The Platform Journey:
Driving Growth through a Platform+Ecosystem Strategy

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GROUP

My Journey



HubSpot

Google Cloud

now™

McKinsey&Company

salesforce appexchange

ORACLE®

"We will never be a $10B company if we're not a platform. No software company has hit that milestone without being one.

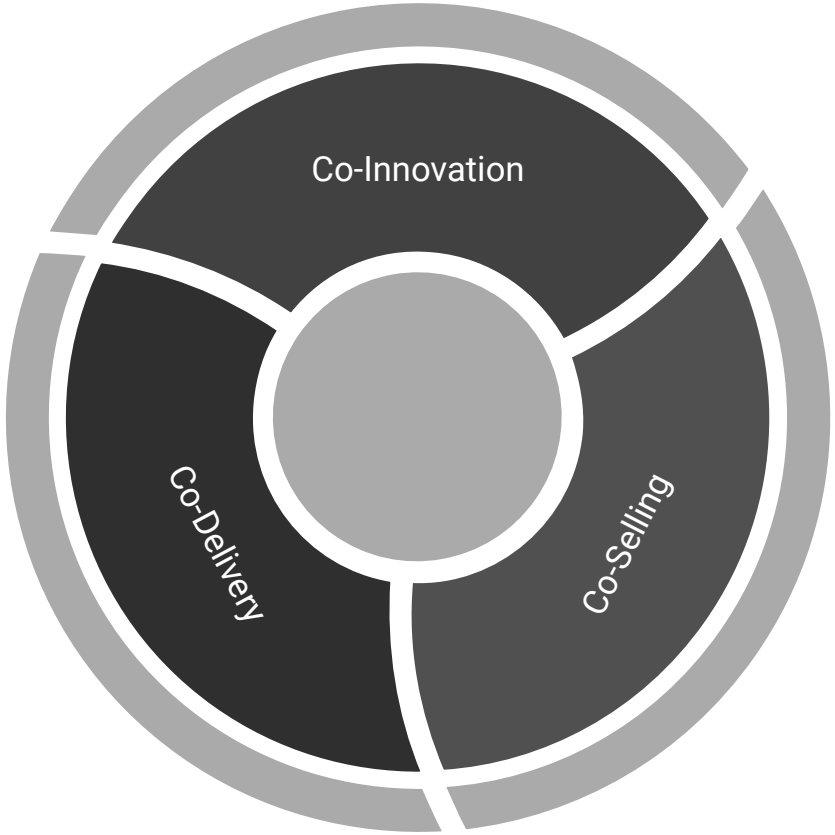
And we won't be a platform without an amazing partner ecosystem."

Marc Benioff, c. 2009

@salesforce Leadership Offsite; revenues were <$1B

Platforms and Ecosystems are a strategic growth lever

Why build a partner ecosystem?



EY defines an ecosystem business model as

A partnership between 2 or more entities that creates more value than any individual participant could create on its own.

- Leveraged sales & delivery models
- Access to new markets
- Differentiation and extension of product offerings
- Path to new revenue streams
- Privileged access to key decision makers

CONCEPTUAL/NOT EXHAUSTIVE

Partner Ecosystem Framework

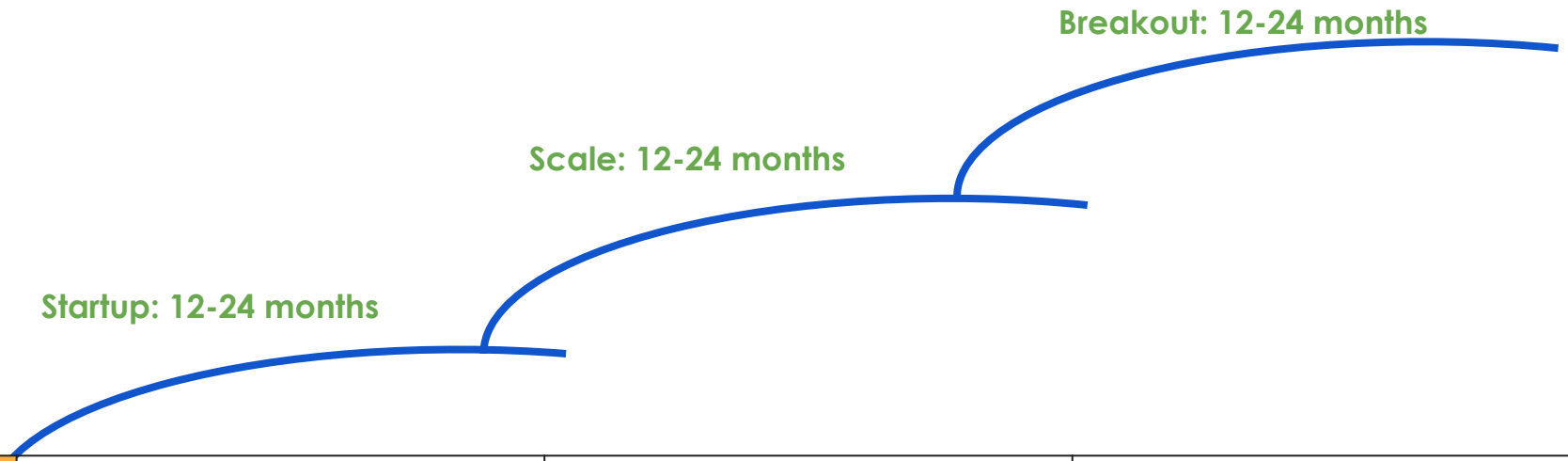
	Tech and App Partners	Advisory, SIs and MSPs	Cloud Hyperscalers	Distributors and Resellers
Philosophy	1+1 = 3	Our services and your tech	You're a partner AND you're a customer!	Let's keep it at arms' length!
Construct	Integration or OEM relationships	Service line to be built by the partner	Buy infra and align with their GTM programs	"Discount" based model for distribution
Pros	• Stickiness • Accelerated innovation	• Leveraged services • Access to relationships	• Generally well-defined programs • Sales and Marketing access	• Lowest investment • Easier to establish and manage
Cons	• Tech alignment • Resource commitment	• Getting attention • Oft misaligned incentives	• Ability to stand out • Access to relevant decision-makers	• Low/no customer intimacy • Margin erosion • Less common in *aaS world
Examples	Salesforce Appexchange ServiceNow Store HubSpot Marketplace	Accenture, Deloitte, EY, McKinsey, BCG	AWS Microsoft Azure Google Cloud	CDW, SoftwareOne, SHI IngramMicro Carahsoft

Example: the “Salesforce Economy” Driven by its Ecosystem



- *Leverage services, developer and app/ISV ecosystems to create multiplier effect*
- *Adds both economic and marketing impact to the story*
- *Creates flywheel effect and attracts innovators and disruptors*

Tech & Apps Ecosystem - a Multi-phase Journey



Experience (e.g. via an app marketplace)	"Clean and simple" - primarily listings	Enhanced marketing (e.g. videos, reviews, etc.); Appexchange and partners in keynotes and events	Complex, integrated into procurement processes; Appexchange Marketing Program
Functionality	Discovery ("Contact Seller")	Discovery, Installation ("Try now")	Discovery, Installation, Transaction ("Buy Now")
"Completeness" and curation	Starter list and handful of categories	Expanded list categories; "lighthouse" partners	Complete "go to" for all types of ecosystem partners
Success Metrics	• # of apps/integrations • # of installs	• + net renewal rates • + lighthouse brands	• + monetization (option)
Salesforce Metrics	• Dozens/few hundred apps • Thousands of installs • $0 ARR	• Hundreds of apps • 100,000's installs • $X00,000 ARR	• 1000's apps • millions of installs • $XX,000,000 ARR

CONFIDENTIAL CASE STUDY

Deloitte Innovation Program with ServiceNow

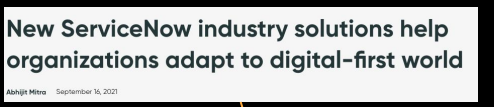
Co-investment and co-development in Assets and Solutions

Initial engagement at "CEO-2" and relationship leadership levels

~9 months of discussions and refinement of investments to support co-innovation, co-delivery and co-selling in key accounts

Formal Program Launch

- Dedicated resources (product, industry, R&D, field enablement, partner management, etc.)
- Lead Launch Partner for banking
- Roadmap development
- Early customer concept testing


New ServiceNow industry solutions help organizations adapt to digital-first world

Abhijit Mitra September 16, 2021

2018 2019 2020 2021

C-level workshop in Deloitte Innovation Lab

CEOs, CROs, and partnership+functional leaders workshop to review priorities and investment goals around global business plan

- $XB joint business in 3 years
- Co-development in multiple industry and horizontal offerings
- Certification of X000 professionals across Now product lines


Deloitte and ServiceNow Announce New Strategic Agreement to Accelerate Enterprise Digital Transformation for Organizations

Global Assets and Solutions engagement plans to roll out new products, assets and solutions built on ServiceNow to help clients accelerate their digital transformation journey

LAS VEGAS, May 6, 2019 — Deloitte and ServiceNow (NYSE: NOW), a leading enterprise cloud-based provider of digital workflows, signed a new strategic agreement to accelerate organizations' enterprise digital transformation. Announced today at ServiceNow's Knowledge 2019 conference in Las Vegas, Deloitte and ServiceNow plan to jointly develop, coordinate and bring to market new products, assets and solutions built on the Now Platform® to help clients deliver seamless digital experiences across the enterprise, improve workflows and enhance productivity.

First co-innovation product launches

Products in multiple industries (with different GSI partners for each) launched with Rome release

The ecosystem era has arrived

71%

Believe ecosystems are very important to their company's current success.

"One of the factors driving the increasing adoption of ecosystem business models is technological improvements. The cloud economy has dramatically lowered the technical and operational hurdles that made ecosystems difficult to set up in the past. In particular, the ability of **digital platforms to enable multiple entities to connect through application programming interfaces (APIs) and to iterate quickly and effectively has made ecosystem value easier to develop and offer to end clients.**"

Source: EY The CEO Imperative: How mastering ecosystems transforms performance, January 2022

Additional Insights and Interviews with Leaders



- The Why, What and How of Building a Platform Ecosystem: a series of articles covering key topics and expanding on today's discussion

- The Platform Journey Podcast: interviews with key leaders and operators

Thank you.

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