

# Dedication:

First, this book is also dedicated to all programmers. I was a programmer for 18 years. Second, this book is dedicated to my friend & mentor Dr Philip Tseng, who taught me programming in SAS and Lotus 30 years ago. This was my entry ticket to software. Third, this book is also dedicated to my friends Chuck Boudreau and Phu Phan, who taught me how to be a computer consultant. Being a computer consultant had turned my life around. Finally, this book is dedicated to those involved with sleepless projects and sleepless professions. This was a lonely project. Coffee was my best friends. I was fortunate to avoid the junk food.

# AUTHOR: Started 6 business, failed 3 times, 6 startups

My name is Paul Huen Chan. This is my sixth book on self-made billionaires. They are all published on Amazon Kindle. A little bit of background on me. I was born in China, grew up in Hong Kong, and completed all my college education in US. I worked many years as dish-washer, Seven-Eleven, construction, computer consultant etc. I have a PhD from School of Advanced International Studies, Johns Hopkins U. I love startups, having worked for 3 startups and started 3 startups myself. I can be reached at [paulchan98@hotmail.com](mailto:paulchan98@hotmail.com). I was certified in PowerBuilder, Java, Siebel, Oracle (programming) PMP, COR, Citrix, ITIL, MCSE and CISSP.



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# Chapter 1: Software as Number One Industry

## 1.1 The 4 Reasons

Software is the world's Number One Industry in the past 40 years. I discover this BY ACCIDENT in the course of researching and writing this eBook. The claim that Software is Number One Industry is not an exaggeration. It is based on 4 facts. The software self-made billionaires are (1) the richest (2) the fastest (3) the youngest and (4) the most numerous.

First, the software self-made billionaires are the richest. Bill Gates had been the world's richest man for 17 of the last 20 years. And this is after giving away more than \$30B to charity. And Bill Gates has plenty of company. In 2015, of the 10 richest self-made billionaires in the world, 5 of them made it in software. They are Larry Ellison of Oracle, Jeff Bezos of Amazon, Michael Bloomberg of Bloomberg and Mark Zuckerberg of Facebook. The wealth gap between software and the other sector is even more shocking than that. The other 5 sector (Telecom, Fast Fashion, Investment, Conglomerate and Casino) only account for 1 billionaire each. . What are the other non-software sector: (1) Warren Buffett made it in investment (2) Carlos Slims made it in Telecom (3) Amancio Ortega made it in Fast Fashion, (4) Li Ka-Shing made it in conglomerate and (5) Sheldon Adelson made it in Casino. Software easily beats the next best sector by 5 to 1 margin.

Second, the software self-made billionaires also made their fortunes the fastest. Bill Gates became the richest man in the world in his early 30s. In the 19th century, John Rockefeller made it through petroleum or what he called black gold. While it took Rockefeller more than 25 years to become the richest man on earth, Bill Gates did this in about 13 years, or half the time. It is still a world-record. Software is the speediest industry. It took Facebook and Google about 10 years to reach users.

Third, the software self-made billionaires are also the youngest. In the sample 37 of the world's software self-made billionaire, the average age is 49.5. That is more than 15 years younger than the average age of self-made billionaires (about 67). The youngest self-made billionaire in the world is Evan Spiegel at 25. Mark Zuckerberg is only 31. Even Jeff Bezos, at 51, is still a very young age for self-made billionaires, 5 of the self-made billionaire are under 40s: they are Evan Spiegel, Garrett Camp, Sean Parker, Mark Zuckerberg and Eduardo Saverin.

Fourth, the software self-made billionaires are the most numerous. I could have easily picked 100 plus software self-made billionaires from the Forbes list. That is about 10% of the world total self-made billionaires (1,101). No other sector comes even close

## 1.2 Startups

I have worked for 3 startups during the dot com era. It is like a 3 to 6 month suicidal mission, where working around the clock is not uncommon. I ate my daily rounds of junk food and seldom got the opportunity to see my family. Yet, this is exactly the environment where most of the great software companies grew up. Most startups will not grow up, but those that grow into giants changed the world along the way.

## 1.3 Man vs Machine: The Employment Crisis of 21st Century

The advantages of software are obvious. It does not require brick and mortar, factories and warehouse and trucks to deliver. It does not even require office building for its workers. Hence it is both low-cost for startup and friendly to the environment.

The disadvantages of the software industry are more interesting. There are very few, but critics often points to the inability to generate employment opportunity. Maybe even worse, the software industry kills employment in all other industry. The software industry is about teaching machines to do more, do faster and better for less cost, with less and less workers. In the past century, the petroleum industry of Rockefeller created millions of jobs. Today, Facebook employs about 11,000 people and does \$15B sales. While software engineer are top-paying jobs, the software industry as a whole causes huge unemployment in other industries, as human work are replaced by computers. Hence, we might even suspect it has something to do with "the rich get richer, the poor get poorer."

This book is divided into 2 parts. Part one is my own analysis of why software became the leading sector, with statistical breakdown by kinds of software, by educational level, by countries, by age and sex, and by collaboration. The second part of the book contains the business biographies of 37 software self-made billionaires. In part two, the readers can learn how the individual billionaires created their own empires.

# Chapter 2: Methodology

I could easily come up with a list of 100 software self-made billionaires. Aware that including everyone will make this a big, boring and bulky book, I use 4 criteria to screen down the number to a manageable 37. The 4 screening filters are: (1) one billionaire per company (2) for US, the cut-off point is \$3.5B, (3) for China, the cut-off point is \$2.5B and (4) for the rest of the world, the cut-off point is \$2B. In addition, I allowed for a few exceptions. E.g. Evan Spiegel is American, I added him because he is the world's only under 30 self-made billionaires. I also added Judy Faulkner because she is women. Now I have 2 women software self-made billionaire. I hope to make the book more appealing. Our world needs more women entrepreneurs and younger entrepreneurs.

The following high net worth software self-made billionaires has been excluded and I have included how the tie-breaker works.

#	Name	Net Worth	Age	Tie-breaker Loss
1	Page, Larry	\$32.5	42	Sergey Brin over Larry Page picked because he is immigrant (more difficult beginning) immigrant
2	Ballmer, Steve	\$21.7B	59	Not founder of Microsoft
3	Allen, Paul	\$17.3	62	Co-founded Microsoft, but Bill Gates chosen because Bill is richer
4	Moskovitz, Dustin	\$9.1B	31	1 of 5 original founders of Facebook. Mark Zuckerberg chosen because of higher ownership
5	Hopp, Dietmar	\$6.9	75	One of 4 original founder of SAP, Hasso Plattner chosen because of higher ownership
6	Kalanick, Travis	\$6B	39	Founder UBER, CEO. Garrett Camp chosen because Garrett is immigrant
7	Zhang, Zhidong	\$5.8B	43	Co-founder of Tencent age 43, internet media
8	Tsai, Joseph	\$4.5B	51	Of Alibaba, not co-founder
9	Acton, Brian	\$3.9	43	Co-founder of Whatsapp, but Jan Koum chosen because of higher ownership
10	Sall, John	\$3.5B	67	SAS co-founder, but James Goodnight chosen because of higher ownership
11	Murphy, Bobby	\$2.1B	27	Co-founder of Snapchat, Evan Spiegel chosen instead because of age. Evan Spiegel is 2 year younger than Bobby Murphy

## Chapter 3: Who are the 37 Chosen

#	Name	Net Worth	Company	Software Sector	Country	Age
1	Gates, Bill	\$78B	Microsoft	Operating System	US	59
2	Ellison, Larry	\$45.7B	Oracle	Database	US	71
3	Bezos, Jeff	\$44.4B	Amazon	eCommerce	US	51
4	Zuckerberg, Mark	\$38.7B	Facebook	Social Media	US	31
5	Bloomberg, Michael	\$37.7B	Bloomberg LP	Financial data	US	73
6	Brin, Sergey	\$32.8	Google	Search Engine	US	42
7	Ma, Jack	\$21.3B	Alibaba	eCommerce	China	52
8	Azim, Premji	\$16.8B	Wipro	IT Support	India	70
9	Pony Ma, Huateng	\$15.9B	Tencent	Instant Messaging	China	43
10	Nadar, Shiv	\$13B	HCL	IT Support	India	70
11	Son, Masayoshi	\$12.8	Softbank, Alibaba	IT holding company	Japan	58
12	Li, Robin	\$10.8B	Baidu	Search Engine	China	45
13	Plattner, Hasso	\$9.4B	SAP	ERP (Enterprise Resource Planning)	Germany	71
14	Niel, Xavier	\$8.5B	Iliad	Portal	France	48
15	Omidyar, Pierre	8.1B	eBay	eCommerce	US Immigrant	48
16	Mikitani, Hiroshi	7.9B	Rakuten	eCommerce	Japan	52

17	Jan Koum	7.5B	Whatsapp	Instant Messaging	US, Immigrant From Ukraine	39
18	Goodnight, James	\$7.4B	SAS	data statistics	US	72
19	Duffield, David	\$7.4B	PeopleSoft, WorkDay	ERP	US	74
20	Ding, William	\$6.3B	Netease	on-line Game	China	43
21	Liu, Qiangdong	\$6.3B	JD.com	eCommerce	China	43
22	Garrett Camp	\$6B	Uber	Ride Sharing	Canada	36
23	Saverin, Eduardo	\$5.7B	Facebook	Social Media	Brazil (he abandoned US Citizen)	33
24	Dommermuth, Ralph	\$4.2B	United Internet	Portal	Germany	51
25	Scheinberg, Mark	\$4.1B	Pokerstars	online gambling	Israel Canada	41
26	Benioff, Marc	\$3.8B	Salesforce.com	ERP	US	51
27	Teddy Sagi	\$3.6B	PlayTech	online gambling	Israel	43
28	Hoffman, Reid	\$3.6B	LINKELIN	Social Media	US	48
29	Kwon Hyuk-Bin	\$3.3B	SmileGate	On-line Games	S Korea	41
30	Shi, Yuzhu	\$3.3B	Giant Interactive	Online Game	China	53
31	Coates, Denise	\$2.9B	Bet365	online gambling	UK	43
32	Li, Zhongchu	\$2.7B	Shiji	IT Support	China	52
33	Qi Shi	\$2.7B	East Money Information	Internet Portal	China	45
34	Kim, Jung-JU	\$2.7B	Nexon	Online Games	S Korea	47
35	Faulkner, Judy	\$2.4B	Epic System	Database Health software	US	72
36	Spiegel, Evan	\$2.1B	Snapchat	Instant messaging	US	25
37	Parker, Sean	\$2.5B	Napster, Plaxo	Social Media	US	35



# Chapter 4 By Kinds of Software

There are 13 different kinds of software represented. The most popular is eCommerce with a total of 5. Social Media, Online Games and Data come second with 3 each. Gambling, ERP, Portal and IT Support come third with 4 each.

Rank	Kind of Software ,	Count	Last Name
1	eCommerce	5	Bezos, Ma, Omidyar, Liu Mikitani
2	Social Media	4	Zuckerberg, Saverin, Parker, Hoffman
2	Online Games	4	Ding, Kim, Kwon,
2	Data	4	Ellison, Bloomberg, Faulkner, Goodnight
3	Gambling	3	Coates, Sagi, Scheinberg
3	ERP	3	Plattner, Duffield, Benioff
3	Portal	3	Dommermuth, Niel, Qi
3	IT Support	3	Premji Azim, Shiv Nadar, Li Zhongchu
4	Search Engine	2	Brin, Li Robin
4	Instant Messaging	2	Spiegel, Koum
5	Operating System	1	Gates
5	Ride Sharing	1	Camp
5	Miscellaneous (SoftBank)	1	Son

# Chapter 5. By Education

No particular pattern in education can be found.

For Category One, the only lonely guy is the PhD James Goodnight, founder of SAS

For Category Two, 10 out of the 37 self-made billionaires have masters degree, with 3 MBA

For Category Three, 15 have bachelor degree. This is by far the biggest categories, but it is still less than half the total.

For Category Four , 8 drop out of university, from PhD, Master and Bachelor

For Category Five, 5 have only High School education. Maybe a high school education is all that is need to become self-made billionaires in software. High School graduate beat PhD by 5 to 1.

Category	Number	Degree	Last Name
One	1	Total PhD	
	1	PhD	Goodnight
Two	10	Total Master Degree	
	7	MA, MS	Camp, Faulkner, Aziz, Li, Hoffman, Shi, Faulkner
	3	MBA	Bloomberg, Duffield, Mikitani
Three	15	Total Bachelor Degree	
	15	BA or BS	Ma, Ma, Nadar, Bezos, Son, Plattner, Omidyar, Liu, Ding, Saverin, Benioff, Kwon, Coates, Li, Qi
Four	8	Total Dropout	
	2	PhD Dropout	Brin, Li
	1	Master Dropout	Aziz
	5	Bachelor Dropout	Zuckerberg, Ellison, Koum, Scheinberg, Spiegel
Five	4	Total High School	
	5	High School	Sean Parker, Niel, Dommermuth, Sagi

In the following table, I try to tabulate those with computer science degree (7) and those with electrical engineer (3). The total is 10. So, it pays to study for a degree in computer science and in electrical engineer.

10	Total Computer Science & Electrical Engineer	Last Name
7	Computer Science	Son, Omidyar, Camp, Ma, Shi, Kim, Faulkner
3	Electrical Engineer	Nadar, Bloomberg, Omidyar

## Chapter 6: By Country

No	Country	Last Name
1	US (15)	Gates, Bloomberg, Zuckerberg, Benioff, Ellison, Goodnight, Duffield, Bezos, Brin, Omidyar, Spiegel, Parker, Koum, Faulkner, Hoffman
2	China (8)	Li Zhongchu, Robert Li, Jack Ma, Pony Ma, William Ding, Liu Qiangdong, Shi Yuzhu, Qi Shi
3	India (2)	Premji Azim, Shiv Nadar
4	Germany (2)	Plattner, Dommermuth
5	Japan (2)	Son, Mikitani
6	Israel (2)	Scheinberg, Sagi
7	Canada (2)	Camp. Scheinberg
8	S Korea (2)	Kwon, Kim
9	France (1)	Niel
10	UK (1)	Coates,
11	Brazil (1)	Saverin

There are a number of surprises. First, China is already a global power in software. I did not expect this. Like everyone else, we think of China as hardware manufacturer. Second, China and South Korean software engineers are leading the world in on-line games. Third, Israeli and UK software engineers are leading the world in on-line gambling.

# Chapter 7. By Sex and Age

## 7.1 By Sex

There are 2 women software self-made billionaires. They are Judy Faulkner of Wisconsin who made it in healthcare data. The other one is English woman Denise Coates of Stoke who made it with on-line gambling.

## 7.2 By Age

The average age of the 37 billionaires is 50.6, about 15 years younger than the average age of the world's self-made billionaires in 2015, which stood at 66.

The age distribution can be found in the following table. The distribution is definitely not bell curve or normal distribution.

Age Range	Number of Billionaires
20 - 39	6
40 - 49	14
50 - 59	9
60 - 69	0
70 - 79	8

# Chapter 8. By Ethnicity and Immigrant

## 8.1 By Ethnicity

The biggest group is Jewish and the second biggest group is Chinese. Otherwise, there is no particular pattern

Leading Group	Description	Number	Last Names
1	Jewish	9	Benioff, Bloomberg, Brin, Ellison, Koum Sagi, Saverin, Scheinberg, Zuckerberg
2	Chinese	8	Ding, Li (Robin), Li (Zhongchu) Ma (Jack), Ma (Pony), Liu, Shi, Qi,
3	Korean	3	Kim, Kwon , Son

## 8.2 By Immigrant

There are 5 immigrants. Four of them are Jewish. Masayoshi Son is included because he went to high school in US to escape discrimination against Koreans in Japan. Not only did he receive his degree from UC Berkeley, he made his first million through an invention he made in the US.

#	Name	Country Born	Country	Description
1	Sagi, Teddy	Israel	UK	His business is in UK
2	Scheinberg, Mark	Israel	Canada	Canada is country of residence. His casino business was incorporated in Isle of Man
3	Koum, Jan	Ukraine	US	He came to US when he was teenager
4	Brin, Sergei	Russia	US	He emigrated to US when he was 7.
5	Son	Japan	US	He went to US to study High School, graduated from UC Berkeley, made his first million in US when he invented a translator powered by microchip to Sharp.

# Chapter 9. Multiple Founders vs Solo Founder. It Pays to Collaborate.

## 9.1 22 of 37 companies have multiple founders.

In founding a software company, it is overwhelmingly better to be a collaborator than to be a lone wolf. Collaborator here means multiple founders. In reality, the solo founders work with Angel Investor, VC, engineers and they are never lone wolves. Everyone needs to collaborate.

There are altogether 22 with one or more founders. As you can see, great software companies with 3 or more founders are not uncommon. They include LinkedIn, SAP, Facebook, Oracle, HCL Bloomberg and Napster. It looks like the more the better.

Count	Software Company Name	Number of founders	Collaboration Rank (the larger the number of founders, the higher the rank)
1	LinkedIn	5	1
2	SAP	5	1
3	Facebook	5	1
4	Oracle	5	1
5	HCL	5	1
6	Bloomberg	4	2
7	Napster	3	3
8	Uber	2	4
9	Alibaba	2	4
10	Baidu	2	4
11	Microsoft	2	4
12	Google	2	4
13	SAS	2	4
14	Tencent	2	4
15	Salesforce	2	4
16	Snapchat	2	4
17	PokerStars	2	4
18	365Bet	2	4
19	WhatsApp	2	4
20	PeopleSoft	2	4
21	WorkDay	2	4
22	Nexon	2	4

## 9.2 13 Companies with solo founders

Count	Software Company Name	Number of Founder
1	Amazon	1
2	EPIC	1
3	SmileGate	1
4	PlayTech	1
5	Shiji	1

6	PlayTech	1
7	East Money Info	1
8	Iliad	1
9	United Internet	1
10	JD	1
11	eBay	1
12	Softbank	1
13	Rakuten	1

Wipro was the only exception. Premji Aziz of India did not found the company. His father did.

# Chapter 10.01 Gates, Bill (Microsoft)



Age 59 Net Worth \$78B Forbes 9/2015

Citizen: US Born US

Self-made in software, co-founder of Microsoft, in year 1975 with Paul Allen

**EDUCATION** drop out Harvard U

## **RECORD**

1. He has been the richest man in the world for 15 of last 20 years.
2. He has a reputation as founder of evil empire (from way he crushed Netscape 2. and Apple by copying their software)
3. He also holds the world record on philanthropy. He gave away more than \$30B.

## **BEGINNING**

1. He was born in Seattle in 1955 to prominent rich family. His father is a very successful lawyer,
2. As a kid, he was known as an avid reader with photographic memory and phenomenal IQ,
3. He began programming at age 13,
4. In high school, he became good friends with Idea Man Paul Allen, who is almost 3 year older.
5. At 17 he and Paul Allen started a business (road sign software). His software business failed because it could not generate profit
6. In 1973, he entered Harvard. Paul Allen would move and worked at Massachusetts to be close to his friend.
7. In his out junior year, he dropped out of Harvard, went to New Mexico to co-found Microsoft with Paul Allen. He would never return for his degree.
8. In 1981, he convinced IBM license agreement with MS, for the operating system of the new PC
9. He did not invent DOS. Instead, he bought it for \$50K and resold to IBM for \$250K, thus pocketing the difference

## **SUCCESS**

1. In the next 5 years, surrounded by great team of good friends Steve Ballmer and Paul Allen, Microsoft would grow under the shadow of IBM.
2. In 1995, the release of Win 95 would propel him to the world's richest man. Steve Jobs said Bill Gates stole his ideas. Bill Gates was 30 year old. It was the world record for youngest self-made billionaire then.
3. Both brilliant and ruthless; he is famous for introducing the concept of unlimited free junk food to lure his programmers to work till midnight.
4. He is also well-know for the way he crushed Netscape by giving away the web browser Internet Explorer free bundled with window
5. His critics soon refer Microsoft as the Evil Empire, both for its dominance and the unethical way of copying nascent technology from budding companies
6. In 2008, he left Microsoft. He let Steve Ballmer run his company. He said he wanted to devote his entire energy towards charity.
7. In 2000, he and wife Melinda Gates established the "Bill & Melinda Gates Foundation. It was reported that he had spent more than \$30B on charity. He is also working hard to convince other billionaire to pledge half their net worth to charitable contribution.

## **QUOTES:**

"I see us (in 1999) as an underdog today, just as I've seen us as an underdog every day for the last twenty years. If we don't maintain that perspective, some competitor will eat our lunch."



"When I was young I wanted to be the world's best chess player and, of course, I didn't succeed. I wanted to be the world's best Go player, too. I wanted to keep IBM in a happy partnership with Microsoft, and that didn't work out either. There are people I wanted to hire whom I couldn't. So I've had plenty of disappointments."

"I don't waste time ruing the past."

"Your most unhappy customers are your greatest source of learning."

"You always overestimate the change that will occur in the next two years, but underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction."

"I agree with people like Richard Dawkins that mankind felt the need for creation myths. Before we really began to understand disease and the weather and things like that, we sought false explanations for them. Now science has filled in some of the realm – not all – that religion used to fill."

"If you give people tools, and they use their natural abilities and their curiosity, they will develop things in ways that will surprise you very much beyond what you might have expected."

"If you are born poor it's not your mistake, but if you die poor it's your mistake."

"Success is a lousy teacher. It seduces smart people into thinking they can't lose"

# Chapter 10.02 Ellison, Larry (Oracle)



Age 71 Net Worth \$46.5B Forbes 9/2015  
Citizen: US Born: US  
Self-made in Software, relational database, co-founder of Oracle  
with Bob Miner and  
Ed Oates and Bruce in 1977

**EDUCATION** college dropout twice, drop out, U of Chicago and U of Illinois

## **RECORD**

1. He is the only billionaires who compared himself to God. (Once the Beatles compared themselves to God)
2. He also holds the longest CEO 37 year record of a company from 1977 to 2014.
3. He was also married four times, more than any tech CEO in Silicon Valley

## **BEGINNING**

1. He was born in 1946 as an orphan by unwed Jewish Mother and an Italian pilot in New York City.
2. At 9 month old, he contracted pneumonia and was abandoned by his mother for adoption. His adoptive mother was loving, but his adoptive father was cold and cruel, often telling Ellison he was good for nothing.
3. In 1966, at age 22, without getting his degree from U of Illinois and U of Chicago, he headed to California
4. In California, he worked on odd jobs before eventually landing a job as a programmer at AMPEX. He did a CIA contract for database, which he and co-worker Bob Miner would incorporate into Oracle
5. In 1977, he and 5 others founded Oracle with 5 others: Ed Oates and Bruce Scott. The company was called Software Development Laboratories (SDL) with two partners (Bob Miner) and an investment of \$2,000; \$1,200 of the money was from Ellison.
6. with Larry Ellison joining the company several months later
- 7.. Software Development Laboratories would rename itself twice, first in 1979 as Relational Software Inc and then finally to its present name Oracle in 1982
8. The name Oracle comes from the code-name of a CIA-funded project Ellison had worked on while previously employed by Ampex
9. He saw an opening in the UNIX and window environment, where IBM did not port its relational database DB2, but he still needed to compete with Informix and Sybase in the mid-range computer environment

## **SUCCESS**

1. . He is a great friend and admirer of Steve Jobs, who was also his next door neighbor
2. Oracle went IPO in March 15, 1986, a decade after the founding of the company, Ellison owning 39% of the company
3. Oracle almost went out of business in March 1990 due to a severe cash crunch Oracle's revenues jumped 54% but net earnings rose only by 1%. Oracle's first flat earnings quarter. He had to learn how to manage cash flow better.
4. He had his greatest success from 1995 to 2004. During this time, he was famous for how he crushed his competitors, in particular, how he crushed his former associates who started their own companies.
5. In 2003, Oracle acquired PeopleSoft through a hostile takeover. A year later, in 2004 Oracle would acquire Siebel. PeopleSoft was started by David Duffield, a former associate of Ellison. Similar Tom Siebel worked for him, before started his own company Siebel System.
6. . His growth strategy via acquisition continued. IN 2010, Oracle acquired Sun Microcomputer.

7. He stepped down in 2014, at age 70. By then, he has hold the longest record (37 years) as CEO of a major Silicon Tech Company.

### **QUOTES**

"I never took a computer science class in my life. I got a job working as a programmer; I was largely self-taught. I just picked up a book and started programming."

"Keep climbing the mountain."

"I believe people have to follow their dreams - I did."

"I have had all of the disadvantages required for success."

"Bill Gates wants people to think he's Edison, when he's really Rockefeller. Referring to Gates as the smartest man in America isn't right... wealth isn't the same thing as intelligence."

"I started NetSuite. NetSuite was my idea. I called up Evan Goldberg and said, 'We're going to do ERP on the Internet, software-as-a-service.' Six months later Marc Benioff, finding out what NetSuite was doing, and kind of copied it."

"The most important aspect of my personality as far as determining my success goes; has been my questioning conventional wisdom, doubting experts and questioning authority. While that can be painful in your relationships with your parents and teachers, it's enormously useful in life."

"When I do something, it is all about self-discovery. I want to learn and discover my own limits."

# Chapter 10.03 Bezos, Jeff (Amazon)



Bezos, Jeff  
Age 51 Net Worth \$44.4B Forbes 9/2015  
Citizen US Born US  
Self-made in eCommerce founded Amazon.com 1995

**EDUCATION** BS Electrical Engineering Princeton U

## **BEGINNING**

1. He was born in was born Jeffrey Preston Jorgensen in Albuquerque, New Mexico in 1964
2. His grandfather worked as a space scientist. He adopted name Bezos from his Step Father Miguel Bezos when mother remarried. He was 4 year old.
3. He graduated valedictorian in his high school.
4. He graduated from Princeton U with a degree in electrical engineering. Then he went to work on Wall Street till 1995 when he dropped out to found amazon.com
5. Coming from NYC, he chose Seattle to start his online bookstore for 2 reasons: (1) the pool of software engineer and (2) proximity to largest book distribution warehouse in the country, 400 miles

## **SUCCESS**

- 1.. He wanted to build Amazon to be Wal-Mart of the internet with (1) low cost, (2) fast delivery and (3) great selection.
2. He says Amazon will not be outsold and he always goes for market share before profit.
3. Amazon has little profit to show, but has been expanding and dominating, particularly in area of technology such as CLOUD, video streaming.
- 3 In November 2007 he introduced the kindle reader for eBooks. Kindle has been a smashing success. Kindle reader sold out in 5 hours and since sold more than 25 million
4. In August, 2013, he purchased The Washington Post for \$250M, using his own money

## **QUOTES**

"If you are not stubborn you'll give up on experiments too soon. And if you are not flexible, you'll poured you head against the wall and you won't see a different solution to a problem you are trying to solve."

"Your margin is my opportunity"

"we are in on the long-haul."

"I think frugality drives innovation, just like other constraints do. One of the only ways to get out of a tight box is to invent your way out."

"I'm a big fan of all-you-can-eat plans, because they're simpler for customers."

"If you're competitor-focused, you have to wait until there is a competitor doing something. Being customer-focused allows you to be more pioneering."

"There are two kinds of companies, those that work to try to charge more and those that work to charge less. We will be the second."

"We've had three big ideas at Amazon that we've stuck with for 18 years, and they're the reason we're successful: Put the customer first. Invent. And be patient."

"I don't think that you can invent on behalf of customers unless you're willing to think long-term, because a lot of invention doesn't work. If you're going to invent, it means you're going to experiment, and if you're going to experiment, you're going to fail, and if you're going to fail, you have to think long term."

# Chapter 10.04 Zuckerberg, Mark (Facebook)



Age 31 Net Worth \$38.7B Forbes 9/2015

Citizen US Born US

Self-made in Social Media, Co-founder Facebook in 2004 with Dustin Moskovitz, Eduardo Saverin, Chris Hughes and Andrew McCollum

**EDUCATION** Dropout of Harvard U

## **BEGINNING**

1. He was born in White Plain, NY in 1984. His father was a dentist and his mother a psychiatrist
2. In middle school he was a prodigy programmer. His father bought him a computer and hired special tutors. He wrote a program "Zucknet" to connect his father's office and his home. He was outstanding programmer and made money on the side
4. While at Philip Exeter High School, he created a synapse with friend Adam D'Angelo to track popularity of MP3 Players. The two were offered \$950,000.00 to work for 3 years but they declined and opted to go to college.
5. In 1999, he entered Harvard U and majored in psychology
6. He was one of 5 co-founders, which started in the dormitory of a Harvard U.
7. His vision is not to make money but to connect the world
8. In 2004, he dropped out of Harvard and went to Silicon Valley with Dustin Moskovitz.
9. 2004, he was discovered by early Sean Parker. Parker, though 3 year old, is already a veteran in Silicon Valley. Parker soon became founding President of the 5 month company. Sean Parker had previous experience in Friendster and social media.
10. Soon Sean Parker introduced Peter Thiel, who became the first investor in Facebook. As first angel investor, Thiel invested \$500,000 in summer of 2004 for 10% of the company.
11. In 2006, Facebook is officially opened to anyone who is over 13 year old with a valid email account to join.
12. In 2007, he recruited Sheryl Sandberg to be COO of Facebook.
13. In October 2007, Microsoft purchased 1.6% of for \$240 million, thus giving his stock a valuation of \$15 billion.
14. Instead of getting VC finance, he preferred to go to private equity and wealthy individual for funding. Most of his funding came from private equity, and wealthy foreigners from Russia and China etc.

## **SUCCESS**

- 1 By 2012, Facebook had reached over 1 billion user worldwide
2. In April, 2012, he made acquisition of Instagram for \$1B
3. In May 2012, Facebook went IPO with a capitalization of over \$100B. But disaster soon struck as the stock dropped 50% of its value in just a few months.
4. He persisted and correctly identified the problem and next opportunity as "mobile".
5. Within 1 year, he had changed his strategy to "mobile", turned Facebook around
6. His next strategy is acquisition.
7. In Jan, 2013, his offer of \$2B to acquire Snapchat but was rejected by Evan Spiegel.
8. In Feb 2014, he succeeded in buyout of mobile instant messaging company Whatsapp for \$19B.
9. In April, 2014, he succeeded in buyout of virtual reality Oculus VR for \$2B

## **QUOTES:**

"If you are not breaking things, you are not moving fast enough"

"Our goal is never to make money, or to start a company.. but change the world"

(Facebook) " is about branding yourself, what you like to tell rest of the world"

"I got my first computer in the 6th grade or so. As soon as I got it, I was interested in finding out how it worked and how the programs worked and then figuring out how to write programs at just deeper and deeper levels within the system."

"This is a perverse thing, personally, but I would rather be in the cycle where people are underestimating us. It gives us latitude to go out and make big bets that excite and amaze people."

"We have not once bought a company for the company. We buy companies to get excellent people... In order to have a really entrepreneurial culture one of the key things is to make sure we're recruiting the best people. One of the ways to do this is to focus on acquiring great companies with great founders."

"WhatsApp is on a path to connect 1 billion people. The services that reach that milestone are all incredibly valuable, I've known Jan for a long time and I'm excited to partner with him and his team to make the world more open and connected."

# Chapter 10.05 Bloomberg, Michael (Bloomberg)



Age 73, Net Worth \$37.7B Forbes 9/2015

Citizen US Born US

Self-made in Financial News, co-founded Bloomberg LP in 1982 with 3 others , Thomas Secunda, Duncan MacMillan and Charles Zegar

## **RECORD**

1. He was 3 times mayor of NYC, donated billions to health care.
2. He is famous not only on Wall Street but on anti-smoking, anti-gun and anti-obesity

**EDUCATION:** BS Electrical Engineer Johns Hopkins U,  
Harvard MBA

## **BEGINNING**

1. He was born in 1942 in Boston, Massachusetts. His father is a real estate agent. He grew up middle-class.
2. With combination of loan and working as parking lot attendant, he graduated in 1964 with a Bachelor of Science degree in electrical engineering from Johns Hopkins U
3. In 1966, he graduated MBA Harvard.
4. He started an entry-level position at Lehman's Brother and within 5 years, he was head of the information system
5. In 1973, Bloomberg became a general partner at Salomon Brothers.
6. In 1981, Salomon Brothers was bought. He was without a job, but received \$10M as severance package..
7. Together with 4 friends, he co-founded Innovative Market Systems with Bloomberg putting most of the seed capital. Thomas Secunda was a mathematician. Duncan MacMillan was responsible for sales, while Charles Zegar wrote the software.
8. Within 10 years of its founding, Bloomberg LP had made over 10,000 installations of the Bloomberg Professional Service.

## **SUCCESS**

1. He started a mid-career change to run for mayor of New York City.
2. He instituted higher tax (Critics says he drove out the poor) , improved the service, and reduced crime
3. Bloomberg was mayor of New York City 3 times. From 2001 to 2013, he was the richest mayor in the world
4. He made donation against tobacco, obesity, Bloomberg School of public health
- 5 In 2001, he wrote an autobiography called Bloomberg by Bloomberg, outlining his business philosophy.

## **QUOTES**

"We were too young and too insignificant for anyone to warn us then that we were crazy to think we could create a company that could challenge the giants of financial media. So we didn't hesitate

"Here's \$10 million; you're history." One summer morning, the managing partners told me my life at Salomon Brothers was finished. On Saturday, Aug. 1, 1981, I was terminated from the only fulltime job I'd ever known, and from the high-pressure life I loved. This, after fifteen years of 12-hour days and 6-day weeks. Out!



"Every one of my positions cuts - out half the country. I'm pro-choice, I'm pro-gay rights, I'm pro-immigration, I'm against guns, I believe in Darwin."

"America is built around this premise that you can do it, and there are an awful lot of people who are unlikely to have done it who did."

"China is investing in factories in Eastern Europe, not because their labor costs are lower, but because they want to be closer to their markets."

"We're paying more for the privilege of getting sick and dying early. Once again, it makes no sense. And once again, no one in Washington is talking about how to fix it."

"Taxes are not good things, but if you want services, somebody's got to pay for them so they're a necessary evil."

"Like Israel, New York City's history has been defined by immigrants who come in search of freedom and the opportunity to build a better life. And like Israel, New York City has remained a target for terrorists who seek to destroy that freedom."

# Chapter 10.06 Brin, Sergey (Google)



Age 42 Net Worth \$32.8B Forbes 9/2015

Citizen US Born Russia

Self-made in Search Engine , co-founder Google with Larry Page

**EDUCATION:** U Maryland BS in Mathematics and Computer Science  
Stanford U PhD dropout

## BEGINNING

1. He was born in Moscow Russia in 1973
2. At the age of 6 , he emigrated to US with his family
3. He graduated from U of Maryland with a joint degree in Mathematics and Computer Science
4. At Stanford U, He met Larry Page and became friends. The two crammed their dorm with inexpensive computers and build algorithm for search in World Wide Web
5. Brin and Page Started as part-time employment working for Jerry Yang, another Stanford U dropout who founded Yahoo, they suspended their PhD study, but never came back.

## SUCCESS

1. He and Larry Page created Google as a company of innovation. The famous motto: do no evil was directed to the evil ways of Microsoft, which uses a strategy of copy and crush.
2. Google started as an unconventional company. Google will not pay for advertisement and also allow staff will have 20% of time to work on their own project
3. Since its launch in 1999, Google has become the world's premier search engine.
4. The list of technological achievement is almost endless, Google started out as search engine, now it has created (a) driverless cars (b) Google map ( c) Google glass (d) Google books etc.
- 5 The external world is often amazed at how Google famously pampers its employees (1) free lunch (2) free transportation to work (3) free on-site dental work, free child-care, gourmet meals etc.
6. Today, Google is one of the most popular companies in the world to work for. Google is famous for attracting 1 million job applicants a year.

## QUOTES

"I think it is often easier to make progress on mega-ambitious dreams. Since no one else is crazy enough to do it, you have little competition. In fact, there are so few people this crazy that I feel like I know them all by first name."

"knowledge is always good, and certainly always better than ignorance",

"Obviously everyone wants to be successful, but I want to be looked back on as being very innovative, very trusted and ethical and ultimately making a big difference in the world."

"When it's too easy to get money, then you get a lot of noise mixed in with the real innovation and entrepreneurship. Tough times bring out the best parts of Silicon Valley."

"We have tried to define precisely what it means to be a force for good – always do the right, ethical thing. Ultimately, 'Don't be evil' seems the easiest way to summarize it."

"I feel there's an existential angst among young people. I didn't have that. They see enormous mountains, where I only saw one little hill to climb."

"We want Google to be the third half of your brain."

"We do lots of Stuff. The only way you are going to have success is to have lots of failures first."

We just want to have great people working for us."

"The kind of environment that we developed Google in, the reason that we were able to develop a search engine, is the web was so open. Once you get too many rules, that will stifle innovation."

"Solving big problems is easier than solving little problems."

# Chapter 10.07 Ma, Jack (Alibaba)



Age 50 Net Worth \$21.3B Forbes 9/2015  
Citizen China Born China  
Self-made in eCommerce, co- founded Alibaba in 1998 with Lei Peng

**EDUCATION** BA English Hanzhou Teacher Institute

## **BEGINNING**

1. He was born in Hangzhou China in 1964
2. At young age, he developed an intense love of English. He would ride his bike to nearby hotel and conversed with foreigners to learn English. One of the pen pal gave him the name Jack
3. His childhood idol was Bill Gates
4. Not a particularly bright student, he took university entrance three times and passed the third time
- 4 In 1988 he graduated with a degree in English at Hanzhou Normal University
5. After graduation, he became English teacher
6. In April 1995, Ma, his wife and a friend collected twenty

thousand dollars and started an Internet company. Their company was dedicated to creating websites for companies. He named their company "China Yellow Pages." Within three years, his company had made 5 million Chinese Yuan which was equivalent to U\$800,000. He had earned his first capita

7. In December 1998, he founded Alibaba with Lei Peng and 17 other friends in his apartment in Hangzhou

8. He chose the name Alibaba because he wanted it meant to be a global company

## **SUCCESS**

1. In 2001, Alibaba achieved profitability, as it had to fight off eBay in China
2. He quickly expanded into Taobao (Website) in 2003 and Alipay in 2004 (Alipay is similar to PayPal)
3. He correctly targeted his customers as small and mid-range Chinese merchants, who are traditionally cut off from services of the large Chinese banks.
4. In 2005, Alibaba took over operation Yahoo China
5. In 2007, Alibaba successfully launched in the Hong Kong Stock Exchange.
6. In Sept 2014, Alibaba broke IPO record in US with \$25B
7. The same year, Alibaba branched into financial services
8. In 2015, Alibaba has 615 million users and is the world's largest eCommerce company, with sales greater than Amazon and eBay combined.
9. In 2014, He retired from CEO of Alibaba

## **QUOTES**

"The day we got connected to the Web, I invited friends and TV people over to my house," and on a very slow dial-up connection, "we waited three and a half hours and got half a page.... We drank, watched TV and played cards, waiting. But I was so proud. I proved (to my house guests that) the Internet existed."

"The lessons I learned from the dark days at Alibaba are that you've got to make your team have value, innovation, and vision. Also, if you don't give up, you still have a chance. And, when you are small, you have to be very focused and rely on your brain, not your strength."

"Never give up. Today is hard, tomorrow will be worse, but the day after tomorrow will be sunshine."

"Help young people. Help small guys. Because small guys will be big. Young people will have the seeds you bury in their minds, and when they grow up, they will change the world."

"My dream was to set up my own e-commerce company. In 1999, I gathered 18 people in my apartment and spoke to them for two hours about my vision. Everyone put their money on the table, and that got us \$60,000 to start Alibaba. I wanted to have a global company, so I chose a global name."

"Alibaba is an ecosystem that helps small business to grow."

"I'm not a tech guy. I'm looking at the technology with the eyes of my customers, normal people's eyes."

"When you have one million dollars, you're a lucky person. When you have 10 million dollars, you've got trouble, a lot of headaches. When you have more than one billion dollars, or a hundred million dollars, that's a responsibility you have - it's the trust of people on you, because people believe you can spend money better than the others."

# Chapter 10.08 Premji, Azim (Wipro)



Age 70 Net Worth \$16.8B Forbes 9/2015

Citizen India Born India

Not Self-made by starting new industry IT Outsource. His parent founded Wipro in 1945.

**EDUCATION** dropout Stanford U, later went back and complete

## **BEGINNING**

1. He was born in Mumbai, India in 1945 to wealthy Muslim family.
2. In 1966, at age 21, while a student in electrical engineering at Stanford U, he was recalled home to run his family businesses when his father suddenly died. He dropped out of Stanford
3. At that time, the family business was in the vegetable oil business. WIPRO stands for Western India Products Limited and was founded in 1945, the same year he was born.
4. In June 1977, he changed the name of the company from Western India Vegetable Products Limited, to Wipro Products Limited when the company entered the nascent and more lucrative field of computer and

IT.

5. In 1978, IBM was kicked out of India.

6. In the 1980s, the young entrepreneur, recognizing the importance of the emerging IT field, took advantage of the vacuum left behind by the expulsion of IBM from India,

## **SUCCESS**

1. He further rode Wipro's success during India Privatization Wave in India, which started in 1991. The socialist government of India just went out of foreign reserve and began privatization.
2. In 1995, at age 50, tired of being labeled a college drop, he returned to Stanford U and completed his degree in electrical engineering.
3. In 2015, Wipro is one of top 10 IT firms in the world, with presence in 67 countries and 900 of the Fortune 1000 as its client
4. He owns 73% of WIPRO, which is India's third largest outsourcing company
5. He is said to have committed more than \$4B in charity, making him the most charity Indian in history.

## **QUOTES**

"The important thing about outsourcing or global sourcing is that it becomes a very powerful tool to leverage talent, improve productivity and reduce work cycles."

"With the attention I got on my wealth, I thought I would have become a source of resentment, but it is just the other way around - it just generates that much more ambition in many people."

"People are the key to success or extraordinary success."

"We believe this combination of excellence in operations and strong execution of our strategy is critical to achieve our vision. We will continue to focus on both in future as well."

"Our clients are under a lot of pressure to get new products faster into the market. Their core employment isn't adequate for it, so they're looking for partners who can do it for them."

"We compete with global companies and are primarily in the services business, which is highly people dependent."

"My company believes in hiring people based on merit."

"We must overhaul our land laws, taxes and information system. Some 90 per cent of land in India is subject to legal disputes over ownership."

"It is no longer the issue of whether one should focus on China, or India versus China, but of India and China."

"Though delivery of superior solutions to our customers and creating sustainable value to the shareholders remain unchanged, we are devising strategies in anticipation of challenges and opportunities to focus on execution for higher operating productivity."

"The early years were more about learning than about acting. I had to carry on my father's work, which was a big challenge."

"There are millions of children today who don't attend school. However, education is the only way to get ahead in this country."

# Chapter 10.09 Ma, Huateng (Tencent)



Age 43 Net Worth \$15.9B Forbes 9/2015  
Citizen China Born China  
Self-made in Instant Messaging, co-founder of Tangent with Zhang Zhidong in 1998

**EDUCATION** Shenzhen University BS Computer Science

## **BEGINNING**

1. He was born in 1971 in Chaoyang, Guangdong
2. In 1984, he followed his family to relocate to Shenzhen.
3. He graduated from Shenzhen U in 1993 with a degree in computer science
4. From 1993 to 1998, he worked in the real estate firm Ground Properties Company
5. In November 1998, he co-founded Tencent with Zhang Zhidong, a former classmate also from Shenzhen University
6. For the first 3 years, Tencent was funded by venture capitalist,

incorporated in Cayman Island but it remained unprofitable

## **SUCCESS**

1. In 1999, Tencent launched its first product, QQ instant messaging
2. In June 2004, Tencent went IPO in stock market in Hong Kong
3. The next 5 years, Tencent added internet services, including online social games, music, shopping, micro blogging, movies, platform of games and group and voice chat
4. In Jan 2011, Tencent added the popular instant messaging app WeChat
5. Further expansion into web portal such as eCommerce and online games soon followed. By 2012, Tencent attracted more than 650 million users
6. Tencent's fortune was also boosted by d by online games such as (1) Legend of Yulong and (3) Legend of Xuanyuan with profit in excess of 1.5 billion
7. In 2015, Tencent QQ sets a record of 175M simultaneous on-line users. Now its website qq.com is among the world's 10 most popular websites
8. As of Sept, 2015, Tencent is now Asia's largest internet company, beating Alibaba

## **QUOTES**

"The leader of the market today may not necessarily be the leader tomorrow."

"I think every Internet user likes personalization."

"Successful or not, this is an once-in-a-lifetime opportunity for Tencent."

"The United States is the most difficult market to tap in our global campaign."

"China's Internet companies lag far behind their globally successful peers and have never been a global success. But now mobile phone and Internet use is developing faster in Asia than in the West. This has given China's Internet companies a precious opportunity to surpass Western ones."

"The booming mobile Internet industry creates a gold opportunity for Asian countries to shine. For the first time, we are at the same starting point and even take a minor leading position over some of the American giants such as Facebook. It remains a challenge for Internet companies to cope with PC clients while shifting to the mobile arena."



"The industry is on the rise and its beauty lies in its uncertainty, but we are passionate and interested in exploring the unknown."

"Moving beyond communications--they make communications, social networks and platforms into one. Tencent's WeChat, which has more than 300 million users, is the first of its kind in the world. I personally have 50 percent confidence in its globalization."

"Successful or not, this is an once-in-a-lifetime opportunity for Tencent."

"The United States is the most difficult market to tap in our global campaign."

# Chapter 10.09 Nadar, Shiv (HCL)



Age 70 Net Worth \$3.0B Forbes 09/2015  
Citizen India Born India  
Self-made in Information Technology, co-founded HCL in 1976

**EDUCATION** BS in Electrical Engineering and Electronics from PSG College of Technology

## **BEGINNING**

1. He was born in a small village in South India in the province of Tamil Nadu in 1945
2. In 1957, he earned BS in Electrical And Electronics Engineering from PSG College of Technology
3. He began work in city of Pune, where he was part of Walchand group's Cooper Engineering.
4. In 1976, at age 31, he quit DCM and started a company called Microcomp, a company which focused on selling digital telecom equipment.
5. HCL was founded later in 1976 with an investment of Rs 187,000, about \$3,000 US. At that time, India had only 250 computer and they were all under straight government control.
6. His first goal was to build computer to India. It was a garage type setup. He had the vision that the microprocessor would one day changed the world
7. He made a series of innovation microprocessor-based computer in 1978. He introduced the first Relational Database Management System in 1983.
8. His first major business breakthrough was outsourcing for Singapore in 1980.
9. He rode the wave of privatization in India when the socialist government ran out of foreign exchange
10. Once he discovered that hardware had too many different standards, he quickly adapted and astutely branched into software and service industry to enter the US Market

## **SUCCESS**

1. In 1996, her founded SSN College of Engineering in Chennai, Tamil Nadu. SSN is the name of his father -- Sivasubramaniya Nadar.
2. HCL went IPO in 1999, and the firm could expand now with much needed external capital
3. By 2005, HCL has become a global company with clients such as Boeing and Microsoft in the US
4. In 2012, he created Avitas (a new firm) in partnership with John Hopkins Medicine International. Avitas has opened 10 clinics in Delhi, is now one of fastest growing segment of HCL.
5. In 2015, his goal in charity is to give away \$1B to education

## **QUOTES**

"Apple and HCL shipped out their first computers in the same quarter (refer to year 1976)."

"Our toughest challenge (in 1976) was not designing or making computers but getting the government's approval to produce them."

"After they (IBM) left (India in 1977), we (HCL) had to create the market all by ourselves. At that time no one saw the computer as a necessity. It was a convenience."

"My colleagues and I were engineers who worked for DCM's calculator division. .... A few of us figured it was feasible to build a computer. But before we could do that we had to create the software system, which could connect all the parts and make the computer run

"HCL (in 1980s) had credibility — that was the biggest barrier we had to break. We were known as people who had said we would produce a computer and deliver it, and we had done that."

"HCL has grown, it grows, and probably will keep growing only if it continues to experiment. That is what allows you to achieve a delta of 30% to 40%."

# Chapter 10.10 Son, Masayoshi (SoftBank)



Age 58 Net Worth \$13.3B Forbes 09/2015  
Citizen Japan Born Japan  
Self-made in Internet, Telecom, founded SoftBank in 1981

**EDUCATION** UC Berkeley BS Economics and Computer Science

## **RECORD**

1. He holds for record of losing the most money of anyone in history. He lost about \$70 billion during the dot-com crash of 2000.
2. He is an inventor. He invented and patented a translator based on microchips, which he sold to Sharp for \$1 million in made his first capital.

## **BEGINNING**

1. He was born in Japan in Tosu, Kyushu Japan in 1955 of Korean ethnicity
2. His father was a pig farmer, who later became a Pachinko operator
3. Aware of discrimination against Koreans, he adopted the name Yasumoto as a child
4. His life changed, when as a teenager, he met with the Den Fujita , Japan's McDonald President.
5. He heeded the advice of Den Fujita and at age 16, went to studied English and Computer Science in the US
6. He graduated from UC Berkeley, majoring in Economics and studied computer science
7. At age 19, he became convinced the microchip would spark the next revolution
8. He invented a machine based on microchip, which he sold to Sharp for \$1M. This was his initial capital
9. In 1981, at age of 26, he returned to Japan and founded SoftBank. SoftBank distributed software to retailers and became a middleman for U.S. technology companies including Cisco and Lotus

## **SUCCESS**

1. He made a huge fortune over 70B in during the height of the dot com boom
2. In 2000, he was compared to as the Bill Gates of Japan.
3. Then disaster struck. During the subsequent dot-com bust, he lost about \$70B. His investment in Buy.com and Webvan Group tanked.
4. By 2002, he had lost 98% of his wealth.
5. In 2005, he changed business direction and went after his telecom competitors with a total war strategy. He would force them between profits and customer
6. Soon SoftBank was again very profitable based on his success in Telecom
7. During this time, he also benefited from the unexpected success of Alibaba, of which he was a major and early investor.
8. Between 2009 and 2014, SoftBank's market capitalization increased by 557%. At the end of 2014, he was the wealthiest self-made man in Japan.

## **QUOTES**

"All human beings are the same. In the United States, people come from all over the world, all races, and all backgrounds. And they're all doing what they want, many scoring huge successes. When I saw that, I became more open. It freed my soul."

"A person's life is over in 50, 100 years. But a company lives on through the people it is composed of, and SoftBank group has to survive even after I'm gone."

"In tennis, you strike a ball just after the rebound for the fastest return. It's the same with investment."

"I don't like accidental success."

"We believe that the success achieved in assisting U.S.-based Internet companies to enter Japan can be duplicated for the U.K. and other countries."

"Jack, Jerry and I had been talking about the merger for a while, ... Jerry and I would like to leave the operation up to Jack. We trust his skills."

"You should spend money more quickly," (Son's advice to Jack Ma on Alibaba Mr. Ma recalls being told by Mr. Son. SoftBank now owns about one-third of Alibaba)

# Chapter 10.11 Li, Robin (Baidu)



Age 46 Net Worth \$10.8B Forbes 9/2015

Citizen China Born China

Self-made in internet search engine Founded Baidu in 2000 with Eric Xu

**EDUCATION:** MS U of Buffalo PhD dropped out, BS Beijing U

## **BEGINNING**

1. He was born in Yangquan, Shanxi China in 1968, the fourth child and the only boy in the family. His parents were factory workers
- 2 1987, at final exam, he obtained the best score of his city
3. Li studied information management at Beijing University
- 4 . Upon graduation, he went to study at the University at Buffalo in the US. He received his MS in computer science in 1994, but dropped out of the Ph D program to work.
5. From 1994 to 1997, he worked briefly for IDD, a New Jersey division of Dow Jones & Company.
6. He would spend the next two years working for Infoseek. At Infoseek, he developed the Rankdex site-scoring algorithm for search engine page ranking. He received a US patent for this technology, which he would later use for Baidu.
7. In 2000, he returned to China and co-founded Baidu with Eric Xu.

## **SUCCESS**

1. In 2004 Jan, Baidu went IPO
2. He is the man who beat Google to Chinese Search market
3. His company Baidu, would become the first major IT company in the world
4. In 1998, he wrote the book "Business War in Silicon Valley in Chinese", published by Tsinghua U Press in China.

## **QUOTES**

"The market is fast-moving, fast-growing. Things that are true today may not be true tomorrow."

"I refused to do a lot on mobile Internet until around 2009. But because we didn't start early, it took us some time to figure out what's the important thing, what's the most relevant thing for Baidu."

"People can get information - on entertainment, politics, finance - much easier than before. That will change the way people do business, the way people live."

"In the early days, I really felt the pain of not being able to find information easily. I guess that helped me to develop an urge to write things like a search engine."

"China has the largest Internet population in the world at 420 million and 99 percent of them use Baidu.", according to Robin Li,

"Over the past six years I've had many difficulties. But I never lost my passion."

The market has exploded in a very short time," he says. "User information needs to change very quickly. Because we were local and focused we were able to catch the changes quickly. We understand the Chinese language and culture better.

"One of the big differences in the Chinese internet is that the majority of users are much younger than in the US or UK. If you only count people under 30, we probably have the largest internet population in the world. If a teenager goes online it is most likely they will play some sort of game rather than look for information."



# Chapter 10.12 Plattner, Hasso (SAP)



Age 70 Net Worth \$9.4B Forbes 09/2015

Citizen Germany Born Germany

Self-made in ERP Software, co-founder with Dietmar Kopp, Klaus Tschira and Hans-Werner Hector and Claus Wellenreuther

**EDUCATION:** BS U Karlsruhe

## **BEGINNING**

1. He was born in Berlin in 1944. His father Horst Plattner is ophthalmologist.
2. He studied U of Karlsruhe Telecommunication
3. In 1970, he was system consultant for IBM when he branched out and founded his company with 4 other co-workers Dietmar Kopp, Klaus Tschira and Hans-Werner Hector and Claus Wellenreuther
5. His focus was customer first, and his first priority was not writing software, but optimizing software to improve the performance, to save customer

## **SUCCESS**

1. In 1998, he founded the Hasso Plattner Institute for IT Systems Engineering at the University of Potsdam; he serves as a professor of enterprise software systems there.
2. In 2003, he retired from SAP
3. In 2008 he expanded his philanthropic ventures overseas with a \$50 million fund in Cape Town, South Africa.
4. He is an avid sport enthusiast, known for his love of skiing, Ice Hockey and other. In 2013, he became majority owner of the San Jose Sharks ice hockey team

## **QUOTES**

"I'm a Berliner - fast, loud, obnoxious, industrious, brutally open."

"Business reporting is not dealing with objects, it is dealing with relationships between objects."

"Successful companies obviously have people with ideas and energy."

"The software industry has to become better in componentization. That's a clear focus for most of the software companies. How components look, how they are maintained, the ability to maintain them separately."

"Americans are not afraid of the future."

"Please, please, please, my dear competition. We can beat each other and fight each other as much as we want and argue, but do not predict how a system really works when you really don't know and don't want to know. Either be better informed, or don't do it."

"Start-ups are small in scope, and there's only one unit of measurement, users. If you get users, and if you get thousands of users quickly, then you can create a new business opportunity because you create gravity and momentum."

"From my earliest days developing business software, I have always believed that design has to start with the user, ... Businesses around the globe need to look for innovation by focusing on their customers."

"Why do you need fantastic speed?" I do not understand this question. If we have zero response time, we do things completely differently. We need half the code. We develop twice as fast. We have an order of magnitude technical problems."

# Chapter 10.13 Niel, Xavier (Iliad)



Age 48 Net Worth \$8.5 Forbes 09/2015  
Citizen France Born France  
Self-made in Internet, Telecom Founded Iliad in 1990

## **EDUCATION High School**

### **BEGINNING**

1. He was born in Creteil, a Paris Suburb in 1967
2. When he was 14, his Dad gave him a toy that changed his life: a ZX81, a British computer developed by Clive Sinclair.
3. At 19, he successfully created then sold his first company, a Minitel (a French forerunner of the internet) service company. This minitel-site provided sex oriented chat services.
4. In 1990, at the age of 23, he founded Iliad, an
3. In 1993, at age 25, he founded WorldNet, France's first internet service provider

### **SUCCESS**

1. He would do his own programming to expand his business
2. In 2002, Nine years later, his company Iliad launched the "Freebox", an ingenious set-top box that brought internet, TV and telephone into your home
3. 2006, he was given a 2 years suspended prison sentence for the misuse of company assets sex shops
- In March 2010, Xavier Niel cofounded with Jeremie Berrebi Kima Ventures
4. In late 2010 he bought a controlling interest in France most famous newspaper, le monde. He was voted in favor of a protégé from then president Sardosksy.
5. As of 2012, his company Iliad was in over 35 countries.
6. In 2013, he created a school named 42, which helps educate programmer for free

### **QUOTES**

"France didn't obstruct me but it didn't help me either,"

"It was something magical: something that did whatever I wanted. And I think there was my Dad's love of computing and electronics. Perhaps Freud could say something about that." (On receiving the Atari computer from his dad at the age of 14)

"My greatest point of pride is that last year we gave the French €2bn in purchasing power. Each French person, I gave €40 through my work."

" Most French business leaders, are heirs, who frequent the same circles, or were given their posts directly or indirectly by the political powers. Then there's a very egotistical remuneration. And they generally don't create great things. Look at the French stock market: in the CAC 40, you have only one company – Gemalto, which makes smart cards – that's under 30 years old. In very few countries would you find this." (on elite "cronyism")



# Chapter 10.14 Omidyar, Pierre (eBay)



Age 48 Net Worth \$8.1B Forbes 9/2015  
Citizen US Born France  
Self-made in internet auction, founded eBay in 1994

**EDUCATION** BS Computer Science Tufts U

## **BEGINNING**

1. He was born in Paris, France to Iranian immigrant parents. His mother is a well-known linguist who did her doctorate at the Sorbonne and his father was a surgeon.
2. At age 6, he moved to US
3. He studied at the Potomac School in McLean, Virginia and in high school he already showed interest in computers
4. In 1988 he graduated from Tufts U with a degree in computer science.
6. His first work was at an Apple Subsidiary for 3 years

Shortly after, he went to work for Claris, an Apple Computer subsidiary, where he worked on the team that upgraded MacDraw to MacDraw II.

7. In 1991, at age 25, he co-founded Ink Development, a pen-based computing startup that later was rebranded as an e-commerce company and renamed eShop (acquired by Microsoft in 1996)
8. In 1994, at age 28, he left eShop to work for General Magic. The same year he found eBay. The original name was "Echo Bay", since that was taken, he changed the name to eBay
8. In August, 1996, he found Jeff Skoll, a Canadian to help him run the company

## **SUCCESS**

1. In 1998, eBay went IPOs. He was billionaire at age of 31.
2. Upon insistence of inventor, Omidyar ceded executive control to new hire Meg Whitman
3. For the next 10 years until she retired, Meg Whitman would grow eBay from 100 employees to 100,000/
4. In 2008, eBay became the world's largest auction web site.
5. His charity is against human trafficking

## **QUOTES**

"If you give people the opportunity to do the right thing, you'll rarely be disappointed."

"In February of 1996, about six months after I created eBay, I started receiving a spate of complaints. Everyone was complaining about each other. I felt very much like I was a parent who had to adjudicate the brothers beating each other up."

"In Silicon Valley, we say if you haven't tried something and failed, and actually learned something from that failure, then why would I want to work with you?"

"What makes eBay successful--the real value and the real power at eBay--is the community. It's the buyers and sellers coming together and forming a marketplace."

"On the initial growth of eBay's revenue.] Within six months it was earning revenue that was paying my costs. Within nine months the revenue was more than I was making on my day job..."

"It took really just a weekend of work. And I was working, you know, pretty much all day and all that weekend. And I think it was Labor Day of 1995, September 4th or 5th, '95, that I was able to, that morning

to basically turn it on. I'd had it uploaded to my internet service provider, so it was publicly available, turn it on and that was Auction Web."

"I created a system of the feedback forum, which I'm very proud of because it has been copied gazillions of times and it was my idea. It allows people to kind of rate each other and give feedback on how their transaction went."

"I brought on Meg [Whitman] in March of '98 - she really woke up to the fact that infrastructure and technology was critical...".

# Chapter 10.16 Mikitani, Hiroshi (Rakuten)



Age 52 Net Worth \$7.9B Forbes 9/2015  
Citizen Japan Born Japan  
Self-made in eCommerce , founded of Rakuten in 1997

**EDUCATION** BA Hitotsubashi University MBA Harvard

## **BEGINNING**

1. He was born into rich and prominent family. His grandfather helped found camera maker Minolta, and his father was an economics professor who taught at Yale
2. A sport star, he almost went pro tennis player after he graduated from Hitotsubashi U
3. Instead of sports, he joined IDJ (Industrial Bank of Japan)
4. IDJ sent him to Harvard, where he earned an MBA
5. Upon graduation from Harvard, he had a hard time to decide whether follow his dream to be entrepreneur or to return to Japan to work as a bureaucrat.
6. In 1997 on the Kobe Earthquake and killed his uncle and aunt and many of his friends. The loss in the family made him rethink. He quit IDJ to start his own company. He first founded a consulting group called Crimson Group.

## **SUCCESS**

1. In 1997 Mikitani founded Rakuten.
2. Rakuten would focus on eCommerce. Unlike Amazon, which focuses on customer satisfaction, Rakuten would focus to keeping supplier happy.
3. . He's published two books in Japan extolling the business principles to his employees. Each employee must embrace 3 things: (1) constant improvement (2) customer satisfaction and (3) "Speed!! Speed!! Speed!!"
4. . Unlike Amazon's focus on making customers happy, Rakuten wants to make merchants happy
5. In 2012, to compete in the global market, he started a new direction for Rakuten, that all employee must learn to speak English. Rakuten is the only Japanese company with this rule.

## **QUOTES**

"Beat Amazon."

"We plan to build Japan's biggest auction business. We believe we can build a very strong partnership."

"I don't think we are aggressively enough. We need to grow aggressively, globally,".

"Compared with the US, the list of names (of entrepreneurs) is very short. I ran out of examples. We need to create more. What I want to do is set a trend, to be a trendsetter."

# Chapter 10.17 Koum, Jan (Whatsapp)



Age 39 Net Worth \$7.5B Forbes 9/2015

Citizen US Born Ukraine

Self-made in phone software, co-founded Whatsapp with Brian Acton in 2012, sold to for \$19B in 2014

**EDUCATION** Dropout San Jose State U

**RECORD** In 2015, Jan Koum is the richest self-made immigrant billionaire under age 40.

## **BEGINNING**

1. He was born in Kiev, Ukraine in 1976. He grew up in a village on the outskirts of Kiev.
2. In 1992, he immigrated to the US. He was 16.
3. As a teenager, he taught himself computer programming
4. He was once a boxer, and he was on food stamp for a while.
5. In 1994, at the age 18, he entered San Jose State U and studied computer science.

6. He also worked simultaneously as a security tester for Ernst and Young. It was at Ernst and Young that he first met Brian Acton.

6. In 1997, he started work at Yahoo. Once during class, he was called by David Filo to come fix a server problem. He discovered he did not need the degree and dropped out of San Jose State U.

7. He worked almost 10 years at Yahoo, and reunited with Brian Acton at Yahoo. Acton is a Stanford U graduate, who had lost millions of dollars in the last tech bubble crunch in 2000.

9. In 2007, he and Brian Acton quit Yahoo

10. In 2009, he and Brian Acton started Whatsapp after both went to a Frisbee contest on a beach in Brazil. They both needed an app for their iphone. And the idea of Whatapp was born.

## **SUCCESS**

1, In April, 2011, Whatsapp received \$7 million funding from VC Sequoia Capital, to be followed in Feb 2012 by another round of \$50 million financing. Whatsapp was then valued at \$1.5B

2. By 2013, the user base at Whatsapp had exploded to more than 500 million.

3. After rejecting many buyout offers, in Feb, 2014. he and the other founder Brian Acton accepted a proposal of \$19B from Mark Zuckerberg after knowing Mark for more than 2 years.

## **QUOTES**

"No Ads! No Games! No Gimmicks!"

"Advertising isn't just the disruption of aesthetics, the insults to your intelligence and the interruption of your train of thought. At every company that sells ads, a significant portion of their engineering team spends their day tuning data mining, writing better code to collect all your personal data."

"I grew up in a society where everything you did was eavesdropped on, recorded, snitched on. I had friends when we were kids getting into trouble for telling anecdotes about Communist leaders."

"I want to do one thing, and do it well."

"We're the most atypical Silicon Valley company you'll come across. We were founded by thirty-something; we focused on business sustainability and revenue rather than getting big fast, we've been incognito almost all the time, we're mobile first, and we're global first."

# Chapter 10.18 Goodnight, James (SAS)



Age 72 Net Worth \$7.4B Forbes 9/2015  
Citizen US Born US  
Self-made in Software, co-founded SAS with John Sall in 1976

**EDUCATION** PhD North Carolina State U

## **BEGINNING**

1. He was born in Salisbury, North Carolina in 1943.
2. In high school, his love were chemistry and mathematics
3. In his sophomore year, he fell in love with computer science
3. In 1968, he received Master Degree in statistics from North Carolina State U
4. He landed a job working on the Apollo project that landed the first man on the moon
5. He returned to North Carolina State U and earned his PhD in statistics
- 6.. In 1976, he and 3 others left the faculty of North Carolina State U to start SAS. John Sall is the other co-founder of SAS.
7. SAS was funded by a consortium of 8 university and funded by USDA, which was developed at North Carolina State U in 1966

## **SUCCESS**

1. SAS was to become the statistical tools for almost all Fortune 500 companies, especially insurance companies.
2. He remained CEO of SAS for 35 years,(1976 to 2010)
3. During his tenure, SAS is known for its worker-friendly programs, 35-hour workweek and onsite day care. This is in contrast to the Silicon Valley and West Coast software companies, where employees constantly work punishing long hours.
4. The annual employee turnover rate of 2.2% is about one tenth the average turnover rate in the software industry.
5. During the downturn in 2008, he refused to layoff any one of 13,000 workers, took the first time SAS lost money in 33 years

## **QUOTE**

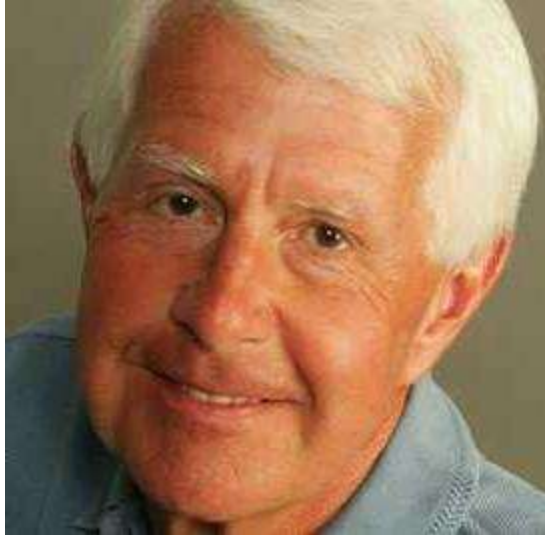
"I've never really thought of myself as an entrepreneur. I think of an entrepreneur as someone who wants to make a lot of money. That has never been at the top of my list."

"There's this creative thing in me that wants to have my work used - like the author of a book who wants it read."

"Treat employees like they make a difference and they will."

"Innovation is the key to success in this business, and creativity fuels innovation, Creativity is especially important to SAS because software is a product of the mind. As such, 95 percent of my assets drive out the gate every evening. It's my job to maintain a work environment that keeps those people coming back every morning. The creativity they bring to SAS is a competitive advantage for us."

# Chapter 10.19 Duffield, David (PeopleSoft, WorkDay)



Age 75 Net Worth \$7.4B Forbes 9/2015

Citizen US Born US

Self-made in Business Software, co-founder of PeopleSoft with Ken Morris in 1987 and co-founder of WorkDay with Anil Bhrushi in 2005

**EDUCATION** Cornell U BS in electrical engineer and MBA

**RECORD** He holds the records of the serial founders of 2 major software companies. (1) PeopleSoft at age 47 and (2) WorkDay at age 64.

## **BEGINNING**

1. He was born in Cleveland in 1940. His dad was a non-degree engineer.
2. After getting his BS and MBA from Cornell U, he started

work for IBM

3. At 47, in 1987 he mortgaged house to get the funding to start PeopleSoft. He co-founded the company with Ken Morris

4. PeopleSoft did ERP (Enterprise Resource Planning) for HR and it was a huge success.

## **SUCCESS**

1. In October 2004, after 18 months of bitter fought, Oracle bought PeopleSoft for \$10.3 B through a hostile takeover.

2. The sale made him a billionaire. He retired for a few months, but soon grew restless

3. In March, 2005, at age 64, he started his second business WDAY, with Anil Bhrushi. Anil was former PeopleSoft vice chair and head of product strategy

4. WorkDay is CLOUD based Finance Management enterprise application and it was launched in 2006. This was the fifth company he founded.

5. WorkDay went IPO in 2012, valued at \$9.5B and added billions to his wealth

6. His philanthropic contribution centered around animals

## **QUOTES**

"Every 10 to 15 years, there is a major technology shift for enterprise applications. By leveraging trends such as service-oriented architectures and Web services, Workday plans to be the leader in bringing this new generation of applications to the market."

"I refer to myself as a programmer who likes people."

"Best decision: Starting PeopleSoft. It became an enormously successful phenomenon in the enterprise software market."

"Obviously growing 100% a year was a challenge. Where do you find people to fuel the growth?"

"That's basically the way I financed PeopleSoft. I mortgaged our house to fund."

# Chapter 10.20 Ding, William (NetEase)



Age 43 Net Worth \$6.3B Forbes 9/2015  
Citizen China Born China  
Self-made in Online Games, founded NetEase in 1997

**EDUCATION** BS in Communication Technology from U of Science and Electronics at Chengdu

**RECORD** He is the world's richest software gamer

## **BEGINNING**

1. He was born in Ningbo, China in 1971.
2. He received undergraduate degree in communication technology from the University of Electronic Science and Technology of China.
3. His main passion in life is to study. He often reads until midnight.
4. After he graduated, he worked for China Telecom and then for Sybase in China as a technical support engineer.
5. In 1997, he turned down more lucrative offer from foreign companies to found NetEase with three employees
6. NetEase was one of China's first internet companies
7. In 2000, his popular portal, had grown to more than 2.5 Million subscribers
8. Yet during the subsequent the dot com implosion, his company almost went to zero
9. To survive, NetEase launched its first game in December 2001. His ambition at the time was just to break even.

## **SUCCESS**

1. Little did he know, he just stepped into the next area of hyper growth -- internet games
2. Success followed success, in 2004, he launched famous on-line game like Fantasy Westward Journey,
2. In 2005, he took over as CEO of NetEase
3. Now, he owns 45% of NetEase.
5. In 2012, his star online games Fantasy Westward Journey, now into its eighth year, reached 2.7 million users
5. His business model in NetEase is to use games as hook to promote his website 163.com.
6. In 2015, his website 163.com is in fourth most popular Chinese website.

## **QUOTES**

"We are actively growing our community of loyal users by expanding our portfolio of Internet games, products and services for traditional online and mobile users, "

"Chinese CEOs are not like American CEOs, [who] can get more respect. In China the government is more powerful,"

"We need to spend more time thinking about how to make big revenues from mobile games,"

"Smart guys seize opportunities and never let them slip between their fingers. And those who think themselves weak always wait for opportunities."

"Wealth means two things to me, money and talent," "What I've got today belongs to yesterday, but what's in my mind creates the future

"But Nothing is easy if one has no idea of where to go.",



# Chapter 10.21 Liu, Qiangdong (JD.com)



Age 43 Net Worth \$6.34B Forbes 9/2015  
Citizen China Born China  
Self-made in eCommerce, Founded JD.com in 2004

**EDUCATION** BA Renmin U of China

## **BEGINNING**

1. He was born in Jiangsu Province, China in 1974.
2. His parents were in the coal-shipping business
3. In 1996, he graduated from Renmin U of China in Beijing with a degree in Sociology
4. while a senior, first business experience was a restaurant as a college senior. He funded that business by doing some programming and tutoring students. the business failed and left him in debt.
6. His first job was after graduation was selling health product a company called Japan Life,
7. A year later, in 1998, with just Rmb12,000 he started JD.com n June 1998, he started his own business Jingdong , the first product was magneto-optical he built the prototype of JD.com
8. By 2003, he had 12 stores, but with outbreak of SARS, his employees won't show up for work, he rethought his

business strategy and started an online business

9.. He used his college sweetheart (Gong Xiaojing) and Dong (last character of his name Liu Qiangdong) forever together.

10. In 2004, he started JD.com web site.

## **SUCCESS**

1. In 2007, in response to customer complaints on slow and unreliable delivery, he changed direction: put emphasis on logistics and delivery
2. In May 2014 JD.com, went IPO on NASDAQ and the stock surged.
3. JD.com was China's largest direct sales e-commerce company, with revenues of nearly \$42 billion and market share in China of 49%.
4. In March 2015, Tencent of China swapped 15% for ownership of JD.com when to join a stronger competition to Alibaba
5. In August, 2015, he announced he will cut his salary to \$1 because JD.com targets poor rural area customers.

## **QUOTES**

"I was very disappointed and looked at it from the angle of human nature. Is man good or evil? How come I treat my employees so well but they do this to me?" (his business failed because of embezzlement by employees)

"During the two years there (restaurant business that failed while he was senior in college) , I gradually understood that the restaurant bankruptcy was my fault because I had not established management structures, done oversight or established financial systems and procedures."

"I wouldn't have entered ecommerce hadn't it been for SARS,"

"We were losing a lot of money then," (on taking his 12 stores online during the SARS outbreak of 2002)

"I barely knew what the Internet was back then," "Seriously. I had never used it."



In China many people don't like to play by the rules. There are also many hidden rules. But I told them, we can't do that. Every employee must go by the book. Only like that can we become a truly great enterprise."

"E-business and traditional retailers cater to different consumer groups. Our customers are mainly young people familiar with the Internet and open to online commerce, while older people still want to go to stores. Even my parents, who live in Jiangsu province, bought their air-conditioner in a nearby Gome store, rather than use their own son's website.

# Chapter 10.22 Camp, Garrett (Uber)



Age 36 Net worth \$6B Forbes 9/2015  
Citizen Canada Born Canada  
Self-made in Uber, co-founded Uber with Travis Kalanick in 2009

**EDUCATION** MS U of Calgary

## **BEGINNING**

1. He was born in 1978 in Canada
2. In 2002 while a graduate student at U of Calgary, he co-founded a company called Stumbleupon.com, with Geoff Smith. It is a web search engine that finds and recommends web contents. Stumbleupon's membership grew quickly to 25 million while in graduate school.
3. With a first round funding of \$1.2M from VC, he moved to San Francisco
4. In 2007, he sold Stumbleupon to eBay for \$75M
5. In 2008, he met Travis Kalanick in a conference in Paris while trying to call a cab. They were unable to hail a cab. And the idea of an on demand cab services was born after he shelled out \$800 dollars to hire a private driver.

## **SUCCESS**

1. In 2009, he and Oscar Salazar and Conrad Whelan, two other graduate school friends, coded the prototype of UberCab with Travis Kalanick as the "mega adviser".
2. Travis Kalanick launched Uber beta in San Francisco in mid 2010 with just a few cars on the road and in late 2010 raised \$1.25M in angel funding.
3. Uber thrives on its low cost and more vehicle choice.
4. He bought back Stumbleupon from eBay in 2009
5. In 2012, after taking over Stumbleupon, he stepped down to start Expa
6. In 2012, he founded BlackJet. In April 2013, Garrett created Expa as a new platform for his future companies, applying his lessons learned toward a couple new projects at a time.
7. In April 2013, Garrett created Expa, which is a "startup studio", received \$50 million in funding from Richard Branson and HP CEO Meg Whitman

## **QUOTES**

"Everyone's Private Drive"

(Rules for Startup)

"#1 Stay self-funded as long as possible"

"#2 It all starts with a great idea and teamwork."

"#3 You have to be ready for hard work & frugal spending to get the idea off the ground."

"I think the companies that use technology to be physically more efficient are a lot more entertaining. They have a slightly higher barrier to entry, but if you can do that, I think you can fit into this space where you're not just a tech company, you're a company, you're a service."

# Chapter 10.23 Saverin, Eduardo (Facebook)



Age 33 Net Worth \$5.7B Forbes 9/2015  
Citizen Singapore, Brazil Born Brazil  
Self-made in Social Media co-founder of Facebook in 2004 with Dustin  
Moskovitz,, Mark Zuckerberg, Chris Hughes and Andrew McCollum

**EDUCATION** Harvard U BS Economics

## **BEGINNING**

1. He was born in Brazil of wealthy Jewish family
2. In 1992 because of kidnapping threat, he went to Gulliver Preparatory School prep school in Miami to study
3. In 2002, he entered Harvard U. While at Harvard, made \$300K in lax insider trading
4. In 2004, he started co-founded Facebook with he was junior with sophomore Mark Zuckerberg, He held the title Chief Financial Officer and business manager
5. In late 2004 there was a dispute with Mark Zuckerberg, and Saverin signed a non-disclosure agreement and departed

## **SUCCESS**

1. He did not accompany Zuckerberg to leave Harvard for California
2. Instead Dustin Moskovitz went to California. He graduated from Harvard U in 2006.
3. Since 2012, he has been living in Singapore.
4. The same year, right before Facebook went IPO, he reneged his US citizenship. His critics said he gave up US citizen to avoid tax liability of up to \$1B. He denied.
5. In 2013, he co-founded private equity firm Velos Partners and continued to invest in startups with emphasis on health & wellness and luxury & entertainment

## **QUOTES**

"I am investing like a crazy person, mostly in internet start-ups. And I want to invest in Brazil as well, because I am Brazilian and that's in my heart."

"I don't like showing my privacy online."

# Chapter 10.24 Dommermuth, Ralph (United Internet)



Age 51 Net Worth \$4.2B Forbes 9/2015

Citizen Germany Born Germany

Self-made in Internet Service Provider, founded United Internet AG in 1998

**EDUCATION** High School

## **BEGINNING**

1. He was born 1963 in Denback, Germany
2. His father is a real estate broker
3. After he graduated from high school, he started as apprentice at Deutsche Bank in 1983.
4. In 1985, he borrowed DM 500,000 as starting capital to launch 1&1 AG. 1&1 AG would provide small business with internet and telecom services

## **SUCCESS**

1. In 1988, he created United Internet AG , which merged with 1&1 Marketing GmbH
2. In March 1998, Dommermuth took the company public on Germany's then-new stock exchange for high-tech companies, the Neuer Markt
3. His fortune has soared by around \$1.9 billion over the last year on an 90% rise in the share price of United Internet AG. One of Germany's leading Internet access providers, serving mostly home users and small- to medium-sized enterprises, the company also provides web hosting and storage, email services, marketing solutions for online advertisers and mobile applications.
4. In 2014, his company branched into new area and acquired the country's largest fiber optic operator

## **QUOTES**

"We will keep adding acquisitions but it won't revolutionize our business."

# Chapter 10.25 Scheinberg, Mark (PokerStars)



Age 41 Net Worth 4.1B Forbes 9/2015  
Citizen Canada & Israel Born Israel  
Self-made in Online Games, co-founded PokerStars with his father Isai Scheinberg in 2001

**EDUCATION:** Drop out of Fanshawe College

## **BEGINNING**

1. He was born in Jerusalem, Israel in January 1973
2. At age 13, he moved to a suburb of Toronto. His father was a programming wizard at IBM. The family settled in Richmond Hill in Toronto and bought a house.
3. He went to Fanshawe College for one year and dropped out,
4. He then worked in the hospitality industry, and traveled for long stretches to Asia and South America, before getting into the online gambling business at age 28.
5. PokerStars was founded by Father and Son Scheinberg in 2001. PokerStars company first operated out of Costa Rica, but eventually moved to the Isle of Man.
6. In its first year of operation, PokerStars launched beta play money only site, and later started offering real money wagers.

## **SUCCESS**

1. Together, the Scheinberg Father and Son Team built PokerStars into the world's biggest online poker company. It took more than 10 years
2. By 2013, it was the largest online poker stores 40 billion hands dealt in a month
3. By then, PokerStar had been the object of constant legal battles with US Tax Authority. In 2013, he settled the case and agreed in 2012 to pay \$731 million to DOJ while avoided admittance of wrong-doing. But his father Isai Scheinberg was sued, implicated and banned from online gambling.
4. After this bruising legal battle with U.S. government lawyers. He moved to Isle of Man
5. In 2014, he sold his company to Amaya in 2014 and \$4.9M to Amaya. Amaya is a publicly-traded Montreal company, in a deal that was backed by Blackstone's GSO credit division. Mark Scheinberg was the biggest single shareholder of Rational Group..
6. Now Pokerstars has more than 85 million registered users

## **QUOTES**

"I've been three-tabling; statistically, it's the right play"

"I am incredibly proud of the business Isai and I have built over the last 14 years, creating the world's biggest poker company and a leader in the iGaming space," Scheinberg said in a statement. Our achievements and this transaction are an affirmation of the hard work, expertise and dedication of our staff, which I am confident will continue to drive the company's success."

# Chapter 10.26 Benioff, Marc (Salesforce)



Age 51 Net Worth \$3.8B Forbes 9/2015

Citizen US Born US

Self-made in business software, co-founder Salesforce.com in 1999 with Parker Harris

**EDUCATION** BA USC in Business Administration

## **BEGINNING**

1. He was born in San Francisco in 1964.
2. When he was 15, he founded his first company "Liberty Software", He created video games for Atari.
3. In 1986, he graduated from USC with BS in business administration.
4. During his college days, he worked as an assembly language programmer at the Macintosh Division of Apple. He was inspired by Steve Jobs
5. In 1986, at age 23, upon graduation, he joined Oracle and within 3 years, quickly rose to VP.
6. After 13 years at Oracle, he left Oracle and co-founded Salesforce.com with Parker Harris in a rented apartment in San

Francisco.

7. He founded Salesforce.com with a vision to create a revolutionary model of on-demand, information management service

## **SUCCESS**

1. With the unique SAAS (Software as a Service) model, sales exploded
2. Salesforce.com quickly took market share from existing CRM (Customer Relations Management)
3. It took another 4 years for Salesforce.com to overtake Siebel to be market leader
4. In 2004, Salesforce.com went IPO in 2004 and raised \$110M
5. By 2015, Salesforce.com had ERP (Enterprise Resource Planning) sales closing on \$10B.
6. In 2015, Microsoft reported offered \$55B for Salesforce.com, but Benioff declined. He wanted \$70B
6. He is also a pioneer in corporate charity. He pioneered the 1/1/1 integrated philanthropic model, by which companies contribute 1 percent of profits, 1 percent of equity, and 1 percent of employee hours back to the communities it serves. This model has been adopted by many companies in Silicon Valley, including Google.
7. He is also a prolific author, He wrote 3 books, including the 2009 best-selling "Behind the Cloud: The Untold Story of How Salesforce.com Went from Idea to Billion-Dollar Company and Revolutionized an Industry"
8. He still owns 5% of Salesforce.com and he was one of the early investor in FitBit -- the healthy wearable company.

## **QUOTES**

"The only constant in the technology industry is change."

"I always knew I wanted to be an entrepreneur. I started my own software company in high school and went to college to study entrepreneurship."

"You must always be able to predict what's next and then have the flexibility to evolve."

"The world is being re-shaped by the convergence of social, mobile, cloud, big data, community and other powerful forces. The combination of these technologies unlocks an incredible opportunity to connect everything together in a new way and is dramatically transforming the way we live and work."

“Learning how to interact with customers is something that anyone starting any business must master. It's an amazing opportunity to be able to learn the ropes at an established company and then employ your expertise at your own company.”

“To be truly successful, companies need to have a corporate mission that is bigger than making a profit. We try to follow that at [salesforce.com](https://www.salesforce.com), where we give 1% of our equity, 1% of our profits, and 1% of our employees' time to the community. By integrating philanthropy into our business model our employees feel that they do much more than just work at our company. By sharing a common and important mission, we are united and focused, and have found a secret weapon that ensures we always win.”

“If there wasn't any competition, I'd be very worried, because it would mean we were not doing very well.”

# Chapter 10.27 Sagi, Teddy (PlayTech)



Age 43 Net Worth \$3.6B Forbes 9/2015  
Citizen Israel Born Israel  
Self-made in Gambling Software, founded PlayTech in 1999

**EDUCATION** High School or Less

## **BEGINNING**

1. He was born in Tel Aviv, Israel in 1972
2. His father owns a travel agency
3. He never went to college.
4. In 1994, at age 22, he was convicted by the Tel Aviv district court for

manipulating bond prices also of fraud and bribery. He was sentenced to 9 months in jail.

5. He was living on the edge of law

6. In 1999, at age 27, He founded Gambling Software PlayTech

## **SUCCESS**

1. PlayTech went IPO in London Stock Exchange in 2006

2. He now owned 49% of PlayTech

3. In 2014, he sold 15% of PlayTech, now he owns 33%. With the sales proceeds, he spent more than \$650M to buy up prime locations in Camden Market – a prime tourist destination in London

4. PlayTech is incorporated in Isle of Man

## **QUOTES**

"Sex and betting are the most profitable businesses on the internet".



# Chapter 10.28 Hoffman, Reid (LinkedIn)



Age 48 Net Worth \$3.6B Forbes 9/2015

Citizen: US Born: US

Self-made in social media, co-founded of LinkedIn in 2002 with Konstantin Guericke, Jean-Luc Vaillant, Allen Blue and Eric Ly

**EDUCATION** BS Stanford U, MA Oxford U

**RECORD** He is part of PayPal Mafia, other billionaires Peter Thiel, Elon Musk, known as serial entrepreneurs

## **BEGINNING**

1. He was born in Stanford, California in 1967
2. In 1990, he graduated with BS in Symbolic Logic and Cognitive Science in Philosophy from Stanford U
3. In 1993, he won a Marshall Scholarship and finished MA in Philosophy from Oxford U
4. In 1997, he came up with idea of a social net. And he built a website with the idea of helping someone find a date, find a roommate and or find a tennis partner. Many regard this is the first of online social network.
5. In 1998, he was one of the first employees at PayPal. PayPal is an encrypted online payment system
6. In August, 2002, PayPal was sold to eBay for \$1.5B. He had earned his first capital for future entrepreneurial endeavors
7. The same year, in December, 2002, he recruited a bunch of colleagues from Socialnet and Paypal to found LinkedIn
8. In 2003, LinkedIn website was launched.
9. He was CEO of LinkedIn for next 4 years.
10. Since June 2009, he hired Jeffrey Weiner, former executive at Yahoo, to be CEO of LinkedIn. He has since taken a hands-off approach,

## **SUCCESS**

1. LinkedIn went IPO in 2011
3. He also benefited greatly as an early investor in FACEBOOK
4. He is now well-known as the network philosopher
5. Part of PayPal Mafia, other billionaires Peter Thiel, Elon Musk, known as the most famous internet serial entrepreneurs
6. In 2014, he wrote the bestseller "The Alliance: Managing Talent in the Networked Age,"
- 7.. In 2015, he is partner at venture capital firm Greylock Partners

## **QUOTES**

"Relationship Matters."

"Social networks do best when they tap into one of the seven deadly sins. Facebook is ego. Zynga is sloth. LinkedIn is greed."

"I actually think every individual is now an entrepreneur, whether they recognize it or not."

"The future is sooner and stranger than you think."

"As technology continues to virtualize money, brick 'n mortar banks have become as superfluous as traditional bookstores."

"Innovation comes from long-term thinking and iterative execution."

"People will be discovering that the Internet helps their career. One of my theses is that every individual is now a small business; how you manage your own personal career is the exact way you manage a small business. Your brand matters. That is how LinkedIn operates."

"In real estate the wisdom says "location, location, location." In consumer Internet, think "distribution, distribution, distribution."

"If you are not embarrassed by the first version of your product, you've launched too late."

'Building a startup is like throwing yourself off a cliff and assembling an airplane on the way down."

# Chapter 10.29 Kwon, Hyuk-Bin (SmileGate)



Age 41 Net Worth \$3.3B Forbes 9/2015  
Born South Korea Citizen South Korea  
Self-made in online games, founded SmileGate in 2002

**EDUCATION** BS Sogang U

## **BEGINNING**

1. He is a graduate of Sogang U
2. In 2002, he founded SmileGate, online games
3. In the first 6 years, he could not turn a profit. He was struggling for survival.

## **SUCCESS**

1. In 2008, he teamed up with Tencent of China and this changed his fortune
2. In 2009, Crossfire, the game he invented, debuted in China to great success
3. By 2014, Crossfire, generated nearly \$1B in sales in China
4. He owns 100% of SmileGate
5. In 2015, he branched out he became the largest shareholder of Korean mobile-game developer SundayToz

## **QUOTES**

"Smilegate has always been about vision. We specifically built and designed CROSSFIRE with the dream of creating a "global game".

"Leaning forward is our mantra. Because our future is what drives us to deliver."

"We are growing away from the innovative minds and ideas as our business get bigger. Instead, we became more capable in running global business platforms. We believe we can benefit back from operating such platforms and providing support for young startups, which can do what we cannot do anymore."

"Smilegate will spare no efforts to help fledgling ventures at the incubation centers to write success stories and create a healthy ecosystem for start-ups in Korea."

# Chapter 10.30 Shi, Yuzhu (Giant Interactive)



Age 53 Net Worth \$3.3B Forbes 9/2015  
Citizen China, Born China  
Self-made in On-line Games, founded Giant Interactive in 2005

**EDUCATION:** BS Zhejiang U Mathematics  
MS Shenzhen U Software Engineering

## **BEGINNING**

1. He was born in Anhui Province, China in 1962
2. In 1984, he graduated from U of Zhejiang with a degree in Mathematics
3. Then he worked at the Anhui Province statistics department for a few years
4. In 1989, he entered Shenzhen U, graduated MS in software engineering
5. In 1991, he created a first fortune in hardware with Zhuhai Giant Hi-Tech Group
6. In 1996, he branched into real estate. After a severe cash crunch and mismanagement, his business went bankrupt.
7. Undeterred, he started his second stint in 2000, this time his business is in health product. He first moved his whole business to Shanghai.

## **SUCCESS**

1. He founded Giant Interactive in 2005. Giant Interactive is in on-line games.
2. In 2007, he took Giant Interactive public IPO in US
3. In 2008, he further branched into Chinese Wine, insurance and banking.
4. In 2009, he broke through the rank of the billionaires for first time.
5. In April 2014, he invested alongside Alibaba's Jack Ma in digital media firm Wasu Media

# Chapter 10.31 Coates, Denise (Bet365)



Age 48 \$2.9B Forbes 9/2015

Self-made in Internet Gambling, co-founded on-line gambling site bet365 in 2001 with younger brother John Coates and father Peter Coates

**EDUCATION** BS U of Sheffield

## **BEGINNING**

1. She was born into a wealthy family. Her father Peter Coates is a successful businessman, who made his first fortune in the catering business and owns a radio station.
2. In 1974 Peter Coates started a gambling business in Stokes.
3. By 1995 Denise Coates was running the family business.

What started in 1974, the gambling business had grown to a chain known as Provincial Racing with 59 shops.

She grew up in Stoke, While in school she worked as a cashier in her father Peter Coates betting shops.

4. She finished her degree at U of Sheffield, where she studied accounting and econometrics and earned first honor. She is a math wizard

5. After she took over some of the gambling shops, turning around their fortunes before selling them off to a large bookmaker Coral.

## **SUCCESS**

1. Once she studied and realized the huge potential of on-line gambling and bought the domain Bet365.com in 2000. After being rejected by traditional venture capitalists, she launched her own website in March 2001
2. In January of 2000, Denise Coates purchased the domain name Bet365.com from eBay for £10,000.
3. They started small, while bigger and entrenched betting business hesitated, Provincial Racing went full-steam out to conquer the market, quickly adding many more venues such as NASCAR, formula 1, golf etc, in addition to customers able to bet 24/7 365 days a year
4. Part of original purchase capital was from her father Peter Coates who sold his shares in Stoke City Football Club for £3.5 million
5. She owns just over 50% of the company and her brother John Coates is joined CEO
6. In 2004 she added Poker, in 2008 added Bingo, now you can in addition to UK, one can bet US and Australia and 200 countries
7. Coates launched what she has herself described as the "ultimate gamble" – a new sports betting platform, Bet365. As the platform got going, the family borrowed £15 million from RBS (Royal Bank of Scotland) to expand, pledging the loans against their betting shop estate, the chain of Provincial Racing shops.
8. In 2005 Bet365 sold its betting shop chain in 2005 for £40 million to Coral and paid off its loan from RBS.
9. As of 2014, Bet365 has expanded into more than 200 countries and 14 million customers after riding the lucky co-expansion of Premier League (since renamed as Barclay League) into the global TV sports market.

## **QUOTES**

"Work incredibly hard when you're starting off."

"Take a risk on something if you really believe in it."

"You start a 24/7 business and you work 24/7. When you're not here [in the office], you take calls in the middle of the night, regularly – that's how the early days were. I've worked harder than you can possibly imagine. In the last couple of years, life has normalized ... The impact on my life now is very different."

"This is what we are going to do" (Denise to brother John Coates on starting on-line gaming)."

"I really don't enjoy the attention. The public side does not come naturally to me. I'm not saying I'm a shrinking violet. I'm not. I've been bossy all my life. It's just I very much enjoy actually running the business."

"I'm not a social animal ... I think there have been false assumptions made about my role, There was a misunderstanding that as dad was the chairman of Stokes, he ran Bet365 – something dad was always clear that he didn't do. However, the media decides, for whatever reasons, that maybe it makes a better story if they say he does."

"I really enjoyed it ... by the time I left university (here she achieved a first in econometrics) I could run a betting shop."

"We mortgaged the betting shops and put it all into online. We knew the industry required big startup costs but ... we gambled everything on it. We were the ultimate gamblers if you like."

"The (Stoke) area means a lot to us. We've always worked in Stoke, we've always had businesses in Stoke. I would never want to spend large parts of my time abroad if I can avoid it." (on staying in UK and paying higher tax rates than her competitors)

"My family is what's important to me"

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## Chapter 10.32 Li, Zhongchu (Shiji)



Age 52 Net Worth \$2.7B Forbes 9/2015  
Citizen China Born China  
Self-made in IT Support Software, founded Shiji in 1998

**EDUCATION** BS Wuhan U in Space Physics

### **BEGINNING**

- 1, He was born in China in 1964
2. While working in a government ministry in Beijing, he moonlighted doing IT repair work.
3. He discovered he could make more money in IT than his government job.
4. In 1998, he quit the government and founded Shiji
5. During the Y2K Crisis and the SAR Crisis, he increased his base of IT support

### **SUCCESS**

1. A turning point came when he was called in by the Shangri-La Hotel to troubleshoot and replace an outdated mainframe with a PC-based system
2. . In September 2014, Alibaba Group purchased a 15% stake in Beijing Shiji Technology for nearly \$460 million.
3. Now he works with 6,000 hotels in China, including the Kempinski and Shangri-La brands, managing their IT support, from room bookings to parking lots
4. His vision is on growth based on the cost savings as IT replaces human bookings and other hotel transactions.

### **QUOTES**

"People are going to disappear from the front desk" (in the hotel industry in the future)

## Chapter 10.33 Qi, Shi (East Money Information)



Age 45 Net Worth \$2.7B Forbes 9/2015  
Citizen China Born China  
Self-made in Internet portal, founded East Money Information in 2005

**EDUCATION** BS Shanghai Jiatong University in engineer.

### **BEGINNING**

1. He graduated from Shanghai Jiatong U with degree in engineer
2. He started as a stock commentator in 1992
3. The first person in China to study stocks on the internet  
He started a large scale newsletter in 1996 to 1997, gradually he ported his newsletter to the internet
4. In 2005, he created East Money Portal in 2005
5. Within 2 years, East Money Portal had become China's most popular

web site for stocks

### **SUCCESS**

1. His road to IPO was not easy. First he failed with Goldman Sach .
2. Finally, in 2010, he tried IPO 2010 in the Shenzhen Stock Exchange with offering of 140 million share
3. Eastmoney.com became and maintained the No. 1 financial website position in China, and top 10 in the world.
4. Since 2011, he has been CEO
5. In 2015, he first joined billionaire rank.

### **QUOTES**

"The 130 million high-end clients of Focus Media are what East Money needs. We will share advertising strategies and information, and build East Money into the flagship of global financial portals,"

"We are almost like a financial MySpace, where lots of people come together with a common interest in discussing stocks."



# Chapter 10.34 Kim, Jung-Ju (Nexon)



Age 47 Net Worth \$2.7B Forbes 09/2015  
Born South Korea Citizen South Korea  
Self-made in online game, co-founded with Jake Song Nexon in 1994

**EDUCATION:** BS computer science and engineering Seoul National U

## **BEGINNING**

- 1.. He was born in Seoul in 1968
2. In 1994, he co-founded Nexon with Jake Song Nexon
3. The same year Nexon launched the world's first online game, "Baram e Nara" (The Kingdom of the Wind) back in 1994
4. His breakthrough came in 2005 with PC game "Maple Story",

which he created in 2005

## **SUCCESS**

1. He produced such hits "Maple Story," "Mabinogi," and "Cart Rider."
2. Nexon Japan went public on the Tokyo Stock Exchange in 2011
3. In 2010, he expanded by acquiring rivals Ndoors and Gamehi..
4. In 2012 he bought shares in rival game developer NCSoft and purchasing a Japanese mobile-game company called Gloops.
5. Nexon has 350 million users all over the world in more than 72 countries; 64% of its revenues come from outside South Korea

## **QUOTES**

"I do not invest in start-ups with a goal to make 10 times more than the amount of the investment."

"Korean start-ups are too similar to each other, and there are too many game companies. I hope that society and institutions become healthier. The government emphasizes a creative economy, yet I feel that many [companies] have their hands and feet tied."

"I believe people should start businesses. We cannot stick to one existing business model anymore. We live longer and the world is changing drastically."

"When we first had computers, no one expected that we would carry smart phones in our hands. I have no idea how the world will change in the next three years. It will change much more at a faster rate."

"We benefited from the ecosystem in general.... South Korea requires all able-bodied man of age 28 to enlist in the military service for a number of years." As a growing domestic company, we were eligible to provide a program in which these men could work for NEXON instead of joining the military. This provides a very attractive alternative for talented young men."

# Chapter 10.35 Faulkner, Judy (Epic System)



Age 72 Net Worth \$2.4B Forbes 9/2015

Citizen US Born US

Self-made in Health IT, founded Epic System in 1979 (Original Name Human Services Computing) to process EMR (Electronic Medical Records)

**EDUCATION** MS U Wisconsin Computer Science  
BS Dickinson College

## BEGINNING

1. She graduated with an MS in computer science and taught computer science for several years at U Wisconsin system
2. In 1979 founded Human Services Computing with \$6,000, part of which came from her parents. She uses a computer language called MUMPS, Judy wrote the original software.
3. It is one of the world's first health database centered around a single-patient record, at a time when most of patient records are on paper. Judy has a vision of electronic healthcare record.
4. Human Services Computing would be later renamed Epic Systems
5. A self-professed geek and introvert, for decades she shunned interviews and very little is known about her. She holds an MS in Computer Science from U Wisconsin Madison and she loves math.

## SUCCESS

1. The company Epic Systems has 3 NOs, (1) no borrowed money or debt (2) no venture capital (3) no sales division
2. In 2003, Epic refused infusion of capital from Kaiser Permanente, in competition with Cerner, Judy also refused other private equity and venture capital. Kaiser eventually succumbed and picked Epic System. .
3. In 2005, she spent \$500M to build a new headquarter in Verona, the suburb of Madison, on a 400 acres farm. The old headquarter was in Madison, Wisconsin. The new headquarter address of Epic System is 1979 Milky Way, 1979 was the year the company was founded.
4. A big democrat donor and supporter of President Obama, Judy Faulkner is also the only head of a company to sit on a government-appointed committee to recommend how \$19 billion in stimulus fund dedicated to health IT is to be spent

## QUOTES

'Do good, have fun, make money' -- mission statement of Epic System.

"I was an undergrad math major, and a grad student in computer science. I'm hugely introverted, not atypical of math majors. It's not something I love being in the public eye. It's a personality thing. I like to go around, and people not knowing who I am. I like to keep some privacy, be a normal person."

"One of the things that made Epic strong when I wrote the original code was that it never occurred to me to do anything other than put the patient at the center. I developed a clinical system at a time when the health care world had pretty much only billing and lab systems available."

"We are the most open system ....We interface with speech recognition, imaging, medical devices, lab, patient education content, user authentication, and hundreds of different vendor systems."

"I was a programmer, I thought it was fun. I'm not sure in the beginning I felt that I'm here to save lives. Why do you come to work? For the paycheck? For something interesting to do? For customers? For the competition? For the mission? If I had to circle one reason, it's for my customers."

"The greatest users of electronic health records are the patients," she said.

"If I were not leading (this life as CEO of billion dollar tech company), I would be a farm girl,"

# Chapter 10.36 Spiegel, Evan (Snapchat)



Age 25 Net worth \$2.1B Forbes 9/2015

Citizen US Born US

Self-made in Photo sharing, co-founded Snapchat with Bobby Murphy in 2012

**EDUCATION** Dropout Stanford University

**RECORD** At age 25, Evan Spiegel is the youngest self-made billionaire in the world in 2015

## **BEGINNING**

1. He was born in 1990 in Los Angeles, California of wealthy lawyer parents. His mother went to Harvard Law School and his father Yale Law School.
2. In high school, he was busy at paid intern and was a career instructor at Cape Town.
3. He met Bobby Murphy in Kappa Sigma frat house. He was the social chair and had a knack for writing controversial and offensive emails and violating Stanford alcoholic rule.
4. He and Bobby started first business venture together in summer 2010. Evan was sophomore and Bobby was senior. The website is called FutureFreshmen.com. It's purpose is to help high school student get into college. The web site only had 5 customers and quickly folded
5. The idea of a shared message with a fast disappearing photo was started as a project in a design class with Reggie Brown at Stanford, they were soon joined by Bobby Murphy as a coder
6. In 2011, they started Picaboo. an app that could send photo messages to contacts with a timer that disappears in 10 seconds. Picaboo had limited success.
7. In the fall of 2011, he rebranded Picaboo with Snapchat and changed a few features

## **SUCCESS**

1. The popularity of new Snapchat quickly soared as an app on smart phones
2. In 2012, he dropped out of Stanford U with just 3 classes remaining to work full-time on Snapchat
3. In Dec 2013, Evan rejected offer of \$3B cash offer from in Dec 2013
4. By 2013, Snapchat has more than 100 million users
5. In September, 2014 he settled lawsuit with former class mate Reggie Brown, acknowledging his contribution as creator for an undisclosed fund.
6. In Nov 2014, Evan Spiegel, the world's youngest self-made billionaire, moved out of his Dad's house and bought himself a brand new house
7. In 2015, Snapchat continues to expand and secured \$1.2B funding from 15 VCs in 8 rounds

## **QUOTES**

"There are very few people in the world who get to build a business like this. I think trading that for some short-term gain isn't very interesting."

"Snapchat changed that perception of deleting something as bad. Online, typically you delete something if it's bad or if it's really embarrassing."

"The social marketing teams of big companies will always figure out a way to advertise on Snapchat. I'd like to create a space for people who have a lot of talent but not a lot of reach."

“Social media is about friending someone so they'll invite you to a party or get you a job. If that's the work, Snapchat is the playground.”

“I don't want to disrupt anything. We never conceive of our products as disruptive - we don't look at something and say, 'Let's disrupt that.' It's always about how we can evolve this and make this better.”

# Chapter 10.37 Sean Parker (Napster)



Age 35 Net Worth \$2.5B Forbes 9/2015

Citizen US Born US

Self-made in Napster and , co-founded peer-to-peer music sharing Napster in 1999 when he was 19 with Shawn Fanning and John Fanning

**EDUCATION** High School

**RECORD** At age 35, he holds the world-record as youngest High School Self-made Billionaires

## **BEGINNING**

1. Sean Parker was born in Herndon, Virginia in 1979.
2. His mother was a TV advertising broker and his father is an oceanographer and a scientist who worked for the US government.
3. When he was 7 years old, his father bought him an Atari 800
4. As teenager, he taught him how to program and his hobbies were hacking and music
5. When he was 16, he was caught hacking into a Fortune 500 company by the FBI and sentenced to community service because he was underage
6. He listened to his father's advice "if you are going to take risk, take them early in life". His father encouraged him to (a) skip school and (b) do not get married too early to focus on entrepreneurship
7. In 1999, at the age of 19, he co-founded peer-to-peer music sharing site Napster
10. At age 22, he founded Plaxo, an online address book

## **SUCCESS**

1. At its peak of popularity, Napster had 80 million registered users, but it soon ran into legal issues and was sold
2. In 2004, he met Mark Zuckerberg of , and he served as the first president of the social networking
3. Mark Zuckerberg, five years his junior, would later credited him the older partner with "transforming from a college project into a real company."
4. In 2005, he was bumped out of allegedly because of drug use even though he was never charged
5. Since 2006, he joined Founder Fund as managing partner. Founder Fund was founded by his friend and fellow billionaire Peter Thiel.
6. In 2011, he was portrayed by actor Justin Timberlake in the movie Social Media
7. In 2013, he was married to Alexandra Lenas in a wedding reported to costing \$10 million in Big Sur, California and created controversy of environmental damage.

## **QUOTES**

"I was a member of an elite underground crew of cyber-criminals," (Interview with James Fallon on his early days at Napster in 2011)

"Gray hats are the ones who think they're doing good, but they're not. You learn that when the FBI shows up on your doorstep."

"I lived on couches for something like six months. I had no home. I was totally broke. I would stay at a friend's house for two weeks, then moved because I didn't want to become this permanent mooch."

"Running a start-up is like eating glass. You just start to like the taste of your own blood."

"I definitely wanted to earn my freedom. But the primary motivation wasn't making money, but making an impact."

"I suffer from the delusion that every product of my imagination is not only possible, but always on the cusp of becoming real."

"I've been doing a hybrid of investing and entrepreneurship, which I think initially I wasn't set out to do. But I realized it fit my personality."

"If there's some triumphant end of the story, I guess in a roundabout way I've gotten what I wanted, which is the ability to do interesting things and the wealth to be free."

"Your biggest challenge as an entrepreneur is not concealing your idea from others or keeping your idea a secret, it is actually convincing people that you're not crazy and that you can pull it off."

"I kind of refer to it as Napster University. It was a crash course in intellectual property law, corporate finance, entrepreneurship, and law school."

# Chapter 11. Conclusions: The Future Founders

This chapter is divided into 3 parts (1) The 4 Facts (2) The 4 Advantages (3) The 4 Big Trends.

## 11.1 The 4 Facts.

In this book, in Chapter 1, I have presented the four facts that make Software the unquestioned Number One industry of the world in the past 40 years. The software self-made billionaires are (1) richest (2) fastest (3) youngest and (4) most numerous of all self-made billionaires. So, I won't repeat them here.

## 11.2 The 4 Advantages

There are four advantages of software that no other industry can even remotely come close. The first advantage is lowest startup cost. In 2015, one can start a software company as low as \$5,000. This means just about anyone in a rich country like the US can start their own company. E.g. to start a hardware company still takes millions of dollars. The second advantage is short product cycle. In 2015, a software product can be developed in 2 to 3 months. After tested with customers, the founder can do a different iteration or version within a few days, to add features, changed features or delete features. No other industry can do that. E.g. in computer hardware. If you want a new product, it will take a year because you have to retrofit the supply chain, warehouse, and distribution channel. The third advantage is easy scalability. E.g. in software, if you want to add 1 million customers, you might have to hire 2 more engineers and a few employees. Now, if you are in the barbecue restaurant business, you want to add 1 million customers, you probably have to hire a few hundred employees. Fourth and lastly, software can be applied to make any other industry more efficient. Software is now the universal and ubiquitous business tools. In this eBook, I have plenty of examples from business data to customer relations, from hotel reservation to retails.

### 11.3 The 4 Big Trends:

The first big trend in 2015 is accelerating technological change. This is by far the most important trend in the world now and it creates almost unlimited opportunity for those willing to invest. An example of this is the new breed of startup accelerator (tech incubators have been around for a long time, tech accelerator is a relatively new phenomenon). The most famous of the accelerator is Y-Combinator and it had created 3 monstrously successful companies (Uber, Airbnb and Dropbox) in as short as 5 years.

The second big trend is business is now a race. There is now a race to create new products, add new features that customers like. Software offers this huge advantage. It is not only a tool, but it is a cheap tool and a speed tool. The third big trend is speed of knowledge obsolescent. As new ways of doing business are developed, old ways are quickly pushed towards extinction. So formerly great companies have died a quick death, sometimes as quick as 2 to 3 years. E.g. Kodak invented the digital camera, but is already out of business, as smart phones and GoPro became the new paradigm of taking pictures and video. Another example is Blockbuster Video. Like Kodak, it has ceased to exist. Software is the fastest and cheapest way to fight obsolescent. Again, this is because the 3 big advantages of cheapest, fastest and most adaptable. The fourth big trend is the trend towards collaboration, both within the company and across companies. Software, with its advantages of quick ubiquitous and easy distribution, will change. I view the biggest discovery of this book is collaboration, more than 80% of the greatest software companies have multiple founders, and about 20% have more than 4 or more founders.



#### **11.4 The Future Founders.**

This book is written with future founders of great software companies in mind. The world is both curious and eager for the Next Microsoft, the Next Google, the Next Facebook, the Next Alibaba or the Next Tencent. I have devoted most of this book to the stories of founders of these great software companies -- their strategy, their struggle for survival, their challenges and their success. I will end with a quote from Paul Graham of Y-Combinator on why founders are the best teachers.

“Like having a child, running a startup is the sort of experience that's hard to imagine unless you've done it yourself. The best source of advice for new founders is not professors or investors but other founders. Those on this list know things only a handful of people know.”