



## Stanford eCorner

### Successful Teams and Ventures

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Video URL: <http://ecorner.stanford.edu/videos/82/Successful-Teams-and-Ventures>

The most successful teams and ventures demonstrate passion and the ability to solve problems and create solid business plans, Roizen says. Yet, they were not in it to get wealthy. The strength of the team was their cohesiveness, she says.



#### Transcript

If I look and say who was successful, first of all, they didn't believe their own bullshit, right? They figured out very quickly that the pipeline wasn't there. And they said, OK, I built something. Nobody wants to buy it. I better figure out how to make something people want to buy or better go buy something people want to buy. But do something instead of believing that it was just around the corner. Generally, I would say people who have a passion for what they're building are doing better than the hired guns. You know, I remember somebody pitching the ideal and I said, well how do you know anything about this market? And he said I studied it for a whole quarter. And that was in the pitch. And I was like OK. Wow! So I think that people who have a passion and a deep understanding of the market they're addressing make it through because they're trying to solve a real problem and they're focused on solving a real problem.

I think people who saw this as an opportunity to get wealthy, had a real hard time figuring out what to do and get wealthy. Business plans don't work very well when you have to figure out how you actually do that. I think that the ones who treated cash like the precious thing it is, even though they could raise it at obscene valuations, still metered it out like it was coming out of their pocket, did very well because they hoarded the money. The luckiest people in the world are people who raised it at 99 valuations and put it away. Right? And those people still made it. And that's where I would definitely say that the ones who managed to get out in an IPO and got intelligent about that had big Worcester work with, and that will help those companies a lot. But in terms of a young person not being sufficiently qualified or whatever, I guess the last thing I would say is cohesive teams. If I look at my companies that survive, they were once were like the four people or the five people that got in a huddle and said, let's make it successful as opposed to some other companies where they would go, you screwed this up. Right? Sometimes, somebody did screw it up but the ones that happen to have gotten the team gelled before they went in to the misery generally came out the other side a lot better.