THE CUSTOMER SUCCESS PLATFORM

Not The Shiny Object

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How Can You Be Strategic In a Fast Moving World?

How Do You Know When to Walk Away From a $100K Deal?

How Can You Avoid The Shiny Object Syndrome?

Salesforce.com's First V2M0M, 4/12/1999

Vision

Rapidly create a world-class Internet company/site for sales Force Automation.

Values

1. World-class organization
2. Time to market
3. Functional
4. Usability (Amazon quality)
5. Value-added partnerships

Methods

1. Hire the team
2. Finalize product specification and technical architecture
3. Rapidly develop the product specification to beta and production stages
4. Build partnerships with big e-commerce, content, and hosting companies
5. Build a launch plan
6. Develop exit strategy: IPO/acquisition

Obstacles

1. Developers
2. Product manager/business development person

Measures

1. Prototype is state-of-the-art
2. High-quality functional system
3. Partnerships are online and integrated
4. Salesforce.com is regarded as leader and visionary
5. We are all rich

Salesforce's First V2MOM

1999

When We Write It Down, We Make It Happen

What Do You Want?

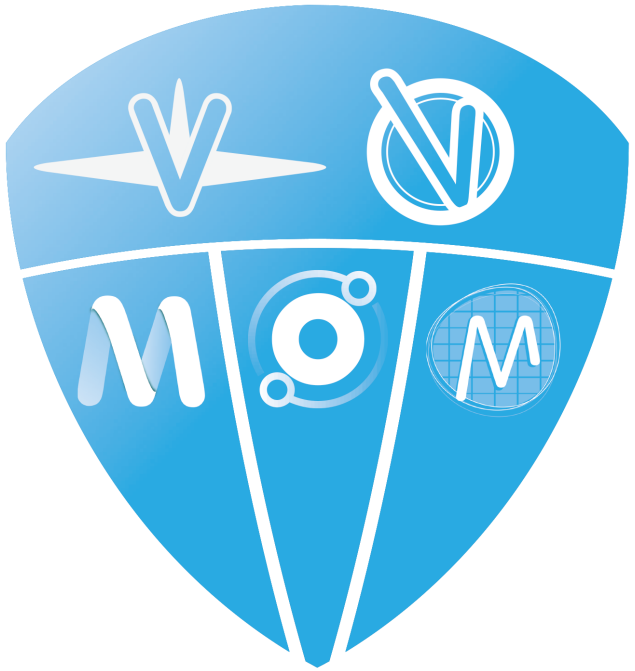
What Is Important?

How Do You Get It?

What Might Stand In Your Way?

How Will You Know When You've Succeeded?

Creating Your Plan



Creating a Good Plan Takes Time

Involving the Team Creates a Better Plan as well as a Buy-In

Start at the Top and Work Your Way Down

Every Level and Every Individual of the Company

Creating Alignment

All Methods are Prioritized

Every Plan is Published to the WHOLE Company for Transparency

Each V2MOM Is Alignment With Its Parent's

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Engineering Values:

Fast

Simple

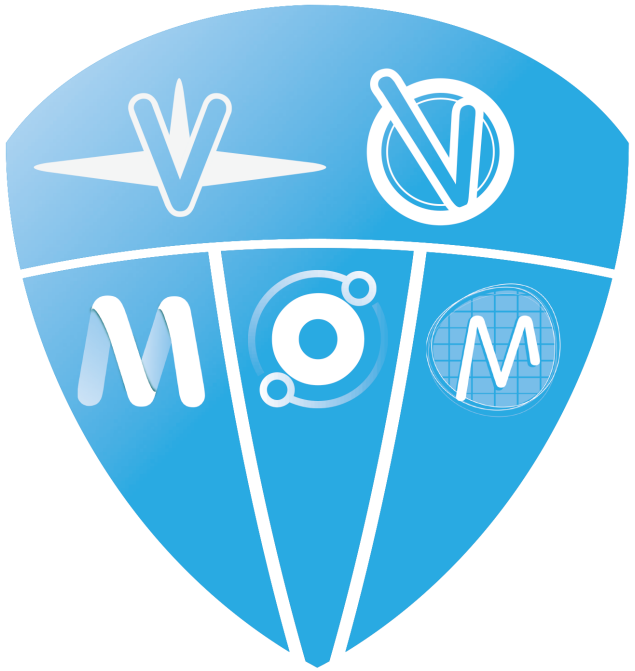
Right the First Time

Peers Review Each Other's Plans and Raise Alignment Issues

When We Write It Down, We Make It Happen

Just As Important To Know What Not To Focus On

Empowering Individuals



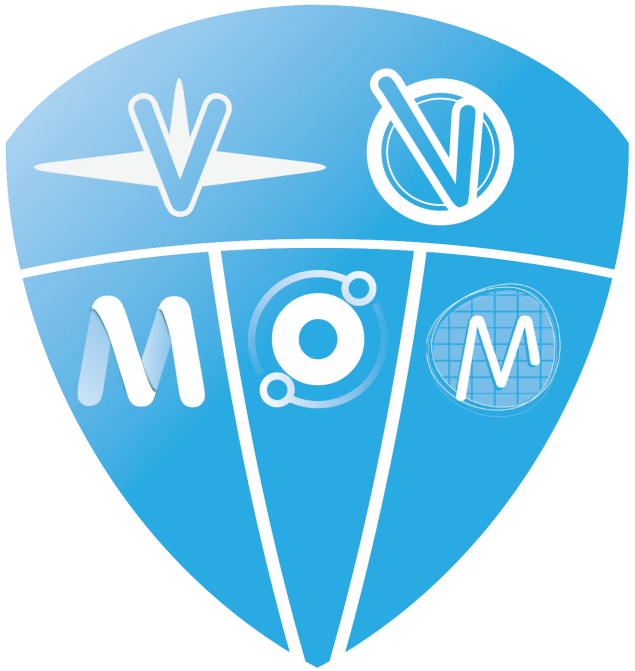
Clear Vision Empowers Team

Top-down Alignment Leads to Bottom-up Solutions

When vision and goals are clear, you empower the team to make their own decisions

“I don’t know.
You’ll Figure It Out”

Strategic Plans for Engineers



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Prioritize Initiatives
Not Stories

Mix of Org Initiatives and Career Goals

Prioritize Behaviors Important to Your Culture and Long term Success

Customer Engagement
Continuous Learning
Innovation
Knowledge Sharing
Foundation
Open Source
Recruiting

You control your own time

You control your own time

Checking In With Your Plan

Set a Regular Cadence for Checking In With Your Plan

Update Metrics to Make Sure You Are On Track For Success

Making a Strategic Plan Doesn’t Mean You Can’t Be Adaptive

Review the data.
If plan no longer makes sense, change it!

But…
Make sure that $100K deal isn’t taking you away from your $100M plan

Thank you