

Session #4

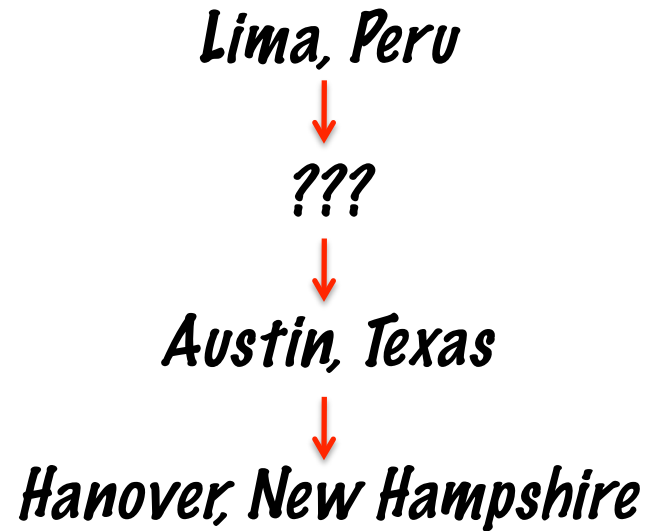


Founder Speakers Series

- **Focus on Founders and Entrepreneurs**
- **Successful, Serial Founders & Angels. From Different Places.**
- **Real Value and Lessons, No Fluff**
- **Bootstrapped (“nothing fancy”)**

Short Bio

- Born in Lima, Peru with American father and Swedish mother
- Graduated from Dartmouth (Economics, History) in 1991 and Northwestern (MBA) in 1997
- Boston Consulting Group (1997-2000)
- Orbitz (Jan. 2000-Dec. 2003)
- Kayak.com (Jan. 2004-Present)
 - Launched Kayak.com a few months after Orbitz went public
- Specialties: Luck, Bravado, **Bullshitting**



Timeline

**Orbitz Founded
(Nov. 1999)**



**Joined BCG
(1997)**

**9/11
(Sept. 2001)**

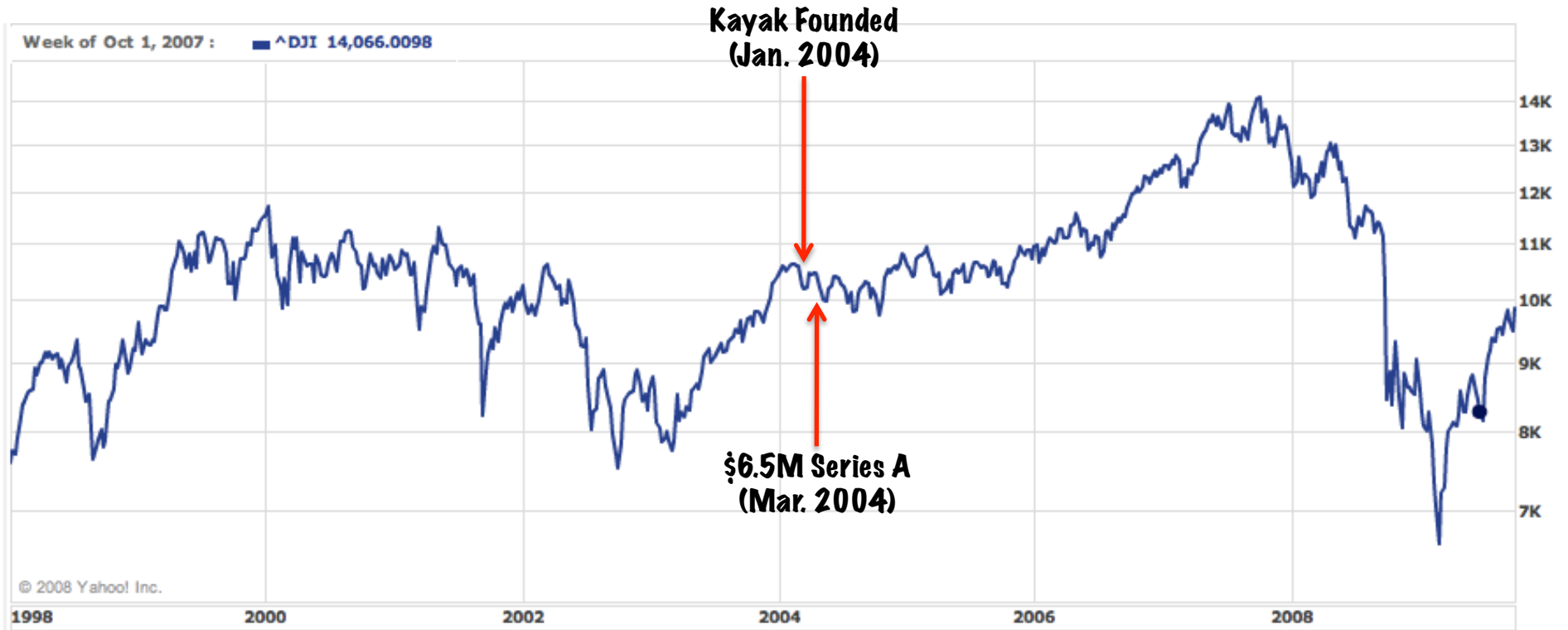
**Orbitz IPO
(Dec. 2003)**

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Legal Seafood

Timeline



“We won’t let Sequoia make a bad decision”
Kayak Series B preso

Timeline



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"Do you want to get married?"
Steve Hafner

Timeline



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“As a native Bostonian, I am also personally gratified to finally see an East Coast technology firm purchasing a West Coast counterpart”

Kayak’s CTO and co-founder Paul English

Timeline



\$60M
advertising
campaign
(Nov. 2009)

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Notable Quotes/Themes

- **“Pixel pusher”**
- **Never disagree, but argue a lot**
- **Manifest destiny**
- **“Not a single A- player”**
- **“Only advantage is velocity”**
- **“Value add” meetings**
- **Picking the board (marketing vs product vs board mgmt)**
- **Culture: transparent, industrious, technical, wicked aggressive, very competitive**
- **Customer service**
- **Cultural fit vs aptitude**
- **Three offices: Norwalk, CT; Concord, MA; and Santa Clara, CA**
- **Team first, customer second, product third**

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Housekeeping

- You can keep your badges
- Mondays or Wednesdays?
- **Spring 2010** Founder Speakers Series:
 - 1 Mark Walsh, GeniusRocket, Air America Radio, VerticalNet, and AOL
 - 2 Dave Moore and Mark E. Moran from 24/7 Real Media
 - 3 Someone from CA
 - 4 TBD