

# Stanford | Continuing Studies

**Quarter:** Spring 2017  
**Course Title:** How to Build Successful Startups:  
 Learn Lessons Straight from Silicon Valley Entrepreneurs  
**Course Code:** BUS12 W (online course)  
**Instructor:** John Kelley

## Course Summary:

BUS12 W, “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

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- **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**, Co-Founder, Board Member, and Advisor, and formerly CEO, 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%
    - Participate in live, online sessions or complete equivalent work (including, at the discretion of the instructor, completing some of the recommended optional online course segments,

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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, most 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

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

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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:

8 weeks, April 3 - May 26, 2017

This is an online course. Most of the material will be available for your use when you have online access. Please note, however, shortly after the scheduled end date for the course, the online material will no longer be available to you (in other words, you should only expect to have access to the online material during the course).

Live interactive Zoom sessions are tentatively scheduled for Thursday afternoons (in US timezones) at 12:00 noon Pacific Time while the course is in session. On occasion, at the discretion of the instructor, because of live guest speaker availability or other considerations, the live interactive sessions will be moved to other times or other days. At least one live interactive session will probably be held on a Wednesday or Friday (instead of on a Thursday) at 12:00 noon Pacific Time to allow participants who are not available on Thursdays to participate in at least one such live session. In addition, possibly, at the discretion of the instructor: (a) opportunities may be given on a “first-come, first-served” basis for short live, one-on-one interactive Zoom sessions with the instructor; or (b) other “bonus” Zoom sessions may be held.

## 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 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 sessions, so you will need a high-speed Internet connection, and it will be helpful to have either (a) a computer suitable for video-conferencing and compatible with the Zoom 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.