

# Notes

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## Introduction

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<sup>vi</sup> Peter Cohan and Srini Rangan, *Capital Rising: How Global Capital Flows Are Changing Business Systems All Around the World*, (Basingstoke, United Kingdom: Palgrave Macmillan, 2010).

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## Chapter I: What Is the Startup Common?

<sup>i</sup> The term startup refers to a company that starts small and intends to get big quickly—what The Kauffman Foundation refers to as a Gazelle. While so-called lifestyle startups with more modest ambitions are more widely dispersed geographically, Gazelles are concentrated in regions such as Silicon Valley and Boston/Cambridge.

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<sup>iv</sup> In Northern California, for example, consumer-focused Internet companies prefer to locate in San Francisco’s South of Market area; database companies put their headquarters near Oracle’s in Redwood City. Similarly, Boston is a popular location for its consumer-focused startups while enterprise software companies might locate in Route 495 communities such as Littleton and Chelmsford.

<sup>v</sup> P.S. Cohan and U. S. Rangan, “Capital Rising: How Global Capital Flows Are Changing Business Systems All Around the World,” Palgrave Macmillan, 2010.

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<sup>xxix</sup> Peter Cohan, “Buy Stock In Pillar Companies Like HubSpot, Wayfair, iRobot,” *Forbes*, July 7, 2017, <https://www.forbes.com/sites/petercohan/2017/07/12/buy-stock-in-pillar-companies-like-hubspot-wayfair-irobot/>

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## Chapter 2: Creating Pillar Companies

<sup>i</sup> For example, in the 1990s network equipment maker Cisco Systems acquired as many as 60 startups a year that had developed a product their customers wanted to buy but lacked a powerful salesforce. In this way, Cisco outsourced some new product development to these startups.

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## Chapter 3: Launching Startups from Universities

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