



Stanford eCorner

Adding Value to Companies

Bill Campbell, *Intuit and Tellme*; Danny Shader, *Good Technology*

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Video URL: <http://ecorner.stanford.edu/videos/1359/Adding-Value-to-Companies>

Bill Campbell, former CEO of Intuit, talks about his role of adding value in start-up companies like Good Technology as well as established companies, like Google, that already have management teams.



Transcript

Every company is different you know. I commend the companies. The question relates to what I do now. I probably spent about half of my time working with early stage companies. Sometimes early stage companies like Google become big, successful, huge companies. And over that period of time, what you do is you just work with a CEO and the management team to try to add as much value as you can. Now, what does that look like? Well, it looks like different things at different times. When I walk in into a company like Danny when he's starting that, he knows to a certain extent some philosophies and operational networks that I would use or time it go. But it is how to run a staff meeting, how to run an operational review, how to set goals, how you compensate your people, how important it is to hire the right people, things take on different forms overtime and what you do is I try to take a pretty low profile role and work behind the scenes with the CEO and the management team just to try to make them better. A lot of cases you just look and observe and see places where they may not be thinking as clearly as you like them to think.

It's about time that we should attack international. It's the time that we have our product portfolio. It's the time to focus on growth and not profitability. It's the time to focus on profitability not growth. Every CEO in the world really needs somebody that they can talk to. Somebody that they don't feel like they have to report to, but somebody that they feel like they can learn from, that's kind of safe harbor. That's basically what I do.