



Enterprise Business Capabilities Series:

Postmodern ERP as the New Normal

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The Continuum Of ERP Customers

U.S. government agencies often must make complex decisions based on clean, consistent, and often static data to manage their missions efficiently and effectively. Usually, this data is gathered from multiple sources, and Enterprise Resource Planning (ERP) systems are at the center of those processes, encompassing financial, supply chain, and human resource functions.

However, agencies are often limited to the functionality provided by these platforms and furthermore these legacy systems have not kept pace with evolving expectations to access information anytime and anywhere. Even newer ERP systems do not provide a positive experience for users, often requiring them to log into multiple, inconsistent systems or to manually complete transactions, view data, or simply collaborate with stakeholders.

Gartner defines Postmodern ERP as “a technology strategy that automates and links administrative and operational business capabilities (such as finance, HR, purchasing, manufacturing and distribution) with appropriate levels of integration that balance the benefits of vendor-delivered integration against business flexibility and agility. This definition highlights that there are two categories of ERP strategy: administrative and operational.”*

This new Postmodern ERP framework is quickly making traditional ERP systems -- historically used to support every aspect of an agency’s mission -- more efficient and responsive. This change accounts for shifting agency expectations brought about by the advent of the internet, smartphones, and unlimited access to information anytime and anywhere.

The COVID-19 pandemic has given new meaning to ‘mission readiness’ for government agencies and made a safe, secure, and digitally-oriented workforce even more crucial. As government agencies adapt to the new environment, they may need to adopt innovative approaches to give employees access to the resources they need to fulfill their duties and achieve mission readiness.

Government agencies’ current ERP landscape can be monolithic and inflexible, yielding high costs and long lead times to make changes or implement new capabilities. Additionally, with the resulting lack of process standardization, agencies can experience inefficient data management, patched-up data analytics for decision making, and high costs due to ad-hoc customizations and maintenance.

Most government agencies understand that they need to undergo a significant transformation from being product-centric to customer-centric organizations. However, their current processes, tools, and capabilities are often fragmented, over-customized, complex, and unintuitive to use. This outdated landscape can impact their competitiveness, ability to serve their customers in the manner they expect (both internal and external customers), lower overall customer satisfaction levels, and creates operational inefficiencies.

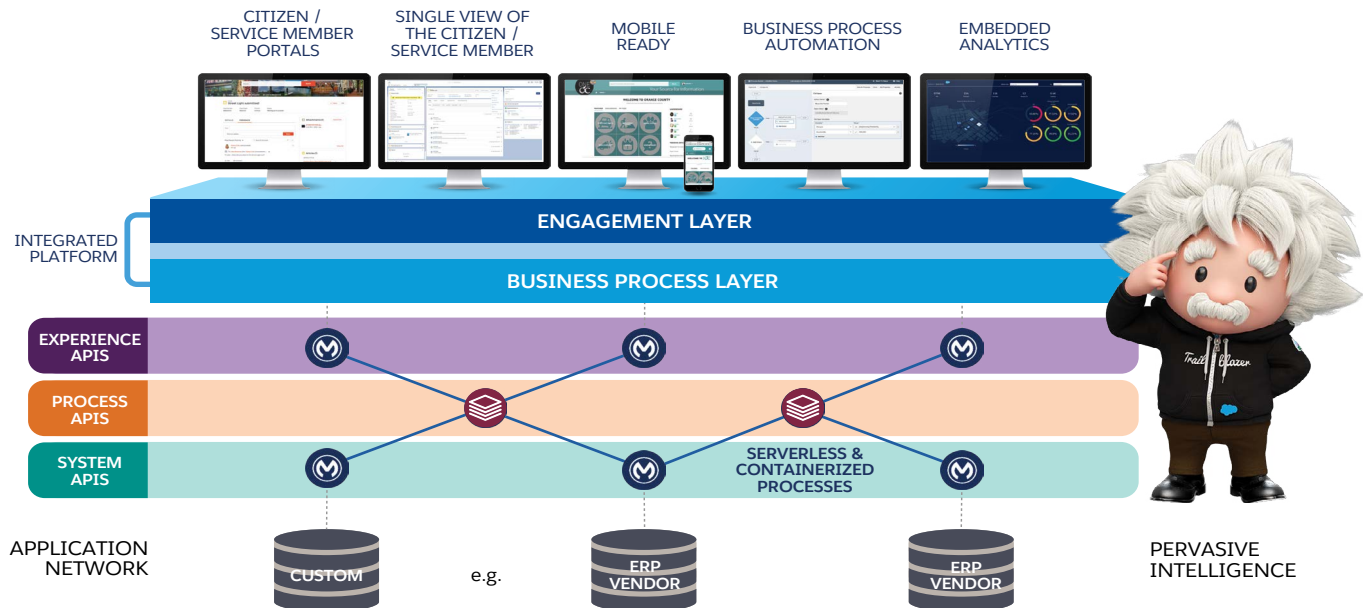
Cloud-based platforms such as Salesforce provide the flexibility and functionality agencies need to reflect modern innovation. Salesforce is one of the companies leading the digital transformation from legacy ERP systems that are no longer keeping pace with modern mission demands.

*Source: <https://www.gartner.com/en/information-technology/glossary/postmodern-erp>

The Salesforce Postmodern Enterprise Application Strategy

Gartner's Pace-Layered Application Strategy is defined as "a methodology for categorizing, selecting, managing and governing applications to support business change, differentiation and innovation."* Salesforce has assisted many agencies with wrapping legacy systems with a new layer of agility to help unlock back-office data and jump-start the transformation.

The Salesforce Postmodern Enterprise Application Strategy



With a Salesforce Postmodern ERP multi-tenant platform, agencies and systems integrators are enabled to quickly configure and develop the highly-responsive and modern applications they need while utilizing the ERP system data they require. IT managers can design applications to suit their specific needs using clicks – not code – through the user interface, automated workflows, and analytics that provide compelling, interactive visualizations. The platform also includes a variety of programming language supports so developers can code complex apps spanning multiple business processes and deliver them to various mobile devices.

Salesforce capabilities can be deployed rapidly as agencies do not have to procure, install, or maintain servers, storage, networking equipment, security products, or the hardware and software. Agencies can also benefit from a reduced Information Assurance (IA) burden with the help of Salesforce Government Cloud Plus, which maintains a FedRAMP High Provisional-Authority to Operate (ATO), and Salesforce Government Cloud, which maintains a FedRAMP Moderate Agency ATO, along with Department of Defense (DoD) impact level (IL) 4 Provisional Authorizations (PAs).

Salesforce has been solving service-centric and operational business processes problems for organizations across multiple industries for more than 20 years. With a leading cloud platform, Salesforce helps free government data from legacy systems and unleashes staff, partners, and citizens to administer the government in powerful new ways. In the public sector, Salesforce's trusted cloud platform and applications help government employees and agencies easily collaborate and connect with citizens, service members and partners like never before. Governments around the globe are leveraging Salesforce's leading cloud solutions and experiencing incredible results ranging from more connected customer service, to streamlined operations, better performance, and overall cost savings.

*Source: <https://www.gartner.com/en/information-technology/glossary/pace-layered-application-strategy>

The Salesforce Advantage—Support Mission Readiness and Streamline Enterprise Business Capabilities (EBC)

Salesforce is helping governments digitally transform by providing secure, cloud platforms that put their employees and service members at the center and engage them throughout the transition in ways that drive productivity.

The key to streamlining the process without sacrificing the user experience is to separate the user interaction layer from the transactional data hub. When you provide a robust user layer (Customer Relationship Management or “CRM” solution) for your processes, you benefit from having a 360-degree view of customers, the users, and all interactions, automating the business life-cycle processes and collaborating with the stakeholders in unique user experience. Transactional records can be stored in the on-prem or cloud-based ERP but made visible in Salesforce through flexible and robust data integration options.

Common business drivers behind the use of the Salesforce platform to augment ERP include: making application development efforts more scalable and agile to meet business demand, spending less time delivering and managing infrastructure, and the need for a platform they can build upon and grow their business operations.

Salesforce provides a portfolio of services to support and accelerate application development and create systems of engagement and innovation in concert with ERP applications. The systems tend to be focused on customers - be they external to your agency (citizens, partners, vendors) or internal (employees). The Salesforce platform is built to help remove the traditional time lags and complexity of delivering these types of solutions in line with modern citizens' expectations.

Salesforce supports better business and operational outcomes for organizations by serving as a scalable and agile application development platform. Furthermore, application development efforts are timelier and more productive when based on the Salesforce platform.

As a result of these efficiencies, government agencies are moving from other development platforms (often associated with ERP systems) to the Salesforce platform and have sped up their application development and delivery processes. Furthermore, born-in-the-cloud organizations using Salesforce as a fundamental component of their operational strategies cited agile and fast development cycles as a core benefit.

By integrating Salesforce's capabilities, government agencies can streamline their operations by implementing mobile case management, intelligent queuing, dynamic and smart workflows, situational location of resources, and self-service locations. These capabilities have helped organizations meet the continually changing expectations of its employees and service members. In addition, as a Salesforce customer, agencies receive automatic upgrades and system maintenance as part of a subscription service, helping to reduce IT spending and improve operational efficiency.

Government organizations have made their application development efforts more effective and efficient, producing business applications that create more value for them. The Salesforce platform helps make all this possible.

Pain Points & Solutions

PAIN POINT	SOLUTION
<p>Speed of Relevance:</p> <ul style="list-style-type: none"> • Keeping up with functional requirements in a rigid application development environment (i.e., ERP) • Expensive upgrade process, especially with custom applications • As products are phased out customers are forced to upgrade / pay expensive support fees / or move to a more advanced version 	<p>Salesforce customers and third-party developers can configure and develop apps rapidly because of the ease of use and the benefits of a multi-tenant platform. Salesforce provides the capability for business users to easily and declaratively customize Salesforce applications to suit their specific needs using clicks and not code (including user interface, automated workflows, and analytics that provide powerful, interactive visualizations), and also includes a variety of programming language support so developers can code complex apps spanning multiple business processes and deliver them to multiple mobile devices. The Salesforce Services can be deployed rapidly since customers do not have to spend time procuring, installing or maintaining the servers, storage, networking equipment, security products, or other infrastructure hardware and software necessary.</p> <p>All upgrades, patches, and other system maintenance are provided as part of the subscription service. This can help make customers' IT expense and operations more predictable:</p> <ul style="list-style-type: none"> • 3 upgrades / year (customers may contribute ideas through IdeaExchange) • Custom applications are protected - no re-engineering
<p>Mobility and Collaboration:</p> <ul style="list-style-type: none"> • Ability to secure and disseminate knowledge • Mobile first design to enter information into system • Unified user experience 	<p>Salesforce applications are mobile-enabled out of the box (no coding required) and can be accessed from any mobile device, anywhere, at any time. Salesforce has a mobile platform that can enable organizations to bring all of their data and custom apps to any mobile device. With the power of the platform, administrators can build applications on the desktop and then mobile-enable them with just a few clicks. Organizations can access and update their data, collaboration feeds, analytics, customizations, and relevant files and documents -- all within the same mobile application.</p> <p>Collaboration is embedded into all aspects of Salesforce solutions, allowing an organization's users to provide information in context, connecting the right information to the right people, at the right time to both internal and external stakeholders. Salesforce's standard collaboration capabilities are embedded into the fabric of how users work within the system, and are delivered with a complete audit trail. This includes unstructured communications, workflow, reports, dashboards, triggered alerts, document management, universal search, knowledge management, mobility, SMS, and much more.</p>

PAIN POINT	SOLUTION
<p>Integration</p> <ul style="list-style-type: none"> • Unlocking the existing ERP data and data lakes • Swivel chair effect • Common operating picture 	<p>Salesforce supports most common web services APIs. In addition to Salesforce's core integration capabilities, Salesforce also acquired MuleSoft, Inc. ("MuleSoft"), the provider of one of the world's leading platforms for building application networks that connect enterprise apps, data and devices, across any cloud and on-premises. MuleSoft offers a suite of pre-built connectors to other systems such as SAP and Oracle to accelerate the integration deployment.</p> <p>Once integrations are established, this creates a streamlined user experience and view of data contained within the Salesforce platform and from external systems. Ultimately, this helps reduce the cognitive load for the user.</p>
<p>Scalability</p> <ul style="list-style-type: none"> • Ability to support from small organizations to larger government organizations 	<p>Salesforce is a pure multi-tenant, cloud-based web application. Multi-tenancy gives applications elasticity. Salesforce applications can automatically scale from one to tens of thousands of users. Transaction throughput information is published daily on https://status.salesforce.com/. Salesforce routinely processes over 4 billion transactions during normal business days. Of the over 4 billion transactions performed daily on the Salesforce multi-tenant infrastructure, approximately 40% of these transactions are through the API. In general, Salesforce averages response times around 200 milliseconds. Any application that runs on the Salesforce Platform is automatically architected to efficiently scale from 1 user to 100,000+ users without the customer having to do anything differently.</p>

PAIN POINT	SOLUTION
<p>Data Management and Governance</p> <ul style="list-style-type: none"> • End-to-End Process • Single Source of Truth • Common Operating Environment 	<p>The Salesforce Platform and core applications come with predefined objects and fields that can be configured to meet the specific requirements of government agencies. Custom fields, custom objects, and new applications are easily configured in Salesforce. Salesforce also provides a comprehensive set of data management and data governance across the following four dimensions: metadata governance, data lineage, data stewardship, and data security.</p> <p>All configurations and customizations are stored as metadata. Objects, fields, forms, reports, workflows, user access privileges, tenant-specific customizations and business logic, even the definitions of underlying data tables and indexes, are all abstract constructs that exist merely as metadata in Salesforce Lightning Platform’s Universal Data Dictionary (UDD). Salesforce auditing features allow the stewardship and tracking of record modification fields, login history, field history tracking, and audit trail which logs when modifications are made to your organization’s configuration. Within Salesforce, the creator and last updater, as well as timestamps, are recorded for every record.</p> <p>User management and application-level security settings for the Salesforce Services are configured and maintained by the customer’s administrator. These security controls include password strength (minimum length, complexity, aging, history), lockout after invalid attempts, identity verification prior to password reset, and session inactivity and duration limits. Customers can choose to implement stronger controls, such as SSO, IP address restrictions, and two-factor authentication using third-party packages, or via federated or delegated methods supported by the Salesforce Services, as needed. Customer administrators manage API accounts and their permissions in accessing the Salesforce Services.</p>

PAIN POINT	SOLUTION
<p>Security and Compliance</p> <ul style="list-style-type: none"> • Ability to host an organization's personnel's PII and PHI • Meeting an organization's cloud security compliance • Meeting the industry security standards 	<p>One of the reasons for Salesforce's success in government is their investment in delivering a secure cloud experience. The Salesforce Government Cloud has been granted Provisional Authorization (PA) for Impact Level 4 (IL4) from Defense Information Systems Agency (DISA) leveraging Salesforce's FedRAMP Moderate ATO. Salesforce Government Cloud Plus is authorized at the FedRAMP High Impact Level, the highest level of FedRAMP compliance, built on AWS GovCloud (US), and designed to address the stringent unclassified data security and compliance requirements of the U.S. government. Focusing on a cloud-based application platform allows government agencies to minimize internal administration, while providing organizational agility, speed-to-value, and ease-of-use for a broad range of stakeholders.</p> <p>Salesforce's unique multitenant architecture helps provide government agencies with a fine degree of security control over everything from user and client authentication, to administrative permissions, to the data access and sharing model. Salesforce includes in app auditing with Salesforce Shield, a premium set of security services that provides an additional level of visibility and protection for data including Event Monitoring Analytics, which gives you greater visibility into user actions to help you better support your apps, audit your users, and optimize business processes; Field Audit Trail giving you a forensic-data-level audit trail with up to 10 years of history; and Platform Encryption that allows government agencies to encrypt data at rest with a button click while preserving key business functionality to ensure the privacy and confidentiality of data (such as personally identifiable information (PII) in order to meet both external and internal compliance requirements.</p> <p>For data security, Salesforce uses a defense-in-depth approach to help protect customers using its services from unauthorized access attempts using the latest firewall protection, intrusion detection systems, and TLS encryption. To ensure this adherence, Salesforce continually seeks relevant third-party certification. Salesforce has privacy and security assessments and certifications performed by multiple third parties for Government Cloud and Government Cloud Plus including:</p> <p>Salesforce Government Cloud: ISO 27001, SSAE 16 SOC 1/2/3, PCI-DSS, FedRAMP Moderate, and DoD Impact Levels 2/4.</p> <p>Salesforce Government Cloud Plus: ISO 27001, SSAE 16 SOC 1/2/3, PCI-DSS, FedRAMP High, and DoD Impact Level 2.</p>

PAIN POINT	SOLUTION
<p>Ecosystem and Innovation (i.e., Analytics and AI)</p> <ul style="list-style-type: none"> • Keeping up with today's technology • Ability to plug and play <p>Learning</p> <ul style="list-style-type: none"> • Trailhead • Trailblazer Community • Salesforce Developer Community 	<p>Developed over 10 years ago, the Salesforce AppExchange is a community of over 4,000 pre-built enterprise cloud computing solutions that are integrated with Salesforce's SaaS/PaaS solutions and developed on the Salesforce Platform - to date these solutions have been utilized more than 5 million times by our customer community. With just a mouse click and a Salesforce account, government agencies can extend their initial investment and easily find, test, and install hundreds of pre-integrated apps from the Salesforce partner community.</p> <p>Salesforce releases three complimentary upgrades each year, in Winter, Spring, and Summer versions. The most recent version is Winter 2020. All Salesforce users are always on the latest version of the Salesforce platform because everyone gets instant upgrades. Each time Salesforce releases a new version of the application and the platform, the entire community can take advantage of the latest innovations from the Salesforce product development team such as A.I., Blockchain, etc.</p> <p>Please note that there are certain Salesforce capabilities that while available and interoperable within the Salesforce Government cloud, may not be currently included in the FedRAMP IL4 authorization boundaries. For more information please see: https://help.salesforce.com/articleView?id=000321821&type=1&mode=1</p> <p>Trailhead</p> <p>Trailhead.com</p> <p>Salesforce's free online learning platform empowers anyone to learn in demand skills that their company needs to go digital fast.</p> <p>A core differentiator of Trailhead is the Trailhead Playground-- a free Salesforce developer environment that allows learners to get hands on with Salesforce technology and put their knowledge to the test.</p> <p>Trailhead's library of over 1000+ badges spans Salesforce, business, tech and soft skills.</p>

PAIN POINT	SOLUTION
<p>Learning (Continued)</p> <ul style="list-style-type: none"> • Trailhead • Trailblazer Community • Salesforce Developer Community 	<p>Learners can pick specific trails, modules or projects based on role (admin, user, etc), experience level (beginner, intermediate, advanced), products (Service Cloud, Salesforce Platform, etc.) or topics (App Logic, CRM, Data Management, etc.) to learn new skills</p> <p>Trails - There are over 102 trails to choose from that provide guided learning paths through modules and projects and help users cover the most ground in the shortest amount of time. They provide users a game plan for exploring new skills. Trails include Admin Beginner, Admin Intermediate, Developer Beginner, Develop Intermediate, CRM Essentials, Analytics, and many more.</p> <ul style="list-style-type: none"> • Modules - There are over 347 modules that dive into specific topics. Modules introduce users to specific topics in bite-sized units. Users learn what a feature is, when it's helpful, and how to use it. Users can then test themselves with interactive challenges. • Projects - There are over 66 projects to choose from that provide users hands-on practice applying what they've learned. Projects give users hands-on practice with Salesforce technologies via step-by-step instructions and enable users to gain new skills and confidence working in Salesforce faster than they thought possible. <p>Trailblazer Community</p> <p>The Trailblazer Community offers many ways for customers to connect and learn together. Customers are able to engage with the global community through the Answers forum for quick help from peers, online Collaboration Groups about a wide variety of topics, and 1000s of local and virtual Community Groups that meet regularly.</p> <p>Salesforce Admin and Developer Relations</p> <p>Salesforce Admin and Developer relations offer websites, blogs, podcasts, videos, sample apps, community, and social channels to provide resources, insights, and collaboration. Admins and Developers can access key resources to help them deliver innovation and drive success in their roles and for their companies. Topics include: latest releases, automation, security, analytics, integration, APIs, and much more.</p>

Case Studies

A few representative customer use cases are provided below:



Washington D.C. Department of Health Care Finance. The Department of Health Care Finance (DHCF) is the District of Columbia's Medicaid agency, charged with improving health outcomes by providing residents access to comprehensive, cost-effective, quality healthcare services. The 2010 Patient Protection and Affordable Care Act changed longstanding approaches to determining eligibility for benefits, placing new emphasis on the use of technology to qualify consumers for assistance. DHCF launched myDCAS, a centralized caseworker portal and knowledge access system built on Salesforce Service Cloud. MyDCAS serves as a contact center and case management solution in one, providing employees the information they need to help answer constituent eligibility questions and process applications within a single system. MyDCAS includes a Salesforce-based knowledgebase with step-by-step guides, training videos and FAQs previously spread across multiple locations. Today, rather than searching PDF-based job aids, DHCF employees can find the information they need using MyDCAS, ensuring they aren't accessing outdated or inaccurate data. It also means they spend less time searching for the information they need or on the phone with the help desk. A month into the MyDCAS launch, DHCF was already experiencing a drop in help desk calls.

Full Customer Story: <https://www.salesforce.com/customer-success-stories/dhcf/>



Atlantic Diving Supply (ADS). As a leading Federal Government Contractor, ADS offers custom kits and mission-ready solutions that fit the unique needs of the Department of Defense, field medics, aircraft maintenance crews, State and Local law enforcement and firefighting agencies, and dive search and rescue teams. As ADS grew, the company's leadership "recognized the need for taking information out of emails, hand-written notes, or back-office systems and moving it into one, centralized enterprise platform," said John Scardino, Business Analyst and Salesforce Admin for ADS. The team turned to the Salesforce Government Cloud to deploy a modern, digital platform capable of supporting the organization as their business grew and their competitive landscape changed, enabling them to maintain a strict focus on the customers at the heart of the mission. ADS' IT services team started with Sales Cloud, developing an enterprise-wide CRM that gave the right employee the right access to mission-critical data exactly when they needed it. They configured the CRM to support the company's many functional areas, including its warehouse division, finance teams, and marketing organization.

Full Customer Story: <https://www.salesforce.com/customer-success-stories/ads/>



Amtrak is using Salesforce for their Train Operations (TOPS) app to track train servicing. Amtrak serves over 85,000 passengers a day from 500 stations spread across 46 states and three Canadian provinces. With Salesforce, Amtrak supervisors can log when their team is done with a given service, alert their counterparts of any issues or delays, and pull reports that capture performance stats, common disruptions, and more. The TOPS app opened up communications and visibility across the entire train turnover process, making it easier to understand, quantify, and replicate best practices that could otherwise get lost in an expansive workplace. Amtrak's Salesforce solution served to consolidate and integrate over 400 legacy applications, helping Amtrak to realize an enterprise-wide digital transformation and overall improvement of customer loyalty and workforce productivity. Amtrak's investment in innovation brought a forward-thinking approach to a mission immersed in safety, scale, and quality customer experience.

Full Customer Story: <https://www.salesforce.com/customer-success-stories/amtrak/>

How does Mulesoft support your integration strategy in the Postmodern ERP framework?

As government agencies evaluate their post-modern ERP frameworks, there will be key capabilities that organizations will need to drive success:

- Support for different data transaction patterns (batch, real-time) to power new application needs
- Reliable connectivity into a massive network of cloud and on-premises applications
- Cloud-based integration capable of supporting government data and processing workloads
- Widespread adoption of advanced analytics embedded in ERP applications

In order to achieve these, agencies need to bring a fundamental shift in their approach to handle application architecture and integration.

MuleSoft sits at the intersection of some of the biggest technology forces in the world – SaaS, IoT, Microservices and APIs – and enables government agencies to connect and work together. MuleSoft's mission is to help organizations create connected experiences faster by making it easy to connect data from any system – no matter where it resides. Thousands of organizations across industries rely on MuleSoft to realize speed, agility and innovation at scale. By integrating systems and unifying data with a reliable, enterprise integration platform and reusable APIs, organizations can easily compose connected experiences while maintaining security and control.

To support the postmodern ERP framework, being able to connect systems, no matter where they reside, and reliably scale to power massive government IT data and processing workloads will be key to deliver new features that users demand.

MuleSoft's Anypoint Platform is the only unified integration platform that combines data and application integration across legacy systems, SaaS applications, and APIs with hybrid deployment options for maximum flexibility.

It can be deployed anywhere

MuleSoft's powerful runtime engine can be deployed as an on-prem integration engine, hybrid iPaaS, or from a secure, cloud-based environment. Applications can be moved from on-premises to the cloud with one click.

Integrate in real-time or batch

Millions of records can be moved between applications or data sources using MuleSoft's built-in batch capabilities, or API Management capabilities to power more real-time data needs.

It enables universal connectivity

Developers can connect quickly and easily to thousands of APIs, selecting from a library of pre-built connectors to common IT systems and cloud services.

But it's also important to recognize that enabling the postmodern ERP framework is also not a single project, but rather an ongoing process. Through its API-led Connectivity approach, MuleSoft is enabling a fundamental shift in organizations' technology operating models by equipping them to create composable, agile IT infrastructures. By using APIs, agencies can easily and securely unlock key data from monolithic ERP suites and allow new capabilities to be built on top of these systems, such as new employee portals, mobile apps, or workflow automations. Furthermore, by combining the flexible, cloud-native Salesforce platform with MuleSoft, agencies can enable modern processes, experiences, and capabilities while leveraging and integrating data housed in agency ERP systems as well as other on-premise and cloud data sources, including databases, mainframes, SaaS apps, and more.

MuleSoft is unique in that it also allows for the reuse of integrations and APIs built and managed within the Anypoint Platform. As data is unlocked, integrated, and business logic created, integrations and APIs are cataloged and available to be reused in the future. For example, this means that if an API was built to unlock financial data from an ERP system for a new analytics dashboard, the same API can be used in the future to help provide that data for a mobile application, new workflow, or more. This reuse means that as more projects are completed and APIs and integrations are built, future projects are accelerated as existing integrations assets can be reused versus having to be built from the ground up, saving time and money.

Finally, MuleSoft understands that some agencies will have differing requirements for where and how they can deploy software. MuleSoft offers deployment flexibility for government agencies to meet their security and regulatory requirements, whether that be on-premise, in a hybrid model, or in MuleSoft's FedRAMP authorized Government Cloud.

Enabling the postmodern ERP framework will require a flexible approach, integrating systems across the enterprise to and with the traditional ERP systems. MuleSoft's powerful enterprise integration platform and API-led connectivity approach, capabilities, and deployment flexibility can enable agencies to more easily get their postmodern ERP journeys underway and enable new capabilities to improve the end user experience quickly and efficiently. By combining the power of MuleSoft with the Salesforce platform, agencies can realize value even faster and easily keep pace with modern agency and mission demands.

You may call it Postmodern ERP, Enterprise Business Capabilities (EBC) or Digital Operating Platform (DOP). Now how do you operationalize it with a cloud first approach in mind?

As government agencies aim to become more customer centric in their approaches and processes, it has become clear that solutions meant to be geared toward postmodern ERP are still missing the target. There is a discrepancy with connecting the customer or consumer of the solution to the actual back end processes. To add to that, a need for machine learning and AI capabilities for predictive analytics is becoming more important. As we continue down the path of the 4th industrial revolution, speed and flexibility will be crucial. Agile software development and iterative processes will set apart the legacy systems from advanced modernized solutions. Risk averse and conservative approaches, with a waterfall mentality, are becoming a thing of the past.

It's becoming more clear that the current state of postmodern ERP solutions will not handle the needs of tomorrow's demands. The pace of business modernization is becoming increasingly fast and will require solutions that can keep up. Salesforce has been an early disrupter bringing innovation on a cloud-based, flexible and scalable platform to several industries, including the public sector. That very same platform which has world class solutions offered with the customer in mind, can be leveraged for postmodern ERP processes. Salesforce has been striving to perfect the customer experience and optimizing back end workflows for all business areas alike. Operations, logistics, and supply chain management processes can benefit from the very same platform.

Getting away from the outmoded methods, Salesforce aims to provide multiple ways for citizens, government employees and service members to interact with their ERP solution. Not to mention, the product team, finance team, supply chain and logistics team can all work together in the same platform as the customer care and HR talent management departments. A fully integrated platform like Salesforce will provide a 360 view of a citizen, government or service member and provide the best level of customer service to that individual.

In order to operationalize a more customer centric and intelligent postmodern ERP solution, a few steps need to be taken. The first being migration to cloud services from legacy on premise systems where possible. Meeting changing mission requirements and expectations is easier and more cost-effective with a modern cloud solution. However, the approach to adopting cloud technologies must follow best practices to establish a services portfolio that stands the test

of time. A successful ERP cloud transformation involves more than just replacing on-premises hardware with external cloud infrastructure. Real transformation in the ERP space requires strategic planning that maps individual business capabilities to the most appropriate cloud-service model and platform. Digital transformations also require organizational change. ERP business stakeholders, designers, and developers need to shift from using traditional, linear development processes to adopting agile methods. And departments involved in traditional ERP processes, must transition from being providers of legacy services to being brokers of siloed services. Regardless of where you are on your digital transformation journey, Salesforce can help. We offer deep expertise to ensure that your enterprise is prepared to migrate and operate the right mix of cloud services.

Each agency's journey for transitioning from legacy, on-premises ERP systems to cloud-based services is unique. And to be successful, it requires ongoing strategic planning. This is where Salesforce can help.

We understand that it's typically infeasible to rip all legacy ERP and replace it with cloud services. A gradual migration using hybrid-cloud architectures is usually the best approach. As you know, choosing the appropriate cloud service can be daunting due to ambiguity and industry noise about options. Agencies are often so focused on managing, scaling, and troubleshooting legacy ERP systems that they have few resources for innovation. In addition, fear of change is often a powerful obstacle, and it's exacerbated by the unknown. As a result, many organizations that are unsure about which type of cloud services to use make the mistake of simply lifting and shifting all their IT to an infrastructure cloud service. This approach limits innovation. True digital transformation is facilitated by adopting a mix of cloud service types.

In the critical first step, we help you create a solid foundational plan for your digital transformation by understanding where you are on your digital transformation journey. This includes knowing what applications and systems are in place across your enterprise. The next step will require gathering critical business insight about the business capabilities your ERP system currently supports, identifying each one and its underlying technologies, and whether they are meeting business needs. By identifying individual business capabilities, we can help ensure that each one is supported by the optimal IT platform(s). This is an important distinction because, in many cases, organizations can realize greater value from systems running on hybrid-cloud models that include a mixture of on premise and cloud-based IT.

Prioritizing will be an important step in the ERP transformation process as well. We'll help you identify the most compelling and appropriate cloud-migration candidates, and we'll determine which type of cloud service will best support it. Quantifying "technical debt" becomes of utmost importance. We will help you determine the technical debt of each business process within the ERP landscape –or the amount of time, money, and energy you spend on the IT that supports it. Technical debt often translates into a high amount of budget allocated to operations and maintenance of the IT investment. Along with the rate of change, the amount of technical debt will help inform your approach and budget for digital transformation projects.

At the end of the evaluation, you'll have a clear map that indicates the sequence of steps you should take to migrate all ERP business capabilities to the cloud. You'll also have the supporting data behind your strategy, including technical debt and rate of change. Most often, the best approach is to start by migrating some smaller business processes to the cloud as pilot projects. Then, invest in cloud platform opportunities that deliver the greatest ROI for customers. And finally, to maximize available resources for higher-ROI projects, agencies typically find it best to delay the migration of business processes that will remain fairly static whether they're supported by IT on premise or in the cloud.

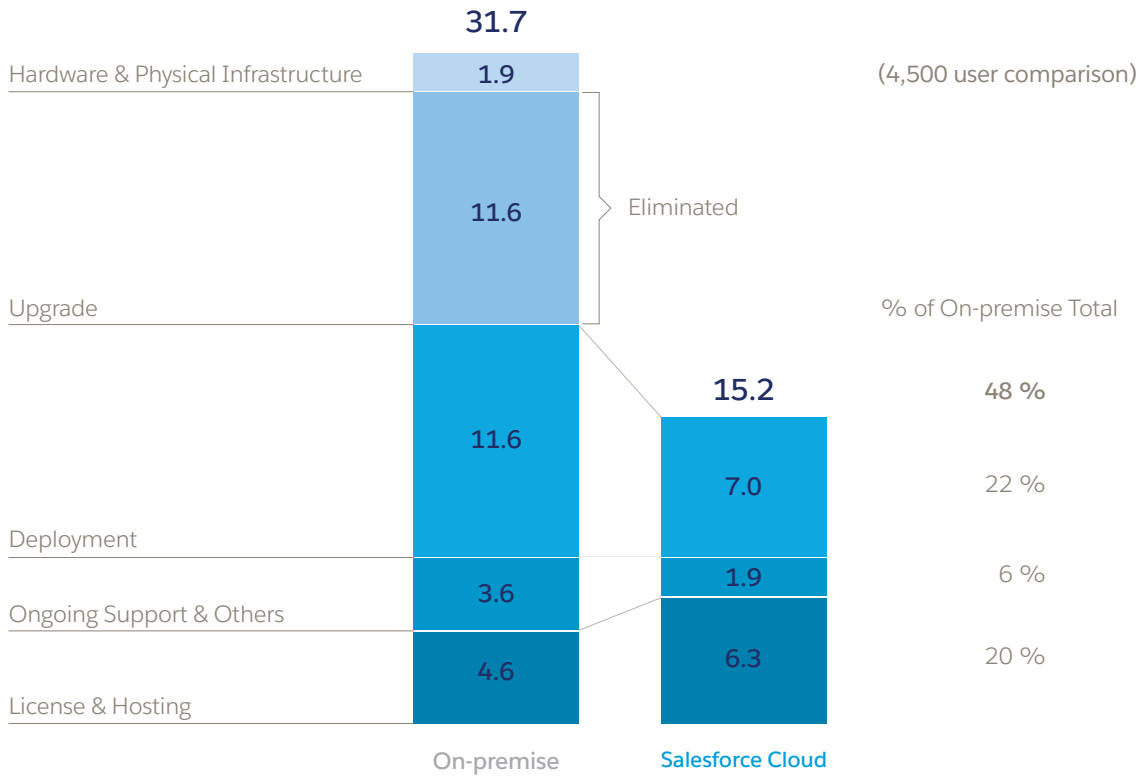
Equipped with a solid roadmap that outlines your pathway to the cloud, we can help you gain executive support and begin your migration. Working with you as a digital strategy advisor, we can help you compile all required information, such as mission capabilities, technical capabilities, risk profiles, and cost analysis, to create a business case for your digital transformation that meets your agency's requirements. Using a collaborative, data-driven management approach for planning your cloud migration makes it easier to build a business case that's defensible and inspirational, so you can move forward with confidence.

Mission Capabilities	Technical Capabilities	Risk Capabilities	Cost Capabilities
Functional Alignment	Ability to Integrate	Implementation Risk	Implementation Cost
Time to Market & Agility	Security	Organizational-Change Risk	Ongoing Cost
	Maintainability	Staffing Risk	
	Extensibility	Vendor-Viability Risk	



Based on best practices, we can help government organizations build an acquisition plan that supports your guidelines and minimizes costs. In this example, an agency found it could save millions of dollars by migrating the services that support 4,500 users from legacy systems to the Salesforce application Platform as a Service offering.

5-Year TCO Cost Comparison (US\$ Millions)



To innovate today, agencies need to replace linear development methodologies with agile frameworks. An approach that plans for iterations of the solution—with ERP stakeholders guided through short cycles of improvement—is more likely to lead to quick wins than setting formal waterfall style gates for the project that curb progress with linear stages.

When Salesforce helps design implementations, we outline three key elements in the cycles of transformation:

- **Optimizing**—An outcome-focused approach to discovery and requirements-gathering that accounts for multiple solution-iteration paths.
- **Advocating**—A method of sharing and promoting solution iterations to stakeholders to obtain validation, increase insights, and initiate change management.
- **Strategizing**—A collaborative approach to delivering successful iterations while gaining support for further enhancements and extensions of your cloud transformation.

Contracting for agile development supports long term goals for facilitating continuous improvement and mitigating the impact of the rate of change by enhancing transformed applications further, and enabling the expansion of digital transformation to include other applications.

As you begin your ERP digital transformation journey, your organization will need to transition from being a technology provider to being a service broker. In this new role, you'll quickly reach a tipping point where change management becomes as important as the technologies you're changing. We help you establish a cloud brokerage Center of Excellence (CoE) so you can build a consistent approach to managing both cloud solutions and organizational change. To guide decisions made by the CoE, we collaborate with you to create a model to govern cloud decisions. Finally, throughout our relationship, we continually provide you with the resources and frameworks you need to evolve your processes and culture as stakeholders and end users across your organization learn to navigate the paradigm shifts in operating models that digital transformation entails. To be successful, the CoE requires cross-functional involvement from stakeholders across both IT and the organization as a whole. Salesforce can help provide resources for engaging cross-functional roles and documenting the staffing plan.

We work with you to identify the major areas of process change that your organization will need to address and then establish the guidelines, processes, and training that will help facilitate this cultural change.

Why embark on an unfamiliar journey alone to modernize your ERP solution? We have the expertise at Salesforce you need to create a strategic and successful pathway to the cloud that's designed to accelerate time to value, minimize risk, and facilitate long-term success. And because there's no one solution for every challenge, your roadmap will outline when you should migrate postmodern ERP business processes to the cloud and how you should take advantage of available cloud services to realize your vision for digital transformation.



About Salesforce

Salesforce transforms government agencies and their industry partners into highly connected, efficient, and productive organizations. The Salesforce Platform accelerates transformation to deploy solutions with a multi-tenant cloud infrastructure that meets security and compliance requirements. To learn more, visit www.salesforce.com/government or call (844) 807-8829 to speak to a government expert