

Contract Negotiation Clinic: Salesforce

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Do

- Share best practices you have observed and/or employed.
- Discuss general licensing terms and pricing — not specific terms and pricing from any particular agreement.
- Share frameworks and toolkits you have created to guide negotiations.

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- Make any agreement regarding a joint action to take against a supplier.
- Agree with others at the session to refuse to deal with a particular supplier or obtain more favorable terms from a supplier, particularly where your firm is a large customer of that supplier.
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- No deal-specific information will be discussed.
- We apply strict confidentiality standards to any subsequent use of information shared during these sessions.
Please note that we cannot control how others manage information you share at this meeting.



What's New With Salesforce

- Price List Increases of an Average of 9%
- Reintroduction of Renewal Uplifts
- Increasing Compliance Risks
- Loss of Dedicated Customer Success Manager for Premier Success Customers

What's New With Salesforce

- Generative AI Products (e.g., AI Cloud, Sales GPT, Service GPT)
- Data Cloud
- New Consumption-Based Pricing Models
- Suites

Today's Topics

- 1 Creating Negotiation Leverage
- 2 Selecting Optimal Offerings
- 3 Demand Planning
- 4 Key Contract Terms to Negotiate
- 5 Negotiating Renewals and Exit

How to Create Salesforce Negotiation Leverage

1
Leverage

Competition

**Strategic
Priorities/
Products**

Timing

**Contract
Length**

Source: [3 Steps to Strategic Negotiation With Salesforce](#) (G00784126)

Create Competition

1
Leverage

Sales Cloud — BUSINESSNEXT, Creatio, Microsoft Dynamics 365, Oracle Sales, Pega Sales Automation, SAP Sales Cloud, SugarCRM and Zoho

Marketing Cloud Engagement — Adobe Journey Optimizer, Braze, Cheetah Digital, Optimove, Oracle Responsys Campaign Management, Pega Customer Decision Hub, Redpoint Global and SAP Emarsys

These are a sample of possible competitive alternatives (see Appendix for more).



Salesforce's Strategic Products

1
Leverage



**Data
Cloud**



Industry



MuleSoft



Slack



AI Cloud



Tableau

Salesforce Industry Clouds

1
Leverage



Financial Services



Public Sector



Healthcare & Life Sciences



Automotive



Communications



Manufacturing



Consumer Goods



Media

Leverage New Purchases From Acquired Companies

1
Leverage



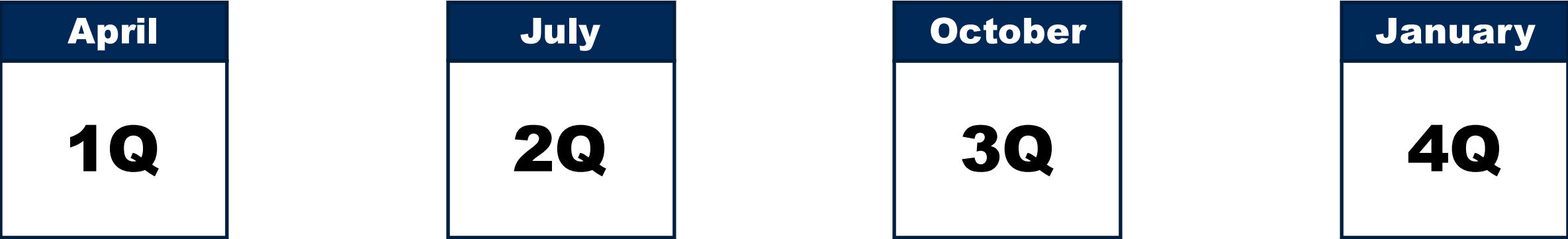
On New Deals:

- Leverage any new purchase from an acquired company.
- Be aware of different contractual terms, such as the SLA.

Existing Slack, Tableau and MuleSoft customers unlikely to gain additional leverage.

Leverage Year-End Deals, Including Early Renewals

**1
Leverage**



Percentage of Deals Closing Each Quarter*

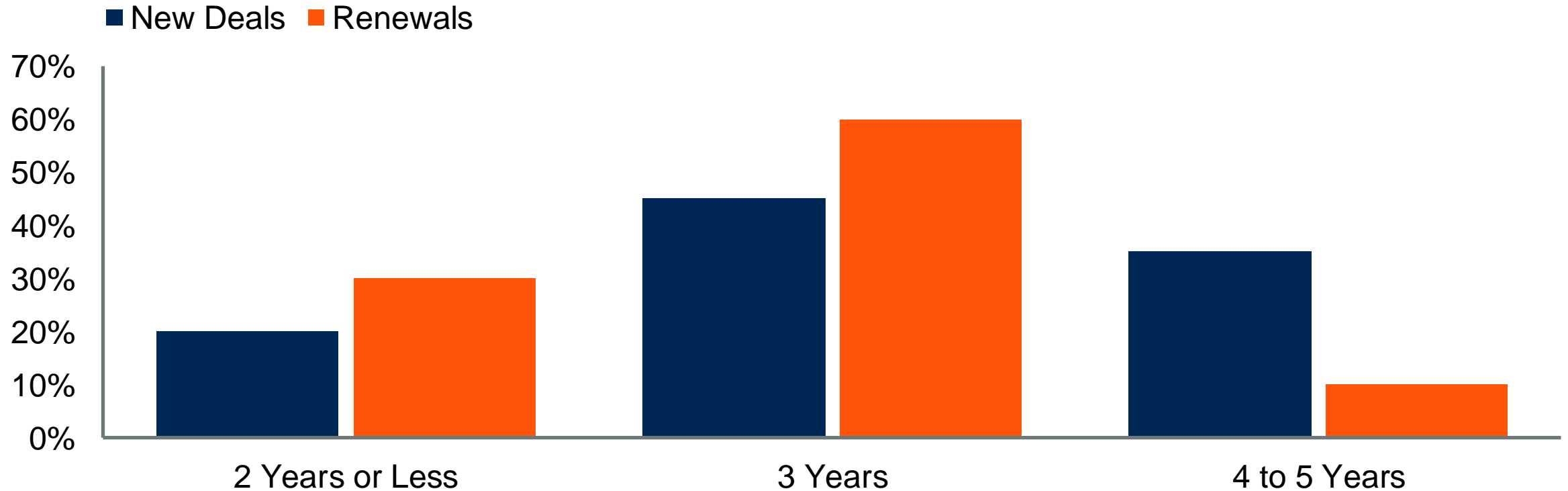


*Based on Gartner interaction data over 24 months.

Are Longer Term Deals Worth It?

Contract Term Lengths — New Deals and Renewals

1
Leverage



Recommendations:

- **New Deals** — Push for a greater discount for contracts of three years or more.
- **Renewals** — Additional concessions offered for longer term lengths.

*Term length data based on Gartner client interactions over the last 12 months.

Selecting Optimal Salesforce Offerings and Contract Models

Carefully Evaluate the Capabilities of Each Edition and the Potential Add-Ons

2
Select

Step 4: Select add-ons (e.g., sandbox, Shield).

Step 3: Understand the pricing model.

Step 2: Evaluate functional capabilities for each Salesforce edition.

Step 1: Become familiar with Salesforce application and platform capabilities.

Become Familiar With Products

2
Select



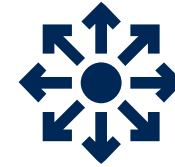
Sales Cloud



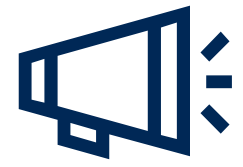
Service Cloud



Platform



MuleSoft



Marketing
Cloud



Commerce
Cloud



Data Cloud



Success
Plans



Industry
Clouds



Tableau

Include Descriptions of Editions in the Contract

Service Cloud (Price per User per Month — USD)			
Essentials	Professional	Enterprise	Unlimited
\$25	\$80	\$165	\$330

Marketing Cloud Engagement (Price per Org per Month — USD)			
Basic	Pro	Corporate	Enterprise
\$400	\$1,250	\$4,200	Request a Quote

Recommendations:

- Include service descriptions as exhibits to the main services agreement (MSA).
- Understand and document **contractual limitations** of each product.
- Software asset management — customer obligation to track usage against contractual limits.

Include Descriptions of Editions in the Contract

Service Cloud (Price per User per Month — EUR)			
Essentials	Professional	Enterprise	Unlimited
€25	€80	€165	€330

Marketing Cloud Engagement (Price per Org per Month — EUR)			
Basic	Pro	Corporate	Enterprise
€400	€1,250	€4,200	Request a Quote

Recommendations:

- Include service descriptions as exhibits to the main services agreement (MSA).
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- Software asset management — customer obligation to track usage against contractual limits.

Include Descriptions of Editions in the Contract

Service Cloud (Price per User per Month — AUD)			
Essentials	Professional	Enterprise	Unlimited
\$35	\$105	\$210	\$420

Marketing Cloud Engagement (Price per Org per Month — AUD)			
Basic	Pro	Corporate	Enterprise
\$560	\$1,750	\$5,250	Request a Quote

Recommendations:

- Include service descriptions as exhibits to the main services agreement (MSA).
- Understand and document **contractual limitations** of each product.
- Software asset management — customer obligation to track usage against contractual limits.

Evaluate the Functional Capabilities and Inclusions of Each Edition

2 Select

Service Cloud Edition Comparison

	Starter	Professional	Enterprise	Unlimited
Collaborate across your company.				
Chatter		✓	✓	✓
Files	✓	✓	✓	✓
Salesforce Mobile App	✓	✓	✓	✓
Swarming		✓	✓	✓
Slack		\$	\$	\$
Equip service teams with productivity tools.				
Case Auto-Assignment	✓	✓	✓	✓
Case Email Auto-Response	✓	✓	✓	✓
Case Escalation Rules and Queues	✓	✓	✓	✓
Knowledge Base (Read Only)	✓	✓	✓	✓
Lead-Contact Account Management	✓	✓	✓	✓
Omni-Channel Routing		✓	✓	✓
Omni-Channel Supervisor		✓	✓	✓
Service Console App(s)		1	✓	✓

	Starter	Professional	Enterprise	Unlimited
Get real-time business insights.				
Customizable Reports and Dashboards	✓	✓	✓	✓
Advanced Reporting Features			✓	✓
Service Analytics App			\$	\$
Cross-sell and upsell more easily.				
Opportunity Tracking	✓	✓	✓	✓
Task Management, Activity Feed	✓	✓	✓	✓
Offline Access			✓	✓
Einstein Next-Best Action Starter		5K requests/ org/month	5K requests/ org/month	5K requests/ org/month
Einstein Next-Best Action Unlimited			\$	\$
Einstein Recommendation Builder			\$	\$
Connect service info to any app.				
Email Integration with Outlook	✓	✓	✓	✓
Email Integration with Gmail	✓	✓	✓	✓
Integration Via Web Service API		\$	✓	✓

Carefully Evaluate Consumption-Based Pricing

Salesforce Customer Data Cloud — Starter

Includes:

- 10 Million (M) Platform Service Credits
- 5 TB of Data Storage
- 1 Data Platform Service Admin
- 100 Internal Data Cloud Users

\$108,000 (USD)
per Org per Year

Data Services Card
100,000 Credits
\$1,000 (USD)
(Billed Annually)

Data Storage
1 TB
\$1,800 (USD)
(Billed Annually)

Recommendations:

- ✓ Evaluate whether the use case makes sense for consumption-based pricing.
- ✓ Negotiate price holds for additional volumes of credits.
- ✓ Negotiate credit allocations remaining the same for the duration of the contract.

Carefully Evaluate Consumption-Based Pricing

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Carefully Evaluate Consumption-Based Pricing

Salesforce Customer Data Cloud — Starter

Includes:

- 10M Platform Service Credits
- 5 TB of Data Storage
- 1 Data Platform Service Admin
- 100 Internal Data Cloud Users

\$151,200 (AUD)
per Org per Year

Data Services Card
100,000 Credits
\$1,400 (AUD)
(Billed Annually)

Data Storage
1 TB
\$2,520 (AUD)
(Billed Annually)

Recommendations:

- ✓ Evaluate whether the use case makes sense for consumption-based pricing.
- ✓ Negotiate price holds for additional volumes of credits.
- ✓ Negotiate credit allocations remaining the same for the duration of the contract.

Consider Whether Suites Offer Greater Value

Included Products (per Named User)	Price When Bought a la Carte (USD or EUR)	Price for Sales Cloud Suite (USD or EUR)
Sales Cloud Unlimited Edition	300	
Enablement	100	
Sales Cloud Einstein	150	
Revenue Intelligence	200	
CPQ Plus	150	
Maps	75	
Maps Territory Planning	75	
Subtotal (Excludes Account Engagement and Slack Products):	1,100	600

Recommendation:

Analyze suite versus a la carte pricing — customers needing the majority of features within a suite may find the suite less expensive than buying a la carte.

Assess Success Plans

2
Select

Standard Success

Included in all editions at no additional cost.

Provides access to Trailhead, Help, Community and Success Center.

Response Time:
2 Days (in Local Business Hours)

Premier Success

Standard Success plus:

- 24/7 phone support
- Expert coaching

Response Time:
1 Hour (24/7)

Signature Success

Standard and Premier plus:

- Account management
- Key event management
- Deployment planning
- Proactive services
- 35% discount on training
- Technical Account Manager

Response Time:
15 Minutes (24/7)

Recommendation:

Assess level of support at renewal, consider dropping if not used (edition dependent)

Demand Planning for Salesforce

Detailed Demand Planning Is Key

Recommendations:

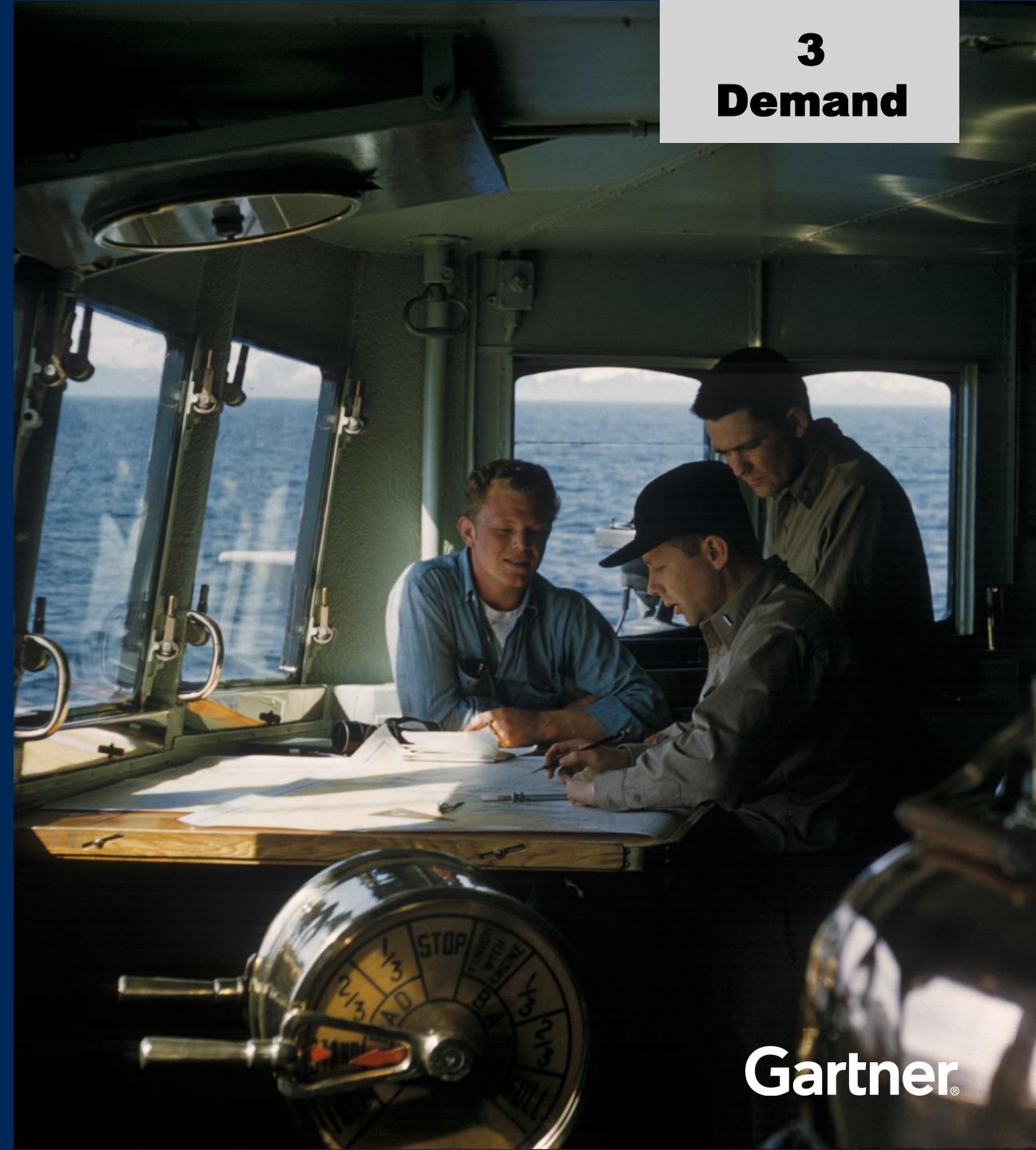
- ✓ If you are unable to predict your demand with any certainty, start with lower committed volumes.
- ✓ Negotiate volume pricing tables.*
- ✓ Negotiate restricted use license* (RUL) subscriptions.
- ✓ Evaluate Salesforce enterprise license options.

Source: [Main Services Agreement](#), Salesforce

*Leverage Dependent

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3
Demand



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Salesforce Restricted Use License (RUL)

3
Demand

Typically restricted by:



These Are Contractual Restrictions.

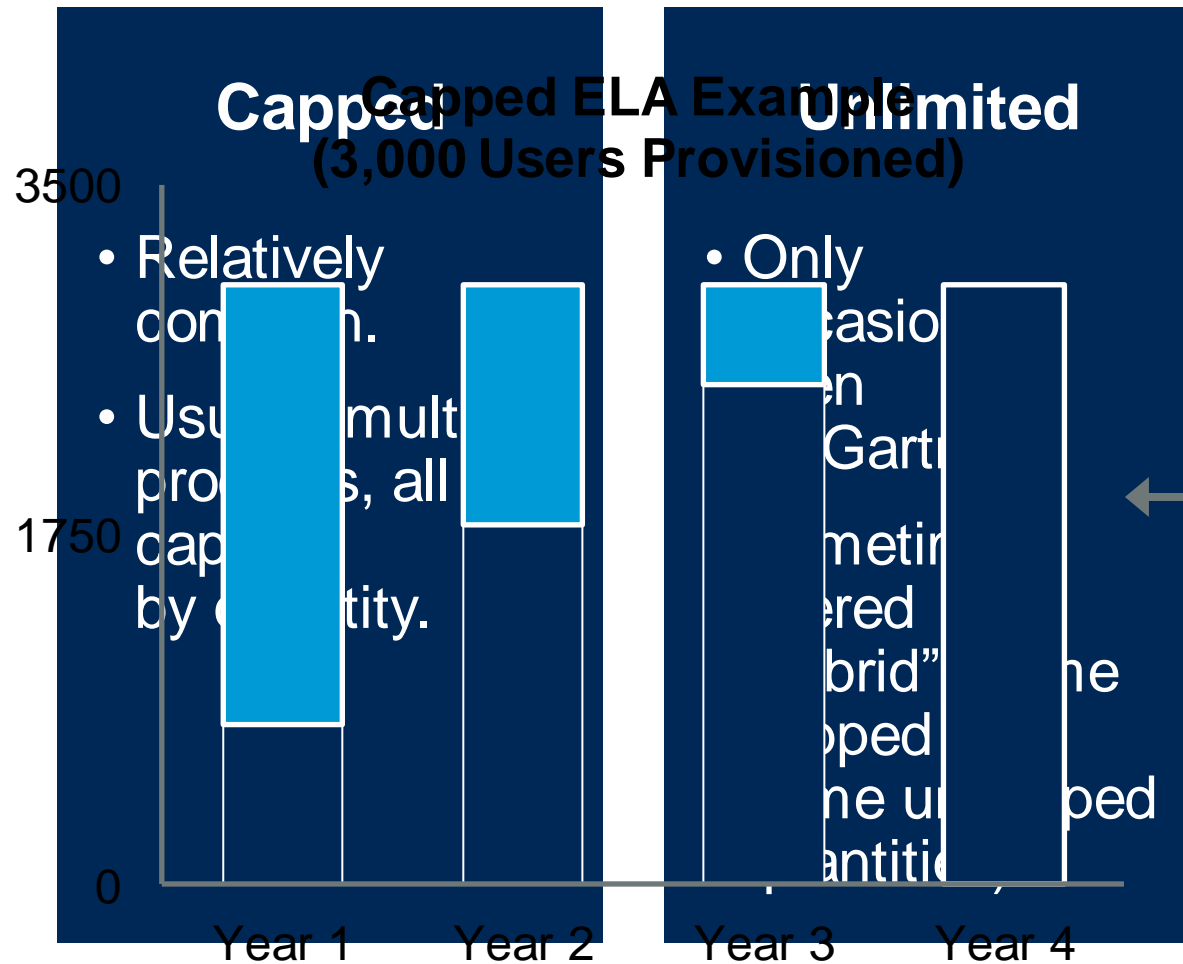
- Salesforce does **not** restrict your users — that is your responsibility.
- Set up usage monitoring processes early.
- Custom-made for each customer.
- Salesforce **audit** rights apply — negotiate pricing for exceeding the restriction.

Recommendation:

Negotiate RULs on **net new** subscriptions for appropriate use cases

Salesforce Enterprise License Agreement (ELA)

3 Demand



- Fixed total fee per annum.
- Activation is managed by client (dark blue shading).
- Add-on rate card applies for volumes above the capped amount (**typically higher rates**).
- Quantities for each "org" are listed.

Pros and Cons of a Capped ELA



- There may be a cost benefit when compared to buying as needed
- Reduces administrative burden — just one contract to negotiate and manage
- Automatic transfer rights between orgs
- Products from MuleSoft, Tableau and Slack can be included



- No breakdown of costs
- Internal billing difficult
- Limited flexibility to reduce or drop products at renewal

When Does a Capped ELA Make Sense?


- When you project growth over the contract period
- When you have multiple orgs with the same products (and edition)
- When you have a high degree of confidence in your demand forecast

Recommendations:

- ✓ Analyze buying as needed vs. ELA.
- ✓ Ensure add-on rates are competitive.
- ✓ Negotiate “product swap” rights.
- ✓ Negotiate renewal price uplift cap.
- ✓ If likely applicable, negotiate specific divestiture and assignment wording (and transition wording associated with this).

Key Contract Terms to Negotiate With Salesforce

Terms and Conditions to Negotiate Related to Pricing

- 
1. Negotiate a maximum one-time price increase of 3% to 4% on any renewal term (and no/lower uplift for first renewal).
 2. Negotiate explicit product swap rights.
 3. Negotiate unit price reductions if volumes increase significantly.
 4. Negotiate price holds for additional service lines.
 5. Negotiate specific pricing (or maximum percentage increase) if reducing volume at renewal.

Recommendation:

Negotiate key contract terms in parallel to pricing

Product Swaps

- Product swaps (or exchange rights) is the ability to swap committed products, of the same value, for alternative products midcontract (including derived pricing products, e.g., sandbox).
- Not included as standard in the MSA (or ELA), so must be negotiated.
- Allows for swaps as frequently as once per quarter.

Recommendations:

- ✓ Negotiate no additional administrative charge when swapping licenses.
- ✓ Negotiate no maximum percentage limit of subscriptions that can be swapped.

**4
Terms**



Terms and Conditions to Negotiate Related to Risk

- Limitation of Liability Caps
- Autorenewal Clause
- Indirect Access
- Transition Services Provisions
- SLA

**4
Terms**

Many Important Terms Lie Outside the MSA

Negotiate the Inclusion of the Following Documents as Exhibits to the MSA:

- Product descriptions, including entitlements
- Support descriptions
- Service-level agreement (SLA)
- Data processing addendum (DPA)
- Security, privacy and architecture

Negotiating Renewals and Exit

What to Expect at Renewal

5 Renewal



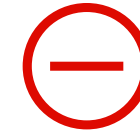
Increasing Commitment

- Creates additional leverage to negotiate existing pricing and terms and conditions.



No Change in Commitment

- Contract value will typically increase by 5%.
- Very limited to no leverage to negotiate existing pricing and terms and conditions.



Reducing Commitment

- Contract will be subject to repricing.
- Reduction in user count will not lead to a linear reduction in overall cost.





5 Steps for Salesforce Renewal Success



SAM = Software Asset Management
VM = Vendor Management



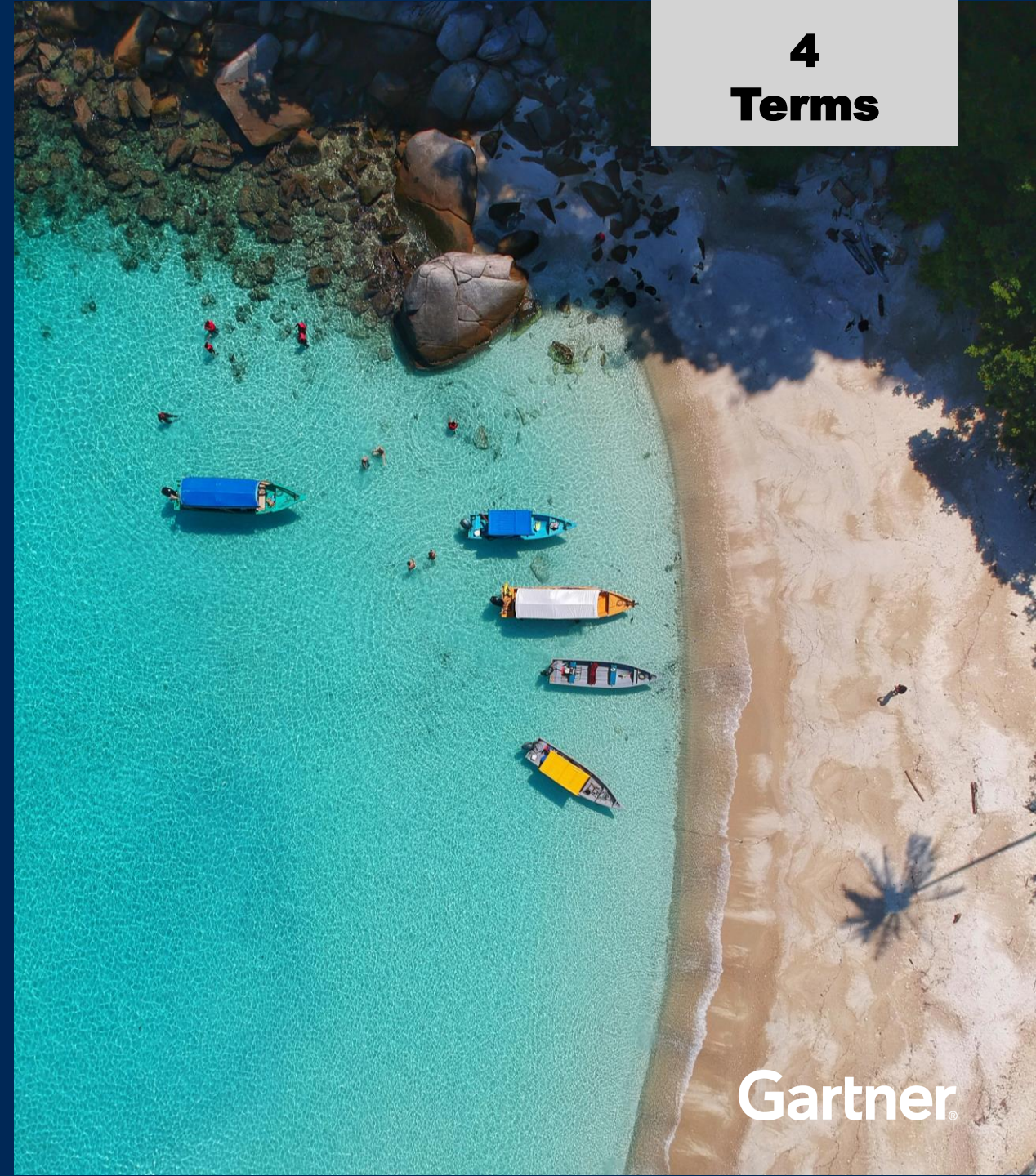
Plan Termination and Exit at the Start of the Contract

	Term	In MSA	Negotiable
	Termination for Convenience	No	No
	Transition Assistance	No	Yes
	Notice of Termination (30 Days)	Yes	Yes, Longer Period — With Leverage
	Data Extraction (30 Days Post-Termination)	Yes	Possibly With Leverage

Top 5 Take-Aways

1. Compete new and renewal business.
2. Understand products, editions and inclusions.
3. Use demand planning to drive negotiation.
4. Negotiate a price uplift cap (including reduced volumes) and product swap rights.
5. Include transition rights and SLAs.

**4
Terms**



Recommended Gartner Research

- 🔍 [3 Steps to Strategic Negotiation With Salesforce](#)
Jo Liversidge and Hannah Decker
- 🔍 [Use a 5-Phase Approach for Salesforce Contract Renewals](#)
Ciaran Hudson, Hannah Decker and Monica Baranwal
- 🔍 [Tool: Critical Terms to Negotiate in Your Salesforce Contract](#)
Quintin Casper, Jo Liversidge and Hannah Decker
- 🔍 [What Do Salesforce's 2023 Price Increases Mean For Customers?](#)
Hannah Decker and Jo Liversidge
- 🔍 [Quick Answer: How Is Salesforce Pricing Its Generative AI Products?](#)
Jo Liversidge and Hannah Decker
- 🔍 [Vendor Rating: Salesforce](#)
Kyle Davis, Jason Wong and Others
- 🔍 [Quick Answer: What Do the Recently Announced Salesforce Suites Mean for Customers?](#)
Jo Liversidge and Hannah Decker
- 🔍 [Salesforce vs. Microsoft Dynamics 365: Negotiate 3 Key Contract Terms Prior to Final Selection](#)
Jo Liversidge and Aadil Nanji

Access to Gartner research is subject to entitlement. For information, please contact your Gartner representative.

Appendices

Sample of Competitive Alternatives (1 of 3)

Salesforce Product	Competitive Alternatives (Not Exhaustive)	Relevant Gartner Research
Sales Cloud	Salesforce automation: BUSINESSNEXT (CRMNEXT), Creatio (Sales Creatio), Microsoft (Dynamics 365), Oracle (Sales Cloud), Pega (Sales Automation), SAP (Sales Cloud), SugarCRM, Zoho	Magic Quadrant for Sales Force Automation Platforms (G00779564)
	For configure, price and quote: Bit2win, Conga CPQ, Infor, Oracle (CPQ), PROS (Smart CPQ), SAP (CPQ), Tacton, Vendavo	Magic Quadrant for Configure, Price and Quote Application Suites (G00764902)
Service Cloud	Customer engagement center: Freshworks, Microsoft (Dynamics 365), Oracle (Service Cloud), Pega (Customer Service), SAP (Service Cloud), ServiceNow (Customer Service Management), Zendesk (Suite)	Magic Quadrant for the CRM Customer Engagement Center (G00777346)
	Field service management: IFS (Field Service Management [FSM]), Microsoft (Dynamics 365), Oracle Field Service (OFS)	Magic Quadrant for Field Service Management (G00758313)
Platform	Low code (Salesforce): Appian, Mendix (including SAP Mendix and IBM Mendix), Microsoft Power Apps, Oracle APEX, OutSystems, Pega (Pega Cloud), ServiceNow (App Engine), Zoho	Magic Quadrant for Enterprise Low-Code Application Platforms (G00759450)
	MXDP (Platform, Heroku, Salesforce DX): Mendix, OutSystems, Pega, SAP Extension Suite, ServiceNow	Market Guide for Multiexperience Development Platforms (G00775541)

Sample of Competitive Alternatives (2 of 3)

Salesforce Product	Competitive Alternatives (Not Exhaustive)	Relevant Gartner Research
Experience (Community) Cloud	Acquia, Adobe (Experience Cloud), Bloomreach, HCLSoftware, Magnolia, OpenText, Optimizely, Oracle (Content and Experience Cloud), Sitecore	Magic Quadrant for Digital Experience Platforms (G00767242)
Analytics (Tableau)	Microsoft (Power BI), MicroStrategy, Oracle (on-premises and cloud, Analytics Cloud), Qlik (QlikView and Qlik Sense), SAP (Analytics Cloud), SAS (Visual Analytics), TIBCO Software (Spotfire), ThoughtSpot	Magic Quadrant for Analytics and Business Intelligence Platforms (G00768632)
Marketing Cloud Engagement	Adobe (Journey Optimizer), Braze, Cheetah Digital, Optimove, Oracle Responsys, Pega (Customer Decision Hub), Repoint Global, SAP Emarsys	Magic Quadrant for Multichannel Marketing Hubs (G00776372)
Marketing Cloud Account Engagement	Adobe Marketo Engage, Creatio, HubSpot, Microsoft (Dynamics 365 Marketing), Oracle Eloqua Marketing Automation	Magic Quadrant for B2B Marketing Automation Platforms (G00779387)
Slack	Cisco, Coolfire, Alibaba Group (DingTalk), Google, Mattermost, Microsoft (Teams), Rocket.Chat, Symphony, Amazon Web Services (Wickr)	Innovation Insight for Collaborative Workflow Automation (G00781737)

Sample of Competitive Alternatives (3 of 3)

Salesforce Product	Competitive Alternatives (Not Exhaustive)	Relevant Gartner Research
Commerce Cloud	B2B: Adobe, commercetools, Oro, SAP (Commerce Cloud), Spryker	Magic Quadrant for Digital Commerce Platforms (G00777501)
	B2C: Adobe, BigCommerce, commercetools, Infosys, Shopify, Spryker, VTEX	
Revenue Cloud	Bit2win, Oracle (CPQ), PROS (Smart CPQ), SAP (CPQ)	Magic Quadrant for Configure, Price and Quote Application Suites (G00764902)
MuleSoft	iPaaS: Boomi (AtomSphere Platform), IBM, Jitterbit (Harmony), Microsoft (Azure Integration Services), Open Source (VMware [Spring Integration]), Oracle (Integration Cloud Service), SAP (Integration Suite), SnapLogic (Intelligent Integration Platform), Software AG, TIBCO Software (Cloud Integration), Workato (Workspace)	Magic Quadrant for Integration Platform as a Service, Worldwide (G00759915)
	API management: Amazon Web Services (Amazon API Gateway), Axway (Amplify Platform), Google (Apigee API Management), IBM (API Connect), Kong (Gateway), Microsoft (Azure API Management), Software AG (webMethods API Management Platform), WSO2	Magic Quadrant for Full Life Cycle API Management (G00759851)
Quip	Atlassian Confluence, Notion	N/A

Salesforce Industry Clouds

Industry Cloud	Pricing & Datasheet Links (Where Available)
Automotive	Pricing
Communications	Pricing (See website footnote for further pricing)
Consumer Goods	Pricing
Education	Pricing , Datasheet
Energy & Utilities	Pricing (See website footnote for further pricing)
Financial Services	Pricing , Datasheet
Healthcare & Life Sciences	Pricing , Datasheet
Manufacturing	Pricing (See website footnote for further pricing)
Media	Pricing
Nonprofit	Pricing
Public Sector (including Government)	Pricing
Retail	Not a separate product. Retail Solutions Landing Page . Pricing not publicly available.
Technology	Not a separate product. Datasheet .
Travel, Transportation & Hospitality	Not a separate product. Overview Page .

Possible Salesforce Additional Costs

Potential Additional Cost (Samples of More Expensive Add-Ons)	Pricing
Storage	Data and file storage — pricing not publicly available.
Additional environments (sandboxes)	Cost is a percentage of net fees, up to 30% per sandbox, dependent on the sandbox type.
Additional support fees	Yes (for higher levels of Success Plan). See next slide for details.
Data masking	10% of net subscription fees.
Encryption at rest	20% of net subscription fees.
Shield (includes encryption at rest, field audit trail and event monitoring)	30% of net subscriptions fees.
Source: Salesforce Add-On Pricing , Salesforce	

Sample Salesforce Datasheets — U.S.

- [Service Cloud Edition Comparison](#)
- [Sales Cloud Edition Comparison](#)
- [Sales and Service Cloud Datasheet](#)
- [Field Service Edition Comparison](#)
- [Marketing Cloud Edition Comparison](#)

Sample Salesforce Datasheets — Europe

Europe:

- [Service Cloud Edition Comparison](#)
- [Sales Cloud Edition Comparison](#)
- [Sales and Service Cloud Datasheet](#)
- [Field Service Edition Comparison](#)
- [Platform Edition Comparison](#)*
- [Marketing Cloud Edition Comparison](#)

U.K.:

- [Service Cloud Edition Comparison](#)
- [Sales Cloud Edition Comparison](#)
- [Sales and Service Cloud Datasheet](#)
- [Field Service Edition Comparison](#)
- [Platform Edition Comparison](#)*
- [Marketing Cloud Edition Comparison](#)

*Pricing in USD. Features the same irrespective of currency.

Sample Salesforce Datasheets — Australia

- [Service Cloud Edition Comparison](#)
- [Sales Cloud Edition Comparison](#)
- [Sales and Service Cloud Datasheet](#)
- [Field Service Edition Comparison](#)
- [Platform Comparison Datasheet](#)
- [Marketing Cloud Edition Comparison Sheet](#)

Enterprise and Unlimited Edition Inclusions

Functionality	Enterprise Edition	Unlimited Edition
Developer Sandbox	25 Included	100 Included
Dev-Pro Sandbox	-	Five Included
Partial Copy Sandbox	One Included	One Included
Full Copy Sandbox	-	One Included
Premier Success	-	Included
Data Storage	20 MB per User	120 MB per User
File Storage	2 GB per User	2 GB per User
Custom Objects	100 per User	200 per User
API Calls per Day	1,000	5,000

Source: [Sales Cloud Pricing](#), Salesforce; [Salesforce Features and Edition Allocations](#), Salesforce; [Sandbox Licenses and Storage Limits by Type](#), Salesforce