



## CEO Summit on SaaS

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February 24th and 25th, Palo Alto Hills Golf and Country Club  
3000 Alexis Drive, Palo Alto, CA 94304  
Phone: 650-948-1800  
[www.pahgcc.com](http://www.pahgcc.com)

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### **Agenda**

**Tuesday, February 24<sup>th</sup> 2009**

**12:00 - 5:00pm      18 Hole Golf Round (Optional)**

- Please plan to arrive by 12:00pm as first foursome will tee off at 12:30pm
- Box lunches, carts, and balls will be provided. Rental clubs available if requested in advance

*The Proshop requests that guests wear collared shirts and refrain from cell phone usage*

**5:00 - 6:30pm      Cocktails and Welcome Reception**

**6:30 - 8:30pm      Dinner and CEO Fireside Chat**

***Mark Leslie, founding CEO of Veritas Software***

*A pioneer of the software industry, Mark Leslie was the founding CEO of Veritas Software. In ten years, he propelled the company from \$95k in revenues to \$1.5B, taking the company public along the way. Bessemer was an early investor in Veritas which ended up being acquired in 2004 by Symantec for \$15.B, setting a new landmark for the largest software transaction in history. Mark will present the story of Veritas and the secrets he learned during this fascinating journey, including the concept of the "sales learning curve" that he published in the Harvard Business Review.*

**8:30pm onwards      Informal Discussion: Open Bar, Poker and Liar's Dice**

*We ask that participants arrange for their own transportation at the conclusion of the evening.*

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**Wednesday, February 25<sup>th</sup> 2009**

7:30 - 8:30am **Breakfast and informal discussions**

8:30 - 9:00am **Welcome Remarks**

**Byron Deeter, Bessemer Venture Partners**

*A brief welcome to the event and an overview of the day. Prior to joining Bessemer, Byron was the founding CEO of Trigo, a BVP backed SaaS and software business acquired by IBM in 2004. Byron is the author of Bessemer's 10 Laws of Being "Sassy", is on the board of the Private Equity Forum of the Software & Information Industry Association, and was recently named one of the ten "Thought Leaders of the SaaS Revolution." Byron is on the board of several SaaS companies, including Eloqua, CornerstoneOnDemand, Intacct and Retail Solutions*

9:00 - 9:45am **Opening Keynote**

**Josh James, CEO, Omniture**

*Josh James is the CEO and co-founder of Omniture, a leader in the emerging high-growth online business optimization market and one of the highest performing IPOs on the NASDAQ for 2006. Josh will present the core principles that made Omniture the poster child of a successful SaaS business and how he learned to be a "cougar" and use wisely his "magic number". Josh was the recipient of the 2006 Ernst and Young Entrepreneur of the Year award and is one of the youngest CEOs of a publicly traded company*

9:45 - 10:00am *Break*

10:00 - 10:45am **Panel: Sales&Marketing Best Practices for Online Businesses**

*As the economy faces its worst downturn since the great depression, how should you adjust your sales and marketing activities and metrics? Should you be thinking differently about your offline or online media mix? What changes are required in your sales compensation plan? Is it still worth investing in international markets? This panel will feature CEOs of SaaS companies who have adapted their sales&marketing strategies to this new environment*

**Adam Miller, CEO, CornerstoneOnDemand**

**Peter Horan, CEO, Goodmail**

**Steve Walske, board of directors, Synopsys, and former CEO, PTC**

**Todd Davis, CEO, Lifelock**

**Moderator: Gary Messiana, former CEO of Netli, EIR with Bessemer Venture Partners**

10:45 - 11:30am      **Presentation: Perspective on SaaS Financial Metrics**

**David Cowan and Philippe Botteri, Bessemer Venture Partners**

*The wonders of the SaaS business model is even more clear in these tough times as capex budgets are tight and forward revenue visibility is critical. David Cowan pioneered Bessemer effort in recurring revenue businesses and led investments in 18 companies such as Postini, PSI-Net, Trigo, Hotjobs, Eality, Valicert, Register.com, Verisign, which he co-founded and where he served as CFO and Chairman, Keynote, Telocity, Counterpane, Netli, Qualys, Cyota, and more recently Lifelock, LinkedIn, Goodmail and Perimeter eSecurity. Philippe Botteri has been working with SaaS and technology companies for more than a decade at McKinsey&Co and Bessemer. He wrote several white papers on SaaS finance and has been involved with the firm's investments in half a dozen recurring revenue businesses. They will present a new perspective on the finance of SaaS and highlight the metrics that really matter most in the current environment*

11:30 - 11:45am      *Break*

11:45 - 12:30pm      **Panel: How Online Businesses Can Learn From their Customer Data, Usage and Behavior**

*One of the most valuable and least appreciated assets of a SaaS business is the detailed usage data of customers. But how can this data become a powerful lever to increase usage, upsell and prevent churn? Hear how companies use this data as a strategic advantage to share best practices and analytics with their customers and create real barriers against their smaller competitors. This panel will feature CEOs of private companies who have developed deep insights into their customer product usage and used them to strengthen their fast growing businesses*

**Anne Berkowitch, CEO, SelectMinds**

**Joe Payne, CEO, Eloqua**

**John Tomich, co-Founder, Onestop**

**Reid Hoffman, CEO, LinkedIn**

**Moderator: Bob Goodman, Bessemer Venture Partners**

12:30 - 2:00pm      **The "10 Laws" Thematic Lunch**

*Pick the table that matches to your favorite SaaS law, and join informal discussions to share your personal SaaS best practices:*

- 1. CMRR, Churn and Cash: your SaaS business and sales compensation metrics*
- 2. Customer Acquisition Cost and Customer Lifetime Value: the best indicators of value creation*
- 3. Tune before you scale: climb the SaaS sales learning curve*
- 4. Separate your Hunters and Farmers: how to organize a SaaS sales force*
- 5. The new SaaS channel*
- 6. Savvy Online Marketing*
- 7. Staying local and international expansion*
- 8. Single instance, multi-tenant, single data center: the secret of SaaS infrastructure*
- 9. The most important part of SaaS is service: how you can reduce your churn*
- 10. SaaS financing: be prepared to cross the desert*

2:00 - 2:45pm

**Panel: The Future of Platform-as-a-Service**

*2008 has seen the emergence of a new set of OnDemand offerings: platform-as-a-service or PaaS. Companies including Salesforce, Amazon, Google and Microsoft have placed large bets in this new market but how does this change the way private SaaS companies should think about their IT infrastructure and development? Is it too late or can PaaS help existing SaaS vendors that are already market leaders and at scale? This panel will feature senior executives from companies that have developed a PaaS offering or used PaaS to develop their product. It will be moderated by MR Rangaswami, founder of the SandHill group and leading SaaS analyst*

**Chris Barbin, CEO, Appirio**

**Dave Girouard, President, Enterprise, Google**

**Steve Lucas, SVP of Platform Marketing, AppExchange and Force.com**

**Steve Papa, CEO, Endeca**

**Moderator: MR Rangaswami, Founder, SandHill Group**

2:45 - 3:00pm

*Break*

3:00 - 3:45pm

**Panel: Are Giant Getting SaaS?**

*Much of the innovation around SaaS to date has come from companies founded within the last ten years like SFDC and Omniture. Is this a classic case of Innovators Dilemma, or are we just starting to see the beginning of a massive push by the legacy software giants? Hear from some of the largest software vendors about their plans to expand their position in the SaaS market, and from CEOs who have experience working with both public and private software companies wrestling with the trade-offs around SaaS strategies.*

**Angus Thomson - Vice President & General Manager, Intuit Mid Market Group**

**Brad Wilson, GM Microsoft Dynamics CRM Business**

**Gary Fromer, CEO, CPower**

**Mike Braun, CEO, Intacct**

**Moderator: Chris Risley, CEO, Metalogix**

3:45 - 4:15pm

*Break*

4:15 - 5:00pm

**Panel: Exit Opportunities**

*2007 saw the liquidity market warming up for SaaS companies, with Cisco and Google acquiring Webex and Postini and high profiles IPOs like NetSuite, Constant Contact or SuccessFactors. Unfortunately, this trend froze in 2008, with only one software company going public in the entire year and nothing significant happening on the SaaS front. Given the low multiples and extreme volatility of the public markets, what is the outlook for 2009? Will buyers take advantage of the low valuations to get more aggressive? This panel will feature the lead software and SaaS analyst from Deutsche Bank, the CEO of the only software IPO in 2008 or 2009, and senior executives from two of the most aggressive and successful acquirers in the market.*

**Charles Carmel, VP Corporate Development, Cisco Systems**  
**Gordon Eubanks, former CEO of Symantec and board member of several SaaS companies**  
**Tom Ernst, Director, Equity Research, Application Software**  
**Tom Reilly, CEO, Arcsight**  
**Moderator: Adam Fisher, Bessemer Venture Partners**

5:00 - 5:15pm

**Closing remarks**

5:15 - 6:30pm

**Open bar and informal discussions**

*We ask that participants arrange for their own transportation at the conclusion of the event.*

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***Attire is business casual but please note that the Palo Alto Hills Golf & Country Club has a "NO JEANS" policy for its members and guests.***

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