

URL: <https://stvp.stanford.edu/clips/business-plan-beliefs>

Founder Brent Constantz says his firm, Calera, has never had a written business plan. As a serial entrepreneur, Constantz has developed a few ideas about business plans: 1) Only competitors read business plans, and 2) A business plan is the only thing that is never going to happen.



## Transcript

I got hold of my old buddy, Vinod Khosla.. I heard he was working in the cleantech's basement, putting a company together quickly without a business plan.. So, Calera, which has raised somewhere near \$200 million, has never been a business plan.. What I would like to say about business plans is, number 1, the only people that read them are your competitors.. Number 2, they are the only thing that is never going to happen.. It's like when I play golf, I tell my partners, "If you want to be safe, go stand near the flag because I'm never going to hit it there."..