



WHITE PAPER

Driving Faster Deals and Higher CRM ROI via DocuSign for Salesforce

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**A CRIMSON CONSULTING GROUP
WHITE PAPER**

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Executive Summary

The process of getting a legally-binding signature on sales agreements and contracts of all kinds has long been a weak link for companies using CRM solutions, including Salesforce.com. Costly delays and errors too often hamper traditional signature cycles, which all involve conversion to paper at some or several points (e.g., generate-email-print-sign-fax), and make it difficult to integrate customer knowledge gained during the cycle into the Salesforce.com database. To overcome these problems, many organizations are turning to paperless electronic signature solutions that are legally equivalent to paper and handwritten signatures. Such solutions, especially if integrated into Salesforce.com, can deliver many benefits to companies, including increased sales, accelerated transactions, reduced errors and enhanced compliance.

In Summer 2010, Crimson Consulting undertook a qualitative analysis of the benefits of the DocuSign for Salesforce edition of the company’s cloud-based electronic signature solution. The goal was to identify, refine, and confirm core benefits, quantify them where possible, and obtain a sense of their relative importance, based on interviews with a selected set of users and secondary research.

Our analysis confirms nine core benefits. Of these, five could be quantified by the customers interviewed (Figure 1).

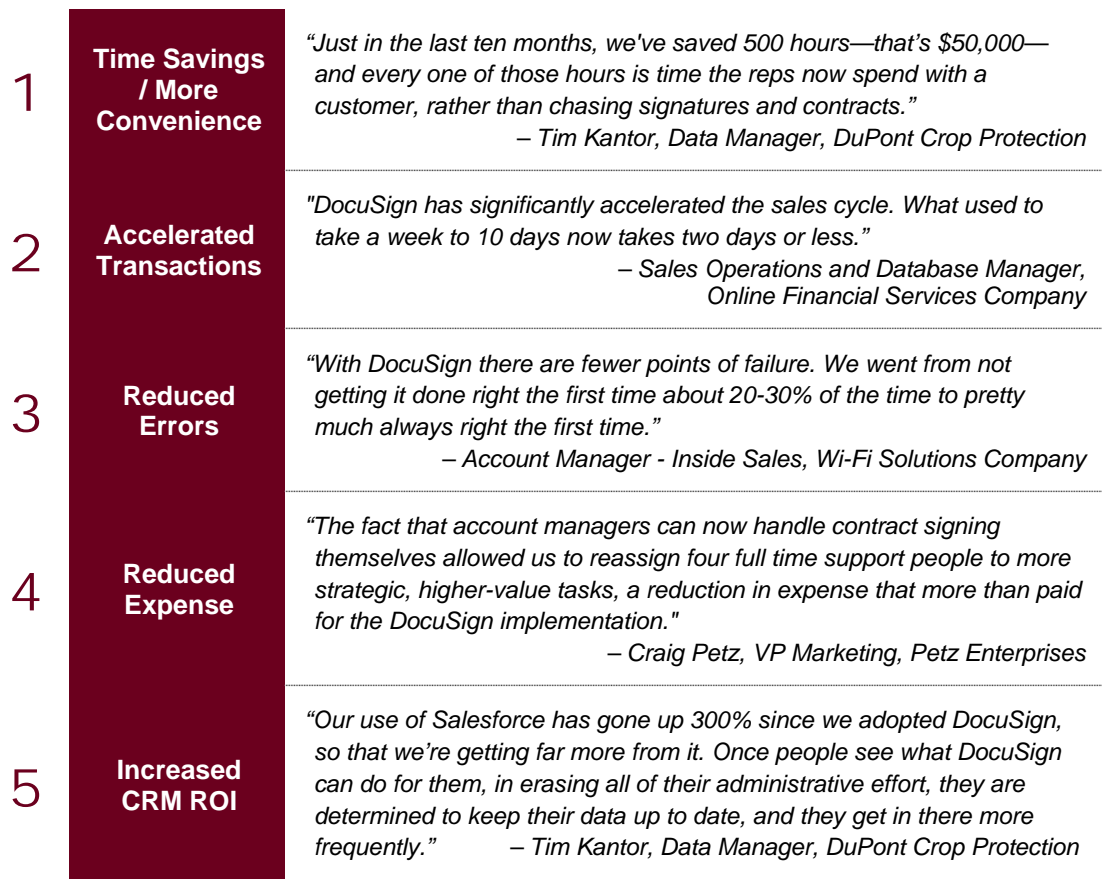


Figure 1: Quantified Benefits of DocuSign for Salesforce

Four other benefits could not be quantified; in some cases customers were equally or even more enthusiastic about their importance compared to quantifiable benefits (Figure 2).

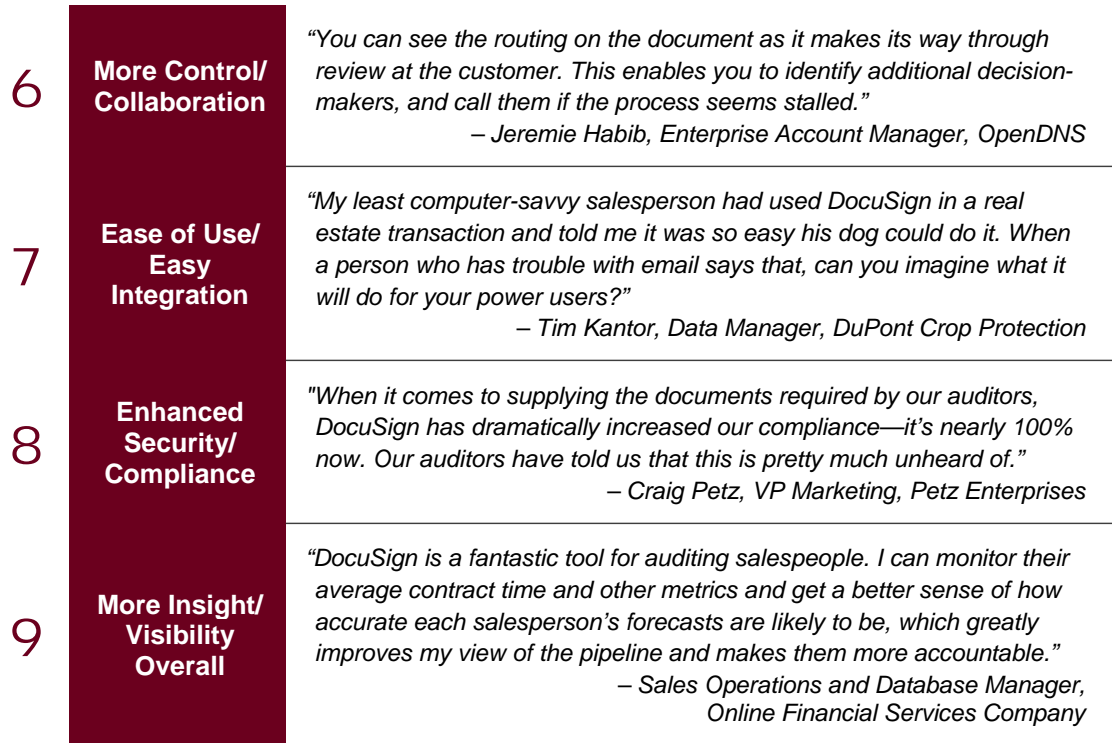


Figure 2: Non-Quantified Benefits of DocuSign for Salesforce

This white paper reviews the results of our analysis to assist decision-makers and sales professionals who are considering an electronic signature solution for their CRM implementation. Each benefit is illustrated by actual customer comments from the interviews

Although the companies interviewed have very different needs and sales or fulfillment processes, as discussed below, a consensus about DocuSign for Salesforce emerged from the interviews, which may be summarized as follows:

- The solution benefits are sufficient to guarantee that it will rapidly pay for itself. Even the company with the shortest experience with DocuSign (4 months) confirmed this.
- The solution delivers an increased close rate and/or decreased time to sale or fulfillment.
- The solution offers a high level of additional control over the sales or fulfillment process, notably reduces the error rate, and delivers greater insight (e.g. forecasting, sales performance).
- The solution increases the effectiveness of Salesforce.com, delivering an increased ROI for the overall CRM implementation.
- Compliance, both with internal processes and external regulations, is much easier to maintain.

Introduction

For Salesforce.com CRM users, traditional processes for signing and delivering sales agreements and other contracts are costly and fraught with difficulty. The need to convert documents to paper at some point in the process to obtain secure, legally-binding signatures opens the door for delays, lost sales, mistakes, and increased costs at multiple points. Many of these problems are related to the extra work involved getting the information out of and back into Salesforce.com, independent of other bottlenecks involved such as courier services, printing, scanning, reviewing, faxing, emailing and paper archiving.

DocuSign for Salesforce

To address these problems, DocuSign, Inc. offers an edition of their web-based electronic signature service integrated into Salesforce.com. DocuSign for Salesforce enables sales representatives and other customer-facing roles to send any type of document from within any standard (Accounts, Contacts, Opportunities, etc.) or custom object in Salesforce to a customer or prospect using DocuSign technology for review and signature. The recipients can review it and execute a legally-binding electronic signature from any web browser, including mobile phones.

This eliminates most potential obstacles and opportunities for error in the signature process. Moving from customer agreement to final sales processing involves only three steps, and no paper:

- Send order for review
- Client review
- Client signature and representative notification

Activity logging makes tracking sales and execution much easier. Less administrative support is necessary. Information gained during the contract process is automatically added to the CRM database, and archiving and similar functions are also handled automatically. DocuSign now has in excess of 30,000 customers of all sizes for the various editions of their electronic signature solution.

As discussed below (DocuSign for Salesforce Benefits, page 7), this streamlining of the signature process and associated capabilities (e.g., audit) offers multiple benefits, some of which are not obvious yet nonetheless extremely important to companies using DocuSign for Salesforce.

"Before DocuSign every sale took multiple phone calls, but now not only is the number of calls required dramatically lower, but we're actually closing one out of ten deals on the first call before even hanging up."

Jeremie Habib, Enterprise Account
Manager, OpenDNS

Concerns about Electronic Signatures

However, before getting to these it is worth noting that during our research, we identified two prospective concerns about DocuSign for Salesforce that our experience indicates are general to electronic signature solutions: legality/compliance and security.

Legality

The Federal E-SIGN legislation of 2000 provides that electronic signatures are legally binding as long as they're executed through a process that clearly establishes the intent to sign and ensures all legal elements of proof. However, since virtually all contracts involve multiple jurisdictions and legal requirements (e.g., state, federal), electronic signature solutions must address a wide range of legislative and regulatory concerns when establishing such a process. DocuSign for Salesforce is compliant with important legislation and guidelines such as the federal E-SIGN Act, state laws modeled on UETA, the Gramm-Leach-Bliley Act, and FFIEC guidelines for financial institutions. This makes contracts executed using DocuSign for Salesforce fully enforceable.

Security/Compliance

Security is fundamental to legality and compliance. Unless the system used to retain electronic signature information, including the audit trail for a signed document, is secure and reliable, it is difficult to demonstrate compliance with relevant legislative and regulatory demands. DocuSign maintains its solutions in a highly-secure facility with an SAS 70 Type II data center.¹ Documents are encrypted at all times and several levels of signer authentication are available. DocuSign for Salesforce also logs, dates, and time-stamps every event in the document-signing process, with a court-admissible audit trail attached to every signed digital envelope.

¹ "Statement on Auditing Standards (SAS) No. 70, Service Organizations, is a widely recognized auditing standard developed by the American Institute of Certified Public Accountants (AICPA)." http://sas70.com/sas70_overview.html

Methodology

The companies interviewed were selected based on secondary research involving internal DocuSign interviews, existing documents (e.g. case studies), and in particular, customer reviews posted on Salesforce.com's [AppExchange](#). The latter not only helped Crimson confirm and refine the nine benefits to be researched, but also to identify a set of customers likely to be able to address each of them. Of these six were interviewed; three agreed to permit full attribution and three did not.

Demographics

Interviewees were a mix of decision-makers and professionals intimately involved in Salesforce CRM usage at their company. Five of the companies were small-to-medium enterprises with a maximum revenue of perhaps \$20-30 million;² one was a major business unit of a global Fortune 100 company that accounts for more than \$2 billion in revenue. Although we did not obtain an interview with a company with revenues between these two extremes, we see no reason why the benefits delivered would not accrue to such mid-range companies.

Companies Interviewed

Company	Description	DocuSign for Salesforce use	How long DocuSign in use	Title(s) Interviewed
DuPont	Diversified global Fortune 100 company	Sales, settlements, and compliance for Crop Protection business unit (\$2.4 billion annual revenue)	10 months	Data Manager, Crop Protection Services
OpenDNS	Internet navigation and security	Contracts for services	4 months	Enterprise Account Manager
Petz Enterprises	Tax software for individuals and professionals	Sales of professional tax software	6 months	Vice President, Marketing; Product Marketing Manager; National Account Manager
N/D	Wi-Fi solutions	Trials and sales of wireless solutions	6 months	Account Manager, Inside Sales
N/D	Online financial services	Contracts for information services	2 years	Manager, Sales Operations and Database
N/D	Financial services	Contracts for investment management and recordkeeping services	1 year	Senior Recordkeeping Guide; Client Contact; Account Processor

² An accurate range cannot be stated for this mix of private and public companies.

Relative Ranking and Quantification of Benefits

During the interviews, we obtained a rough sense of the relative importance of the benefits each company gained from DocuSign for Salesforce in two ways. First, each interviewee was asked to name the top three benefits of DocuSign without prompting. These benefits were then matched to the list developed during secondary research in discussion with the interviewee(s).

Second, each interviewee was asked to assign a ranking to each of the nine benefits:

- Very Important/Business Critical
- Nice to Have
- Not Important

The results correlate fairly closely with the frequency with which each benefit is mentioned in AppExchange customer reviews.

This simple ranking was also used to establish the order in which we discuss these benefits in this white paper. It is no more than a hint at the actual relative importance of a given benefit for a given company using DocuSign for Salesforce, which is of course dependent on many circumstances.

DocuSign for Salesforce Benefits

Our research identified or refined nine primary benefits of DocuSign for Salesforce (**Error! Reference source not found.**).

1	Time Savings/More Convenience*
2	Accelerated Transactions*
3	More Control/Collaboration
4	Ease of Use/Easy Integration
5	Reduced Errors*
6	Reduced Expense*
7	Increased CRM ROI*
8	Enhanced Security/Compliance
9	More Insight/Visibility Overall

Figure 3: Benefits of DocuSign for Salesforce (* = benefits quantified in interviews)

In some cases, such as “Increased CRM ROI,” the benefit loomed larger in interviewee minds than its place in the figure above would seem to imply. This is not surprising, because the various benefits of Salesforce.com reported by customers are interrelated in many ways, so that teasing out distinctions is merely a way to simplify discussion.

For instance, the ease of use that comes from integration into Salesforce.com delivers time savings and increased convenience, which leads to both faster sales or transactions and increased usage of Salesforce.com (CRM ROI). Likewise, more control and collaboration reduces errors and leads to improved compliance. These interrelationships are noted as appropriate below.

Far more important is the distinction between benefits that can be quantified with relative ease, and those that cannot, as noted in **Error! Reference source not found.**, above. As expected, the interviews yielded some manner of quantification only for these benefits. It should be noted

that there is no necessary correlation between quantifiability and customer enthusiasm about a benefit.

Time Savings/More Convenience

The time savings or increased convenience offered by DocuSign for Salesforce was one of the more easily quantified benefits, but some of the customers who could not quantify this benefit nonetheless echoed what Jeremie Habib, Enterprise Account Manager at OpenDNS said: “DocuSign has more than paid for itself based on the time savings alone.”

Three of the six companies put times savings or increased convenience in the number-one position when asked to name the top three DocuSign benefits unprompted. This is despite the fact that the companies interviewed have very different sales or fulfillment processes, and deal with documents of widely-varying complexity.

Tim Kantor, data manager in the Crop Protection business at DuPont, was one of these. “Just in the last ten months, we’ve saved 500 hours—that’s \$50,000—and every one of those hours is time the reps now spend with a customer, rather than chasing signatures and contracts.”

At the Wi-Fi solutions company, the account manager for inside sales, said that he’s personally saved three to four hours a week in the task of setting up equipment trials and converting them to sales. “Add that up across every salesperson over a year and you’re looking at tens of thousands of dollars.” Habib, at OpenDNS, who deals with perhaps the simplest documents of those interviewed, estimated a savings of 12-15 hours a month per salesperson. The Sales Operations and Database Manager at the online financial services company, with complex contracts, stated that a “low and imperfect” estimate of time savings would amount to 40 hours a week.

The interviewees at the financial services company noted that given the flat-fee nature of their company’s services and the way customer contact is tracked, the reduction in call time and hold time was particularly important. This highlights another, secondary benefit of the DocuSign for Salesforce solution, its ability to enhance the customer experience. We will see this in association with other benefits as well.

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Tim Kantor, Data Manager,
DuPont Crop Protection

Accelerated Transactions

The ability of DocuSign for Salesforce to accelerate any transactions involving signatures was another benefit quantified with relative ease. Interviewees characterized it in two ways: as increased close rate and/or decreased time-to-sale or fulfillment of customer requests.

For instance, the account manager at the Wi-Fi solutions company stated that “the number of trials converted to sales has increased by 25% since we adopted DocuSign for Salesforce.”

Habib at OpenDNS said, “DocuSign has decreased the time it takes to close a sale by 30% in the four months we’ve been using it.” He also noted a phenomenon that interviews revealed at several of the companies interviewed: the one-call close. “Before DocuSign every sale took multiple phone calls, but now not only is the number of calls required dramatically lower, but we’re actually closing one out of ten deals on the first call before even hanging up.”

At the financial services company interviewed, which offers specialized investment management and recordkeeping for customers, the documents needing signatures are perhaps the most complex of the companies we surveyed and require a great deal of negotiation with customers. Even so, states an Account Processor intimately involved with tracking these customer fulfillment efforts, “Before we started DocuSign, it probably took around 40 days to complete a typical client request. Now we’re at about 21 days for almost 90% of such transactions—double the speed.” As noted below, this is due to the improved collaboration made possible by DocuSign’s markup features.

At the online financial services company interviewed, which also deals with complex contracts for information services, the Sales Operations and Database Manager saw a notable decrease in time-to-sale: “DocuSign has significantly accelerated the sales cycle. What used to take a week to 10 days now takes two days or less.”

Craig Petz at Petz Enterprises, who noted that their closing rate has “increased significantly,” summed up an observation made by several of the customers we talked to: “Being able to get a customer signature so quickly and easily eliminates buyer’s remorse, second thoughts, procrastination and similar obstacles that salespeople often struggle with.”

“DocuSign has significantly accelerated the sales cycle. What used to take a week to 10 days now takes two days or less.”

Sales Operations and Database
Manager, Online Financial
Services Company

More Control/Collaboration

The additional control of and visibility into the signature process, and the improvement in collaboration (e.g., for customer review and between sales and support teams) is not an easily-quantified benefit but nonetheless was important to every customer interviewed.

This benefit was most often seen as deriving from the highly-granular document tracking offered by DocuSign for Salesforce, which many related to enforced compliance with a standard signature process. “Getting the right signatures on the appropriate documents is a critical operating task for every sales rep and a major expense in time and money,” said Kantor at DuPont. “With DocuSign’s ability, this is just more efficient and makes it easier to know that it’s working and, more important, when it’s not.”

The account manager at the Wi-Fi solutions company noted the impact on sales. “Before DocuSign, you’d never know where the document was once you got off the phone with the customer, which made it all too easy to lose the sale.” At OpenDNS, Habib found tracking invaluable for deeper penetration into prospect and customer accounts. “You can see the routing on the document as it makes its way through review at the customer. This enables you to identify additional decision-makers, and call them if the process seems stalled.”

The Account Processor at the financial services company noted a similar advantage. “Most of our documents must be signed by multiple people. With DocuSign we can see who has and has not signed it. Often, given the complexity of our contracts, a signing delay can be an indication of customer confusion, and DocuSign’s tracking lets us detect and address that immediately.”

At the same company, the Client Contact, who is concerned with complex investment management agreements, notes the utility of the document markup feature in DocuSign, which enables customers to make changes and additions to a document while managing change approval initials and maintaining a secure audit trail of all changes. “Document markup saves a lot of time and prevents a lot of errors. And customers can mark up or sign the document wherever they have access to the Internet, so we don’t have to wait for a critical person to come back from vacation.”

Finally, several customers noted the overall increase in efficiency derived from improved control and collaboration, which speaks to both the increased CRM ROI and error reduction discussed later. Others spoke to the ability to enforce a standard signature process, which is discussed under compliance, below.

“You can see the routing on the document as it makes its way through review at the customer. This enables you to identify additional decision-makers, and call them if the process seems stalled.”

Jeremie Habib, Enterprise Account Manager, OpenDNS

Ease of Use/Easy Integration

Although the ease of use deriving from integration into Salesforce.com was not quantified by any of the companies interviewed, it was nevertheless quite important to the purchase decision.

Easily the most memorable statement to come out of the interviews came from Tim Kantor at DuPont, whose investigation of DocuSign for Salesforce was inspired by an unlikely source. “My least computer-savvy salesperson had used DocuSign in a real estate transaction and told me it was so easy his dog could do it. When a person who has trouble with email says that, can you imagine what it will do for your power users?”

As an operational benefit, the integration with Salesforce.com was universally praised. “Within two or three clicks we can go from a Salesforce record to sending out a contract,” says Habib at OpenDNS. Ease of use and integration was also often seen as the foundation of other benefits. As the account manager at the Wi-Fi solutions company noted, “Salesforce integration is huge, but not in and of itself. It means better tracking, fewer opportunities for error and better sales and operational metrics.”

The integration itself was also highlighted by interviewees. For instance, the Senior Recordkeeping Guide at the financial services company said, “It looks like it’s part of Salesforce, very connected, so all the information you need to keep track of things is right there. That’s worth a lot.”

Reduced Errors

The customers interviewed were clear that the simplicity and control afforded by DocuSign for Salesforce played a major role in reducing errors, and three of them were able to quantify this, albeit with reference to different aspects of the sales process.

The account manager at the Wi-Fi solutions company noted the error-reduction benefits of DocuSign’s ability to streamline the company’s trial and sales process. “With DocuSign there are fewer points of failure. We went from not getting it done right the first time about 20-30% of the time to pretty much always right the first time.”

At Petz Enterprises, Craig Petz reported similar results. “DocuSign reduced our error rate—wrong contract, wrong signature, missing signatures, lost documents—from on the order of 20% to virtually zero. We spend far less time on exception processing, which means more time for sales.”

“My least computer-savvy salesperson had used DocuSign in a real estate transaction and told me it was so easy his dog could do it. When a person who has trouble with email says that, can you imagine what it will do for your power users?”

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Account Manager - Inside Sales,
Wi-Fi Solutions Company

At DuPont, Kantor identified another way in which DocuSign reduced errors, which is related to Salesforce integration. He notes that Crop Protection sales are seasonal, so while accelerating transactions is not per se important, a lost sale means no business from a customer until the next planting cycle. "We need to keep in close contact with customers, but bounced emails were a problem. Once the salespeople saw what DocuSign could do for them, how easy it was to use, they had an incentive to put the right emails into the system so the signature process went more smoothly. As a result, our bounces on mass emails have been cut in half, from 20% to 10%."

Another aspect of error reduction called out by all but one of the companies interviewed had to do with preventing unauthorized contract changes, which are all too easy in paper or Word documents. Such changes not only waste time but can compromise the profitability or enforceability of an agreement. For the online financial services company in particular, this was very important. "With DocuSign, we can make sure the customer cannot line out or add clauses without us being aware of it, so we never have to worry about overlooking a change. We always have a clean, professional copy of the contract."

Error reduction was also closely related to enhanced compliance, as discussed below.

Reduced Expense

In accordance with our secondary research, reduced expense focused on consumables such as paper and ink and the costs of postage and courier services, and was originally separated from the "green" benefit (reduced carbon footprint) associated with this. During the interviews, we found that although all interviewees acknowledged green as a value delivered by DocuSign, it had little or no impact on their purchasing decision and was always mentioned in the context of reduced expenses, so we did not include it as a primary benefit.

Only the financial services company could quantify reduced expenses: the interviewees estimated that the company was saving several thousand dollars a month on postage, paper, client binders, and the like. However, the general consensus was better stated by Kantor at DuPont (which had been using FedEx for contracts), who observed that "the time savings are as important as the actual cost savings."

The interview with Petz Enterprises revealed another dimension of reduced expenses: personnel costs. "The fact that account managers can now handle contract signing themselves allowed us to reassign four full time support people to more strategic, higher-value tasks," said Craig Petz. "The reduction in expense this represented more than paid for the DocuSign implementation." He notes that this also might be considered an improvement in CRM ROI, as discussed in the next section.

"The fact that account managers can now handle contract signing themselves allowed us to reassign four full time support people to more strategic, higher-value tasks, a reduction in expense that more than paid for the DocuSign implementation."

Craig Petz, VP Marketing,
Petz Enterprises

Increased CRM ROI

Of the companies interviewed only DuPont could quantify the increased return on investment for their Salesforce.com implementation. Although he could not assign a dollar amount, Tim Kantor was extremely enthusiastic about this benefit, mentioning it at the very beginning of the interview.

“Our use of Salesforce has gone up 300% since we adopted DocuSign so that we’re getting far more from it, a benefit that I never expected,” he said. “After the fact it was easy to see why: once people see what DocuSign can do for them, in erasing all of their administrative effort, they are determined to keep their data up to date, and they get in there more frequently.”

When queried about this, all but one of the companies agreed that this effect was real, and that it was easier to get salespeople to use Salesforce once DocuSign was integrated with it, although none had measured the dramatic improvement that DuPont did.

Craig Petz noted an “amazing adoption rate” once DocuSign was implemented, but also identified a different kind of improvement in ROI based on an improved customer experience. “DocuSign makes Salesforce an even more effective tool for overcoming customer inertia with follow-up calls. And, beyond the process improvements, one of the biggest benefits that we get out of using DocuSign is that it supports our value proposition as a paperless solution—we practice what we preach.” He notes that Petz Enterprises is determined to incorporate DocuSign technology into their end user products because of the benefits they’ve seen from using it internally in Salesforce.

The Senior Recordkeeping Guide at the financial services company also noted how improved ROI assists in dealing with a difficult economy. “Our mindset had been to throw people at a process problem, but with DocuSign for Salesforce we can be more profitable with fewer people, and be better positioned to deal with economic fluctuations, which are very important in our business. That translates to a better ROI on our CRM because it’s more effective.”

“Our use of Salesforce has gone up 300% since we adopted DocuSign, so that we’re getting far more from it. Once people see what DocuSign can do for them, in erasing all of their administrative effort, they are determined to keep their data up to date, and they get in there more frequently.”

Tim Kantor, Data Manager,
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Enhanced Security/Compliance

All of the companies interviewed tended to interpret security as legal enforceability, and for all of them that was a prerequisite for choosing an electronic signature solution. Kantor at DuPont mentioned the necessity of a full corporate review before he could obtain authorization to implement DocuSign for Salesforce, and the Sales Operations and Database Manager at the online financial services company noted that a competing product had failed to satisfy the legal department.

Every company noted the benefits of being able to enforce compliance with a standard signature process, as discussed under Control/Collaboration, above. Of more interest were the varying attitudes to enhanced compliance with external regulations and legal requirements, which, as one would expect, was more important to some companies than others. To those for whom it was a concern, enhanced compliance was an important benefit.

Not surprisingly, considering that its business involves tax preparation software, external compliance was critical to Petz Enterprises. "When it comes to supplying the documents required by our auditors, DocuSign has dramatically increased our compliance—it's nearly 100% now," said Craig Petz. "Our auditors have told us that this is pretty much unheard of."

Tim Kantor particularly noted compliance with EPA regulations as a concern addressed by DocuSign and the central repository of important signed documents it makes possible. "The EPA requires that if we sell a product to a retailer, and they resell to a farmer, they must have a repackaging agreement. If we can't produce the paperwork on demand, the EPA could fine us a substantial amount. DocuSign has pretty much eliminated that risk."

The Senior Recordkeeping Guide at the financial services company related enhanced compliance to the inability of a customer to change a contract (also related to error reduction) and the process improvement afforded by document tracking and process enforcement in DocuSign. "Pre-DocuSign, certain documents that had to be sent out with a counter-signature could be changed by the customer, which could lock us in to an unacceptable agreement. Not only is that impossible now, but we can enforce a process where the corporate general counsel must sign off on a document before it's approved, making sure that it meets legal requirements."

"When it comes to supplying the documents required by our auditors, DocuSign has dramatically increased our compliance—it's nearly 100% now. Our auditors have told us that this is pretty much unheard of."

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More Insight/Visibility Overall

The ability of DocuSign for Salesforce to deliver more insight into and visibility of contract processes was valued by every company interviewed, although each tended to see it in different terms. Most looked at this benefit in terms of keeping track of sales status, which supports the higher-rated benefit of an increased close rate (discussed under Accelerated Transactions, above).

Craig Petz spoke for most of the companies interviewed when he stated that “I can run reports that show me everything sent out using DocuSign and the status of each one. Nothing gets lost, I’m not dependent on a collection of chicken-scratch notes on various pieces of paper, and the fact that you can check it from wherever you are—on the road or at home—is a great benefit.”

Kantor at DuPont related this benefit not only to follow up but to both compliance (with EPA forms, as mentioned above) and to contract management. “We frequently have to refer to closed contracts, and the combined reporting capabilities of Salesforce.com and DocuSign make that much easier and more efficient.” Other interviewees also mentioned the advantages of more insight and visibility for contract management.

Several of the companies also called out the ability to track important sales metrics overall. The interviewee at the online financial services company noted that “DocuSign is a fantastic tool for auditing salespeople. I can monitor their average contract time and other metrics and get a better sense of how accurate each salesperson’s forecasts are likely to be, which greatly improves my view of the pipeline and makes them more accountable.”

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Conclusion and Summary

The idea behind DocuSign for Salesforce is notionally quite simple: provide an end-to-end electronic signature process for fast, secure digital transactions for the Salesforce.com CRM solution. However, as our analysis demonstrates, this simple proposition delivers many different benefits whose importance varies depending on a company's specific situation and needs. Also, as we have seen, a company may see any given feature of DocuSign for Salesforce in terms of different benefits because, as with any successful business solution, it is more than the sum of its parts and the benefits are interrelated in complex ways.

To aid decision-makers faced with the choice of an electronic signature solution for Salesforce.com, this white paper has necessarily simplified a complex web of benefits in the interest of clarity. In the process, we have highlighted what we believe to be some of the most important conclusions to be drawn from the experiences of the six customers interviewed, whom we believe to be fairly representative of the larger universe of DocuSign for Salesforce users.

A closer review of the comments about each benefit will be of use at some point during a company's "due diligence" in selecting an electronic signature solution. However, for the purposes of this summary, we believe that it is possible to state succinctly the overall impact of DocuSign for Salesforce on the operations of the companies who adopt it, based on our discernment of a consensus among DocuSign customers that was confirmed by interviews we conducted.

Simply stated, there appears to be wide agreement that:

- The solution benefits are sufficient to guarantee that it will rapidly pay for itself. Even the company with the shortest experience with DocuSign (4 months) confirmed this.
- The solution delivers an increased close rate and/or decreased time to sale or fulfillment.
- The solution offers a high level of additional control over the sales or fulfillment process, notably reduces the error rate, and delivers greater insight (e.g. forecasting, sales performance).
- The solution increases the effectiveness of Salesforce.com, delivering an increased ROI for the overall CRM implementation.
- Compliance, both with internal processes and external regulations, is much easier to maintain.



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Our clients gain significant value from our contributions in the following areas:

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- Research Analysis
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