



## Stanford eCorner

### Distinguished Ventures

John Doerr, *Kleiner Perkins Caufield & Byers*

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Video URL: <http://ecorner.stanford.edu/videos/1273/Distinguished-Ventures>

John Doerr, partner at Kleiner Perkins Caufield & Byers, talks about what distinguishes successful companies from all others. The two main factors are passionate founders and devotion to technical excellence.



#### Transcript

So let's compare your answers to, actually the experience of the Kleiner Partners. We had an offsite and we've looked back on 20 years of ventures and said, "What distinguishes the really great ones; the Goggles, the Genentech's from the successful ones or even the ones that failed." So we're talking about excellence here. The first is to have absolutely a, passionate founders combined with an attitude on their part, that technical excellence matters enormously. The second reason matters because if you've gotten irreverence for technical excellence, it's not so much actually the number of PhDs or the papers you've publish but it will attract more technically excellent people building that team. Then if the venture is focused on a large rapidly growing in not well served market place that we found correlated with really great ventures, together with a reasonable approach to financing the company. And by that I mean a venture can raise too much money as well as too little and the best way to finance your venture is not by trying to negotiate a really tough arrangement with a financial backer instead it's getting the technical risk upfront early in your venture and removed with the initial dollars, as few as possible so that subsequently your venture either doesn't need money or is worth a lot more money when it needs another financing.