



Course Title: How to Build Successful Startups:
Learn Lessons Straight from Silicon Valley Entrepreneurs
Course Code: BUS12 W (online course)
Instructors: John Kelley

Course Summary:*

BUS12W, “How to Build Successful Startups: Learn Lessons Straight from Silicon Valley Entrepreneurs,” will provide you with a unique opportunity to learn directly from guest speakers (a) who have started, led, and grown Silicon Valley companies, or (b) helped Silicon Valley entrepreneurs succeed. You will hear multiple perspectives on many critical topics. At the present time (subject to further additions and changes), the lineup of guest speakers includes:

- **Neerav Berry**, Co-Founder and CEO, Payplant, and formerly Co-Founder and COO, Cellmania
- **Leon Chen**, Ph.D., Venture Partner, OrbiMed Advisors, and formerly Founder, KAI Pharmaceuticals
- **Adam Cheyer**, Co-Founder and VP Engineering, Viv Labs, and formerly Co-Founder and VP Engineering, Siri
- **Adam Draper**, Managing Director, Boost VC
- **Timothy Draper**, Founder, Draper Associates and DFJ
- **William H. Draper III**, General Partner, Draper Richards L.P., and Co-Chairman, Draper Richards Kaplan Foundation
- **Jim Fruchterman**, Founder and CEO, Benetech, and formerly Founder, CFO and VP Marketing, Calera Recognition Systems
- **Jim Kleckner**, Ph.D., Co-Founder and VP Analytics, CloudPhysics, and formerly Co-Founder, Cadence Design Systems
- **Kira Makagon**, EVP Innovation, RingCentral, and formerly Co-Founder and SVP Products, Octane Software
- **Ambarish Malpani**, VP Engineering, Edmodo, and formerly Co-Founder, ValiCert
- **Ted McCluskey**, M.D., Ph.D., Chief Medical Officer, Finance Technology Leverage, and Biotech Consultant
- **Jessica McKellar**, Director of Engineering, Dropbox, and formerly Founder and VP Engineering, Zulip
- **Alan Mendelson**, Partner, Latham & Watkins, LLP
- **Jan Møller Mikkelsen**, President and CEO, Ascendis Pharma A/S

- **Daria Mochly-Rosen**, Ph.D., The George D. Smith Professor of Translational Medicine, Professor in the department of chemical and systems biology, and the founder and co-director of SPARK Translational Research Program, Stanford University, School of Medicine, and a biotech entrepreneur
- **Camilla Olson**, Serial entrepreneur, and currently Founder and CEO, Savitude
- **Cecily Anne O'Regan**, Patent Attorney, Shartsis Friese
- **George G.C. Parker**, Ph.D., Dean Witter Distinguished Professor of Finance, Emeritus, Faculty Director of the Stanford MSx Program, and Codirector of the Finance and Accounting for the Nonfinancial Executive Program, Stanford Graduate School of Business
- **Rob Reis**, Founder and CEO of three successful Silicon Valley startups, and currently, Founder and CEO of Higher Ground
- **Elton Sherwin**, President and Founder, Sherwin Advisors, and author of *The Silicon Valley Way*
- **Glenn Winokur**, CEO and Co-Founder, Syapse, and formerly Co-Founder and COO of NetIQ

PLEASE NOTE: There may be changes or additions to the above list of guest speakers, and it is expected that the guest speakers listed above will be participating in the class by means of pre-recorded video only. Furthermore, we may have additional guest speakers, who may appear by means of pre-recorded video or, possibly, during live, online sessions. All expected appearances by guest speakers, including those listed above and possible additional guest speakers, are contingent and subject to possible change, based upon scheduling, future events, and other circumstances. Additional information concerning guest speakers may be posted on the Continuing Studies website in the future.

**Please see course page for full description and additional details.*

Grade Options and Requirements:

- No Grade Requested (NGR)
 - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
 - A passing grade (for "Credit") = at least 80% of expectations for this grade option accomplished.
 - Expectations for this grade option are as follows:
 - Complete all required online course segments 80%
 - NOTE: your completion of online course segments will be determined by the online

- software and other systems provided by the Continuing Studies Program (or other means)
- Participate in live, online sessions or complete equivalent work (including, in the discretion of the instructor, completing some of the recommended optional online course segments (as determined by the online software and other systems provided by the Continuing Studies Program or by other means), additional readings, or other work as assigned by the instructor) 20%

PLEASE NOTE: This course may not be taken for a Letter Grade.

**Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose the Credit/No Credit option for this course. Courses taken for NGR will not appear on official transcripts or grade reports.*

Materials and Resources:

Required and recommended books will be included on the Continuing Studies website and in registration materials.

Links to certain articles that will constitute additional required or recommended readings will be distributed electronically (e.g. through Canvas or by other means) prior to each session.

Participation:

Your active participation in the class and in live, online sessions is strongly encouraged.

Tentative Weekly Outline:

This is our course schedule at the present time. The order of topics may change, and some topics may be added or deleted, depending on the availability of additional guest speakers.

PLEASE NOTE: While the subject matter of this course is presented as a tentative weekly outline, because we have many guest speakers, (a) topics from several different weeks will be addressed with most of the guest speakers, and (b) in general, much of the material will consist of pre-recorded discussions with or presentations by one or more guest speakers. The weekly outline that follows is, consequently, analytical and not chronological. Therefore, (a) there will not be any close correlation between the order in which the subject matter is

outlined below and the order in which it will be taken up during the course, and (b) many topics listed below will likely be explored with multiple guest speakers during different weeks. In addition, students may be asked, but not required, (a) to participate in one or more surveys during the course, (b) to submit information concerning particular areas of interest, and (c) to provide feedback as the course progresses. The content and the order of the syllabus may also change before or during the course.

Week 1: Welcome – Let’s Jump Right In

Welcome to BUS12W
Let’s jump right in and hear from our first Silicon Valley entrepreneur
Why did Steve Jobs want to learn from Silicon Valley’s earlier entrepreneurs?
Startups — a first prototype
 Breaking rules
 Learning lessons
 Solving problems
Course overview, procedures, and expectations

Week 2: You and Your Team

Assessing your personal motivation, goals, skills, capabilities, and readiness
You’re going to live there, so what kind of home are you building?
Forming a great, complementary core team
Seeking additional help – one example, intellectual property issues
Startups — revising the first prototype
 Frameworks for understanding common challenges startups face
 Background (definitions, history, statistics, kinds, typologies, etc.)
Assessing your personal goals for the course

Week 3: Your Product (Broadly Construed)

What makes a product (or service) great?
Ways of assessing the quality of a product
Thoughts on creating breakthrough products
The fundamental design/build/test cycle
Strategies for improving products
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Week 4: Infrastructure for Your Startup

Why infrastructure matters
The importance of help and being willing to ask for it
The value of friends
Seeking appropriate advisors
Technological, educational, cultural, and other infrastructure
Key types of help startups may require
Evaluating existing and potential additional infrastructure for startups
Strategies for finding help
Vital resources Silicon Valley offers startups today

Week 5: Capital for Your Startup

How investing in Silicon Valley has changed over time
Types and sources of capital
Advantages and disadvantages of different types of capital
Appropriate capital for startups
 Stages of raising capital
 Types of capital as a startup grows
 Investors and entrepreneurs
Strategies for raising capital

Week 6: Revenue for Your Startup

Markets
Distribution
Different types of business models (payment, advertising, licensing, other)
Different approaches to intellectual property
Business ecosystems
Metrics for assessing the progress of a startup

Week 7: Different Kinds of Startups and Growing Your Startup

Revisiting your personal motivation, goals, skills, capabilities, and readiness
Examples of different kinds of startups
Multiple dimensions

Scale: big vs. small startups
Fundamental purpose: why social enterprises are different
Focus: technology- vs. market-focused startups
Technological domain: why the life sciences are different
Financial goals: perspectives from entrepreneurs and investors

Startups and growth
Considerations in choosing a development path
Measuring progress
Identifying and responding to challenges
Changing direction
Particular challenges of rapid growth (organizational, managerial, competitive)
Strategies for finding additional help

Week 8: What Comes Next? Lessons Learned and What the Future May Teach

Startup lifecycles
Types of exits: for entrepreneurs and for startups
What it's like to do an IPO
Learning: from success and from failure
What it's like to become a serial entrepreneur
Persistence and growth

Reviewing key lessons from our guest speakers
Startups — towards an MVP
Moving forward
 You
 Your startup
 Becoming your own architect
 Restocking the stream
Final thoughts

Anticipated Session Dates and Times:

This is an online course. Most of the material will be available for your use when you have online access.

Live interactive Zoom (or other software) sessions are tentatively scheduled for Thursday afternoons (in US timezones, e.g., 12:00 noon Pacific Time). On occasion, because of live guest speaker availability or other considerations, the live interactive sessions will be moved to other times. At least one live interactive session will probably be early on a Wednesday,

Thursday, or Friday morning (in US timezones, e.g. 9:00 a.m. or earlier Pacific Time). In addition, other “bonus” Zoom sessions may be held in the discretion of the instructor.

8 weeks, October 3 – December 2, 2016

Recording of Zoom Sessions and Possible Additional Recordings:

PLEASE NOTE: We will make video and audio recordings of all of the regular weekly online Zoom sessions, and possibly record other sessions (e.g., possible “bonus” Zoom sessions) as well, for use in an anticipated future online versions of this course and for possible future publication on the web, in print, or in other media. Before doing so, however, we will comply with Stanford University’s procedures for obtaining consent. Please look for additional information in connection with registration for the course or before or during particular online Zoom sessions.

Computer Hardware, Software, Networking, and Other Equipment:

PLEASE NOTE: This is an online course, so please pay attention to all hardware, software, networking, and other equipment requirements specified by the Continuing Studies Program, including those requirements specified on the Continuing Studies Program website.

Among other things, this online course will involve live, interactive Zoom (or other software) sessions, so you will need a high-speed Internet connection, and it will be helpful to have a either (a) a computer suitable for video-conferencing and compatible with the Zoom (or other) software, or (b) a computer with auxiliary webcam, microphone, and speakers that can all be used together in such a way as to be suitable for video-conferencing. A headset is also recommended but is not required.