

SALESFORCE.COM

DISCUSSION QUESTIONS

1. What are the primary reasons for the phenomenal success of Salesforce.com against huge industry rivals?
2. How would you describe the business-level (competitive) strategy of Salesforce.com? What are the elements of this strategy that should not change in the future? Are there any parts of the strategy that will need to be changed in the future for the company to continue to be successful?
3. Why is Salesforce.com so innovative? Would the tactics they use be successful in all other companies? If not, what kinds of companies are likely to be successful with these tactics?
4. Salesforce.com has begun to diversify away from its core activities. What are the risks of this strategy? What are the benefits? What other business areas should the company consider for diversification?
5. Has the corporate citizenship strategy of Salesforce.com contributed to its business success? Please explain your answer.
6. What accounts for the steady decline in operating income? What does this decline say about the future of the company?
7. How can Salesforce.com increase its bottom line?
8. Should Salesforce.com be acquired? If so, by whom?