

# BEHIND THE CLOUD

## The Untold Story of How Salesforce.com Went From Idea to Billion-Dollar Company – and Revolutionized an Industry

**MARC BENIOFF**

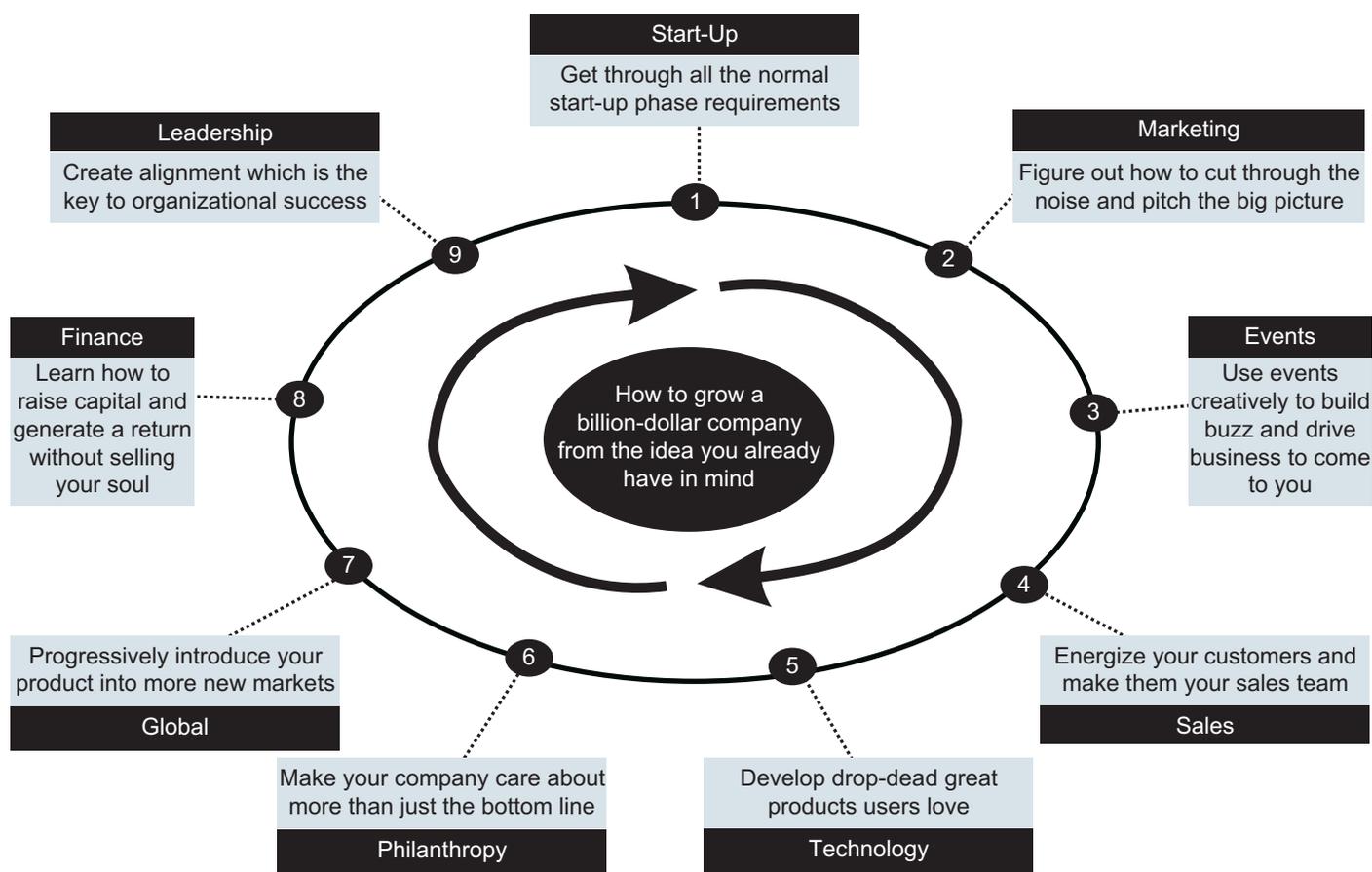
**MARC BENIOFF** founded Salesforce.com in 1999 and currently serves as chairman and CEO of that company. Salesforce.com is a leader in enterprise cloud computing and has received a *Wall Street Journal* Technology Innovation Award. Mr. Benioff worked for Oracle Corporation before starting Salesforce.com. He is the author of *Changing the World* and *Compassionate Capitalism*. Mr. Benioff also launched the Salesforce.com foundation in 2000 which contributes one percent of the company's profits, one percent of equity and one percent of employee hours back to the communities it serves. Salesforce.com was the first dot-com to be listed on the New York Stock Exchange and today generates more than \$1 billion in annual revenues. The company is a leader in the Software-as-a-Service (SaaS) industry it pioneered.

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**MAIN IDEA**

“A little over a decade ago, Clayton Christensen wrote a book called *The Innovator’s Dilemma*. It illustrated how a start-up company – by employing innovation that disrupts existing business models – will always beat established big companies. It validated us for what we knew was right: the future wasn’t about simply improving on what was already done; it was about being bold enough to make big, sweeping, dramatic changes. With those ideas in mind, I started *Salesforce.com* with a mission to do enterprise software differently. At the time, companies were paying hundreds of thousands to buy and millions to install applications that were costly and frustrating to maintain. We wanted to take advantage of a new platform – the Internet – to deliver business applications cheaply through a Web site that was as easy to use as *Amazon.com*. We had to think out of the box. Literally, no more packaged software. And figuratively, as no one then was selling subscriptions for business applications and delivering them over the Web. In 1999, I recruited three developers, rented an empty apartment, brought in a few computers, and turned the bedroom closet into a data center. We soon had a prototype of the service running, and over the next few months a steady stream of new employees, potential users, investors, and reporters coming by to see what was happening and share their insights to help us build something better. Now, ten years later, our small company is a big one. The few initial employees who gave *Salesforce.com* everything have grown into a few thousand employees. Revenue has escalated to more than \$1 billion a year. Now we are excited by how the industry’s growth will unleash further innovation. This only makes the future more exciting for everyone.”

– Marc Benioff



**1. The Start-Up Playbook** – *Get through all the normal start-up phase requirements* . . . . . Page 2

**2. The Marketing Playbook** – *Figure out how to cut through the noise and pitch the big picture* . . . . . Page 3

**3. The Events Playbook** – *Use events creatively to build buzz and drive business to come to you* . . . . . Page 4

**4. The Sales Playbook** – *Energize your customers and make them your sales team* . . . . . Page 4

**5. The Technology Playbook** – *Develop drop-dead great products users love* . . . . . Page 5

**6. The Philanthropy Playbook** – *Make your company care about more than just the bottom line.* . . . . . Page 6

**7. The Global Playbook** – *Progressively introduce your product into more new markets* . . . . . Page 7

**8. The Finance Playbook** – *Learn how to raise capital and generate a return without selling your soul.* . . . . . Page 7

**9. The Leadership Playbook** – *Create alignment which is the key to organizational success.* . . . . . Page 8

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