

TECHNOLOGY
VISION
FOR SALESFORCE®
2017

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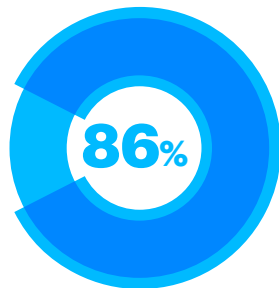
From the Internet to the advent of smartphones, the last three decades have seen people change the way they work and live to adapt to each new technology capability coming to market.

TECHNOLOGY FOR PEOPLE

THE ERA OF THE INTELLIGENT ENTERPRISE

More than ever before, we as humans control our own destiny. But the reasons why may surprise you.

Today, changes are still all around us, and are coming faster than ever. The key point is that we are in control. It's no longer people who are adapting to technology – rather, the technology is adapting to us. In fact, every time an experience is personalized, or technology anticipates people's needs and wants, we are being placed in the driver's seat to realize them. As technology becomes more sophisticated, it's not the technology itself that's driving change – it's us. We're putting technology to work to innovate and disrupt ourselves. It's no surprise that our global Accenture Technology Vision 2017 Survey reports that



of executives agree that their organization must innovate at an increasingly rapid pace just to keep a competitive advantage.

The digital revolution we're part of today isn't a cold, dystopian future of robots controlling the world. Rather, it's an age of human empowerment. It's about us designing technology that conforms itself to people, putting us firmly in control of our own fate. No longer are we waiting and wondering how the latest advances will change things; we're shaping the world to fit our needs, large and small.

The evolution of the Salesforce Platform illustrates this trend – not only its direct users, but the customers they support and their experience is at the center of every design change. Feedback from users drives real-time updates to the Platform, keeping people at the center of its product design and innovation.

Accenture helps its clients harness the true power of the Salesforce Platform - it's innovative ecosystem - to transform business processes far beyond CRM. When our clients leverage the Salesforce ecosystem, they are capturing innovation driven by continuous collaboration, knowledge share and intelligence from countless industries and are adapting it to fuel their transformation.

2017 VISION TRENDS

MAKING A PLACE IN THE REINVENTED WORLD



Every business is digital. But today, our biggest innovations will not be in the technology tools themselves, but in how we design them with people in mind.

In this year's Technology Vision, we've identified the top trends that will guide, influence and transform businesses for the next several years. This year's Technology Vision identifies five trends that underscore the importance of focusing on "Technology for People" to achieve digital success. Fueled by Salesforce technology, tomorrow's leaders are beginning to plan and execute business and technology strategies that reflect the concepts in three of these trends.



AI IS THE NEW UI

**Experience
Above All**

Artificial intelligence (AI) is about to become a company's digital spokesperson. Moving beyond a back-end tool for the enterprise, we see AI taking on more sophisticated roles within technology interfaces.

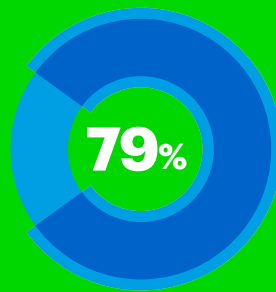
From autonomous driving vehicles that use computer vision, to live translations made possible by artificial neural networks,

AI is making every interface both simple and smart – and setting a high bar for how future interactions will work.

It will act as the face of a company's digital brand and a key differentiator – and become a core competency demanding of C-level investment and strategy.

As AI matures, many of the problems that hindered adoption in the past are disappearing. It's now consistently being used to add real-time context and intelligence to people's interactions with technology, driving wider, faster adoption of technology and providing better outcomes for people.

According to our global Accenture Technology Vision 2017 Survey,



agree that AI will help accelerate

TECHNOLOGY ADOPTION

throughout their organizations.

In short, AI is poised to enable companies to improve the experience and outcome for every critical customer interaction.

Long-time CRM users have reaped the advantages that the systems offer, delivering sought after business benefits early on. Given the changing nature of the market, they continue to search for ways to achieve more value from their CRM systems. For example, organizations seek more timely

data insights and the ability to get the right information to the right person, right when they need it. They also are looking for greater context and understanding around their customer relationships from their contact management systems.

Recognizing that AI has the power to address these issues, Salesforce began work on their embedded AI capabilities more than two years ago, bringing together experts in CRM, user experience (UX) and data science to build “Einstein” to be a core part of the Customer Success Platform.

SALESFORCE EINSTEIN

BRINGS THE POWER OF ARTIFICIAL INTELLIGENCE TO EVERY SALESFORCE USER

Special data science skills are not required. AI is built right into the familiar user experience, enhancing and tailoring it to each individual. Now, any company is empowered to deliver

more predictive and personalized customer experiences across sales, service, marketing, commerce and more.

IMAGINE YOU'RE A SALES REP NAMED **JAMES**

Every morning, you check your smartphone and your CRM automatically displays your daily appointments, including each client's three primary pain points and directions to their offices that are already pre-programmed into your car's GPS. A quick cup of coffee, and you're ready to start your day.

As you reach your first client, you receive a news update that the client has just acquired a data analytics company. Your AI sales assistant surfaces a summary of key findings from top trending news articles, along with relevant product recommendations. Within seconds, you have full context of your deal, in-context market updates, and a conversation starter — all of which are surfaced automatically and embedded within your CRM experience.

As you finish entering your meeting notes, your AI sales coach says, "Great job, James! Sounds like your client liked the product recommendation. Shall we move this deal from 'Qualified' to 'Discuss Pricing?'" By the time you return to the office, your AI assistant has automatically extracted action items from your notes, including a follow-up email that is ready to send. In one click, you've sent an email to secure your next meeting.

This is just one example of the power of AI, most of which is available today or in the near future, to adapt technology to the needs of the individual.



While Einstein is still an evolving capability, we believe that it will have impact throughout sales, marketing and customer service processes. You can already see the power of AI throughout the Salesforce Customer Success Platform, from basic content recommendation algorithms to state-of-the-art, deep-learning classifiers. Einstein can dynamically deliver tailored content through predictive scores and audiences, understand how customers feel through sentiment analysis, and help agents proactively respond to service issues before the customer is even aware there is a problem by analyzing

operations data. Throughout these formerly siloed business processes, AI can empower users with incredible data insights to enhance the customer experience across IT, marketing, sales and service roles.

No longer limited to back-office functions, AI is beginning to take on a direct role in interacting with both your customers and employees, tailoring each experience to enhance adoption and adapt technology to the needs of the people who use it. AI will be a key point of distinction for your business versus competitors, and so must be considered a core competency demanding of C-level investment and strategy.



Much more than just another technology tool to help increase efficiency or generate value, AI is no longer about how your company does things – it's who you are.



ECOSYSTEM POWER PLAYS

Beyond Platforms

Companies are increasingly integrating their core business functionality with third parties and their platforms.

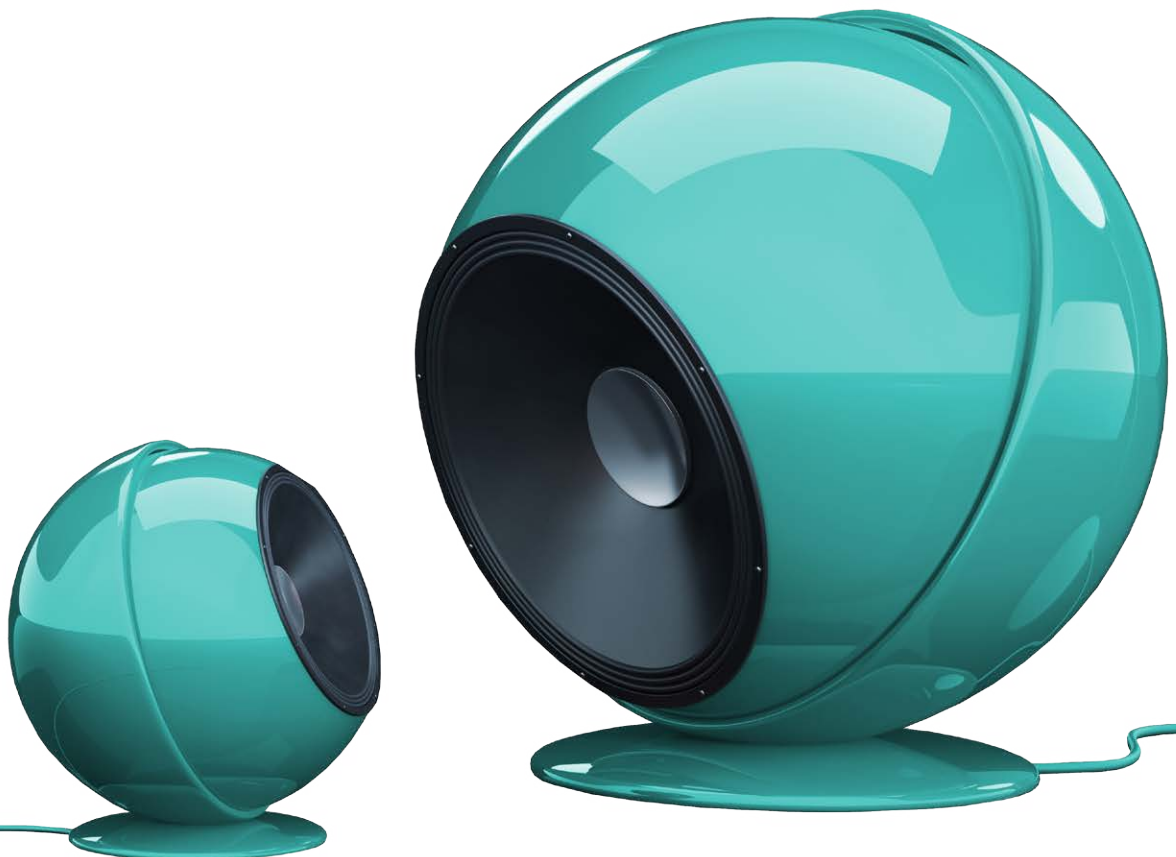
But rather than treat these third parties like traditional partnerships, forward-thinking leaders leverage these relationships to build their role in new digital ecosystems – instrumental to unlocking their next waves of strategic growth. As they do, they're designing future value chains that will transform their businesses, products, and even the market itself.

AS MORE COMPANIES JOIN THE PLATFORM REVOLUTION,

**the way leaders choose to build their portfolio
of digital partners is more important than ever.**

To provide increasingly innovative services and better outcomes for both their business and customers, enterprises across industries are integrating mission-critical activities with digital platforms. As a result, core

business functions – from customer service to machine maintenance – now not only include, but also heavily rely on a complex network of digital partners, reaching far beyond the walls of a single organization.



Salesforce recognized that beyond its Platform, a greater collaboration across the Salesforce community is allowing its customers to capture innovation, intelligence and knowledge from others and adapt it to help drive transformation within their own organizations.

The Salesforce ecosystem has become the true power of the Platform.

Salesforce's partner ecosystem is also driving innovative new capabilities, such as the integration of third-party cognitive computing technologies with Salesforce Einstein. This integration will help bring predictive insights from unstructured data, inside or outside an enterprise, together with Einstein's insights from customer data to enable smarter, faster decisions across sales, service, marketing, commerce and more.



BEYOND THIS ECOSYSTEM, SOME ARE USING **SALESFORCE**

**to help them create their own platform
plays and ecosystems.**

Let's look at a global energy management firm as an example. They have incorporated Salesforce as the foundation of its technology architecture, which brings together the worlds of energy, automation and software. Their global CRM program provided them with the foundation for more advanced capabilities, including customer care, issue to prevention, field services and marketing. Today, it has become a platform of interoperable technology capabilities for delivering "Internet of Things" (IOT)-enabled solutions at scale.

At every level of the technology architecture, partners are involved in some way in delivering services. This made the creation of a partner portal essential to delivering value. In addition to rapidly creating new, digital, customer-centric services, the technology has brought their partner ecosystem closer together and helped them deliver better service to their joint customers.



But not every company needs to be the platform provider. While some organizations may have this opportunity, most will find it cheaper and faster to use existing platforms as their means to enter new ecosystems. Regardless of whether they are providers of platforms or participants in others' offerings, all companies will have to excel at using the strength of platforms in their ecosystem, like Salesforce, to maximize their success. They must decide which ecosystems to join and what role to play. Each platform commitment means easier future engagement with other companies on the platform using the same infrastructure.

Every company requires an ecosystem strategy to move forward, one that prepares them for a future where they are not involved in just a single ecosystem, but many.

How your company selects and fosters the right ecosystems for your business requirements will define prospects for the future:

Competitive advantage depends on the strength of the partners and ecosystems you choose and your plans to help them grow.



DESIGN FOR HUMANS

Inspire New Behaviors

What if technology adapted to people?
The new frontier of digital experiences
is technology designed specifically
for individual human behavior.

Business leaders recognize that as technology shrinks the gap between effective human and machine cooperation, accounting for unique human behavior expands not only the quality of experience, but also the effectiveness of technology solutions. This shift is transforming traditional personalized relationships into something much more valuable:

PARTNERSHIPS

When technology works with people, they will use it. When it doesn't, they'll abandon or ignore it. Cybersecurity's struggles are just one stark example of an increasingly clear technology insight: functionality alone is not enough.

To truly succeed, businesses need to account for human behavior.

We have already discussed how Salesforce Einstein helps tailor the Salesforce Platform to the needs of each individual, improving adoption, data quality and collaboration. Salesforce Wave Analytics is another example of how Salesforce is designing technology for human behavior.

Traditionally, business intelligence (BI) solutions are designed around data, and dashboards are little more than a view for a data model, leaving users confused as to how they offer value and why they should engage. Wave Analytics is the first data discovery feature designed for exceptional end-user experience, with the power to make data understandable and flexible.

Accenture has taken advantage of Wave Analytics' capabilities to re-invent our BI implementation methodology from the ground up,

fusing cloud agility and user-centric app design with next generation unstructured data processing to produce a powerful tool that users value from day one.

Our Accenture data discovery feature framework for Wave Analytics is a methodology that allows us to rapidly design and visualize solutions in a matter of days, ensuring project delivery stays user-driven and value-aligned. We've taken the best parts of agile methodology, human-centric design philosophy and light-weight data modelling, and combined them to create a structured design method that delivers "insight as an app."

WHAT MAKES OUR METHODOLOGY SO DIFFERENT?

Just like Wave Analytics, it's designed around human behavior. Personas, not data schemas, are the core artifacts of the design process. By empathizing with the daily needs of our users, understanding their pain and what is valuable to them, we can design dashboard layouts and data solutions which zero in on pain points and unleash intelligence. But it's not enough to just design a great dashboard. We need to understand how a user will step through the solution and how to make the links between views intuitive and seamless.

User flow diagrams bring all the pieces together and map the journey of the user to ensure smooth adoption. Wave Analytics-enabled technology becomes a partner in discovering insights.

Our clients are leveraging Wave Analytics and the Salesforce Platform to build a

360-DEGREE VIEW OF THEIR CUSTOMERS,

integrating customer interactions across their entire digital footprint.

For one of our consumer products clients, agents need to know every fact they can about the purchasing habits and service history of a customer. Key facts should be summarized alongside best-practice CRM

functions, but the interface must also be intuitive and highly responsive to support a customer service call as the needs of the customer are explored.

For example, as Emily reviews key account information on a Wave Analytics-enabled customer dashboard, she recognizes two things: orders for a particular product are trending down and there have been a number of faults. When she calls her customer and confirms that a machine is causing issues, Emily sets up a case right from the dashboard using Salesforce Actions. Emily can see the account history and notices that this issue has been a recurrent problem, impeding sales of a number of products. With the matter resolved, Emily can quickly identify the “Next Best Order,” analyzing trend data to recommend product volumes and using integrated predictive analytics to help her customer better manage demand.



The ease with which agents can access a complete picture of their customer is the result of

HUMAN-CENTERED DESIGN

that is built into Wave Analytics and the entire Salesforce Platform.

This translates into fast adoption, better customer experience and insights rapidly turned into profits. Agents are able to be a better partner to their customer, proactively addressing issues to the mutual benefit of both companies.

By considering and responding to human behavior, businesses have an unprecedented opportunity to transform their relationships with people. Building on the insights available from vast amounts of data, leaders will create rich, responsive journeys that can guide customers and employees toward achieving their goals, and walk with them to get there. With the power of these new relationships, your company will find new opportunities to innovate, and new pathways into digital markets and industries.

Just as your company will help customers and employees grow, these new relationships will help your business grow in return. This is the human-by-design approach that will deliver lasting value in the digital economy:

**Technology
that adapts to
people, and puts
their goals first.**

THE ERA OF THE INTELLIGENT ENTERPRISE IS **NOW**

These themes represent the newest expression of Accenture's People First view of the changing digital landscape.

As part of Accenture's multi-year perspective on technology's impact on enterprise, they reflect the continuously evolving digital culture that creates challenges and opportunities for organizations worldwide.

The three themes highlighted here are already playing important roles in the strategies of leading companies as they explore the full power of the Salesforce ecosystem. AI is becoming pervasive in the user experience, driving technology adoption. Salesforce is driving the creation of new client platforms that create even more powerful ecosystems. Human-centered design is helping technology adapt to people's needs and assist them in meeting their goals.

With our world in a state of change at every level, being a leader isn't just about incorporating new technologies. It's about finding a place in the next evolution of society, by empowering people – your people, whether they are customers or employees – and becoming an associate, embedded throughout everyday life.

The world will continue to evolve, but leading enterprises that embrace this deeper dive into a People First mindset will find benefits at every scale. Across every industry, at every level of business, the one thing every company has in common is their people.