



## Stanford eCorner

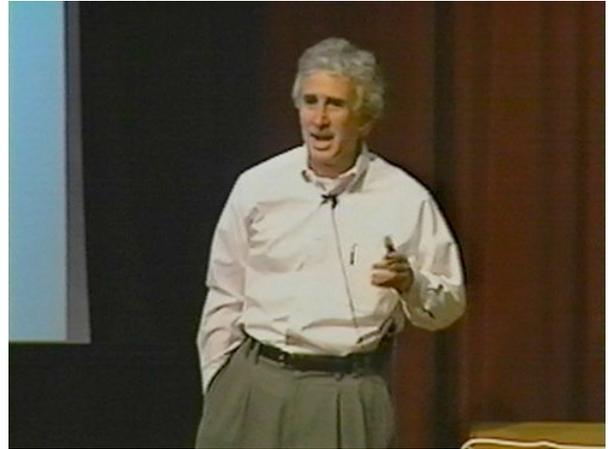
### Creating Win-Win Relationships With Large Customers

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Video URL: <http://ecorner.stanford.edu/videos/666/Creating-Win-Win-Relationships-With-Large-Customers>

Levinson believes it is easy to feel like a little fish in a big pond when you're starting your company. He talks about leveraging what you have to make your company stand out from the rest, and it all comes back to customers.



#### Transcript

Hi. A quick question for you. You said one of the top 10 most important factors of success is fails and that's number two. I've worked at a startup company before selling software and in the beginning stages, it's very difficult to have any negotiation leverage with the customers especially when they are much bigger than you. Do you have any tips for how to get over that and to make sure that you don't get taken advantage of by the big customers? I think it would probably depend partly on what kind of software it was. Was it a consumer software or enterprise software? If it was consumer software, there's lots of consumers all around you and so there's lots of ways to get customer reaction. Connetics, anybody familiar with the company Connetics? They made these tennis ball-sized cameras and they did the virtual memory for the Macintosh. The first time they did that, the fellow that started the company brought a Mac 2 over to my house and plopped it down and said, look at this, this is really cool. He flipped it on and just started launching applications. He only had a megabyte then.

I jumped right off my seat and said this is great. I have a Mac 2. How hard is it doing this? He said I brought you a chip. Click. We rebooted and I had it running and it was even better because I had 2 megs. He was doing customer interaction in some sense. It's liking people and all the awards that that brings to you. On enterprise level things, I don't know, I think you have to really think that one through and find the right people to talk to there but it's again not hard, I think, in general.