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The Forrester Wave™: Sales Force Automation Solutions, Q2 2017

by John Bruno
June 27, 2017

Why Read This Report

In our 35-criteria evaluation of sales force automation (SFA) providers, we identified the 10 most significant ones — bpm'online, CRMNEXT, Infor, Microsoft, NetSuite, Oracle, Pegasystems, Salesforce, SAP, and SugarCRM — and researched, analyzed, and scored them. This report shows how each provider measures up and helps application development and delivery (AD&D) professionals make the right choice.

Key Takeaways

Microsoft, Oracle, And Salesforce Lead The Pack
Forrester's research uncovered a market in which Microsoft, Oracle, and Salesforce lead the pack. Pegasystems, bpm'online, SAP, and SugarCRM offer competitive options. CRMNEXT, NetSuite, and Infor lag behind.

SFA Is The Foundation Of An Even Larger Sales Technology Ecosystem
The traditional capabilities that support process consistency and forecasting are table stakes, but not differentiators. SFA solutions are crucial to empowering modern sellers to deliver high-quality, high-touch customer experiences.

Seller Productivity, Application Ecosystems, And AI Usher In A New Age Of Selling
As legacy technology becomes outdated and less effective, watch for leading vendors to increase focus on seller needs. Vendors that can drive efficiencies and provide intelligent recommendations to sellers position themselves to successfully help their customers win the hearts and wallets of modern buyers.

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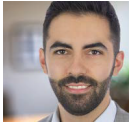
by John Bruno
with Stephen Powers, Chad Rafferty, and Ian McPherson
June 27, 2017

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Related Research Documents

SFA Solutions Shift The Focus To Customer Engagement

Standardizing internal operations dominated the early years of SFA technology. The most common use of SFA was programmatically prescribing rigid sales processes wrapped around basic contact and account management. But in the age of the customer, buyers increasingly wield more power and influence over their customer journey. This shift showed that some SFA offerings weren't effectively supporting the needs of sellers and frontline customer engagement professionals. AD&D leaders must navigate this shift to deliver solutions that meet the needs of sales management and provide functionality for sellers to deepen engagement with their prospects and customers.

Yesterday's SFA Was A Sales Management Tool . . .

Over the last two decades, SFA has actually done very little to help salespeople sell. Instead, the features and functionality of SFA solutions were designed around the needs of managers and executives. These tools allowed organizations to scale their businesses, but as buying behaviors changed, the solutions and strategies around them were slow to react. The vast majority of Forrester customers over this time have leveraged SFA to:

› **Standardize around rigid sales processes.** In an effort to capitalize on the success of the few, many SFA implementations did nothing more than clone the processes of top performing sellers. This approach sufficed when buyers needed to engage with companies to educate themselves and make informed investments, but more empowered, digitally savvy buyers require personalized approaches, processes, and recommendations.

› **Enforce inside-out performance metrics.** Thanks to rigid sales processes, companies began tracking arbitrary metrics around sales performance. Many organizations still use SFA to track and report on things like the number of calls made, meetings scheduled, and contacts created. This focus on quantity doesn't account for quality of engagement, and, therefore, doesn't always correlate well with sales performance.

› **Provide forecast visibility and reports for managers.** The administrative burden of manual opportunity management is the coup de grâce for SFA adoption. Rather than focusing on buyer-seller engagement, SFA was a glorified spreadsheet for forecasting. The irony in forecasting was, as sellers focused more time on reporting activities and updating forecasts, they spent less time with customers and improving the likelihood of winning deals.

. . . But Today's Solutions Focus More On Seller Empowerment

Empowered buyers have reshaped what modern selling looks like. As buyers have more information at their fingertips, they have developed unique needs that require different levels of support, more responsive engagement, and enriched value-add engagement with the sellers that serve them. As a result, SFA vendors had to innovate and modernize their solutions to support new and evolving sales personas, create new efficiencies, and fill the gaps around seller functionality with first- or third-party solutions. Today's SFA solutions address these new needs by:

> **Providing contextual experiences for various sales roles.** There is no longer a one-size-fits-all sales rep. As newer roles emerge, like inside sales reps to more cost-effectively scale sales teams or customer success managers to drive retention and enrichment emerge, SFA vendors have built unique tailored experiences to better meet the specific needs of traditional and newer sales roles.

> **Enhancing seller productivity.** The biggest pain point around legacy SFA has been its negative impact on productivity, thanks in large part to the amount of manual data entry required by end users. Today's tools offer capabilities to meet sellers where they are, whether on their mobile device or in the context of familiar applications such as their email or calendar.

> **Cultivating an ecosystem of sales applications to boost seller effectiveness.** The gaps in seller-focused functionality are plentiful. As a result, SFA vendors have tried to expand the footprint of capabilities they offer. For each, this has been a mixture of expanding their current offering, acquiring the missing pieces, and standing up application marketplaces for third-party solutions.

> **Using AI and machine learning to guide selling actions.** For years, sellers have been told they need to capture more data, but over that time, very few organizations have been able to understand the insights, and even fewer have been able to drive actionable recommendations against them. With customers craving insights, vendors have invested in delivering AI-driven recommendations and next-best actions to enhance the sales experience.[1]

Sales Force Automation Evaluation Overview

To assess the state of the sales force automation market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top SFA vendors. After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 35 criteria, which we grouped into three high-level buckets:

> **Current offering.** Each vendor's position on the vertical axis of the Forrester Wave graphic indicates the strength of its current product offering. Our evaluation of current capabilities focused on core and emerging SFA capabilities, including its support of a variety of sales personas, territory and quota management, partner relationship management, sales process support, and AI and machine learning recommendations.

> **Strategy.** A vendor's position on the horizontal axis of the Forrester Wave graphic indicates our assessment of its strategy. We evaluated product strategy, go-to-market approach, supporting services, third-party ecosystem, and pricing transparency. We also conducted interviews with customers to evaluate their success with the product and outlook for the vendor's ability to support their future needs.

> **Market presence.** The size of each vendor's bubble on the Forrester Wave graphic indicates its market presence. We gauged the size of each vendor's customer base in terms of the number of live installations and the total number of active users.

Evaluated Vendors And Inclusion Criteria

Forrester included 10 vendors in the assessment: bpm'online, CRMNEXT, Infor, Microsoft, NetSuite, Oracle, Pegasystems, Salesforce, SAP, and SugarCRM. We did not assess solutions that were only developed to support a single industry. This evaluation focused on the core solution from each vendor as opposed to the breadth of their entire suites, unless specifically called out in the criteria. Each vendor included in this Forrester Wave (see Figure 1):

› **Offers a solution suitable for enterprise organizations with complex requirements.** Each of the products included in this Forrester Wave deliver a broad range of functionality within its core capabilities and provides a platform and business user tools to extend this functionality to meet the unique needs of each of its customers.

› **Provides a solution targeted at multiple industries.** Evaluated vendors target buyers across a diverse range of industries and sales models, including B2B, B2C, and B2B2C.

› **Has a product in general release and in use by customers.** The solutions have a specific release that was generally available at the time of data collection for this evaluation, with references available for contact.

› **Appears regularly in Forrester customer inquiries.** Each of the included applications is of high interest to a large sample of Forrester customers, as evidenced by the frequency of appearance in inquiries.

FIGURE 1 Evaluated Vendors: Product Information And Selection Criteria

Vendor	Product evaluated	Product version evaluated	Version release date
bpm'online	bpm'online	7.9	December 2016
CRMNEXT	CRMNEXT	V6.6	January 2017
Infor	Infor CRM	8.3.04	November 2016
Microsoft	Microsoft Dynamics 365	Microsoft Dynamics 365	November 2016
NetSuite	NetSuite CRM+	n/a	n/a
Oracle	Oracle Sales Cloud	Release 12	February 2017
Pegasystems	Pega Sales Automation	7.2.2	February 2017
Salesforce	Sales Cloud	Spring '17	February 2017
SAP	SAP Hybris Sales Cloud	Version 1702	February 2017
SugarCRM	Sugar	Version 7.9	Spring 2017

**Vendor inclusion criteria**

Each vendor we included:

• Offers a solution suitable for enterprise organizations with complex requirements.

• Provides a solution targeted at multiple industries.

• Has a product in general release and in use by customers.

• Appears regularly in Forrester customer inquiries.

Vendor Profiles

This evaluation of the SFA market is intended to be a starting point only. We encourage clients to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool (see Figure 2).
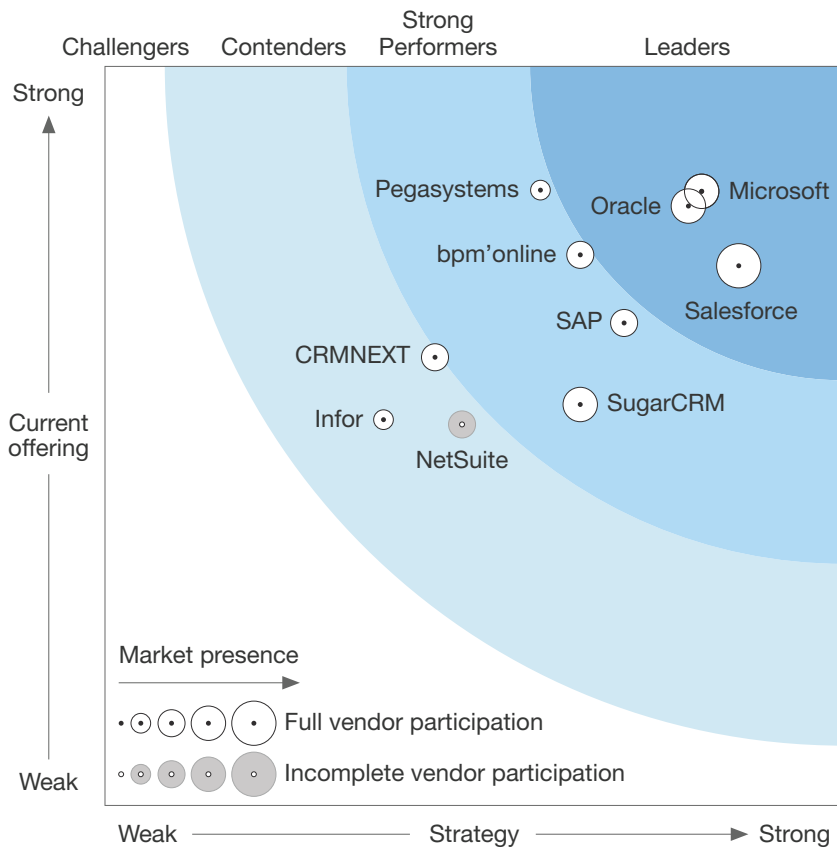
FIGURE 2 Forrester Wave™: Sales Force Automation Solutions, Q2 '17

FIGURE 2 Forrester Wave™: Sales Force Automation Solutions, Q2 '17 (Cont.)

	Forrester's weighting	bpm'online	CRMNEXT	Infor	Microsoft	Oracle	Pegasystems	Salesforce	SAP	SugarCRM
Current Offering	50%	3.72	3.03	2.61	4.15	4.05	4.16	3.65	3.26	2.71
Opportunity management	5%	3.00	3.00	3.00	5.00	5.00	5.00	5.00	5.00	3.00
Sales process support	5%	5.00	3.00	3.00	3.00	3.00	5.00	3.00	3.00	3.00
Seller productivity	10%	3.00	3.00	3.00	5.00	4.00	3.00	4.00	3.00	3.00
Role-based sales support	20%	3.90	2.60	2.70	3.80	3.50	4.40	3.00	3.30	3.00
Data management	5%	3.00	2.00	2.00	4.00	5.00	4.00	5.00	5.00	4.00
Extensibility	10%	3.00	2.67	2.00	2.00	4.33	2.33	3.33	3.33	2.00
Territory and quota management	5%	3.00	3.00	5.00	3.00	5.00	5.00	3.00	3.00	1.00
Product catalogs and price lists	5%	5.00	5.00	3.00	5.00	5.00	5.00	3.00	3.00	3.00
Business intelligence	20%	3.40	3.00	1.80	5.00	3.80	4.60	3.40	2.60	1.00
Platform and architecture	15%	4.70	3.65	2.75	4.60	4.05	4.20	4.60	3.30	4.75
Strategy	50%	3.21	2.23	1.88	4.03	3.94	2.94	4.28	3.51	3.21
Product vision	25%	4.00	2.00	2.00	5.00	4.00	2.00	4.00	4.00	3.00
Execution road map	25%	2.95	3.90	2.10	3.80	4.15	3.55	4.70	4.15	3.25
Market approach	10%	3.00	3.00	3.50	3.50	4.50	3.50	3.50	4.50	3.00
Supporting services	10%	4.00	1.50	3.00	3.50	4.00	4.00	4.50	3.50	4.00
Delivery and extensibility ecosystem	25%	2.10	0.40	0.60	3.50	3.20	2.40	4.40	2.10	3.00
Pricing transparency	5%	5.00	4.00	1.00	5.00	5.00	4.00	4.00	3.00	4.00
Market Presence	0%	3.00	2.50	2.00	3.50	3.50	1.50	5.00	3.00	3.50
Installed base	50%	4.00	2.00	3.00	3.00	4.00	1.00	5.00	3.00	5.00
Active users	50%	2.00	3.00	1.00	4.00	3.00	2.00	5.00	3.00	2.00

All scores are based on a scale of 0 (weak) to 5 (strong).

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Leaders

› **Microsoft delivers on intelligent seller productivity.** Based in Redmond, Washington, Microsoft is building out its intelligent offerings and unifying its SFA solution with its larger portfolio. The 2016 transition to Dynamics 365 brought a heightened focus on seller productivity, with deep integrations into Office 365 and Outlook.[2] Microsoft also delivers very strong analytics capabilities, including its machine learning and AI offerings, as well as Power BI. While support for traditional sales roles is strong, Microsoft must improve the experience for indirect channels and emerging roles like inside sales and customer success.

With all the hype around artificial intelligence (AI) and machine learning, Microsoft shows considerable maturity in both its execution and vision for how advanced analytics will transform selling. Customers rate Microsoft's pace and penchant for innovation very highly. The potential around analytics only improves with its acquisition of LinkedIn. Microsoft needs to improve its ecosystem of both technology and services partners. With any SFA solution, there are gaps in more discrete functionality, and Microsoft needs to court more ISVs and systems implementers to seamlessly plug the gaps.

Microsoft is a best fit for companies looking to capitalize on the productivity gains of their other Microsoft cloud investments, namely Office 365, and those companies that are bullish and looking to disrupt their peers with AI and machine learning.

› **Oracle delivers a broad portfolio of selling apps on a common platform.** Based in Redwood Shores, California, Oracle takes more of a first-party approach than its competitors. Oracle extends the value of its Sales Cloud with partner relationship management (PRM), sales performance management (SPM), customer data management (CDM), and configure-price-quote (CPQ), all on a single platform. Oracle surfaces all of this data via the built-in business intelligence capabilities of the product. Oracle shines at the core, but lacks depth for emerging sales roles such as inside sales and customer success.

Oracle's strength comes from its balance of solution breadth, horizontal innovation, and industry specialization. Oracle focused its investments in recent years on expanding the breadth of its functionality and recalibrating on appropriate vertical depth for its product. Looking to the future, Oracle is focusing on innovation, especially in areas like mobility and AI. Oracle customers that we spoke to for this report have concerns over whether they're moving too fast. They cited Oracle's propensity to deliver a lot of functionality in new releases, but that they require better testing, as they can break existing functionality.

Oracle is a best fit for companies that are looking to leverage a common platform to power the majority of their sales apps. The common platform underpinning SFA, PRM, SPM, and CPQ allows companies to leverage a common data model, extensibility platform, and user interface. Oracle extends the platform for a wide array of verticals, allowing AD&D professionals to shorten their time-to-value across these applications.

> **Salesforce boasts the SFA ecosystem with the greatest gravitational pull.** Based in San Francisco, Salesforce continues to expand on its strong market positioning by expanding its first-party capabilities alongside its very successful AppExchange. To differentiate against the other leaders, it has focused on seller personas, specifically inside sales via its capabilities in Lightning Sales Console and, subsequently, with Einstein High Velocity Sales Cloud.[3] While it falls short in areas like quota and incentive compensation, many of its customers find these capabilities in the Salesforce ecosystem.

Salesforce continues to be an innovative force in the SFA market, and its customers applaud its vision for the future of sales automation. With an already mature ecosystem to round out your selling needs, Salesforce has put all its efforts into intelligent sales engagement with Einstein and modernizing its UX with Lightning. Salesforce will be hard-pressed to ensure seamless migrations from its classic experience to its Lightning experience, while keeping pace with its own innovation standard and addressing the need to deliver unique user and industry experiences for its product.

Salesforce is a best fit for companies that need to deliver core SFA capabilities on a proven platform, but have a desire to differentiate around the fringes with leading point solutions. These companies will have dedicated Salesforce admins and developers to stitch together the Salesforce and ecosystem apps to bring the seller experience to life.

Strong Performers

> **Pegasystems delivers strong process-centric CRM, but lacks ecosystem depth.** Based in Cambridge, Massachusetts, Pegasystems leverages its rich pedigree as a leading business process management platform to extend core SFA capabilities with customized front-office customer processes and strong analytics-driven seller recommendations. Customers give Pegasystems high marks for its platform's ability to adapt to the most complex business needs. But Pegasystems falls short in delivering extended SFA capabilities around incentive compensation, territory, and quota management.

At the core of Pegasystems' strategy is the ability to meet the customer in context. It leverages business process management and dynamic case management to fine tune sales processes, while augmenting decision making with advanced analytics and allowing reps to work offline. The strength of the platform means it relies too strongly on its services partner network for extending their solution, as opposed to partnering with ISVs to deliver best-in-class solutions. Customer references we spoke with have cited its lack of integrations or connectors to other products in the sales and marketing arenas.

Pegasystems is best for companies with sales processes that are complex or require customer involvement. Pegasystems' background in financial services, insurance, and healthcare make it a strong solution for managing complex sales and supporting customer engagement functions.

› **bpm'online provides solid core persona support, but is light on operational functions.** Boston-based bpm'online delivers a wealth of packaged sales personas and processes and a community-driven library of SFA extensions geared toward shortening customer time-to-value. As a result, customer references cite bpm'online's solution as being uniquely easy for nontechnical users to administer and for individual sellers to customize. Outside of its strong sales process and user support, bpm'online offers lighter-weight operational capabilities like incentive and quota management capabilities.

bpm'online's strategy tackles the challenge of user adoption head-on by providing a very user-friendly interface; detailed, role-specific processes and analytics; and data-driven suggested sales guidance. As a company with a large European install base, bpm'online faces the difficult task of growing the business in North America. bpm'online needs to scale sales and support staff in North America, while also recruiting ISV partners that many North American companies have come to expect from enterprise SFA solutions.

bpm'online is a best fit for growing sales organizations that might not have dedicated technical support or administrators because it offers a user-friendly administration console and a modern user experience. These companies can grow and scale with bpm'online, adjusting their processes as needed.

› **SAP delivers real time insights, but with a back-office slant.** Based in Walldorf, Germany, SAP combines rich back-office data with front-office customer engagement processes. With tight integrations to their back-office solutions like S/4 HANA, SAP allows sellers to easily execute on opportunity-to-order processes like order capture and fulfillment. Where operations, reporting, and back-office insights shine, SAP only has a few use cases for AI to support customer-facing processes or sales rep guidance. Although customers gave SAP high marks for road map execution, they expressed a desire to see more innovation.

SAP's goal is to allow sellers to sell anytime, anywhere. They continue to make the point of the transaction central to the sales process, and accentuate the value of having access to your back-office data handy to drive real-time selling recommendations. SAP Hybris Sales Cloud is a growing product, and some growing pains remain. In the past, the Hybris portfolio has used a mixture of ISV apps and Hybris-as-a-service (YaaS) microservices to extend core products, but the path ahead for sales is less clear. Beyond extensions, customers cite difficulty securing qualified implementation and support resources.

SAP is a best fit for organizations that have already chosen SAP as strategic partner for things like ERP, analytics, and commerce. In addition to the alignment between back and front office, the power of SAP Hybris Commerce makes Hybris Sales Cloud a good fit for omnichannel sales organizations with a slant toward commerce.

› **SugarCRM provides strong customization capabilities, but lacks depth.** Based in Cupertino, California, SugarCRM's strengths lie in its platform and openness. Customers point to SugarCRM's price point, openness, and administrative tooling as the leading reasons for selecting it. Most companies choosing SugarCRM make SFA unique to their businesses, but depth comes at the cost of a strong and flexible core. SugarCRM lacks depth for roles like indirect sellers, and it provides limited packaged reports and dashboards for surfacing better insights.

SugarCRM is one of the few vendors in the market that has a strong ecosystem and strategy for fostering its growth. SugarExchange is a marketplace that features many leading point solutions to improve SFA adoption, effectiveness, and stickiness, and SugarCRM has been improving its system implementation (SI) partner lineup considerably in recent years with additions like Infosys, Wipro, and HP Enterprise. SugarCRM remains largely horizontal, and customization or verticalization requires the work of partners or customers.

SugarCRM is a best fit for companies looking for a low-cost alternative to most other enterprise solutions, but it still offers a strong ecosystem and allows the requisite level of customization to make SFA a differentiated part of its business.

Contenders

› **CRMNEXT delivers deep functionality, leaning heavily toward financial services.** Based in Noida, India, CRMNEXT delivers a modern user experience coupled with advanced seller-focused features like its Trinity Cross Sell and Catalyst Performance Modelers. It also offers deep and flexible process support for customer engagement processes, but its depth means that they skew heavily toward verticals — namely those around financial services. This means that support for roles like field sales or indirect channels haven't received the same attention as in-branch or digital personas.

CRMNEXT shines when it comes to delivering customer-centric process as another layer on SFA, specifically for financial services. Customers we spoke to appreciate the depth of understanding of the vertical needs and ability to execute against them. However, as a growing India-based company, many buyers in North America are not as familiar with CRMNEXT. It must improve its geographic reach — both in terms of sales and support staff — and appeal to grow and be more relevant on the global stage.

CRMNEXT is a best fit for financial services firms that don't want to waste time trying to make a horizontal solution fit the needs of financial services. Potential customers can trust its industry depth and its ability to execute due to their proven track record of supporting implementations larger than 75,000 users.

› **NetSuite provides an integrated CRM platform, but SFA on its own is less valuable.** Based in San Mateo, California, NetSuite excels not with the depth of the product, but by the breadth of available capabilities and its integrations across its portfolio. NetSuite goes beyond forecasting

and opportunity management down to the level where companies can manage quoting and order management, as well as regular operational commission calculations. The focus on operations doesn't carry over well into extending SFA with more seller-focused functionality like content management or robust productivity tools.

NetSuite does deliver on the power of an integrated platform, from unification across its CRM products, to the visibility or orders and transactional data from ERP, to supporting omnichannel sales with integration into eCommerce. This broad focus means that NetSuite is not going to pioneer innovation within SFA. NetSuite's strategy will continue to be the whole is greater than the sum of the parts, especially as it pertains to the mid- and upper-mid-market.

NetSuite is a best fit for midsize companies looking to create a unified front office and back office in the cloud. Alone, NetSuite's SFA solution delivers core functionality, but the true value of selecting NetSuite comes from the integrations across its CRM and ERP products as an end-to-end solution.

› **Infor delivers strong operational capabilities, but must catch up on seller-focus.** Based in New York City, Infor delivers a well-rounded SFA solution and excels in operational and process-centric areas like territory and quota management, product catalogs, and quoting. Infor has begun shifting to a more seller-focused model by leveraging technologies like Ming.le, its social collaboration and business process management platform, but they lack depth in contextualized experiences for today's popular sales personas and the emerging sales personas of tomorrow.

Infor has predominantly served mid- and upper-mid-market customers, but it is making strides to move up market. Behind this push are the focus on industry verticals as well as recent investments — e.g., its acquisition of Birst to enhance its BI capabilities and its plans to launch an application marketplace for third party solutions.[4] To scale its business, Infor still needs to expand its developer ecosystem and implementation partner strategy, while focusing more on bringing new and existing customers onto its cloud solution.

Infor is a best fit for organizations that fall within its core verticals, with needs that span all Infor's CX products, including the various CRM components and CPQ.

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Supplemental Material

Online Resource

The online version of Figure 2 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution. We evaluated the vendors participating in this Forrester Wave, in part, using materials that they provided to us by June 2, 2017.

› **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.

› **Product demos.** We asked vendors to conduct demonstrations of their products' functionality. We used findings from these product demos to validate details of each vendor's product capabilities.

› **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference calls with three of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave evaluation — and then score the vendors based on a clearly defined scale. We intend these default weightings to serve only as a starting point and encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve. For more information on the methodology that every Forrester Wave follows, please visit The Forrester Wave™ Methodology Guide on our website.

Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with the Integrity Policy posted on our website.

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Endnotes

[1] Forty-six percent of business and technology professionals have identified marketing/sales as a top area for the evaluation or investment in AI technologies. See the Forrester report "AI Must Learn The Basics Before It Can Transform Marketing."

[2] Source: Takeshi Numoto, "Turning business process into business advantage for organizations everywhere," Microsoft blog, July 6, 2016 (https://blogs.microsoft.com/blog/2016/07/06/turning-business-process-into-business-advantage-for-organizations-everywhere/#sm.00000sv1trqrodyyu901fm3vsdcoc).

[3] Source: "Salesforce Introduces Einstein High Velocity Sales Cloud - The Next Generation of Sales Powered by AI," Salesforce press release, April 4, 2017 (https://www.salesforce.com/company/news-press/press-releases/2017/04/170404-3.jsp).

[4] Source: "Infor Completes Acquisition of Birst," Infor press release, June 1, 2017 (http://www.infor.com/company/news/pressroom/pressreleases/birst-acquisition/?refreshcache1/).

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