



POWDERKEG PODCAST TRANSCRIPT: JEREMY ROCHE

INTRO: I made my way through the crowd of 170,000+ people attending Dreamforce to find a private conference room where I connected in person with FinancialForce.com CEO and President, Jeremy Roche ([@Jeremy_Roche](#)). With more than 20 years of experience building and leading both public and private technology companies, Jeremy brings a wealth of executive leadership experience.

He has led businesses through IPO, de-merger and acquisition (both as acquirer and acquiree). And his work with growing FinancialForce offers insight into how to play the game of business at a rapid pace and growing scale. With \$110 million in capital raised in 2015, the company's growth has exploded, and Roche has led the team to disrupt the space of financial software.

Roche also offers a global perspective on building companies. He holds or has held Board positions in technology companies in US, UK, Netherlands, France, Germany, Hungary, Estonia, Singapore, Malaysia and Australia. And FinancialForce now has offices in the UK, Canada, Australia, Spain, and multiple offices in the US.

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Matt: We are here in [Dreamforce](#) 2015, and a lot of exciting announcements happening, a lot of excitement. Obviously [FinancialForce](#) is a big part of that ecosystem. I am particularly interested to talk to you because it's clear you have a lot of executive skills and a lot of executive experience, having IPO'd two companies in Europe, having bought sold companies, and now having gone from 2010 with only about twenty employees to now present day over six hundred employees. I know, you just announced another fundraising round of – what was it, a hundred and fifteen million?

Jeremy: A hundred and ten.

Matt: A hundred and ten, okay. Only a hundred and ten. Yeah, that is amazing, the amount of growth that you had, but what I want to do is take it back to the early days because I know you mentioned that you didn't get your start necessarily in the business world in the classical sense of executive training. Can you maybe take me all the way back to your first real career or job? Because you used the word earlier 'unemployable', and I would say that you're probably highly employable.

Laughter.

Jeremy: Just never tried.

Matt: Yeah, just never tried, exactly. You haven't really had to do the whole interview thing since back in the early nineties but may be before that. So talk to me about that, what was your first job where you got a taste of sort of this entrepreneurial world?

Jeremy: The first job with a taste of entrepreneurial world was probably my first job after I'd done some work for IBM. I went into what was the emerging world of software.

Matt: Yeah.

Jeremy: So for anyone that's kind of my age, the world of System 36 and System 38 in the IBM world.

Matt: And was that something that peaked your interest or it was...?

Jeremy: I first really got involved with technology when the PC was launched.



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Matt: Okay. Only when the PC was launched.

Jeremy: In the days where it had a green screen on top and one floppy disk drive.

Matt: Wow.

Jeremy: And I did technical stuff when I started, and my first claim to fame was I was one of the UK's experts on building batch files to boot PCs up. Right, you had 64k memory and you had to load everything in the right order in order that you could get a network loaded and a word processor and stuff like that.

Matt: And was that trained to you by IBM how to do that?

Jeremy: Yeah.

Matt: Okay.

Jeremy: Well, it's partly trained/partly learnt, because we were right on the cutting edge. There were manuals for how you piece the stuff together but there weren't manuals for how you went to a customer and took what they wanted to do and then made it work in this whole world where people were going from a green screen to that first device that had processing on the desktop.

Matt: Right.

Jeremy: And I got hooked on technology at that point.

Matt: Okay.

Jeremy: You know, what you could see was that the technology was going to go through a massive shift. At that time, I couldn't predict how much of a massive shift it would be, but I knew that I was looking at something that was going to be part of the future. And when I was doing that, it was actually a colleague said to me 'but before you tie yourself into a career in the big companies, why don't you take a look at what people are doing in this new world of software?'



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Matt: Yeah.

Jeremy: I though software, you know, I've only ever done hardware.

Matt: Was it intriguing to you or is it almost a turn off like, 'why would I touch software when I am...?'

Jeremy: Well, it was intriguing because you could see that hardware had been all important. You know when I grew up we had a Commodore 64 or we could play Pong. You could see hardware started it out, but then what were people going to do with hardware? Where was it going to go? And then you could see, well people need applications, you know? Applications are going to be the future. You could just see, because as processing power was being passed out from the mainframes to the mini computers and the PCs, software was just becoming more important.

Matt: Yeah.

Jeremy: So I took my first job in in software, and I went into marketing and sales.

Matt: Oh. No kidding.

Jeremy: Yeah. Because I can't program. Well, I've had a go but I'm not a good programmer.

Matt: Fair enough. Well I mean getting that early sort of exposure to technology probably gave you a huge leg up when it came to marketing and selling technology. Did you take to it naturally?

Jeremy: Yeah I think, well because I was genuinely excited about it you can build that enthusiasm around what you're creating and what people around you are creating and how you then take that and explain it. To call software that time was just you know - the app world was just starting to emerge. So there was a whole new community, new market, and you could see that this was going to be the start of the future.

Matt: Were people really excited about it?

Jeremy: Yeah, yeah, and some people were scared because you're going, and way back then you're talking about the world that's driven on mainframes, and now people are talking about distributed



processing. Yeah? And people are used to data centers with water cooled kit in them, and now people are talking about sticking it on the desktop.

Matt: Yeah.

Jeremy: You know for some that was a massive change, but what you could see in that was the start of the change that leads all the way through to today. You know? It's that start of the movement of applications being something that run the world.

Matt: Yeah.

Jeremy: And I think that's what really made it exciting to me.

Matt: Well you know, it's clear - you mentioned the excitement and the enthusiasm and that being an important part of being a leader - It's clear that you still have that enthusiasm today, you know, these decades later. Talk to me a little bit about the negative side of enthusiasm. Sometimes you see the leaders who are enthusiastic almost beyond being to the point where they're measured and still making decisions based on data and based on consumer feedback.

Jeremy: Yeah.

Matt: Can you to me a little bit about that and how you manage that yourself?

Jeremy: Yeah. So I think there's different levels of managing that. The first thing is, you know when we were chatting before, I said to you: business is all about people.

Matt: Yeah.

Jeremy: So one of the great measures for me is customers. So I've spent most of my day today sitting down with customers and prospects and listening to their stories. On Monday we ran what we call our community day, which is like a customer group.

Matt: Okay.



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Jeremy: But we do it as communities, so our customers lead it, we listen, we help, we talk, and they give you great measure. Are you delivering for us? Have you delivered what you promised you'd deliver?

Matt: And you do that all qualitatively meaning...

Jeremy: We do it qualitatively and quantitatively.

Matt: Okay.

Jeremy: Because I think both are important, because you want to take measurements; so every time we answer a helpdesk call we'll fire out and say, "Give us a mark on how we did it."

Matt: Yeah.

Jeremy: Every time we win or lose a deal we analyze it. But you can't just have quantitative data. You need the narrative as well. So I'm a big believer in reading narrative and listening to narrative, because if you listen that's what allows a customer or an employee or a partner to interact with you.

Matt: Yeah.

Jeremy: Then the other part of enthusiasm, I like to set lofty goals for everyone, and I think you need to set lofty goals because otherwise you're not going to reach them.

Matt: Yeah. Give me an example of lofty goal. What's a recent goal that you've had and accomplished at [FinancialForce](#)?

Jeremy: Well, when we set the target to last year we set ourselves a mission of doubling our headcount.

Matt: Wow.

Jeremy: And that was investment across the whole business.

Matt: And how many were you when you set that goal?



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Jeremy: We set the goal at - we were two hundred and twenty/two hundred and thirty people at the start of 2014, and we went out of the year with just under five hundred.

Matt: And my guess is that it wasn't just an arbitrary, vanity goal. You knew you needed the people?

Jeremy: Correct. So what we had was a plan, because plans are predicated on people. So at [FinancialForce](#) we do this thing called the peoplecast. So, you have the forecast and the peoplecast.

Matt: I like that.

Jeremy: So in order to set numbers for the business, set your goals and then there are two things that allow you achieve it. There is mathematical probability and physical probability.

Matt: Okay.

Jeremy: So the physical probability are things like: Can I win enough deals? Can I look after my customers? Can I implement enough? How do I actually make sure that happens? And you can't win every deal.

Matt: Right.

Jeremy: So you can't control all of those factors, but you can control your mathematical probability.

Matt: Yeah, absolutely.

Jeremy: Okay? So if I'm going to achieve this number, there only so many leads we can generate, so many opportunities; we need so many people to close those deals. So many customers will come in then, so you need partners and [FinancialForce](#) people to implement, and then when you're managing those many customers you need customer success and support, and everything else that goes beyond that. And to decide you have to invest to build the product to allow you to achieve that stack. And that's the mathematical probability, that's the bit you can control, and then you can take that and you can go and try and achieve your corporate goals out of it.



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Matt: Well that makes a lot of sense and it might be a little dense for people who are just starting their first company, but I think it's important for entrepreneurs to understand that this is how you should be thinking whether you're at a six-hundred-person company or you're at a six-person company.

Jeremy: Yeah. We were thinking like that when we were twenty people - and twenty people, I'm going into 2010. What are we going to be trying and achieve this year? So if we're going to achieve it, you can't say I'm going to go and sell x million dollars of new subscriptions and then employ two salespeople, because physically the mathematical probability of doing it is zero because those people can only work so many deals at once. You know, a consultant can only handle so many projects. So even when you're starting out the key is setting the goal but being realistic about it. So you set a big goal, but be prepared to turn the knobs underneath to allow for the fact that if you set a big goal you might not always make it all the way.

Matt: Sure. Sure, but if you're planning along the way and hiring the people...

Jeremy: Hiring the people.

Matt: Through the peoplecast...

Jeremy: Yeah, take the peoplecast, match it to the forecast, and that's what allows you to do it. I think you mentioned also people getting sort of lofty goals that might not be realistic.

Matt: Right.

Jeremy: I had a moment relatively early in my career which taught me a really valuable lesson, and at the time I was running products and services for one of my businesses.

Matt: Okay.

Jeremy: And I went to a review meeting to look at some new product we are building. And I said 'guys' - I couldn't conceptualize how we'd get to the solution we'd get to. So I said to the team 'guys, let's take a step back here. Just walk me back through the discussion process we went through to get to this solution, because I'm figuring we've missed something out. How did we come up with it?' And everyone



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was really quiet, and I said 'well come on, there's no blame here. What's going on?' They said 'well it was your idea.' I said, 'okay. great, it was my idea. So when I came up with that idea did anyone think that it was maybe a bit of a strange idea?' And somebody said 'yes, but you're in charge so we figured we better go do what you told us.' Taught me a very, very valuable lesson at that point, which is always making sure that everybody knows that I am not always right.

Matt: And how do you do that? How do you empower people to...?

Jeremy: We have company rules.

Matt: Okay.

Jeremy: Company rules about people.

Matt: That sounds very big and corporate and scary.

Jeremy: No, it's not big and corporate and scary at all.

Matt: Okay.

Jeremy: So the first one is that no one should ever suffer in silence. Okay? In any business I run it's never going to be a sign of weakness to ask for help, right? In my world that's a sign of strength.

Matt: Yeah.

Jeremy: So if you're going to build a team, you need a strong team that's all supporting each other. Okay?

Matt: Absolutely.

Jeremy: We have departments in our business because we've got to that size now, however in [FinancialForce](#) the worst thing anyone can do we say it's another department's problem. Our goal, and one of our corporate mantras, is we will do great things as one team. So politics and department arguing is the stuff of that old-fashion business, not connected businesses.



Matt: Yeah. No one wants to work in or lead one of those companies.

Jeremy: Absolutely. But too many companies are like that.

Matt: Yeah.

Jeremy: And if you don't always focus on making sure it's not happening, sometimes people naturally fall back into old ways, and you don't want that to happen because otherwise it creates negative energy. People are wasting their time arguing with each other instead of going and doing things for a customer.

Matt: Have you experienced corporate culture like that personally?

Jeremy: I've seen it but not in any business that I've run.

Matt: That's good.

Jeremy: Because I just believe it's just not the right way to run a business, okay? Politics kill businesses.

Matt: Yes, absolutely.

Jeremy: And arguing kills businesses. People working together is what makes a great business. And so those are simple rules, and the other rules are management will make mistakes.

Matt: Yeah.

Jeremy: The trick is, if you make a mistake to recognize you've made it and fix it, not to try and brush it under the carpet.

Matt: Right.

Jeremy: Because you can always learn something from making a mistake; and the other rule is Jeremy is not always right. So I believe anyone should be able to ask me why we are doing this? And I should be able to explain and discuss it with them.

Matt: Yeah.



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Jeremy: Because if I can't, they might have spotted something where we might be a little bit off the beaten track.

Matt: Can you talk to me about an example of maybe when a decision that you thought was the right decision was checked by someone on your team and saved your butt?

Jeremy: I can give you plenty of examples. Yes. I can tell you that I got it into my head that we should go international earlier than we probably should have done, and my management said 'hey Jeremy, didn't we all agree that we were going to stay focused?' And it was the right thing to do to stay focused. Otherwise I would have diverted people's energies. I saw an opportunity that maybe I thought we should take, but the idea of having strong people around you is they remind you to stay true to your goals.

Matt: Yes.

Jeremy: Because having goals and sticking to them is really important.

Matt: Do you have personal goals that you set within your own role as the CEO of [FinancialForce](#)?

Jeremy: So my goals are really about making everyone that works at [FinancialForce](#) successful. So that's what I see as my job. Okay. Making sure customers are successful and employees are successful. Okay? In my world, if I build a successful team of really strong people, that's what lifts [FinancialForce](#) up.

Matt: Yeah.

Jeremy: Okay? And it's what allows it to succeed. So my goal permanently is to make sure that I'm supporting people. You know leading is sometimes, and often, about supporting the people around you. If you can make everyone on the team successful, that makes me successful.

Matt: Sure.

Jeremy: But it also means that people are bought into the team. You probably see this in a lot of businesses, people move every two years - move jobs every two years. And I remember when we were



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small you couldn't afford to have people move every two years, because you take a new employee on, it's going to take you six months to get them fully productive. And then...

Matt: Another six months to make up for that first six months.

Jeremy: And then they might stay for another six months or twelve months and then they move on to somewhere new.

Matt: Yeah.

Jeremy: So that's not great investment for us as a business. It's also not great investment for the employee because every time they're going back to being on a ramp again. Whereas if you can build careers with people and make them successful, that's what keeps people with a business.

Matt: Are there things that you do with your own team in a regimented way that has kind of continued to drive that growth of your team?

Jeremy: So if you look at my management team, we all have different views and we all have different opinions, and that makes it healthy.

Matt: Yeah, that's good.

Jeremy: But we all believe the same fundamental thing. We all have that belief in people and in the success of the customers. So whatever opinions we have that are different, that we can debate around the ways to achieve it, we're all very firmly on the same road together, on the same journey. Some of the people that work with us today in [FinancialForce](#) I've worked with us for fifteen, sixteen more years. So they've come with us on that journey - not just through the [FinancialForce](#) journey, which was back end of 2009 - but even before that.

Matt: Okay. So people, are following you along in their careers.

Jeremy: Yeah, and I'm following them too. It's kind of a two-way thing.

Matt: Absolutely. I love that you reframed it that way.



Jeremy: Well, if I believe people follow me, if you become the kind of arrogant leader that just assumes everyone will follow you, then actually they don't. You know? What builds great team is people working together, people supporting each other. I said before, we all go through times where we've got too much work, you know, we're overloaded. You want be able to turn to the people to say 'hey, I need some help.' And you need to help each other to get through that.

Matt: Yeah. That's great. I think that's so important for first time entrepreneurs and leaders to hear because...

Jeremy: Especially if it's your first management gig as well and you're not sure where to be. I think the other thing is people being true to themselves.

Matt: Yeah.

Jeremy: You can't come out of character because people will spot you eventually.

Matt: Sure. How have you managed to stay true to yourself throughout everything? Because I imagine, you know, with 2 IPOs, several acquisitions and sales of companies, and with the growth of [FinancialForce](#) there have been times when you could potentially be not true to yourself because it looks like the right thing to do for the business or for financial gain in the short term.

Jeremy: Yeah. I think if you do that then what happens is people see right through it and it undermines you.

Matt: Yeah.

Jeremy: So you need to make the decisions that are both true to yourselves and right to the business, and if you're a leader and you build a business and you build a team in your style, making sure they don't all think the same way as you, otherwise you don't get the great challenges there.

Matt: Yeah.

Jeremy: But people that are working to the same belief, if everyone's got a clear goal. everyone's understanding where they're going, then it does keep you on the straight and narrow.



Matt: Yeah. Yeah, that makes a lot of sense. You know I love your approach to leadership and the way you've built [FinancialForce](#), and I want to make sure, I want to, one, be respectful of your time.

Jeremy: Oh, I am fine. I am good.

Matt: But two, I want to make sure we talk about [FinancialForce](#).

Jeremy: Yeah Sure.

Matt: How did you come up with that idea? And I know the answer to this already, was it all you or like how did you pull the idea...?

Jeremy: Was it all me? No it was not all me. I would love to cry and claim all the credit, but no.

Matt: Sure. So you started the company in the UK, right?

Jeremy: So the history of the company, we actually, it was my previous incarnation was a company called CODA.

Matt: Okay.

Jeremy: And so we were public company in the UK. We focused on accounting and financial management systems. Now with that business, because we're focused on a very clear business area, we'd would always try to emerge the business each time with each refresh of technology. So, the world of green screen went to client server, went to web, went to XML, and we started watching in fact what [Salesforce](#) were doing.

Matt: Okay.

Jeremy: [Salesforce](#) created originally, if you remember back, it was called on-demand.

Matt: I don't remember it.

Jeremy: So Cloud, if you roll cloud backwards it was Cloud, previously it was SaaS, and before that it was on-demand.



Matt: That's right. Okay.

Jeremy: And even before that - even before the world of [Salesforce](#) - then there was ASP world - Applications Service Providers. So we had watched [Salesforce](#), and we were a customer of Salesforce. We'd watched [Salesforce](#) creating this category called on-demand. And we thought 'hm.' You can see just like back in my System 38 days, you could see that on-demand was going to be the technology that businesses would use in the future. It was the next incarnation. So we thought 'hey'...

Matt: Well I couldn't see but you could see.

Jeremy: Well yeah. Because that's what I have to say. Even today, the Internet of things is coming. The nature of technology is always going to change. That's what keeps me energized.

Matt: That's the only thing that's constant right?

Jeremy: Yeah. So we decided that the future was going to be on-demand, and we will work trying to work out how to get there. A small team of us were working together on it and the girl that was leading it from the marketing end, Liz, said 'look, I'm fed up with talking about this. I'm going to go and ask [Salesforce](#) what they think we should do?' So I went 'okay'. So Liz went out of the meeting, picked up the phone and rang [Salesforce](#) and said 'hey, any chance that you'd give us some pointers as to how to do this on-demand stuff?'

Matt: Yeah.

Jeremy: Because at that time you couldn't go out and buy those skills in the market.

Matt: Sure.

Jeremy: You know, we were trying to work out how we were going to build a multi-tenant engine and we had never done it before.

Matt: Yeah, and there were no courses on how to do that.



Jeremy: No courses. So [Salesforce](#) surprisingly said ‘yeah sure. Send the team to San Francisco and we’ll give you what they called on-demand one-on-one.’

Matt: Wow.

Jeremy: Yeah, they were smaller in those days.

Matt: What year was this?

Jeremy: It was early 2007.

Matt: Okay.

Jeremy: Back end of 2006-early 2007. So we sent a team, and [Salesforce](#) white-boarded it all up for us, and after they had done that - you know, written it all down - after they had done that, they said ‘but do you really want to build this platform?’ We said ‘well, no we don’t build a platform but how are we going to build this product otherwise?’ And they showed us then what was to become the basis of the [Salesforce](#) platform, and said, ‘hey, could you build on this?’ And so we tried; we did a prototype. We tried to build what is at the heart of the [FinancialForce](#) accounting system. So if you’re not an accountant this isn’t going to mean much, but at the heart of it is the double-entry bookkeeping system, which is very transactionable. Debits always equal credits. [Salesforce](#)’s platform was built to CRM and it wouldn’t do it. So Salesforce said to us ‘hey, well if you tell us what it’ll take so you can build. If we commit to do that will you commit to build on the platform?’ And that’s how we started our relationship with [Salesforce](#). [FinancialForce](#) came...

Matt: Let me pause it here for a second...

Jeremy: Sure, sure.

Matt: Because I want to hear, as a CEO at that time leading that company, you had a decision to make. Do we want to basically build something for [Salesforce](#)?

Jeremy: Versus doing something else.



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Matt: Which probably would have been easier, right? Because then you're not relying on an entire other team.

Jeremy: In some ways it could have been easier.

Matt: Okay. Talk to me how you thought through that decision.

Jeremy: We looked [Salesforce](#) in the eye and we looked at what they were doing and we looked at the people who were doing it. Next, we talked to Parker Harris and Steve Fisher. These people were clearly - they understood exactly what they were doing. Now they understood it from their world which was about building customer facing apps, and traditionally where we'd come from it was about building back office apps. So the difference there was what style of application you build, but they were prepared to listen to what we wanted because they wanted to build a platform that would support any sort of application. So they were prepared to listen to us and we could see something in this platform. It was a couple of things we could see. The first was that it had the potential to be a world beating platform. Okay? Potential.

Matt: Potential.

Jeremy: And so we were wrestling in our minds was - and me from leading the company at that point: Am I prepared to take that risk? And we evaluated it as a team and I looked at it very hard, and I actually worked out that although it looked risky, we were actually minimizing our risk by going down this route; providing [Salesforce](#) stuck with its commitments. So we sat down with [Salesforce](#) and got them to commit hard that they would deliver for us.

Matt: Wow.

Jeremy: And what that did essentially is it allowed us to start building application a lot faster. You look at what we use from [Salesforce](#); we use [Salesforce](#)'s platform, database, the workflow engine, Chatter; you saw a bit of the Keynote, Lightning, Wave. All those [Salesforce](#) technologies that they're building we get to consume, and we just sold out earlier than a lot of other companies and we're prepared to take a ride with [Salesforce](#).



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Matt: It seems like the ride has gone pretty well. Yeah.

Jeremy: Well, I sometimes you need to actually judge something on its merits. There were people, and some of the industry analysts, thought I had gone stark crazy when we announced this thing.

Matt: Really?

Jeremy: Yeah. They said, you know, what are you doing? Are you are giving up control of your underlying platform and...?

Matt: Did you second guess it?

Jeremy: Well, my view was always whatever technology you build, if you're a tech company you are committing to a technology. Yeah? You can't just pick up all your applications and port them somewhere else.

Matt: Right

Jeremy: Because you've committed in some way to using that technology.

Matt: Sure.

Jeremy: So in the case of [Salesforce](#), we were committing to the underlying technology, we just got a bit more; we got a business logic layer. So what's the difference really? And it allowed us then - the thing that's made [FinancialForce](#) [FinancialForce](#) and allowed us to really emerge with the applications we wanted to build, is we took our back office and we built it's on a front office. So if you think about [Salesforce](#) front office, our apps are embedded right in the middle of it, which means that we don't have a back office anymore; it's all front office. Everything we do can be focused around a customer. So the true view of a customer, right from I've sold them something, I've delivered it, I've done a project, I've done an invoice, I've collected the cash - all of that revolves around the customer. And that makes a [Salesforce](#) platform even more unique than the technology that underpins it, in my mind.

Matt: Yeah. I mean that's powerful, and I can see how that aligns with your belief that it's about the people.



Jeremy: Yeah. Yeah, you take all that and you do that for the customers. You basically unlock for them their ability to have all of their employees focused on their customers. You know? Because you don't have to email the accountant and say 'hey, has Fred paid his bill?' You can see on the screen whether Fred's paid his bill or not?

Matt: Yeah.

Jeremy: So the person answering the support call can see what opportunities we're selling and what invoices we've sent, and why not unlock that information to a business?

Matt: That's a good question. It is a good question. Why wouldn't you do that?

Jeremy: Why wouldn't you want to do it? And what you see here, and you know, the growth around this community - and look at the size of [Dreamforce](#) now. These are all businesses that have worked out that they want to unlock those things that have often been silo'd in their companies, to empower their employees to make better decisions, to better serve their customers, and better work with each other and collaborate. And that's what's firing this growth.

Matt: Well it's something to consider, and we were talking about this before we hit record. It's just amazing that [Dreamforce](#) has really started almost its own economy where people who are playing in that economy are - you know, currently it's an up market in the [Salesforce](#) economy, and this annual conference is an example for people to see all...

Jeremy: We were remembering back to office [Dreamforce](#).

Matt: Oh yeah.

Jeremy: When we launched and there were five of us on the stand, you know? Doing the demonstrations, because we were a small business at the time. And now I think just manning stand, manning the buildings that we've got here, so excluding all our sales team here we've got over two hundred [FinancialForce](#) people actively working [Dreamforce](#) in one way or another.

Matt: That's great.



Jeremy: And then you look back at it and say we were sharing - those five people are all still here - we were sharing photo you know.

Matt: Oh, that's great. That's so great. If you still have photos maybe we can link them up or something in the show notes. Well I could probably dive an hour or two just on how you guys do [Dreamforce](#), how you do conferences and make all of that work, but I also want to make sure that we save something for later.

Jeremy: Okay. No problem at all.

Matt: And I really appreciate your time. If people want to find out more about you, about [FinancialForce](#), where should they go?

Jeremy: Well, they can go to [FinancialForce](#) website <http://www.financialforce.com>. I'm @Jeremy_Roche on Twitter. I could do with some more followers.

Matt: Sure. Sure, we will definitely be tweeting you out, and I noticed that in your Twitter bio it says you have a healthy taste for maybe a little too expensive British cars.

Jeremy: Yes, that's my only weakness.

Matt: What are you driving around these days? What's your favorite?

Jeremy: Well my favorite, I have a Land Rover, a Defender with a long wheel-base on it. I don't think I've ever seen one in North America yet. See the short wheel-base ones occasionally. Land Rover Defender, that's my favorite. It's like driving a truck. And I have an Aston Martin.

Matt: Oh, nice. Very James Bond of you.

Jeremy: You know you've got to hold some of that British heritage somewhere.

Matt: Yeah, of course. Well it's great I'm so glad that we were able to catch you while you're here.

Jeremy: It was great to meet; it was great to talk.



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Matt: Yeah, likewise. And I do hope we get a chance to talk again.

Jeremy: I hope so too.

Matt: Thank you so much.

Jeremy: All right.

Outro: Well that concludes this conversation with Jeremy Roche. We might need to bring him back onto the show just because he has so much knowledge in the field of entrepreneurship and leadership at tech companies. But in the meantime, you can find Jeremy @Jeremy_Roche on Twitter. And that's R-O-C-H-E and of course @financialforce on Twitter. Hit him up with your questions, maybe you even want to

share your peoplecast, which is a concept we discussed here in this episode. But make sure you give him props too because he did an amazing job sharing a ton of information in just a short amount of time. It was just really exceptional and I know you've got some notes or at least mental notes of things you can implement in your own business. But before we sign off I want to tell you something incredibly important. And that is thank you.

Thanks for taking time to listen into this podcast and to learn from Jeremy to make yourself a better entrepreneur, a leader. You know I really appreciate you and I love to hear what you're working on. The things that people are emailing me about or hitting me up on Twitter about, it's just incredible what people are building outside Silicon Valley in their own way. You know, some people are raising capital, some are doing it the bootstrap way, and I want to hear about it. If you want to hit reply on the emails that come from us, that's a really good way to get directly into my inbox. Or if you're more of a social media type, hit me up on Twitter I'm just @Hunckler; that's @ H-U-N-C-K-L-E-R, and tell me what you're doing. I'm happy to help in whatever way I can; if that's connecting to capital sources, if it's helping find the right player for your team, or maybe it's just a book recommendation. Whatever it is let me know and I'll be happy to help to the best of my ability.



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