


# *The Entrepreneurial Roller Coaster*

Vinod Khosla  
Kleiner Perkins Caufield & Byers  
vkhosla@kpcb.com





*Entrepreneurship is about...  
those who dare to dream the  
dreams and are foolish enough  
to try and make their dreams  
come true*

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# *Know Your Goals*



## *Fortune:*

Never having to balance your checkbook



## *Fame:*

Never having to carry the AE card



## *Family Business:*

Never having to say you are sorry



## *Friends*

Never having to leave home

## *Before You Start*

- Knowing what you don't know
- Who's opinion ?
- Identify your liabilities & assets
- Assess the costs

# *Success Factors*

- People
- Key questions
- Leverage
- Managing risk
- Offerings
- Paranoia & persistence
- Role of trial

## *Being Realistic: Questions*

- What are personal vs. corporate goals?
- Scale of thinking: \$0 vs. \$0M vs. \$0B
- What is your competitors view of you
- Competitors present vs. your future
- How would you compete against yourself?
- Why are you better & why are you worse?
- What are other's opinions: VC's, recruits?

# *Internal Factors*

- Building the “balanced” team
- Maximizing assets & minimizing liabilities
- Encouraging conflicting points of view
- Organized chaos: planning too early
- Organizational learning: Nuances as pitfalls
- Incentive structures - rewarding failure
- Process vs. Instinct
- Focus

# *External Factors*

- Real vs. perceived value
- Credibility
- Competition
- Chance & luck
- Momentum



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# *Market Environment*

- Structure of the market
- Pace of change
- Rate of growth
- Whose rules ?



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# *Culture*

- Setting the goals
- Tackling problems head on
- Persistence
- Tolerating mistakes
- Sense of urgency
- Paranoia
- Success & complacency

# *Entrepreneurship: in Big Companies*

- Balance - Planning vs. iterating
- Enfranchising people vs. dictating to them
- Managerial risk avoidance
- Process vs. instinct - product managers
- Incentive structures - rewarding failure



# *The Pleasures*

- Building something to be proud of
- Freedom & control of one's destiny
- Creating a fun & compatible team
- Financial rewards

# *The Societal Role of Entrepreneurship*

- Driving technology and hence 40% of US GDP growth
- Driver of role models
- Driver of change & innovation

# *Weather Forecast*

- Rate of change will accelerate - life will be more complex, more busy...
- Innovation, opportunities & entrepreneurship will thrive
- Fun & fortunes will be in abundance
- Irrelevance: the other things in life .....  
(family, relationships, enjoyment)

## Who We Are:

- A handful of professional technologists and operating execs - not financiers
- Portfolio of 340+ companies with \$125B+ market cap, \$61B+ revenue, 162k+ employees, 127 IPOs
- Forbes 500: @ Home Network.



## *What We Look For:*

- People
- Unfair advantages
- Risk up front
- Characteristics: sense of urgency, corporate partners, home run swings
- Defensibility in critical mass, technology, franchise, content, distribution
- Shared upside & simple structures



## *What We Do:*

- Technology oriented, pioneering industries
- IPO oriented big companies
- Incubations, early stage, speedups
- Co-ventures

## *What We Bring:*

- Company building experience
- Experience with pitfalls of new markets, technology management...
- Credibility
- Relationships
- Repertoire of mistakes
- Knowledge of industry trends

# *The Internet: Does It Change Everything?*

- First two way mass communication medium
- The phenomenon: fastest social change, largest legal creation of wealth
- Adam Smith II - efficiency & economics revisited
- Role of information & infomediaries
- Changing economics: distribution, specialization, narrowcasting
- Technology driving business strategy
- New Models: Excite, Amazon, Priceline, Ebay, Preview, Home Grocer, Della&James..



# *The Internet: Does It Change Everything?*

- Corporate culture & infrastructure: “real time”
- Fastest social change and largest legal creation of wealth (Cisco, Dell)
- Tight feedback loops
- Ideal for experimentation (vs. planning)
- Leverage
- People as the killer app





**Comments?**

*[vkhosla@kpcb.com](mailto:vkhosla@kpcb.com)*