SALESFORCE LIGHTNING ASPECT

NUCLEUS RESEARCH

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THE BOTTOM LINE

Aspect upgraded its Salesforce Sales Cloud to Lightning to modernize its user experience and drive greater adoption. Nucleus found that the project enabled the company to increase sales, reduce user help-desk demands, and increase visibility across the organization to improve customer engagement.

ROI: **636%**
Payback: **2 months**
Average annual benefit: **$2,095,550**

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THE COMPANY

Aspect was founded in 1973 when it built the first call center flight booking system with automatic call distribution for Continental Airlines. Since then, the company has grown to be a global leader in contact center applications, serving customers in 115 countries. Based in Phoenix, Arizona, the company has approximately 300 sales people.

THE CHALLENGE

Given the nature of Aspect's business, it had a very complex product set with a matrix pricing model that was required to develop quotes for customers. The company had been a Salesforce Sales Cloud and Service Cloud customer for some time, but quoting was handled through the company's Oracle E-Business Suite enterprise resource planning (ERP) application and involved a number of manual

workarounds: quotes would be developed on Excel spreadsheets, circulated via e-mail, and then manually uploaded into the E-Business Suite quoting system.

As part of a broader sales and technology strategy initiative in 2015, the company replaced Oracle with NetSuite, a redesigned Salesforce Sales Cloud, and a quoting engine provided by a Salesforce ecosystem partner. However, because of Aspect's complex product set and pricing model, the quoting component still required the completion of a number of custom fields. This posed problems including:

- Performance issues. The number of custom fields and frequency of their use was slowing application performance as the highly-customized application met Salesforce limits.

- Despite the customizations, sales people still had to complete a number of manual steps to enter their quotes. This was not only creating an undue burden on sales people: it was also driving a significant volume of help-desk tickets as users needed support to complete the quoting process.

Cost : Benefit Ratio | **1 : 10.2**

THE STRATEGY

Aspect decided to implement a new sales methodology (customer-centric selling) in 2015. After seeing Lightning at Dreamforce, the company developed a plan to implement Lightning Experience, Salesforce's new Lightning user interface (UI), with the next phase of its sales methodology. Beginning in mid-2016, Aspect's Salesforce technology leadership began meeting with the sales operations team to determine how Lightning Experience could be used to support customer-centric selling.

Because Aspect had a strong internal Salesforce team, it didn't need to bring in outside consultants, and the actual deployment including the built-in sales methodology, automated activity updating, and guided selling was completed by a team of three Salesforce leads and 15 business users (on a part-time basis) in three months.

TYPES OF BENEFITS

Direct 3%   97% Indirect

Aspect devoted approximately three hours of demos and informal training on the new UI and sales methodology at its 2016 sales kickoff, and a new Lightning-based partner product configuration engine was rolled out 9 months later.

Today, sales people are taking advantage of the automated quoting process and updated information is available to both the management team and the customer service and contract renewals teams, who now know that they have up-to-date and accurate quote information within the system.

KEY BENEFIT AREAS

Moving to Lightning has enabled Aspect to drive greater visibility and productivity across its organization, from sales to management to customer support. Key benefits of the project include:

- Improved reporting and visibility. Prior to Lightning, Aspect had one full-time business analyst devoted to gathering, scrubbing, and reporting on sales pipeline data. Additionally, there was significant volatility in the pipeline as pipeline reporting was somewhat manual and subjective. Today, much of that process has been standardized and automated, and the entire management team reviews sales progress and bookings directly in a Salesforce Lightning dashboard. The analyst previously tasked with pipeline reporting has been promoted to other activities.

- Increased profits. The combination of customer-centric selling and the guided "Sales Path" capabilities of Lightning Experience – as well as its intuitive UI – has increased sales productivity and the ability to focus on deals most likely to close, enabling Aspect to increase its close rates by 25 percent.

- Improved renewal operations. Nearly half of Aspect's annual revenues comes from renewals, and the renewals team now has up-to-date and accurate account details for each customer. An automated quote generation process that is launched one year from the initial contract closing date has increased productivity for the team by 15 percent, because they no no longer have to manually review and validate account information before beginning the renewal process.

- Increased IT support staff productivity. Aspect has been able to reduce the overall volume of help desk tickets associated with Sales Cloud. It has also reduced the mean active time to resolution for cases by 83 percent, freeing up time for other activities.

CUMULATIVE NET BENEFIT

5,673,000

3,577,450

1,631,900

Year 1   Year 2   Year 3
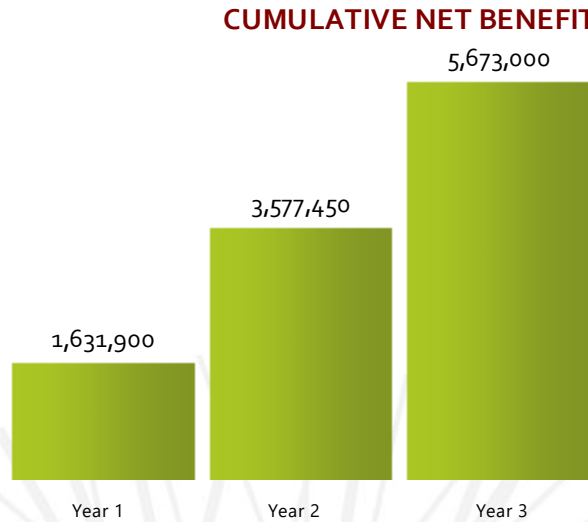
- Improved customer service. Service Cloud users now have access to up-to-date account and product configuration information for all customers, enabling them to more rapidly and intelligently respond to service requests, and reducing the mean time to resolve a case by 5 hours.

KEY COST AREAS

Key cost areas for the project included software license subscription fees, personnel time to implement the project, and the cost of sales people's time spent in training. Although Aspect invested in some Salesforce licenses to provide additional users with access to the application, there was no additional fee to upgrade existing Salesforce users to Lightning because Aspect was already a Performance Edition customer.

BEST PRACTICES

Moving to Lightning enabled Aspect to dramatically increase the performance of Sales Cloud while supporting the quoting complexity demanded by its product set. Because Lightning Experience brings a new way to render pages on the Salesforce platform, a modern UI, and guided selling, users now see Sales Cloud as a tool to support them, rather than a hindrance.

Aspect also embedded IT with sales operations through the planning and deployment process to ensure that the ultimate application that was delivered would be perceived as an enabler to sales.

NET CASH FLOWS

1,945,550   1,945,550   2,095,550

(313,650)
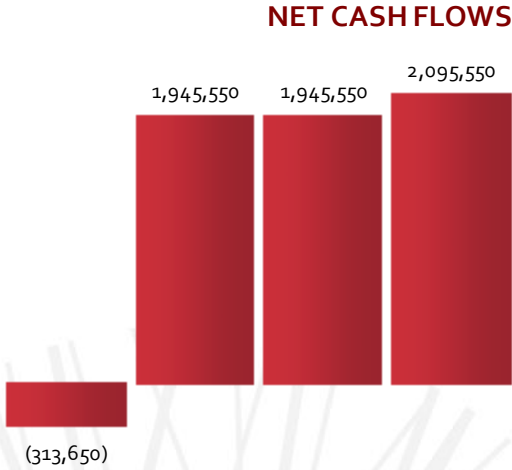
CALCULATING THE ROI

Nucleus quantified the initial and ongoing costs of software license subscription fees, personnel, and training over three years to calculate Aspect's total project investment. As the company already had Sales Cloud and Service Cloud licenses, only the incremental additional investment in subscriptions to provide additional users with access was included in the cost calculations. Because Aspect already had a Salesforce support team in place, there were no additional personnel needed to support the redeployment on an ongoing basis.

The direct benefit quantified included the redeployment of a business analyst and was calculated based on the annual fully loaded cost of that employee. Indirect benefits quantified included the increase in profits attributed to guided selling and the increased productivity of the IT support and renewals team, calculated based on their average annual fully loaded cost using a correction factor to account for the inefficient transfer of time between time saved and additional time worked. Not included in the benefits calculation were the impacts of greater visibility and lower pipeline volatility driven by the project.

FINANCIAL ANALYSIS
Aspect

Annual ROI: 636%
Payback period: 0.2 years

BENEFITS	Pre-start	Year 1	Year 2	Year 3
Direct	0	72,800	72,800	72,800
Indirect	0	2,022,750	2,022,750	2,022,750
Total per period	0	2,095,550	2,095,550	2,095,550

COSTS - CAPITALIZED ASSETS	Pre-start	Year 1	Year 2	Year 3
Software	0	0	0	0
Hardware	0	0	0	0
Project consulting and personnel	0	0	0	0
Total per period	0	0	0	0

COSTS - DEPRECIATION SCHEDULE	Pre-start	Year 1	Year 2	Year 3
Software	0	0	0	0
Hardware	0	0	0	0
Project consulting and personnel	0	0	0	0
Total per period	0	0	0	0

COSTS - EXPENSED	Pre-start	Year 1	Year 2	Year 3
Software	150,000	150,000	150,000	0
Hardware	0	0	0	0
Consulting	0	0	0	0
Personnel	130,650	0	0	0
Training	33,000	0	0	0
Other	0	0	0	0
Total per period	313,650	150,000	150,000	0

FINANCIAL ANALYSIS	Results	Year 1	Year 2	Year 3
All government taxes	45%			
Cost of capital	7.0%			
Net cash flow before taxes	(313,650)	1,945,550	1,945,550	2,095,550
Net cash flow after taxes	(172,508)	1,070,053	1,070,053	1,152,553
Annual ROI - direct and indirect benefits				**636%**
Annual ROI - direct benefits only				-9%
Net Present Value (NPV)				2,702,993
Payback period				**0.2 years**
Average Annual Cost of Ownership				204,550
3-Year IRR				619%

All calculations are based on Nucleus Research's independent analysis of the expected costs and benefits associated with the solution.

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