems into a unified view that allows the company to match up distributor reporting with end customers. Some customers may be listed up to six different times in various SAP systems and those records can be reconciled to a single account in Salesforce.com.

Kimberly Clark Application Landscape
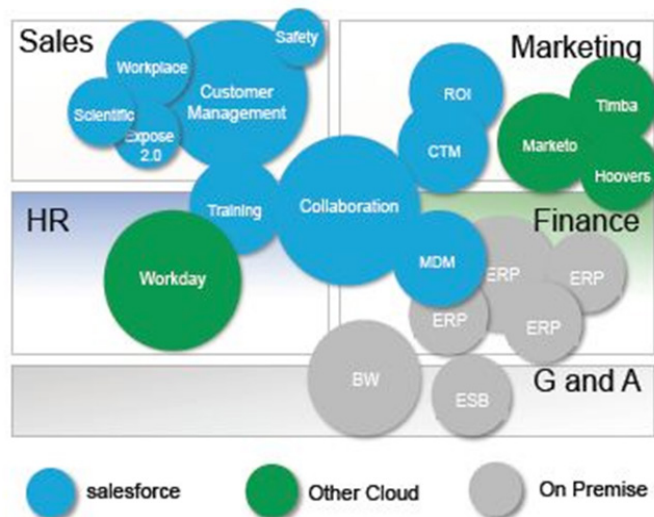
Just as important as solving existing challenges, the Salesforce Platform supports more rapid innovation and change. Kimberly-Clark has built and delivered mobile iPad apps that its North American sales teams use with customers in place of printed materials. It has also taken advantage of the AppExchange to implement third-party applications alongside Salesforce.com such

as Marketo, Hoovers and Timba. Pre-tested to work with Salesforce.com and already implemented on the platform, these applications can be provisioned within a day and brought into production in just a few weeks.

Medtronic

Medical technology manufacturer Medtronic tells a similar story. It has consolidated data into the Salesforce platform from several different CRM systems, integrating to both SAP and Siebel, to create a foundation on which it has been able to add mobile, online social communities and a customer-facing website.

Effective, reliable, high-performance integration is fundamental to the success of all of these projects. A common refrain is the speed at which implementations can be completed. Kimberly-Clark finished its project in less than a year. It took elevator manufacturer Kone just six months to roll out integration into Force.com from SAP customers, products, contracts, orders and customer billing across 1800 users and 43 countries.

Such rapid integration successes are due to a combination of factors:

- Developers can choose to integrate at the layer that best fulfils the business need of the specific application, whether that's classic integration at the data layer, real-time synchronisation and messaging at the application logic layer or using simple mash-ups to present information in context within the user interface.

- The multi-tenant Salesforce.com API is optimized for operational speed, volume and efficiency, delivering better performance than conventional web service-enabled APIs.

- There are many certified, templated solutions from a range of integration providers in the AppExchange ecosystem that offer proven, pre-packaged connectors.

In all these cases, the ability to work with a known, operational platform, a range of fresh approaches and an ecosystem of experienced partners help accelerate solutions.

THE FUTURE OF IT

The advent of enterprise-class cloud platforms such as Salesforce.com is leading to a reappraisal of the role of IT in the enterprise. In the future, the IT function becomes that of a strategic custodian rather than a tactical firefighter, verifying the integrity of the infrastructure but sharing responsibility for its day-to-day management with third-party cloud providers. These are some of the emerging characteristics of enterprise IT in this new world:

- **Cloudsourced.** In the cloud, the grass really is greener on the other side of the fence. It's often cheaper, faster and you'll achieve a better result by tapping a third-party cloud resource rather than trying to build equivalent capability in-house.

- **As-a-service.** You contract for services and pay for what you use. That means becoming more proficient at monitoring service level agreements and predicting usage levels.

- **On demand.** There's no waiting around for physical deployment. You can afford to delegate provisioning and some aspects of administration and configuration to business users. You'll also need to equip them with the skills to manage those powers and step up your oversight.

- **Fly-by-wire.** The increasing complexity of IT automation and reliance on external providers requires more sophistication in the use of instrumentation and policy-driven automated governance.

- **Iterative.** Development moves from a project-based, waterfall approach to a more iterative, agile model in which automation can be prototyped and fine-tuned in partnership with business users.

MEETING THE CHALLENGE: CONNECTING TO THRIVE AND SUCCEED

Matching the expectations of today's modern, connected world demands a new enterprise architecture that is optimized to take advantage of all the opportunities for agile interaction with digitally astute customers, partners and employees.

Leading companies have shown what can be achieved when they connect their existing business operations running on SAP or other ERP systems into today's fast-changing, collaborative front office business processes using the adaptable, on-demand connectivity of the Salesforce Platform. Their stable, compliant, core operations continue to run reliably on the SAP platform while more agile, responsive, external-facing activities are able to take advantage of the mobility, flexible custom processes and social and collaborative engagement that come built into the Salesforce platform.

Just as the best-run businesses run on SAP, the best-connected businesses build their modern, integrated digital front office systems on cloud app platforms like the Salesforce Platform.