

NEAT EVALUATION FOR GRAZITTI INTERACTIVE:

Salesforce Services

Market Segment: Experience Cloud Services

Introduction

This is a custom report for Grazitti Interactive (Grazitti) presenting the findings of the NelsonHall NEAT vendor evaluation for *Salesforce Services* in the *Experience Cloud Services* market segment. It contains the NEAT graph of vendor performance, a summary vendor analysis of Grazitti for Salesforce services, and the latest market analysis summary.

This NelsonHall Vendor Evaluation & Assessment Tool (NEAT) analyzes the performance of vendors offering Salesforce services. The NEAT tool allows strategic sourcing managers to assess the capability of vendors across a range of criteria and business situations and identify the best performing vendors overall, and with specific capability in Experience Cloud Services, Field Services, Commerce Cloud Services, Marketing Cloud Services, Revenue Cloud Services, MuleSoft Services, and Vlocity Services.

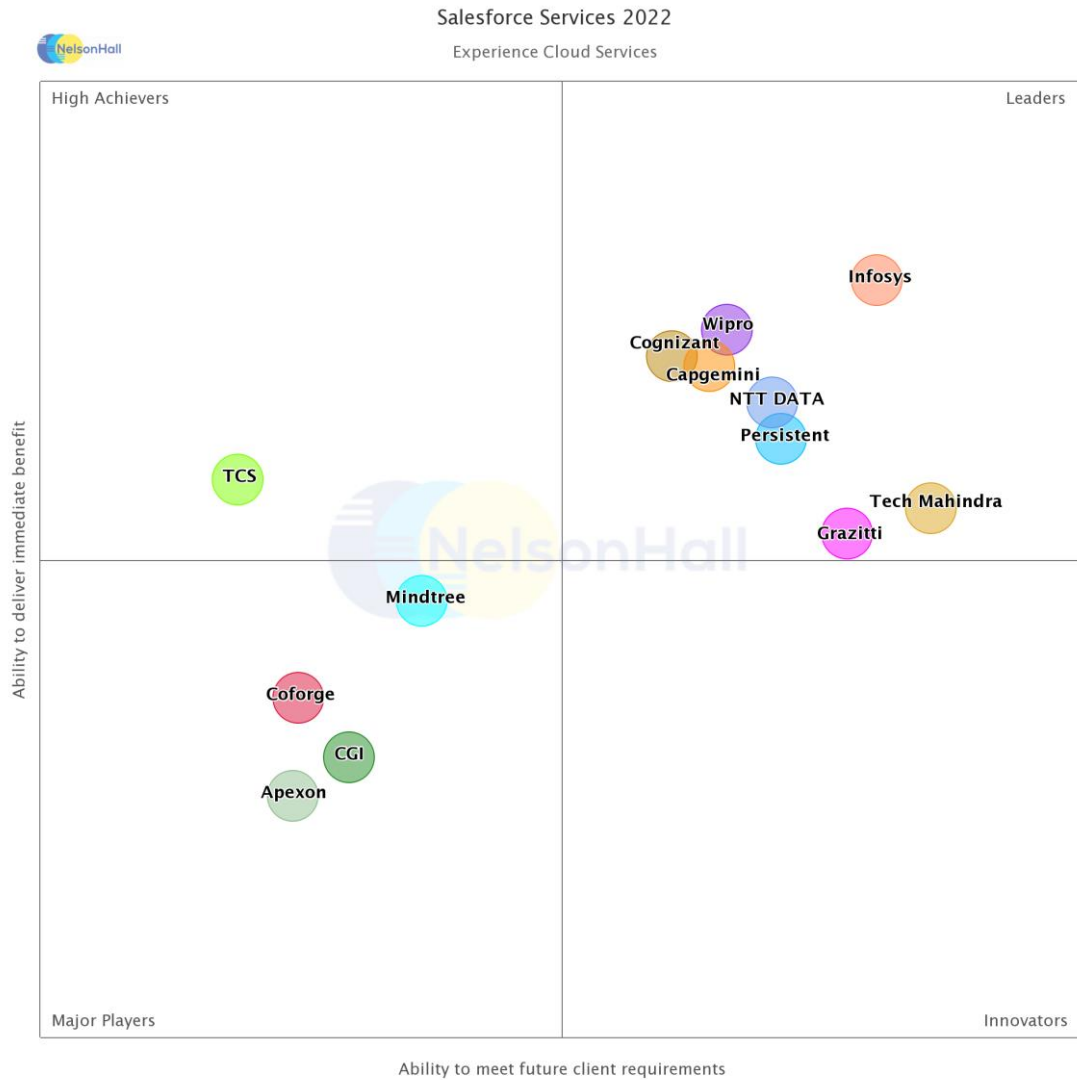
Evaluating vendors on both their 'ability to deliver immediate benefit' and their 'ability to meet client future requirements', vendors are identified in one of four categories: Leaders, High Achievers, Innovators, and Major Players.

Vendors evaluated for this NEAT are: Accenture, Apexon (formerly Infostretch), Capgemini, CGI, Coforge, Cognizant, Deloitte Consulting, EPAM Systems, Grazitti Interactive, IBM, Infosys, Mindtree, NTT DATA, Persistent, TCS, Tech Mahindra, and Wipro.

Further explanation of the NEAT methodology is included at the end of the report.



NEAT Evaluation: Salesforce Services (Experience Cloud Services)



NelsonHall has identified Grazitti as a Leader in the *Experience Cloud Services* market segment, as shown in the NEAT graph. This market segment reflects Grazitti’s ability to meet future client requirements as well as delivering immediate benefits to its Salesforce services clients with specific capability around the Experience Cloud platform.

Leaders are vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements.

Buy-side organizations can access the *Salesforce Services* NEAT tool (*Experience Cloud Services*) [here](#).



Vendor Analysis Summary for Grazitti

Overview

Grazitti is a privately-held digital agency headquartered in Panchkula, Haryana, in India, and has a headcount of ~1K.

Grazitti's Salesforce practice shares the company's background in servicing its clients' support/customer service units, mostly for technology clients who are primarily ISVs. It therefore has its strengths in Sales, Service, and Experience Cloud. Also, Grazitti has developed expertise in CPQ, and the company is deploying its corporate strategy to expand in EPA to Salesforce services around MuleSoft RPA (Servicetrade).

The practice has, over time, expanded its portfolio to the broader Salesforce set of products with a focus on technical development and systems integration, along with business process reengineering. Grazitti complements its Salesforce practice's technology services profile with the UX/UI/design thinking capabilities of its other units and analytics, along with digital marketing.

Grazitti's Salesforce practice serves ~100 clients. The company has ~280 experts working with Salesforce, MuleSoft, and Tableau Software expertise.

The Salesforce practice has expanded its capabilities to the majority of the Salesforce portfolio, including:

- Sales Cloud
- Services Cloud
- Commerce Cloud
- Experience Cloud
- Marketing Cloud (B2C) and Pardot (B2B)
- Einstein Analytics
- Tableau
- MuleSoft.

To date, most of Grazitti's Salesforce activity is around Experience, Sales, Service and, to a lesser extent, Marketing Cloud.

Experience Cloud

Experience Cloud continues to be Grazitti's core activity in Salesforce services, and the company has developed an Experience Cloud QuickStart. The QuickStart includes widgets, e.g., load images and a logo, a sales order dashboard, and a social media connector.

Grazitti also has Community Discussions, a template for managing groups and questions on Experience Cloud.

With its Community Content Subscription Manager. Grazitti provides subscription management for Community Cloud. Its features include auto-notification of the creation of subscription categories/sub-categories.



Marketing Cloud

Grazitti continues to build its Marketing Cloud capabilities, including:

- Journey Builder implementation services
- Marketing Cloud consulting, such as audience set up, user journeys, user-initiated emails
- Triggered email implementation.

Grazitti also invests in its Marketing Cloud capabilities, primarily through developing specialized capabilities, including:

- Pardot to Marketing Cloud migration
- Campaign Monitor to Marketing Cloud migration
- SendGrid to Marketing Cloud migration
- Oracle Eloqua to Marketing Cloud migration.

MuleSoft

Grazitti highlights that most MuleSoft activity is related to Salesforce products. The company works on several MuleSoft initiatives such as:

- Salesforce to Salesforce integration
- Order to cash integration.

In addition, Grazitti also works on MuleSoft projects that do not involve Salesforce. An example is the integration of accounting firm software RevSym with NetSuite.

Field Service Cloud

Grazitti continues to deploy its capabilities around Field Services Lightning as an expansion of its Service Cloud expertise. Services provided include:

- Consulting services to understand the client's challenges and requirements and recommend a solution
- Implementation services include process identification and reengineering, road mapping across field services, work order management, skill management, resource management, service reports, and mobile app customization
- Integration across Salesforce products
- Reports
- Support.

Financials

Grazitti derived ~\$8m in Salesforce revenues in 2021.



Strengths

- *Experience Cloud*: Grazitti has its strengths in Salesforce's core products: Sales, Service, and Experience Cloud, with its client base of high-tech and ISV firms, for channel management. It has developed its expertise around case management, collaboration, and integration with ITSM/ticket management tools. The company has a wealth of IP (whether products or technology accelerators) that complement Experience Cloud
- *Marketing Cloud*: the company is deploying its expertise across the different Marketing Cloud modules, e.g., Journey Builder and Interaction Studio. It also develops specialized capabilities such as Pardot, Campaign Monitor, and SendGrid to Marketing Cloud migration. This is the first step, and we would like Grazitti to develop accelerators backing such migration services, probably in the form of data models or object migration.

Challenges

- *MuleSoft*: Grazitti mostly has expertise in implementation services and has some level of specialized capabilities, using MuleSoft to connect RevSym to NetSuite for its U.S. high-tech client base. We would like to see a more comprehensive and structured portfolio of services
- *Field Service Lightning*: the company's expertise lies around implementation services. We would like to see more specialized capabilities.

Strategic Direction

Grazitti is focusing on the following priorities:

- Sinergify with Jira integration. The company has significant ambitions for the product, which it thinks has a high potential for product subscriptions/license sales
- Commerce Cloud
- Revenue Cloud. Grazitti will focus on CPQ in the next 12-18 months and prioritize several activities: client advance approval, discount schedule product bundles for a new client, and order basis (including contract generation and renewal forecast). The company is hiring in this space and has five CPQ certifications
- Quote-to-cash/Revenue Cloud
- Einstein
- MuleSoft
- RPA
- Vertical solutions with Vlocity/Salesforce Industries and Communication, Manufacturing, and Financial Services Cloud. Grazitti is training internally to build its competence around the products gradually.



Outlook

Grazitti is steadily expanding its capabilities from its core Sales, Service, and Community Cloud foundation. The company has developed its expertise in this space and backed these three Cloud products with specialized offerings and a wealth of IP. Field Services Lightning, which is almost systematically integrated with Service Cloud, is an excellent offering to have for Grazitti. We think its priority is to expand from expertise to an IP-backed capability that brings repeatability and service quality.

We would like Grazitti to now apply the same strategy and activity around MuleSoft, the glue for Salesforce and non-Salesforce products, and in rapid expansion. We think MuleSoft is the right fit for Grazitti, as integration services can easily be offshored to India while requiring high technical expertise.

Grazitti has made the right move in developing its Marketing Cloud capabilities. The company has Adobe Marketo expertise. With Marketing Cloud adoption gradually spreading, we think Grazitti has a window of opportunity to emerge as one of the specialists in this space.

Salesforce Services Market Summary

Overview

The advance of the Salesforce service market is closely linked to Salesforce's Cloud and software products' success, which has become a standard among front-office applications. Salesforce is growing very fast and has done so despite the COVID-19 pandemic, with clients continuing to deploy Salesforce across products.

Demand for Sales, Service, and Experience Cloud remains significant but slowing. New products (e.g., Marketing, Commerce, Revenue Cloud, MuleSoft, quote-to-cash, the vertical Clouds, and Vlocity) will drive adoption. Demand for Tableau and Slack will remain anecdotal.

As a result of massive Salesforce adoption, the service ecosystem is booming, led by implementation services. Salesforce projects are digital transformation projects. They require traditional process re-engineering, change management, and new business model and UX consulting services.

Buy-Side Dynamics

Two buy-side segments dominate the market:

- *Business Adopters*, i.e., organizations that need to refresh their aging front-office applications and select Salesforce products as a starting point for developing their front-end applications. *Business Adopters* are multi-Cloud users
- *IT-Focused Organizations*, i.e., organizations considering their Salesforce investment as an IT project to simplify and rationalize their IT and lower operating costs.

Market Size & Growth

The Salesforce services market is dynamic. Salesforce emerged as a niche vendor (for sales force automation) and has now become the leader in enterprise applications and a platform on which clients create their software. Salesforce intends to reach \$50bn in revenues by FY 2026. This corresponds to a 2021-25 CAGR of 13.5%. Accordingly, Salesforce service spending will rise from \$14.1bn in 2021 to \$16.8bn in 2022, reaching \$26.7bn in 2025.

The U.S. is the largest market. Salesforce is focusing on international expansion to sustain its growth. Service spending is increasing in global markets, even though the U.S. remains the largest geo. If Salesforce makes further significant acquisitions as NelsonHall expects, these M&As will strengthen the service opportunity in the U.S.

Salesforce adoption is broad-based across sectors. Beyond horizontal applications for their customer service, marketing, and e-commerce functions, organizations require a sector-relevant solution. While Salesforce is pushing verticalization, with the recent Vlocity acquisition aiding this effort, the company still has room for further verticalization.

Success Factors

- For *Business Adopters*, successful vendors need to bring core functional and technical expertise; for example:
 - Business consulting and business process re-engineering
 - Salesforce configuration, additional development, integration with other applications relying on agile methodologies, and roll-out
 - Technological accelerators and specialized offerings (e.g., Lightning Experience and data migration) to demonstrate their technical skills
- For *IT-Focused Organizations*, successful vendors need to demonstrate the benefits of Salesforce; for example:
 - In IT infrastructure, simplifying IT (e.g., hosting operations, including the deployment of new releases) and reducing costs
 - At the application level, minimizing customization and lowering maintenance costs.

Outlook

- New Salesforce products will drive the growth, e.g., MuleSoft, Field Services Cloud, Revenue Cloud, Marketing Cloud, and Commerce Cloud. Other products such as Tableau and Slack will drive traction in services
- Service partners focus on mining their clients that are adopting multiple Clouds. Yet, multi-cloud implementations are increasing the complexity of engagements. They require vendors to expand their capabilities while mitigating implementation risks
- Partners also emphasize their industry solutions, which are reference architectures and templates. With Salesforce ramping up its vertical solutions., service partners will keep on adapting to Salesforce's growing vertical portfolio, balancing clients' immediate appetite for vertical solutions and Salesforce's vertical expansion
- A significant share of the Salesforce client base is the mid-market, which requires more packaged offerings such as health checks and assessments and vanilla template implementation in less than three months. While large clients need custom services, packaged services, especially during the consulting phase, are reassuring to clients
- SaaS implementations bring post-implementation opportunities to help clients re-engineer their processes, improve their UX, and adopt new features brought by Salesforce
- Organizations currently focus on transactional systems to fill their functionality needs. However, they will need to turn to data analytics and AI to make sense of the wealth of data now stored in Salesforce applications
- BPaaS offerings will take time to become mainstream. While several vendors have launched BPaaS offerings, their commercial success will take time to materialize.



NEAT Methodology for Salesforce Services

NelsonHall's (vendor) Evaluation & Assessment Tool (NEAT) is a method by which strategic sourcing managers can evaluate outsourcing vendors and is part of NelsonHall's *Speed-to-Source* initiative. The NEAT tool sits at the front-end of the vendor screening process and consists of a two-axis model: assessing vendors against their 'ability to deliver immediate benefit' to buy-side organizations and their 'ability to meet client future requirements'. The latter axis is a pragmatic assessment of the vendor's ability to take clients on an innovation journey over the lifetime of their next contract.

The 'ability to deliver immediate benefit' assessment is based on the criteria shown in Exhibit 1, typically reflecting the current maturity of the vendor's offerings, delivery capability, benefits achievement on behalf of clients, and customer presence.

The 'ability to meet client future requirements' assessment is based on the criteria shown in Exhibit 2, and provides a measure of the extent to which the supplier is well-positioned to support the customer journey over the life of a contract. This includes criteria such as the level of partnership established with clients, the mechanisms in place to drive innovation, the level of investment in the service, and the financial stability of the vendor.

The vendors covered in NelsonHall NEAT projects are typically the leaders in their fields. However, within this context, the categorization of vendors within NelsonHall NEAT projects is as follows:

- **Leaders:** vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet client future requirements
- **High Achievers:** vendors that exhibit a high capability relative to their peers to deliver immediate benefit but have scope to enhance their ability to meet client future requirements
- **Innovators:** vendors that exhibit a high capability relative to their peers to meet client future requirements but have scope to enhance their ability to deliver immediate benefit
- **Major Players:** other significant vendors for this service type.

The scoring of the vendors is based on a combination of analyst assessment, principally around measurements of the ability to deliver immediate benefit; and feedback from interviewing of vendor clients, principally in support of measurements of levels of partnership and ability to meet future client requirements.

Note that, to ensure maximum value to buy-side users (typically strategic sourcing managers), vendor participation in NelsonHall NEAT evaluations is free of charge and all key vendors are invited to participate at the outset of the project.



Exhibit 1

‘Ability to deliver immediate benefit’: Assessment criteria

| Assessment Category | Assessment Criteria |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Offerings | <ul style="list-style-type: none"> Emerging products Advisory and consulting services Implementation services Managed services Experience Cloud Marketing Cloud Commerce Cloud Field Service Revenue Cloud MuleSoft Vlocity |
| Delivery | <ul style="list-style-type: none"> U.S. U.K. CE MEA Offshore and nearshore Japan RoAPAC LatAm Global |
| Presence | <ul style="list-style-type: none"> Customer presence in N. America Customer presence in U.K. Customer presence in CEMEA Customer presence in APAC Customer presence in LatAm Customer presence globally |
| Benefits Achieved | <ul style="list-style-type: none"> Level of cost savings achieved Timely implementation Improved access to next-generation Salesforce capabilities Increased sales engagement Increased customer satisfaction Increased speed to market Increased end-user/business satisfaction Reduced turnaround time for customers/operations Correlation in vendor fees to objective achievement Perception of “value for money” |



Exhibit 2

‘Ability to meet client future requirements’: Assessment criteria

| Assessment Category | Assessment Criteria |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Levels of Investment | Advisory services Implementation services Testing Post-implementation and managed services Experience Cloud Marketing Cloud Commerce Cloud MuleSoft Field Service Cloud Revenue Cloud Vlocity Emerging products |
| Ability to Innovate | Mechanisms in place to deliver client innovation Extent to which client perceives that innovation has been delivered Suitability of vendor to meet future needs of clients Strength of partnership |
| Other | Market momentum Financial security |

For more information on other NelsonHall NEAT evaluations, please contact the NelsonHall relationship manager listed below.



research.nelson-hall.com

Sales Inquiries

NelsonHall will be pleased to discuss how we can bring benefit to your organization. You can contact us via the following relationship manager:
 Guy Saunders at guy.saunders@nelson-hall.com

Important Notice

Copyright © 2022 by NelsonHall. All rights reserved. NelsonHall exercises its best efforts in preparation of the information provided in this report and believes the information contained herein to be accurate. However, NelsonHall shall have no liability for any loss or expense that may result from incompleteness or inaccuracy of the information provided.