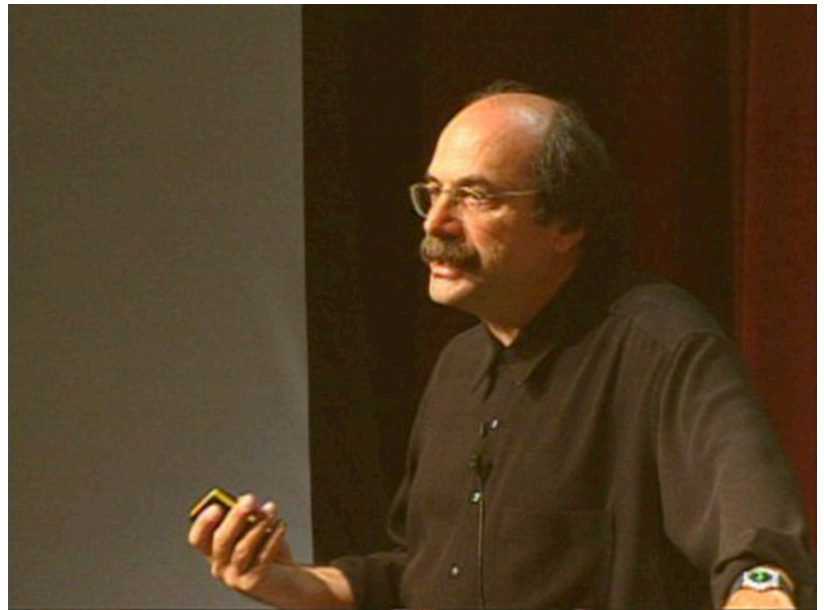


URL: <https://stvp.stanford.edu/blog/videos/building-a-personal-gratification-company>

Kelley explains that he has a unique perspective on starting companies-his goal is not growth, but to create a personal gratification system. A place where he can work with friends. He explains that many of his comments on starting a company may not apply to companies that are trying to grow as fast as possible.



Transcript

In thinking about what to say today, I decided I would kind of stick to quickly talking about what I think is important for people who are starting companies or managing companies.. Although I have to give you a caveat, in the beginning I'm not sure I'm the right person to listen to especially if you're interested in making a real business.. I've never in my career actually looked at business success as important.. When I talk to my business friends, they're all talking about growth and how fast they can grow their company.. Frankly, I've never thought about growth.. So I've always tried to build what I would call a personal gratification company.. I really wanted to have that place where my friends lived and worked like in summer vacation when you hung out playing baseball or riding bikes or whatever you did.. So many of the things I talk about and many things I say won't apply to companies that are struggling to grow as fast as they possibly can in order to make shareholder value or to make as much money for the founders as possible.. So I have to give you that caveat, and that's not one of my goals or dreams...