

## The Deli that Did<sup>1</sup>

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Warren Buffett, CEO of Berkshire Hathaway, made his first profit reselling bottles of cola at the age of six and earned about \$5,000 delivering newspapers in high school<sup>1</sup>. Michael Critelli, the CEO of Pitney Bowes was a dishwasher at an inner-city bakery located in Rochester, N.Y.

Bill McDermott, CEO of SAP Americas, the North and South American unit of German software maker SAP, held several jobs as a teenager. Bill describes himself as "driven and on the run" like his late grandfather, basketball Hall of Fame shooting guard Bobby McDermott. At 16, he noticed a help-wanted sign in a local delicatessen on his way home from a restaurant shift. He approached the deli owner in his busboy uniform and soon found himself behind deli counter. A year later Bill bought the deli with \$7,000 in promissory notes, agreeing to pay back in a year or forfeit the store.

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## Exhibit 1: Morgan's notes

Company	CEO	Key Lesson
Apple	Steve Jobs	Focus on the customer
Amazon	Jeff Bezos	Customer obsession
Google	Eric Schmidt	Customer centricity
Microsoft	Steve Ballmer	Customer focus
Facebook	Mark Zuckerberg	Customer centricity
Twitter	Jack Dorsey	Customer centricity
LinkedIn	Jeffrey Pfeffer	Customer centricity
Slack	Stewart Butterfield	Customer centricity
Dropbox	Drew Houston	Customer centricity
Zoom	Eric S. Yuan	Customer centricity

Company	CEO	Key Lesson
Netflix	Reed Hastings	Customer centricity
Spotify	Dan Cohen	Customer centricity
Uber	Travis Kalanick	Customer centricity
Lyft	John Zimmer	Customer centricity
Airbnb	Brian Chesky	Customer centricity
Walmart	Doug McMillon	Customer centricity
Costco	W. Craig Jenkins	Customer centricity
Target	Brian Cornell	Customer centricity
Home Depot	Thomas H. Standish	Customer centricity
Lowes	David L. Cutler	Customer centricity

Customer centricity is a key factor in the success of many companies.

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### Sources & Credits:

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"From running a deli to head of SAP," *Forbes*, 10/5/2010, by Robert Reiss, Contributor.

"The power of persistence," by Bill McDermott, November 26, 2006 in the *New York Times*.