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— ULTIMATE GUIDE TO —
QUOTE-TO-CASH
FOR MICROSOFT CUSTOMERS

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Apttus, the category-defining Quote-to-Cash software company, drives the vital business process between the buyer's interest in a purchase and the realization of revenue. Utilizing a patented combination of SaaS-based applications, the Apttus Intelligent Cloud maximizes the entire revenue operation by driving behavior and providing prescriptive data to company decision-makers. Apttus offers enhanced Configure Price Quote (CPQ), E-Commerce, Contract Management, Renewals and Revenue Management solutions, all running on Microsoft Azure, and fully integrated with Microsoft Dynamics 365. Apttus is based in San Mateo, California, with additional offices located across the globe.

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INTRODUCTION: THE QUOTE-TO-CASH IMPERATIVE IN BUSINESS

Enterprises confront increasingly challenging business conditions and market disruption, compelling many to explore new ways to survive and thrive, from instituting process improvements and adopting new technologies to pursuing comprehensive business transformation. Companies are discovering that an innovative Quote-to-Cash process delivers substantial competitive advantages: better buying experiences, higher revenues and profitable growth.

Why? The Quote-to-Cash process consolidates essential activities that come into play when facilitating transactions and closing sales from the moment a prospect demonstrates an intent to make a purchase to the realization of revenue. It spans efforts to improve the navigation of catalogs; streamline quoting, contracting and ordering practices; and integrate subscription, billing and renewals functions. These objectives apply equally to supporting direct sales channels, partner channels, and E-Commerce initiatives.

Simply put, the effectiveness and efficiency of the Quote-to-Cash process ultimately determines the capacity of enterprises to achieve critical corporate goals. Quote-to-Cash provides the link between top-line growth, profitability and customer experience. When companies can leverage the collective intelligence of their organizations, business outcomes can be demonstrably improved. As an example, companies can make offerings more appealing, remove friction from buying processes and mitigate price erosion, and boost growth and profitability.

This white paper highlights the top trends making Quote-to-Cash a leading concern for enterprises seeking to transform how they do business and consistently achieve optimal business outcomes. This paper defines Quote-to-Cash and the critical components of innovative software suites for transforming businesses today. This paper will show how a combination of comprehensive automation and new innovations deliver powerful business advantages.

WHAT IS QUOTE-TO-CASH?

Quote-to-Cash is the vital business process that spans a buyer's interest in a purchase to the company's realization of revenue. This means that Quote-to-Cash encompasses the entirety of a company's sales, contracting, ordering, billing and renewals responsibilities – and more.

Quote-to-Cash is essential to effectively grow customer relationships and build omni-channel selling strategies.

The functions of Quote-to-Cash impact numerous departments, and when managed correctly, they are pivotal in raising sales productivity and selling effectiveness.

These are well-established functions, but often difficult to master as an integrated process, and even more challenging to innovate to achieve competitive advantage and optimal business outcomes. This is particularly hard for large global organizations with distributed workforces.

The Functions of Quote-to-Cash

Product Presentment	Navigating product portfolios, product selection and configuration (bundles, assemblies, component and options) and quote and order creation
Pricing Management	The full lifecycle of setting, executing and managing pricing policies and discounts
E-Commerce	Delivering compelling digital buying experiences across sales channels
Contract Management	Generating, negotiating and signing contracts, as well as overseeing contract compliance
Order Management	Capturing and orchestrating orders across fulfillment processes
Incentive Management	Managing integrated rebates, promotions and sales compensation across direct sales teams, partner channels and E-Commerce websites
Billing Management	Billing, invoicing, and revenue recognition that supports different business models
Renewals Management	Identifying expiring contracts and effectively upselling, cross-selling and renewing business increase recurring revenues and account penetration

Product portfolios, promotions, pricing and policies must remain relevant to evolving market conditions and must vary for specific regions and different channels. Partners with fluctuating levels of awareness and commitment to a provider *have* to be supported. Meanwhile, companies must determine how to consistently package and close transactions that make sense for their businesses and generate revenue growth and margins.

An integrated, automated and agile Quote-to-Cash process increases productivity for businesses; it eliminates manual tasks, keeps all stakeholders informed, collapses cycle times, and lowers selling and service costs. Moreover, businesses attain superior visibility into how transactions are cultivated gaining a considerable edge in:

- Detecting market signals
- Pinpointing trends with buying and selling behaviors
- Understanding key dynamics that help accelerate or hinder sales.

This combination of process cohesion, visibility and insights empowers companies to quickly and easily respond to developments and effect meaningful responses to market conditions. Quote-to-Cash plays a central role in every company's effort to generate revenue, improve customer satisfaction, and realize profits.

Quote-to-Cash connects a company's Customer Relationship Management (CRM) suite with its Enterprise Resource Planning (ERP). But it's not just a series of applications connecting customer experience and fulfillment – Quoting, contracting, ordering, billing, renewals and more are really the technical building blocks for a seamless process that improves revenue generation in a company.



DEPARTMENTAL SILOS UNDERMINE QUOTE-TO-CASH

Despite its importance, Quote-to-Cash remains one of the most poorly implemented business processes, riddled with manual steps and sprawled across departments that rely on disparate tools. A key reason for this poor state of affairs is that many companies treat the underlying responsibilities within Quote-to-Cash as the separate, parochial concerns of different departments.

For example, the interests of sales operations and legal teams tend to diverge, with the former focused on helping sales close deals while the latter wants to mitigate risk to

the business. As a result, poor coordination of contract review processes leads to delays in sales cycles and even deal slippage.

Departmental silos, conflicting priorities, poor communications, inconsistent handoffs between functions and inadequate visibility cause enterprises to incur significant costs from:

- Selling inefficiencies and deal slippage
- Lost sales due to poor responsiveness
- Missed cross-sell and up-sell opportunities
- Revenue leakage
- Missed renewals
- Errors in quotes, orders and agreements requiring rework
- Poor visibility to deal dynamics, impacting decision-making and the ability to improve processes
- Lower customer satisfaction, with selling practices and fulfillment errors.

“Quote-to-Cash is the end-to-end set of business processes that makes it possible to deliver goods and/or services and receive payment in return.”
— Forrester Research

IN CHALLENGING BUSINESS CLIMATES, COMPLACENCY IS NOT AN OPTION

Enterprises are confronting “a new normal” of challenging markets that are dramatically less predictable. A “business as usual” attitude is increasingly untenable as competition and commoditization upend one industry after another. Competitive landscapes are changing as commoditization increases from:

- Shifts to online sales (E-Commerce sites displacing brick and mortar businesses)
- Lower barriers to entry (accelerating routes to business for competitors)
- Expanding pools of suppliers of goods/services, both domestic and foreign.

An integrated global economy permits new innovations to appear from unexpected quarters in the form of disruptive products and business models. As a result, product differentiation, intellectual property advantages, and margins are always vulnerable to the abrupt emergence of alternatives.

Today’s enterprises are forced to navigate and manage:

- A proliferation of sales channels
- Increased demand for mass customization
- Rapidly evolving business and pricing models
- More global competition and commoditization
- Rising market volatility
- Rapidly evolving customer expectations and preferences
- Increasing regulations.

Customers with rising expectations demand immediate gratification and solutions personalized to their needs. Often this means the ability to access services and goods practically in real time, through fast-changing technologies like social media, mobile applications and augmented reality.

Many enterprises remain largely unprepared for this new normal of fluid, fast-changing and challenging markets. Underinvestment in Quote-to-Cash is a key factor inhibiting their capacity to respond to market changes and generate growth. These shortcomings point to the need for a fundamental change in the way companies engage customers and compete in their industries.

HARNESS QUOTE-TO-CASH TO DRIVE OPTIMAL BUSINESS OUTCOMES

Regardless of the headwinds they face, executive teams must deliver on corporate goals and produce business outcomes that meet or exceed the expectations of shareholders. They are accountable for the results that their businesses are able to achieve within well-defined fiscal periods. Hence, the CEO, CFO, other members of the C-Suite and their direct reports give top priority to four major issues:

- Revenue – generate sales that allow the organization to consistently grow and gain market share
- Profitability – secure returns from sales for backers and for reinvesting in the business
- Customer experience – improve ease of doing business for customers to increase market share, customer satisfaction, and repeat business
- People – gain greater productivity from staff by encouraging collaboration and alignment of behaviors with corporate objectives.

Further validation of these goals comes from Gartner Research’s annual CEO survey (see *Figure A.*)

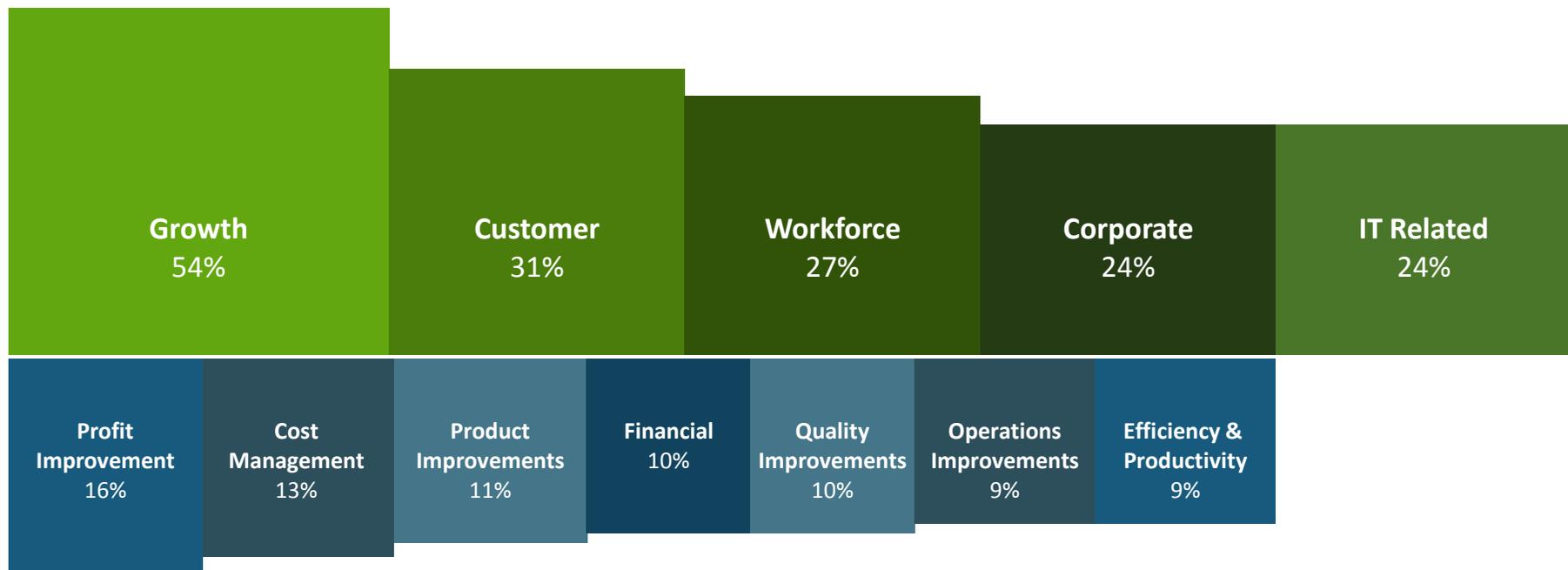


Figure A. Top Three (of Five) CEO Strategic Business Priorities for 2016 and 2017, Categorized and Ranked by Gartner.

The Quote-to-Cash process plays a strategic role in achieving progress with these outcomes at an operational level. It is instrumental in helping enterprises secure optimal results in sales and buying cycles. Key business measures are impacted such as improved sales accuracy, increased sales efficiency, improved sales effectiveness, larger deal sizes, higher win rates, improved margins, more opportunities, more simplicity and increased speed-to-market.

More specifically, Quote-to-Cash tackles many of the underlying challenges that hinder performance against these measures (see *Figure B*). For example, if revenue growth goals are contingent on larger average deal sizes, lack of product knowledge and rogue discounting presents obstacles. Quote-to-Cash applications like Configure Price Quote (CPQ), catalog management and deal management help sellers assemble more compelling quotes for prospects and better manage discount requests.

<p>Improved Accuracy</p> <p>Solves:</p> <ul style="list-style-type: none"> • Inaccurate quoting • Billing and invoicing issues • Rebate mismanagement • Inaccurate commission payments • Frequent customization of T&Cs and SLAs 	<p>Increased Speed-to-Market</p> <p>Solves:</p> <ul style="list-style-type: none"> • Slow Quote-to-Cash cycle time • Slow new product introductions • Reps respond to customer requests slower than competitors • Delays in delivery of subscription services 	<p>More Simplicity</p> <p>Solves:</p> <ul style="list-style-type: none"> • SKU proliferation due to excessive product/service options and multiple customer segments being served • Limited customer and partner visibility • Multiple entities (e.g. sales partners, solution integrators, outsourcing) involved in serving Customers
<p>Increased Sales Efficiency</p> <p>Solves:</p> <ul style="list-style-type: none"> • Frequent executive involvement • Low value-added tasks and low workforce productivity due to manual processes along sales cycle • Inadequate tools (e.g. mobile, offline quoting) 	<p>Larger Deal Sizes</p> <p>Solves:</p> <ul style="list-style-type: none"> • Difficulty cross selling, upselling and selling across the entire product suite • Maverick discounting 	<p>More Opportunities</p> <p>Solves:</p> <ul style="list-style-type: none"> • Poor partner channel effectiveness • Lack of/insufficient E-Commerce platform
<p>Improved Margin</p> <p>Solves:</p> <ul style="list-style-type: none"> • Legacy sales systems • High legal fees • No visibility into operational performance 	<p>Higher Win Rates</p> <p>Solves:</p> <ul style="list-style-type: none"> • Renewal mismanagement • Low sales conversion rates • Suboptimal pricing 	<p>Improved Sales Effectiveness</p> <p>Solves:</p> <ul style="list-style-type: none"> • Poor sales enablement (e.g. onboarding, product training, job-specific training) • Low quota attainment and high sales turnover

Figure B. Quote-to-Cash Transformation Can Solve Over 20 Underlying Business Challenges

Challenges for many enterprises also extend to managing different routes to business through multiple channels. There is a mounting need for supporting customer journeys across E-Commerce, partner and direct sales channels. Similarly, decision-making both within sales and buying cycles – as well as within overall corporate planning processes – requires more effective use of information to produce winning outcomes.

Quote-to-Cash transformation projects help enterprises consistently succeed in attaining the objectives deemed strategic by management. Think of Quote-to-Cash as the backbone of a business: It empowers teams to drive outcomes fundamental to the overall success of a company. With an innovative and complete Quote-to-Cash application solution, an enterprise enjoys superior agility in capitalizing on business opportunities, and differentiates itself by more effectively targeting markets.

Quote-to-Cash is a foundational, cross-functional process that affects the revenue team: Sales, Sales Operations, Legal, Finance, Delivery/Professional Services and the entire executive suite. Get it wrong and the business can be materially affected.





THE 3 ESSENTIAL LAYERS OF INNOVATIVE QUOTE-TO-CASH APPLICATION SOLUTIONS

Quote-to-Cash application solutions emerged over the past decade to improve the productivity, agility and selling effectiveness of enterprises of all sizes. This trend resulted from companies needing to better integrate functions around product configuration, quoting, pricing, contract management and ordering. Efforts focused on reducing errors and accelerating processes by eliminating manual steps, providing rules for product combinations, standardizing pricing, enforcing workflows and better managing document repositories.

As a result, integrated, single-vendor, single data model Quote-to-Cash solutions displaced standalone point solutions. Enterprises discovered that they gain far greater value from such technologies when they are consolidated in a single solution that supports the full Quote-to-Cash business process.

Continuing innovation in Quote-to-Cash opens enormous opportunities for applying technology to improve practices, processes and overall business outcomes. Automation now extends to encompass ordering, billing and subscription management, and revenue recognition to enable touchless ordering that drastically reduces manual work. Similarly, support for E-Commerce and Partner Commerce requirements lets enterprises orchestrate sales activities across multiple sales channels.

Moreover, enterprises benefit from vastly improved process visibility, which creates a superior understanding of market dynamics and can increase agility in translating insight into action. Enterprises can better influence behaviors in sales cycles by employing promotions, compensation and rebates. Similarly, analytic applications deliver prescriptive advice on key decision points in the Quote-to-Cash process, such as recommending the right products and the right pricing and discounts for deals.

For comprehensive Quote-to-Cash applications to meet today's business challenges, three layers of capabilities are required to generate optimal business outcomes:

1. Automating processes, end-to-end
2. Influencing behaviors
3. Embedding intelligence into processes

Furthermore, functionality needs to be applied across channels to intelligently facilitate customer journeys spanning E-Commerce sites, partner networks, call centers and field sales forces.

Automating processes, end-to-end

End-to-end automation provides the foundation for Quote-to-Cash by making it possible to efficiently execute – as one coordinated process – all of the tasks required by an enterprise to cultivate and close sales. Through comprehensive automation, dramatic productivity gains are

realized from better management of processes, better communication and collaboration among stakeholders, and eliminating manual steps in processes.

The Quote-to-Cash automates three core applications: Configure Price Quote, Contract Management, and Revenue Management. Each application flows naturally into the next, creating a seamless Quote-to-Cash process.

1. Configure Price Quote empowers sales people by providing up-to-date product and pricing information. The Configure Price Quote application ensures sales people provide prospects with valid and complete proposals, no matter the complexity of bundling rules or size of product catalog. The application also enforces the company's pricing rules to prevent inappropriate discounting. With Configure Price Quote, sales people get accurate sales proposals out more quickly and accurately, enabling them to close more deals.
2. Contract Management enables sales and legal teams to generate, negotiate, store, and comply with all sales contracts, along with related legal documents such as NDAs. The Contract Management application ensures that deal terms can be created quickly, following all company policies, and that the company has total visibility to every step of the negotiation process. Once deal documents are signed, Contract Management tools ensure that all the company's new obligations are tracked correctly.



3. Revenue Management ensures correct, timely control of all revenue-related processes, including order management, billing, and revenue recognition. With the Revenue Management application, these critical back-office functions work in sync with each other and in accordance with the terms of the deal. Revenue Management reduces the risk of errors in the ongoing customer relationship, and makes sure that the business captures the revenue opportunities, such as renewals, that otherwise may slip through the cracks. Revenue Management handles the diversity of business models a growing enterprise may offer clients: physical goods, professional services, subscriptions, usage-based fees, and one-time fees.

A single-vendor integrated Quote-to-Cash solution dramatically improves communications and collaboration among staff and partners. Notifications and workflows keep all process participants informed of events across a company and across channels including partner networks. Immediate access to all needed data, records and documents helps stakeholders do their jobs.

More importantly, many data entry tasks and manual steps are eliminated with automation and integration of functions, raising personal productivity. Quote-to-Cash operations as a whole are dramatically improved with process consistency, accuracy, and executional speed.

For example, automating and integrating quoting, contracting, and ordering processes allows sales people to rapidly propose deals, deliver the right agreement, secure all required approvals and create an order correctly for fulfillment and billing. And the scope of automation is expanding considerably, driving efficiencies in billing, revenue recognition, renewals and other functions.

For instance, finance departments can automatically acquire over 80% of needed data for billing functions from Configure Price Quote and Contract Management applications, leading to more efficient invoicing. By referencing contracts, expiration dates and “saved favorites” of product bundles, companies can be more effective in renewing and growing recurring business.

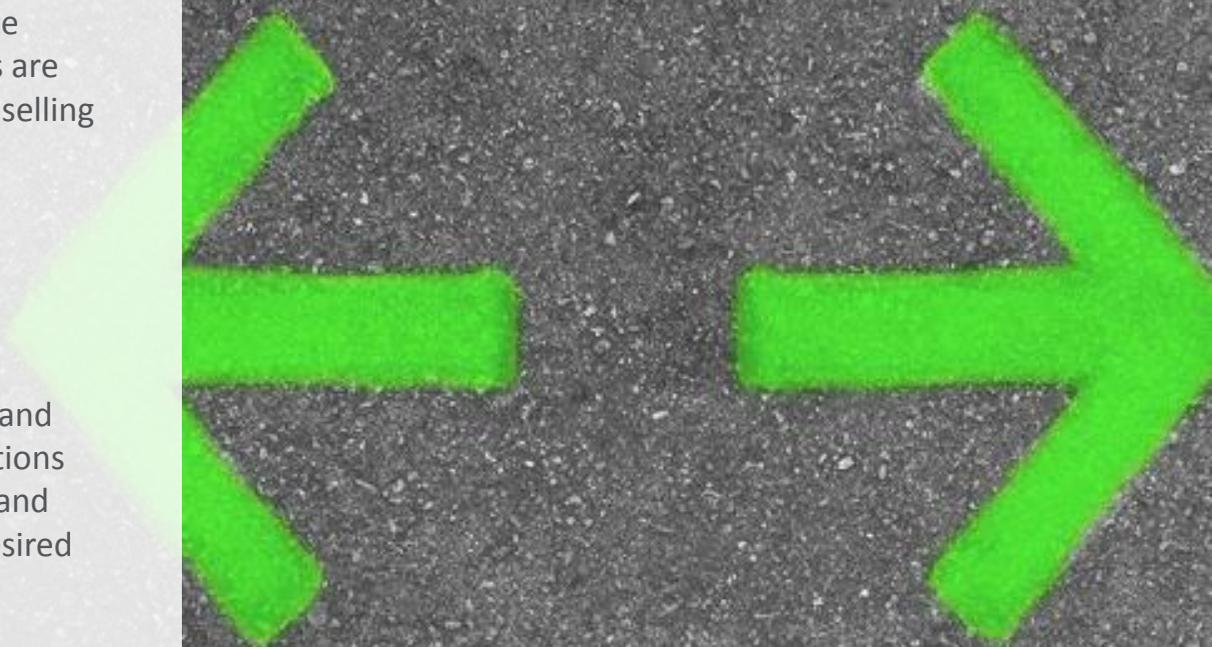
End-to-end automation makes the entire Quote-to-Cash process far more transparent. Enterprises are much better equipped to identify opportunities for continuous improvement, uncover inefficiencies and rapidly institute changes. Data flowing through Quote-to-Cash processes are invaluable for delivering recommendations to influence selling and buying behaviors.

Influencing Behaviors

Quote-to-Cash automation produces rich data for systematically understanding the motivations of buyers and sellers and the business impact of their actions. Applications such as promotions management, rebate management and variable compensation can be used to encourage the desired behaviors in sales and buying cycles.

Influencing behaviors represents a practical application of Big Data to real-world concerns, turning incentives and promotional programs into formidable tools for securing better business outcomes. By gathering data on all selling and buying activities throughout the Quote-to-Cash process, companies can identify the inducements most likely to influence target audiences. The success of these efforts can be continually tracked and analyzed.

For “behavior-influencing” applications, enterprises can define, deploy, measure, and refine strategies for rewarding sales teams, channel partners and end customers. There are three common approaches suitable for a wide range of industries and businesses:





- Use of promotions to stimulate customer demand
- Use of rebates to gain mindshare from and encourage sales by partners
- Use of commissions, bonuses and other compensation rewards to drive better performance from salespeople.

An example would be commissions for salespeople. When offered an attractive payment to sell a product, they will strive to sell it. So when salespeople see the compensation implications of deals they will act according to the information provided. For instance, commission calculators integrated with quoting processes show how commissions decrease as larger discounts are given, or increase as pricing is successfully defended.

Enterprises gain substantial business advantages when they design and synchronize incentive programs across sales channels to align and drive behaviors that increase demand, revenue and profit. Promotions stimulate demand attracting prospects to different channels. Rebates drive partners to focus on selling specific products on behalf of suppliers and can be helpful for working with partners that may lack knowledge and awareness of product portfolios. Commissions and rewards guide sales priorities to include specific products or services in deals.

To fundamentally improve business performance, enterprises need to be able to use incentives intelligently to further corporate objectives. The self-interest of customers, prospects, partners and salespeople must be systematically harnessed, requiring applications that manage variable compensation, rebates and promotions programs in the Quote-to-Cash process.

Embedding Intelligence into Processes

The saying “forewarned is forearmed” is very applicable to competing in business today. Possessing a solid grasp of market demand, evolving customer preferences and overall trends in buying patterns represents a powerful advantage for any enterprise. Even more potent is the ability to translate insight into timely action that capitalizes on market opportunities.

That means providing intelligence at the right time, to the right person or role, to complete an activity and achieve a purpose. With advances in Big Data, machine learning and artificial intelligence (AI), predictive and prescriptive guidance can be delivered at key decision points within Quote-to-Cash.

Quote-to-Cash applications offer unprecedented access to volumes of data with context on buying and selling activities. And data are accessible from CRM systems, ERP systems and other systems integrated with Quote-to-Cash. Enterprises have the information and means to rapidly pinpoint patterns on what is getting sold, to whom (the key customer segments), by whom (which channel), at what price, at what rate, and more.

Organizations can apply a range of analytics to Quote-to-Cash processes. Machine learning stands out as offering enormous opportunities for improving selling. Key areas include recommendations for products (cross-selling and up-selling opportunities), pricing (discounting guidance), and quoting (comparing quotes to those of the top performers and scoring).

Suppose management seeks to have its entire sales organization perform like the top 20 percent that generate the majority of revenue. Using data from similar deals closed by the top 20 percent, machine learning can guide the 80 percent on quoting best practices. Data driven recommendations can be given on cross-sales of add-ons and on optimal discounting levels, with the guidance changing as buying patterns and practices of top sellers change.

With well-developed tools, libraries of algorithms and best practices, machine learning applied to Quote-to-Cash processes can yield more useful, relevant insights as more decisions are made and more data is acquired. The analytic models based on these technologies are not static, but evolve as companies’ markets and business practices change.

Modern user interfaces (UIs) and intelligent agents have improved how insights are fed to users without requiring them to learn new tools. For example, cross-sell recommendations can be presented discreetly in shopping carts, or discounting guidance in deal management applications. Intelligent agents can convey prescriptive advice in conversations via different media – voice, chat, text messages and even in augmented reality.

Efforts to apply intelligence to Quote-to-Cash are unfolding rapidly, notably with machine learning. Embedding data-driven insights in processes empower sales teams of all sizes to sell more intelligently raising their performance. And machine learning technologies are being deployed across multiple channels to enable partner networks and provide guidance to end-customers utilizing E-Commerce sites.



POWERING OMNI-CHANNEL E-COMMERCE STRATEGIES

It is no exaggeration to say that E-Commerce has transformed how business is done worldwide. Buying practices common to consumer E-Commerce sites have spread to business-to-business (B2B) and partner commerce models. Innovation in E-Commerce moves at a rapid pace, raising buyers' expectations. Enterprises are under immense pressure to improve customer experiences and the ease of doing business across multiple channels (storefronts, partner sites, call centers and field sales).

Technology to facilitate relationships through multiple touch points for advertising, educating, selling and servicing customers is of great importance. To succeed, companies *must* deliver seamless, frictionless and personalized buying experiences – even when selling complex product portfolios to other businesses.

A world-class E-Commerce presence is essential to any omni-channel strategy. E-Commerce must be tightly integrated with Quote-to-Cash to support customer journeys traversing multiple routes to closing the sale. Higher win rates goes to those who best accommodate buyer preferences for specific channels.

For instance, a prospect for heavy equipment may initially research products on a company's website and then be directed to a dealer. When the prospect engages with the dealer, the dealer may still contact the company for clarification on certain details, like lead times or approval of discounts. After the transaction is completed with the dealer, the new customer may still prefer to reorder parts online from the company directly due to cost and availability considerations.

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Omni-channel E-Commerce has become an extension of the Quote-to-Cash process. So Quote-to-Cash solutions have evolved to deliver the capabilities necessary to deploy E-Commerce and partner commerce sites. At the same time, only Quote-to-Cash solutions provide mature process automation for integrating and coordinating selling activities between online and other channels.

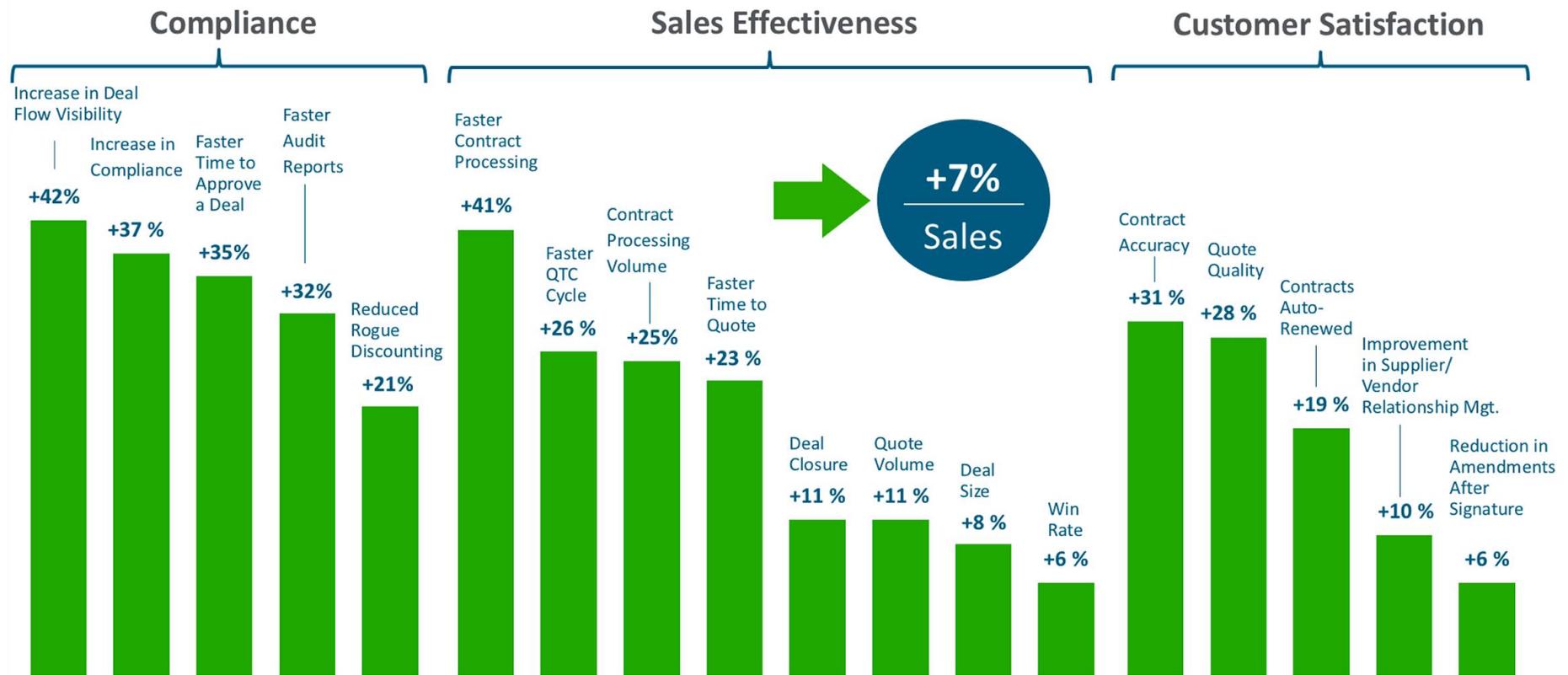
For baseline E-Commerce features, the following six capabilities should be supported by a Quote-to-Cash solution:

1. **Storefront Administration.** Set up and manage multiple storefronts to support different lines of business, different brands and different geographies, and to enable different partners.
2. **Catalog Management.** Administer items (products and services), across multiple catalogs and complex product hierarchies, for multiple lines of businesses and partner sites; support the full lifecycle of items in catalogs, with new product introductions and sunsetting of products.
3. **PIM (Product Information Management).** Store and manage rich product descriptions and information, including multimedia; support for ratings, reviews, product Q&A and comments.
4. **Usability and Mobility.** Deliver optimal customer experiences via popular Web design principles and leading UI development technologies, providing intuitive access to resources and seamless mobility.
5. **Recommendations.** For end customers and partners, provide guidance on products and services including alternatives and options; utilize data-driven insights, recommendations, filters and surveys to walk users through product and service portfolios.
6. **Ordering and Billing.** Unite smooth check-out processes with fulfillment to ensure that orders are created quickly and flawlessly and then fulfilled by the right production or logistics organizations; safeguard payment processes and capture all details for efficient billing.

THE QUOTE-TO-CASH IMPACT ON BUSINESS

Ultimately, the value of innovation comes down to how well a technological investment advances the interests of a business. Quote-to-Cash solutions deliver substantial business benefits to organizations, with the value of these solutions documented in surveys and validated by third party analysts and experts.

For instance, Satmetrix, an independent, third-party customer satisfaction and survey firm, was used to engage over 150 Apttus customers that were randomly selected, to understand value realization in Quote-to-Cash in the real world.



Average Percentage Improvements Reported by Apttus Customers

Source: Apttus Quote-to-Cash Impact Study conducted June 2016 by an independent third-party, Satmetrix on 150+ Apttus customers randomly selected. Response sizes per question vary.



What the study discovered is that mastering Quote-to-Cash increases sales, producing revenue lifts on average of more than 7% (above normal expectations and growth trajectories)¹⁰. Contributing to the revenue growth are gains in key areas like Quote-to-Cash cycle times, increases in deal sizes and win rates, as well as decreases in adverse practices, like rogue discounting.

At the same time, the study found that Quote-to-Cash solutions, specifically with Contract Management systems, significantly reduce risks with deals and agreements. Contracting accuracy, speed of contract processing, and the ability to handle growing volumes all bolster corporate oversight, leading to better auditing and securing of contract compliance. Reductions in post-sales amendments are indicative of companies implementing better contracting practices.

Compliance is critical because many business models and practices depend on smart contracting in order to ensure returns from commercial relationships. Examples include subscription-based sales, consortium pricing, revenues from intellectual property and royalties and partner relationship management (with contract pricing, entitlements, commitments and rebates).

Third-party analyst research firms have evaluated the value of Quote-to-Cash and found significant trends in value realization, particularly for the Quote-to-Cash solution offered by Apttus. For example, Nucleus Research interviewed clients

of Apttus and found that “customers typically experienced a 12 to 18 percent increase in sales rep productivity.” Moreover, “Apttus accelerated time to quote by an average of 68.5 percent.”¹

Another analyst firm found that enterprises are raising growth by 1-2% with Quote-to-Cash recommendations on bundles, cross-selling and up-selling. Gartner found that in managing pricing, “margin improvements of 0.50% or more are not uncommon, and that revenue improvements – often due to better oversight of, and guidance for, discounting and revenue leakage – of 2% to 4% are attainable”²

Further research shows support for online channels returns dividends to enterprises. Forrester uncovered how “B2B companies report that they’ve cut their cost to serve by as much as 90% by moving customers into self-serve environments.” In addition, Forrester found that “customers that B2B companies migrate online from a formerly offline environment spend more money and are more engaged online; they have higher average order values and spend more once they move away from being single-channel, offline-only customers.”³

The bottom line is that Quote-to-Cash solutions exert a transformational impact on businesses. Organizations become much better equipped to deal with market disruption, to capitalize on opportunities, and to compete across multiple channels. The results all point to the value of having Configure Price Quote, Deal Management, Contract Management, Order Management and more, within one integrated, single-vendor Quote-to-Cash solution.

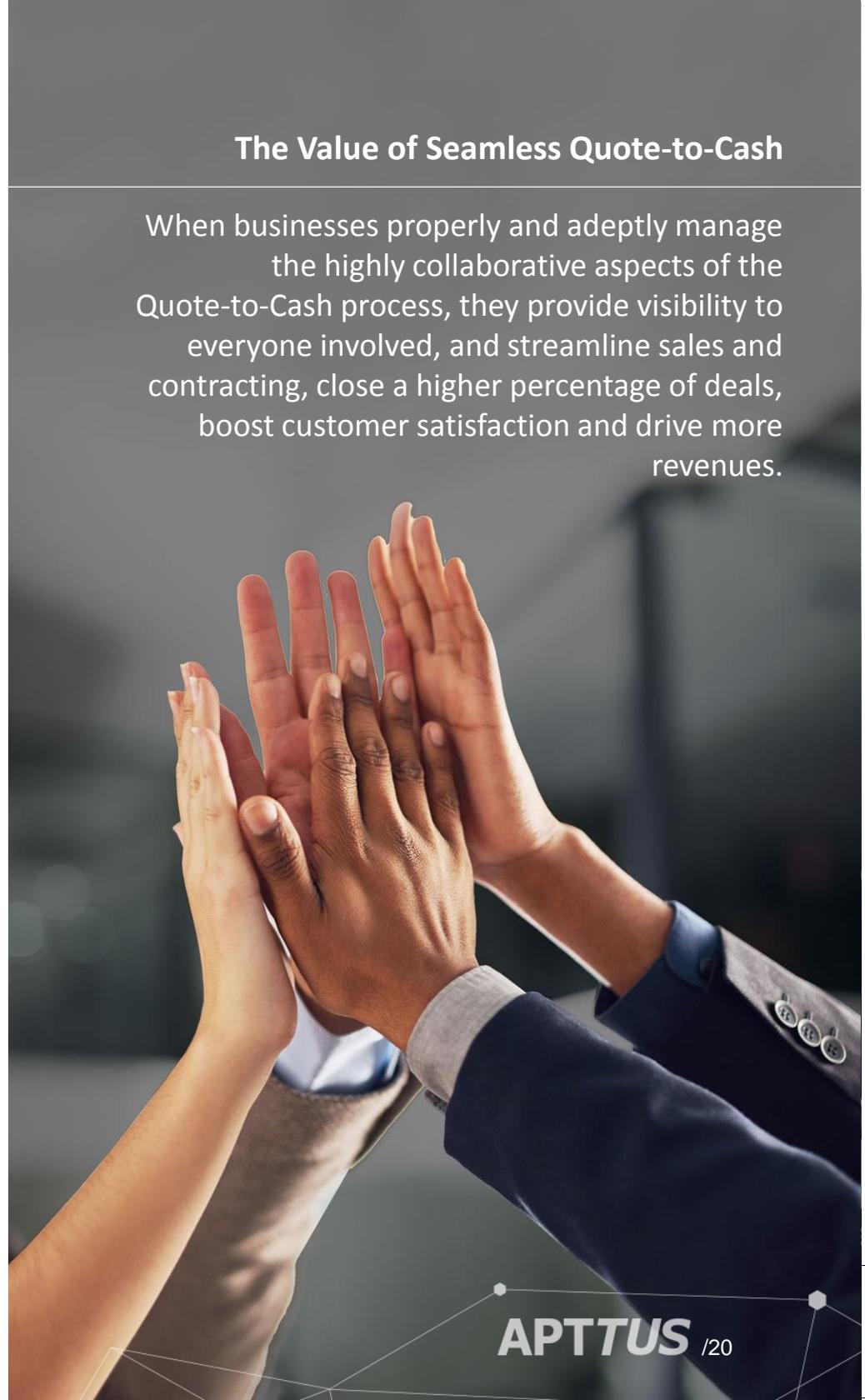
¹ Nucleus Research, Nucleus Research GuideBook: Apttus Quote-to-Cash, October 2016

² Gartner “Market Guide for B2B Price Optimization and Management Software” 15 June 2016

³ Forrester, “B2B eCommerce: A Trillion Dollars For The Taking” 28 September 2015

The Value of Seamless Quote-to-Cash

When businesses properly and adeptly manage the highly collaborative aspects of the Quote-to-Cash process, they provide visibility to everyone involved, and streamline sales and contracting, close a higher percentage of deals, boost customer satisfaction and drive more revenues.





CONCLUSION: INVEST IN QUOTE-TO-CASH TO REIMAGINE YOUR BUSINESS

Driving profitable growth in today's business environment is anything but easy. As enterprises assess the challenges that their markets present, they must focus on areas within their control, namely their internal processes with the most impact on an the ability to generate revenue. The most successful businesses are focusing on business outcomes that drive sustainable, profitable growth.

This is not trivial – but it is possible.

To that end, best-in-class Quote-to-Cash solutions will prove instrumental in providing the tools for enterprises to excel at driving profitable growth, customer satisfaction and business transformation.

The integration of process-based applications, behavioral applications and artificial intelligence applications represent a powerful combination of capabilities that dramatically transform how business is done within an organization, and how optimal business outcomes can be achieved on a consistent basis.



WHY APTTUS IS YOUR TRUSTED BUSINESS ADVISOR FOR QUOTE-TO-CASH BUSINESS TRANSFORMATION

At Apttus, the category-defining and leading Quote-to-Cash software provider, we're driving the vital business processes between a buyer's interest and the realization of revenue. Apttus' offerings are fueled by the Apttus Intelligent Cloud,

which maximizes the entire revenue operation by streamlining and improving business processes, aligning and driving revenue winning behaviors and recommending relevant, intelligent actions. No other enterprise software provider has ever used technology in this way, and as a result, Apttus is uniquely positioned to deliver successful customer outcomes, improving the realization of revenue from the top-down, while solving common business problems within the sales cycle.

The Apttus Intelligent Cloud powers all of Apttus' Quote-to-Cash solutions, including Configure-Price-Quote (CPQ), Contract Management, E-Commerce, and Revenue Management. We combine these process-based applications with modern and innovative behavioral applications including promotions, sales compensation and rebates to align and drive revenue winning behaviors across all your sales channels. All our applications can be further enhanced with machine learning to recommend relevant, intelligent actions making all your sales channels more effective and our conversational and intuitive user interfaces, make it easy to learn and use our applications.

Additionally, Apttus' X-Author solution increases adoption of these tools across your organization by allowing Microsoft Word and Excel to function as user interfaces dramatically increasing the speed and efficiency of data input, manipulation and reporting and X-Author can be used to improve the adoption of CRM systems such as Salesforce and Microsoft Dynamics 365.

The Apttus Intelligent Cloud runs on the world's most trusted cloud platforms, including Salesforce and Microsoft Azure, making it easy and quick to implement, configure, support, maintain, scale and grow.

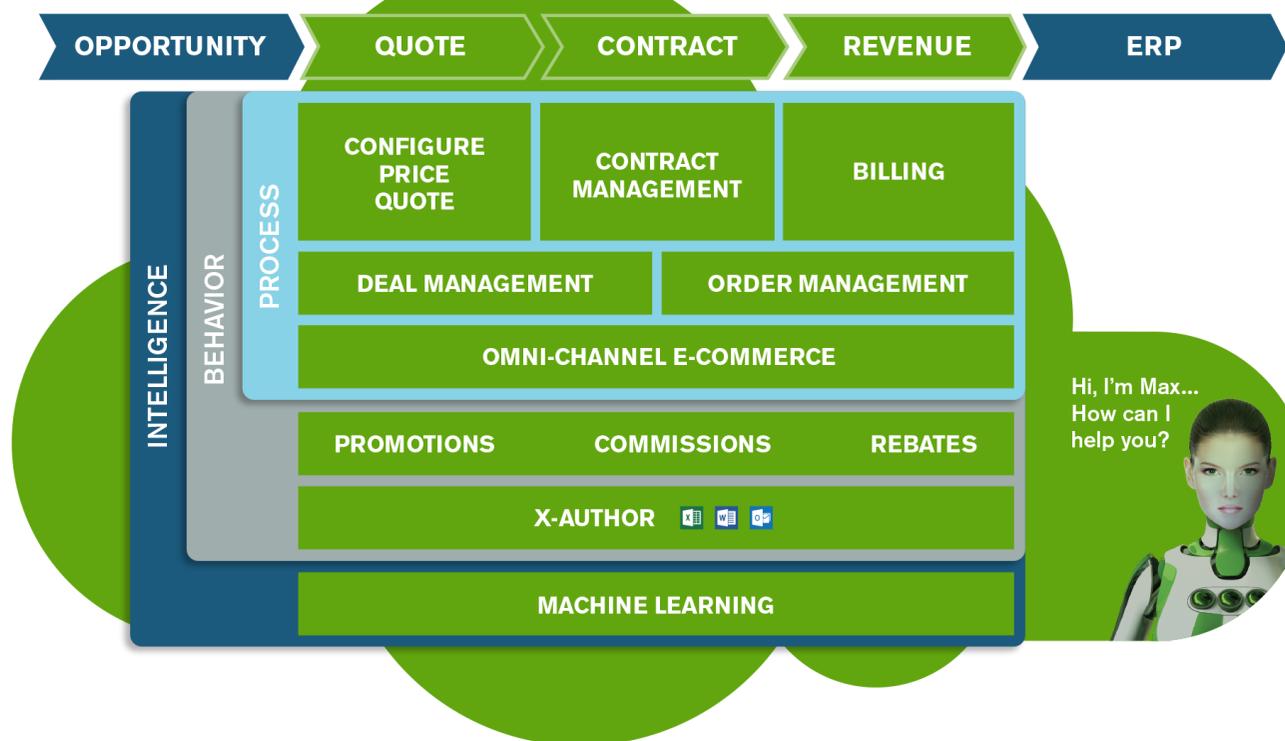
1 million+ users worldwide can attest, Apttus is the largest, most experienced and most capable Quote-to-Cash solution provider, and has been committed to innovation and evolution throughout its history.

Only Apttus offers complete automation of revenue operations from beginning to end, successfully transforming the Quote-to-Cash process for some of the largest and most complex businesses around the globe. As 600+ customers and

With 1,200 employees, 20+ certified consulting partners and 500+ professional resources committed to your success, Apttus is your trusted business advisor for Quote-to-Cash business transformation.

APTTUS QUOTE-TO-CASH

Built on the Apttus Intelligent Cloud™



ABOUT INTELLIGENT QUOTE-TO-CASH

Quote-to-Cash is the vital business process that connects a customer's interest in a purchase to the realization of revenue. It includes creating a quote, responding to RFXs, submitting a proposal, negotiating and managing a contract, fulfilling orders, recognizing revenue, ensuring compliance and tracking payments – all within visible and controlled workflow. Quote-to-Cash solutions include Configure-Price-Quote (CPQ), Contract Lifecycle Management (CLM), and Revenue Management applications.

Quote-to-Cash is the single link between top-line results, bottom-line results and customer satisfaction. No other process is as critical for maximizing the value of capturing revenue in a profitable way as well as meeting the needs of customer sales requests. This process relies on the collective intelligence of the enterprise. The impact of accurate quotes, proposals, contracts and orders make the flow of all data and processes within an enterprise work smoothly, thus creating value for enterprises and their customers.

About Apttus

Apttus, the category-defining [Quote-to-Cash](#) software company, drives the vital business process between the buyer's interest in a purchase and the realization of revenue. Utilizing a patented combination of SaaS-based applications, the Apttus Intelligent Cloud maximizes the entire revenue operation by driving behavior and providing prescriptive data to company decision-makers. Apttus offers enhanced Configure Price Quote (CPQ), E-Commerce, Contract Management, Renewals and Revenue Management solutions on the world's most trusted cloud platforms, including Salesforce and Microsoft Azure. Apttus is based in San Mateo, California, with additional offices located across the globe. For more information visit: apttus.com.