



Stanford eCorner

The Benefit of Big

Brett Crosby, *Google Analytics*

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Set your business model sites to large. Think globally, use multiple languages, and build your software products to be scalable. Not only will this improve your own company's growth, says Google Analytics' Group Product Marketing Manager Brett Crosby, but it makes you a more appealing fit for acquisition by a larger player.



Transcript

Go big. Urchin wasn't that big, but it was reasonable. Now, we've gotten even bigger with Google Analytics. We did OK. I would say from a business model standpoint, go big, and I also have acquisition. That is a note to myself to talk about that for the second point. Business models, we could've done the other direction where instead of trying to scale something to a lot of sites, we could've focused on individual sites and sold the product for \$100,000 per installation, and there are certainly companies that do that in the web analytics space, and they do very well. So that's definitely a way to go, but a company like that, it's unlikely would be acquired by Google. We started a company before Google ever existed, so it's not as though we created this model to get acquired by Google with this incredible foresight. It turns out we just thought it was a good way to go, and we had this competitive advantage with the speed of the technology.

So that's the reason we did this, but once Google did come along, it worked extremely well to bolt on to their other offerings. We didn't have to retool Google's models or our own models too much when we rolled it out for free because we had worked on making the product available in multiple languages and then also as easy to use as possible. That's one of the things we really tried to do. The other thing from an acquisition standpoint, when we were looking at our potential acquirers, it was Google. There was a company called WebSideStory that was very interested in us, and there were a handful of others. Our CEO at the time who was Paul, the red-haired kid in the back that I was showing earlier, he didn't even want to talk to Google. He wouldn't even respond to their emails because he's like, "There's no way that deal is going to happen. Let's focus on this other one over here." Scott, Jack and I got Paul on a room and we said, "Paul, listen. I understand where you're coming from and we got burned on that funding round and there are some other things that make us want to focus on the conservative thing, but the Google deal, that's the deal we're going to do and we're going to chase that one down until it's dead before we focus on these other ones." Paul said, "OK." He saw the light and saw that we were very serious about that. He relented and said, "OK."

Great." So then we did focus on Google, and sure enough, it had worked out. Sometimes, going big gets you in trouble. As I mentioned about our Japanese office we had, we thought, "Let's do it." We had to cut that, and that was unfortunate. Nevertheless, I think it's better to try and go bigger than not to.