

# Media Dojo Tear Sheet

## Appirio

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**Summary:** Officially known as a Software-as-a-Service (SaaS) provider, Appirio combines product, service and partnering with Salesforce.com, Facebook, Amazon and Google to help enterprises fast track their adoption of on-demand applications. Probably a useful way to think of Appirio is that of a "middlelayer" company instead of "middleware" company.

**The Problem being Attacked:** Pity the business process owner trying to neatly parse the costs of hardware and software from the service aspect of an on-demand solution. Nailing jelly to a wall comes to mind.

**The Approach to the Problem:** Appirio extends the SaaS model by tying in professional services and strategic relationships with cloud platform providers to become more of a services integrator than a systems integrator. The company's main product offers include services management (e.g. hire-to-retain-or-fire, lead-to-order, order-to-cash etc.), viral marketing and recruiting (e.g. connecting Facebook to Salesforce.com to drive referrals), and collaborative sales and support (e.g. letting a firm using Salesforce.com collaborate with a non-SF.com company using Google Apps). Strip out the product marketing and it seems that Appirio tells its customers that for select business functions, it will furnish a cloud-based soup-to-nuts solution.

**Customer Base:** About 2500 clients of all sizes, ranging from high-tech hitters like Qualcomm, Dolby Labs, and VMware to publishing enablers like Author Solutions. Appirio's go-to-market strategy focuses more on functional targeting than vertical industry targeting.

**Ownership:** Privately funded from 3 rounds (\$16.7m total) via Sequoia Capital and GGV Capital. Most recent C round of \$10m happened in February 2009.

**Unique Point:** Don't believe the hype about throwing your app over the wall to AWS or Google, or just firing up Salesforce.com to "cloud enable" a business process. There's a lot of heavy lifting involved. Appirio and its competitors like Celigo are taking on the messy integration work of tying different cloud solutions (think Facebook + Salesforce.com) into a turn-key solution for clients. Sure, the complexity helps them bury margin along the chain. In return for a simpler life and rapid prototyping of new services, there are more than a few clients ready to pony up.

**Cloud Angle:** Appirio is 100% cloud in terms of its focus and business model. For media and advertising players in particular, the company hits the cost side with its services management offer and the revenue side with its focus on viral marketing through FB and SF.com.