

## Stanford eCorner

**Innovation at Large Companies** 

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Will companies like Yahoo and Google become large companies who grow stagnant or will they continue to innovate and remain competitors of young start-ups? Randy answers this questions with examples of company culture.



## Transcript

Well the two of you mentioned Yahoo and Google started out as small companies that got big right? So all innovation in them haven't died yet but believe me over time those who grow into big companies their innovation, because the people who are the innovators won't be satisfied to work in, you know, in an environment that generally becomes more structured as the company gets bigger and they're worried about making quarterly earnings estimates and things like that.. Google is probably last par along that path.. And Yahoo is, simply cause it's younger ad they have also made a big commitment to keeping that innovation as part of their company culture.. Yahoo, I think we see a lot of their early founders although Jerry and Gabe are still there, we've seen a lot of their early founders to part and we'll see that company be making changes in innovating probably less frequently as it happens overtime. But I mean if you compare them to, you know, like Oracle, right? Are we worried about Oracle, you know, making these things, these quick innovative changes that are going to wipe out young entrepreneurs, I don't think they will right now.. I mean they have their own, they have their great business and they're very solid in that business but I they also have earnings estimates that they have to make.. And I don't see them like, you know, the last time we saw Oracle do something was that there was, in that Dane was in the whole net computer thing and that didn't pan out too while all net was in the boom.. But I don't see anything like that happen in that company and that's classic coming to some very large company and a very solid company, very successful company. Google and Yahoo, I should mention, yeah, they're going to be in there.. But they also want to stay ahead of the pack so Google and Yahoo are in this competitive environment, which for now that means that anytime they can an edge over each other, they're going to take it..

So if you do something like anticipate a year from now, what's Google going to want to be able to compete successfully with Yahoo and then you will start developing it, right? It's a guess you don't know.. You have to pre-visualize what there might be.. But then you develop it then a year from now, I got a friend that, he saw PayPal take off.. And he thought okay PayPal that's interesting.. Yahoo has auctions, Yahoo doesn't have PayPal.. What if I do PayPal for Yahoo? So he did PayPal for Yahoo and he sold it for a million bucks because they'd rather buy the make.. So if you can kind of, you can take away the companies that are in competition that are in that, like the Google-Yahoo space, and I think that there's way that you can work with them as an entrepreneur.. Create technology that they might not have time to, where you might do a better job than they had done.. But yeah, they are still competitors...