

The Founders Dilemmas Anticipating And Avoiding The Pitfalls That Can Sink A Startup The Kauffman Foundation Series On Innovation And Entrepreneurship

Entrepreneur's guide for starting and growing a business to a public listing

Now available in paperback—with a new preface and interview with Jessica Livingston about Y Combinator! *Founders at Work: Stories of Startups' Early Days* is a collection of interviews with founders of famous technology companies about what happened in the very earliest days. These people are celebrities now. What was it like when they were just a couple friends with an idea? Founders like Steve Wozniak (Apple), Caterina Fake (Flickr), Mitch Kapor (Lotus), Max Levchin (PayPal), and Sabeer Bhatia (Hotmail) tell you in their own words about their surprising and often very funny discoveries as they learned how to build a company. Where did they get the ideas that made them rich? How did they convince investors to back them? What went wrong, and how did they recover? Nearly all technical people have thought of one day starting or working for a startup. For them, this book is the closest you can come to being a fly on the wall at a successful startup, to learn how it's done. But ultimately these interviews are required reading for anyone who wants to understand business, because startups are business reduced to its essence. The reason their founders become rich is that startups do what businesses do—create value—more intensively than almost any other part of the economy. How? What are the secrets that make successful startups so insanely productive? Read this book, and let the founders themselves tell you.

A guide to the early decisions that can make or break startup ventures Often downplayed in the excitement of starting up a new business venture is one of the most important decisions entrepreneurs will face: should they go it alone, or bring in cofounders, hires, and investors to help build the business? More than just financial rewards are at stake. Friendships and relationships can suffer. Bad decisions at the inception of a promising venture lay the foundations for its eventual ruin. *The Founder's Dilemmas* is the first book to examine the early decisions by entrepreneurs that can make or break a startup and its team. Drawing on a decade of research, Noam Wasserman reveals the common pitfalls founders face and how to avoid them. He looks at whether it is a good idea to cofound with friends or relatives, how and when to split the equity within the founding team, and how to recognize when a successful founder-CEO should exit or be fired. Wasserman explains how to anticipate, avoid, or recover from disastrous mistakes that can splinter a founding team, strip founders of control, and leave founders without a financial payoff for their hard work and innovative ideas. He highlights the need at each step to strike a careful balance between controlling the startup and attracting the best resources to grow it, and demonstrates why the easy short-term choice is often the most perilous in the long term. *The Founder's Dilemmas* draws on the inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, while mining quantitative data on almost ten thousand founders. People problems are the leading cause of failure in startups. This book offers solutions.

At the beginning of every successful business is a well-thought-out and exceptionally prepared business plan that was written with one audience in mind—investors. But too many budding entrepreneurs have written their business's bible with a focus on details most important to managers or employees or even themselves, completely avoiding the questions most crucial to those who determine the fate of the business's genesis . . . its potential backers. *The Standout Business Plan* is an immensely practical and readable guide that shows readers how to create a business plan that not only speaks directly to investors and lenders but also makes it easy for them to say yes. Featuring case studies and examples of both what to do and what not to do, this invaluable book reveals how to:

- Include the vital information backers need, while leaving out extraneous filler that gets in the way
- Address key factors such as market demand, competition, and strategy
- Spell out the essence of your business proposition
- Outline resources and financial forecasts
- Assess risk from the backer's perspective
- Evaluate and improve the plan to ensure its success

Your business plan is too important to not get exactly right from the beginning. With the easy-to-follow guidance in *The Standout Business Plan*, now anyone can present a clear, concise, and convincing case that will win them the funding they need to succeed.

Bringing hard data to the way we think about entrepreneurial success, this bold call to action draws on the latest scientific evidence to dispel the most pervasive startup myths and light a path to entrepreneurship for those eclipsed by the hype. When you think of a successful entrepreneur, who comes to mind? Bill Gates? Mark Zuckerberg? Or maybe even Jesse Eisenberg, the man who played Zuckerberg in *The Social Network*? It may surprise you that most successful founders look very different from Zuckerberg or Gates. In fact, most startup origin stories are very different from the famous "unicorns" that have achieved valuations of over \$1 billion, from Facebook to Google to Uber. In *The Unicorn's Shadow: Combating the Dangerous Myths that Hold Back Startups, Founders, and Investors*, Wharton School professor Ethan Mollick takes us to the forefront of an empirical revolution in entrepreneurship. New data and better research methods have overturned the conventional wisdom behind what a successful founder looks like, how they succeed, and how the startup ecosystem works. Among the issues he examines: Which founders are most likely to succeed? Where do the best startup ideas come from? What's the most foolproof way of securing the funding needed to take a company to the next level? Should your sales pitch really be something out of Hollywood? What's the best way to grow and scale your company and create a thriving culture that won't hinder expansion? Mollick argues that entrepreneurship is too important, both for society and for the individuals who start companies, to be eclipsed by the shadows of unicorns. He shows we can democratize entrepreneurship—but only by following an evidence-based approach that puts to rest the false narratives that surround it.

Fully revised and expanded for the first time in a decade, this is Guy Kawasaki's classic, bestselling guide to launching and making your new product, service, or idea a success. Whether you're an aspiring entrepreneur, small-business owner, intrapreneur, or not-for-profit leader, there's no shortage of advice on topics such as innovating, recruiting, fund raising, and branding. In fact, there are so many books, articles, websites, blogs, webinars, and conferences that many startups get paralyzed, or they focus on the wrong priorities and go broke before they succeed. *The Art of the Start 2.0* solves that problem by distilling Guy Kawasaki's decades of experience as one of the most hardworking and irreverent strategists in the business world. Guy has totally overhauled this iconic, essential guide for anyone starting anything. It's 64 percent longer than version 1.0 and features his latest insights and practical advice about social media, crowdfunding, cloud computing, and many other topics. Guy understands the seismic changes in business over the last decade: Once-invulnerable market leaders are struggling. Many of the basics of getting established have become easier, cheaper, and more democratic. Business plans are no longer necessary. Social media has replaced PR and advertising as the key method of promotion. Crowdfunding is now a viable alternative to investors. The cloud makes basic infrastructure affordable for almost any new venture. *The Art of the Start 2.0* will show you how to effectively deploy all these new tools. And it will help you master the fundamental challenges that have not changed: building a strong team, creating an awesome product or service, and facing down your competition. As Guy likes to say, "Entrepreneur is a state of mind, not a job title." His book will help you make your crazy ideas stick, through an adventure that's more art than science – the art of the start.

The real-world secrets to startup success *Unicorn Tears* is the smart entrepreneur's guide to startups. A full 92% of startups fail in the first three years — but failure is not inevitable. Most of these companies self-sabotage, unconsciously eliminating any chance at success before they even get started. It's not the economy, it's not politics, it's not external factors; failure comes from within. This book shows you how to be one of the unicorns — one of the 8% who make it. Be prepared to un-learn everything you thought you knew about startups, as author Jamie Pride busts the harmful myths that lead so many companies to failure. Drawing upon his history as a venture capitalist, he reveals what investors want to see and hear, and what final factor puts your venture firmly into the "yes" column. Pride understands what matters in startups, and what gets in the way; his Hollywood Method for start-up success gives you a proven formula based on the tried-and-true

framework Hollywood uses to make movies that succeed around the globe. Case studies illustrate what success looks like on the ground, and brings a global perspective to successful entrepreneurship and the strategies that help your business grow. Learn the truth behind the eight myths of startups Adopt a proven formula for success based on Hollywood blockbusters Craft a winning pitch to bring investors — and capital — over to your side Gain real-world perspective on startups and future trends Everyone wants their business to succeed, but wanting means nothing without a solid plan and the means to implement it. Unicorn Tears helps you set yourself up for success, and gives you the tools to forge your path to the top.

A Washington Post Bestseller Three Principles for Managing—and Avoiding—the Problems of Growth Why is profitable growth so hard to achieve and sustain? Most executives manage their companies as if the solution to that problem lies in the external environment: find an attractive market, formulate the right strategy, win new customers. But when Bain & Company's Chris Zook and James Allen, authors of the bestselling Profit from the Core, researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing distance from the front lines, loss of accountability, proliferating processes and bureaucracy, to name only a few. What's more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed properly, stifle the ability to grow further—and can actively lead to decline. The key insight from Zook and Allen's research is that managing these choke points requires a "founder's mentality"—behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to customers: • An insurgent's clear mission and purpose • An unambiguous owner mindset • A relentless obsession with the front line Based on the authors' decade-long study of companies in more than forty countries, The Founder's Mentality demonstrates the strong relationship between these three traits in companies of all kinds—not just start-ups—and their ability to sustain performance. Through rich analysis and inspiring examples, this book shows how any leader—not only a founder—can instill and leverage a founder's mentality throughout their organization and find lasting, profitable growth.

Get the real guidance you need to create and build your first startup company from founders who have been there many times before. The first run printing of The Startup Playbook SOLD OUT! So, we revised, expanded, and improved this second edition, including a new foreword by Brad Feld, author of Venture Deals. We still give our personal, how-to guide for building your startup from the ground up. You'll find a collection of the major lessons and shortcuts we've learned that will shift the odds in your favor. We're sharing our tips, secrets, and advice in a frank, founder-to-founder discussion with you. We make no bones about our bias. We're on your side, the founder's side. While venture capitalists, investors, and accelerators/incubators can add great value in the startup ecosystem, this book isn't about their points of view. We'll tell you where our interests as founders diverge from those on the other side of the table—investors, bankers, advisors, board members, and others—and what to do when that happens. The Startup Playbook is not a recipe, it's not a template, it's not a list of tasks to do. It's our insider's guide to starting a company and running it successfully in those critical early months. Between us, we've started over a dozen high-tech software companies and raised over \$500 million in investment capital. We've acquired over thirty-five companies, had three of our startups go public, sold six of them, and we made billions of dollars for shareholders. We've also invested in over eighty startups, advised and mentored over two hundred companies and actively worked with venture capitalists (VCs), incubators, and accelerators to help launch many other new startups. We've had plenty of failures, too. And we've probably learned more from those than from the successes. We share those lessons as well. The Startup Playbook is full of our advice, guidance, do's, and don'ts from our years of experience as founders many times. We want to share our hard-earned knowledge with you to make success easier for you to achieve. "This book is extraordinarily fresh and exciting. In an accessible, straight talk fashion, this book is a manual, and an inspiration. The Startup Playbook is smart and avoids the 'I am so smart' over-writing endemic to the genre. Read this as it is presented. You'll be doing yourself a tremendous favor." —Amazon Reviewer After two decades of research on founders, a best-selling book on the subject, and experience teaching and mentoring thousands of students in this field, Noam Wasserman is a prominent authority on startups. Hearing from countless readers and students that his insights helped them with important life decisions, beyond the incubator and boardroom, Wasserman brings us a new book that applies to everyday life his research on the methods of successful startup founders. Like entrepreneurs, we all deal with uncertainty, tough decision-making, and necessary problem-solving. Whether we freelance or work for large organizations, whether we're married or single, have kids or not, we must be able to think on our feet, assess risks and opportunities, and recruit others to help us navigate them. This book offers important advice for envisioning change in our lives—from contemplating the next step in a relationship to making a radical career move—and managing changes to which we've already committed. We can learn to recognize our own well-worn patterns and keep our tendencies and habits in check, recruit a personal taskforce—our own board of directors—to advise us, and plan ahead for growth. With his extensive database of entrepreneurship case studies—from Pandora to Twitter to Nike—complemented with data on 20,000 founders, Wasserman is able to go deeply into the entrepreneurial mindset and show us how startups provide specific lessons for crafting our most successful lives.

Two intelligence experts with unique access to inside sources reveal the fascinating story behind the evolution of America's new, effective approach to counterterrorism

You're only a startup CEO once. Do it well with Startup CEO, a "master class in building a business." —Dick Costolo, Former CEO, Twitter Being a startup CEO is a job like no other: it's difficult, risky, stressful, lonely, and often learned through trial and error. As a startup CEO seeing things for the first time, you're likely to make mistakes, fail, get things wrong, and feel like you don't have any control over outcomes. Author Matt Blumberg has been there, and in Startup CEO he shares his experience, mistakes, and lessons learned as he guided Return Path from a handful of employees and no revenues to over \$100 million in revenues and 500 employees. Startup CEO is not a memoir of Return Path's 20-year journey but a thoughtful CEO-focused book that provides first-time CEOs with advice, tools, and approaches for the situations that startup CEOs will face. You'll learn: How to tell your story to new hires, investors, and customers for greater alignment How to create a values-based culture for speed and engagement How to create business and personal operating systems so that you can balance your life and grow your company at the same time How to develop, lead, and leverage your board of directors for greater impact How to ensure that your company is bought, not sold, when you exit

Startup CEO is the field guide every CEO needs throughout the growth of their company.

To win in business requires a winning business plan. To write a winning business plan requires reading Garrett Sutton's dynamic book on the topic. Writing Winning Business Plans provides the insights and the direction on how to do it well and do it right. Rich Dad/Poor Dad author Robert Kiyosaki says, "The first step in business is a great business plan. It must be a page turner that hooks and holds a potential investor. Garrett Sutton's Writing Winning Business Plans is THE book for key strategies on preparing winning plans for both business and real estate ventures. Crisply written and featuring real life illustrative stories, Writing Winning Business Plans discusses all the key elements for a successful plan. Topics include focusing your business vision, understanding your financials and analyzing your competition. Also covered are how to really use your business plan as a tool and how to attract funding for your new or existing businesses. As business plan competitions become more popular around the world Writing Winning Business Plans also discusses how to enter and how to win these ever more lucrative contests. In addition, how to quickly interest a potential investor, also known as the elevator pitch, is explained. And, as opportunities arise around the world, how to present your plan in various countries is explored. Writing Winning Business Plans is the complete compendium for this essential business rite of passage – preparing a winning plan.

A predictable pattern of success Entrepreneurs who have read early drafts of The Start-Up J Curve responded, "I wish I had this book years ago." A start-up unfolds in a predictable pattern; the more aware entrepreneurs are of this pattern, the better able they will be to capitalize on it. Author Howard Love calls this pattern the start-up J Curve: The toughest part of the endeavor is the time between the actual start of a new business and when the product and model are firmly established. The Start-Up J Curve gives entrepreneurs the tools they need to get through the early challenges so they can reach the primary value creation that lies beyond. Love brings thirty-five years of start-up experience to this comprehensive guide to starting a business. He outlines the six predictable stages of start-up growth and details the activities that should be undertaken at each stage to ensure success and to avoid common pitfalls. Instead of feeling lost and confused after a setback, start-up founders and investors can anticipate the challenges, overcome the obstacles, and ride the curve to the top.

Childhood stories of family, country and belonging What is it like to grow up Aboriginal in Australia? This anthology, compiled by award-winning author Anita Heiss, showcases many diverse voices, experiences and stories in order to answer that question. Accounts from well-known authors and high-profile identities sit alongside those from newly discovered writers of all ages. All of the contributors speak from the heart – sometimes calling for empathy, oftentimes challenging stereotypes, always demanding respect. This groundbreaking collection will enlighten, inspire and educate about the lives of Aboriginal people in Australia today. Contributors include: Tony Birch, Deborah Cheetham, Adam Goodes, Terri Janke, Patrick Johnson, Ambelin Kwaymullina, Jack Latimore, Celeste Liddle, Amy McQuire, Kerry Reed-Gilbert, Miranda Tapsell, Jared Thomas, Aileen Walsh, Alexis West, Tara June Winch, and many, many more.

Often downplayed in the excitement of starting up a new business venture is one of the most important decisions entrepreneurs will face: should they go it alone, or bring in cofounders, hires, and investors to help build the business? More than just financial rewards are at stake. Friendships and relationships can suffer. Bad decisions at the inception of a promising venture lay the foundations for its eventual ruin. The Founder's Dilemmas is the first book to examine the early decisions by entrepreneurs that can make or break a startup and its team. Drawing on a decade of research, Noam Wasserman reveals the common pitfalls founders face and how to avoid them. He looks at whether it is a good idea to cofound with friends or relatives, how and when to split the equity within the founding team, and how to recognize when a successful founder-CEO should exit or be fired. Wasserman explains how to anticipate, avoid, or recover from disastrous mistakes that can splinter a founding team, strip founders of control, and leave founders without a financial payoff for their hard work and innovative ideas. He highlights the need at each step to strike a careful balance between controlling the startup and attracting the best resources to grow it, and demonstrates why the easy short-term choice is often the most perilous in the long term. The Founder's Dilemmas draws on the inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, while mining quantitative data on almost ten thousand founders. People problems are the leading cause of failure in startups. This book offers solutions.

A definitive book for any CEO—first time or otherwise—of a high-growth company While big company CEOs are usually groomed for the job for years, startup CEOs aren't—and they're often young and relatively inexperienced in business in general. Author Matt Blumberg, a technology and marketing entrepreneur, knows this all too well. Back in 1999, he started a company called Return Path, which later became the driving force behind the creation of his blog, OnlyOnce—because "you're only a first time CEO once." Now, more than a decade later, he's written Startup CEO. As the fifth book in the StartUp Revolution series, this reliable resource is based on Blumberg's experience as a startup CEO and covers a number of issues he's faced over the dozen years he's been a CEO. Offers valuable insights into how the CEO sets the overall vision and strategy of the company and communicates it to all stakeholders Discusses how to build a company's human capital by recruiting, hiring, and retaining the very best talent Examines how a CEO must align available resources with the company's strategy in order to ensure success Addresses what it takes to master the "How" of being a CEO—from leading an executive team to managing in any type of market Engaging and informative, this book is essential reading for any, and every, CEO.

The Los Angeles Times and USA Today bestseller! Wise, practical, and profitable letters to entrepreneurs, leaders, managers, and business owners in every field—from a leading executive, investor, and business founder More than 600,000 new businesses are launched each year. How can a start-up find the funding it needs to survive? When, if at all, should a company go public? How does an entrepreneur build and manage a workplace—and create a lasting legacy? Maynard Webb has helped found, fund, and grow dozens of successful companies, and has driven strategic change at

Salesforce, eBay, Everwise, and Visa, among other worldwide corporations. Known for offering savvy insight, encouragement, and a dose of reality in the form of engaging personal letters to a select group of business leaders, Webb now shares his lessons with the rest of America's aspiring entrepreneurs—at any age and stage in their careers—in Dear Founder. Featuring more than eighty inspiring, informative, and instructive letters, Dear Founder is rich with sound advice on an array of business topics, from turning your idea into a reality to building a culture, to reaching key financial goals. This book is an indispensable guide to navigating the realities, risks, and rewards of being your own boss—and founding the company of your dreams.

The essential companion to the book that revolutionized entrepreneurship Disciplined Entrepreneurship Workbook provides a practical manual for working the 24-step framework presented in Disciplined Entrepreneurship. Unlocking key lessons and breaking down the steps, this book helps you delve deeper into the framework to get your business up and running with a greater chance for success. You'll find the tools you need to sharpen your instinct, engage your creativity, work through hardship, and give the people what they want—even if they don't yet know that they want it. Real-world examples illustrate the framework in action, and case studies highlight critical points that can make or break you when your goal is on the line. Exercises and assessments help you nail down your strengths, while pointing out areas that could benefit from reinforcement—because when it comes to your business, "good enough" isn't good enough—better is always better. Disciplined Entrepreneurship transformed the way that professionals think about starting a company, and this book helps you dig into the proven framework to make your business dreams a reality. Delve deeper into the 24 steps to success Innovate, persevere, and create the product people want Internalize lessons learned from real-world entrepreneurs Test your understanding with exercises and case studies The book also includes new material on topics the author has found to be extremely useful in getting the most value out of the framework including Primary Market Research, Windows of Opportunity and Triggers. The book also introduces the Disciplined Entrepreneurship Canvas to track your progress on this journey. Starting a company is a serious undertaking, with plenty of risk and sacrifice to go around—so why not minimize the risk and make the outcome worth the sacrifice? Author Bill Aulet's 24-step framework is proven to build a successful business; the key is in how well you implement it. Disciplined Entrepreneurship Workbook helps you master the skills, tools, and mindset you need to get on your path to success.

A new product, a new service, a new company, a new division, a new anything - where there's a will, Kawasaki shows the way with his essential steps to launching one's dreams.

How can management be developed to create the greatest wealth for society as a whole? This is the question Peter Drucker sets out to answer in Innovation and Entrepreneurship. A brilliant, mould-breaking attack on management orthodoxy it is one of Drucker's most important books, offering an excellent overview of some of his main ideas. He argues that what defines an entrepreneur is their attitude to change: 'the entrepreneur always searches for change, responds to it and exploits it as an opportunity'. To exploit change, according to Drucker, is to innovate. Stressing the importance of low-tech entrepreneurship, the challenge of balancing technological possibilities with limited resources, and the organisation as a learning organism, he concludes with a vision of an entrepreneurial society where individuals increasingly take responsibility for their own learning and careers. With a new foreword by Joseph Maciariello

What are you waiting for? Whether you're dreaming about starting a business, learning about entrepreneurship or on the brink of creating a new opportunity right now, don't wait. Open this updated bestseller. Inside you'll find everything you need, including: a new and popular way to learn about and to practice entrepreneurship. new practical exercises, questions and activities for each step in your process. specific principles derived from the methods of expert entrepreneurs. over seventy updated case briefs of entrepreneurs across industries, locations and time. new applications to social entrepreneurship, technology and to large enterprises. plentiful connections to current and foundational research in the field (Research Roots) brand new chapter on "The Ask" - strategies for initiating the process of co-creating with partners data that will challenge conventional entrepreneurship wisdom a broader perspective on the science of entrepreneurship In this vibrant updated edition, you will find these ideas presented in the concise, modular, graphical form made popular in the first edition, perfect for those learning to be entrepreneurs or those already in the thick of things. If you want to learn about entrepreneurship in a way that emphasizes action, this new edition is vital reading. If you have already launched your entrepreneurial career and are looking for new perspectives, take the effectual entrepreneurship challenge! this book is for you. If you feel that you are no longer creating anything novel or valuable in your day job, and you're wondering how to change things, this book is for you. Anyone using entrepreneurship to create the change they want to see in the world will find a wealth of thought-provoking material, expert advice and practical techniques in these pages and on the accompanying website: www.effectuation.org So, what are you waiting for?

The best entrepreneurs balance brilliant business ideas with a rigorous commitment to serving their customers' needs. If you read nothing else on entrepreneurship and startups, read these 10 articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you build your company for enduring success. Leading experts and practitioners such as Clayton Christensen, Marc Andreessen, and Reid Hoffman provide the insights and advice that will inspire you to: Understand what makes entrepreneurial leaders tick Know what matters in a great business plan Adopt lean startup practices such as business model experimentation Be prepared for the race for scale in Silicon Valley Better understand the world of venture capital--and know what you'll get along with VC funding Take an alternative approach to entrepreneurship: buy an existing business and run it as CEO This collection of articles includes "Hiring an Entrepreneurial Leader," by Timothy Butler; "How to Write a Great Business Plan," by William A. Sahlman; "Why the Lean Start-Up Changes Everything," by Steve Blank; "The President of SRI Ventures on Bringing Siri to Life," by Norman Winarsky; "In Search of the Next Big Thing," an interview with Marc Andreessen by Adi Ignatius; "Six Myths About Venture Capitalists," by Diane Mulcahy;

"Chobani's Founder on Growing a Start-Up Without Outside Investors," by Hamdi Ulukaya; "Network Effects Aren't Enough," by Andrei Hagiu and Simon Rothman; "Blitzscaling," an interview with Reid Hoffman by Tim Sullivan; "Buying Your Way into Entrepreneurship," by Richard S. Ruback and Royce Yudkoff; and "The Founder's Dilemma," by Noam Wasserman.

Has Europe's extraordinary postwar recovery limped to an end? It would seem so. The United Kingdom, Belgium, France, Italy, and former Soviet Bloc countries have experienced ethnic or religious disturbances, sometimes violent. Greece, Ireland, and Spain are menaced by financial crises. And the euro is in trouble. In *The End of the West*, David Marquand, a former member of the British Parliament, argues that Europe's problems stem from outdated perceptions of global power, and calls for a drastic change in European governance to halt the continent's slide into irrelevance. Taking a searching look at the continent's governing institutions, history, and current challenges, Marquand offers a disturbing diagnosis of Europe's ills to point the way toward a better future. Exploring the baffling contrast between postwar success and current failures, Marquand examines the rebirth of ethnic communities from Catalonia to Flanders, the rise of xenophobic populism, the democratic deficit that stymies EU governance, and the thorny questions of where Europe's borders end and what it means to be European. Marquand contends that as China, India, and other nations rise, Europe must abandon ancient notions of an enlightened West and a backward East. He calls for Europe's leaders and citizens to confront the painful issues of ethnicity, integration, and economic cohesion, and to build a democratic and federal structure. A wake-up call to those who cling to ideas of a triumphalist Europe, *The End of the West* shows that the continent must draw on all its reserves of intellectual and political creativity to thrive in an increasingly turbulent world, where the very language of "East" and "West" has been emptied of meaning. In a new preface, Marquand analyzes the current Eurozone crisis--arguing that it was inevitable due to the absurdity of combining monetary union with fiscal disunion--and raises some of the questions Europe will have to face in its recovery.

In their startling new book, authors Brown and Eisenhardt contend that to prosper in today's fiercely competitive business environments, a new paradigm--competing on the edge--must be implemented as a new survival strategy. This book focuses on specific management dilemmas and illustrates solutions that work when the name of the game is change.

The one primer you need to develop your entrepreneurial skills. Whether you're imagining your new business to be the next big thing in Silicon Valley, a pivotal B2B provider, or an anchor in your local community, the HBR Entrepreneur's Handbook is your essential resource for getting your company off the ground. Starting an independent new business is rife with both opportunity and risk. And as an entrepreneur, you're the one in charge: your actions can make or break your business. You need to know the tried-and-true fundamentals--from writing a business plan to getting your first loan. You also need to know the latest thinking on how to create an irresistible pitch deck, mitigate risk through experimentation, and develop unique opportunities through business model innovation. The HBR Entrepreneur's Handbook addresses these challenges and more with practical advice and wisdom from Harvard Business Review's archive. Keep this comprehensive guide with you throughout your startup's life--and increase your business's odds for success. In the HBR Entrepreneur's Handbook you'll find: Step-by-step guidance through the entrepreneurial process Concise explanations of the latest research and thinking on entrepreneurship from Harvard Business Review contributors such as Marc Andreessen and Reid Hoffman Time-honed best practices Stories of real companies, from Airbnb to eBay You'll learn: Which skills and characteristics make for the best entrepreneurs How to gauge potential opportunities The basics of business models and competitive strategy How to test your assumptions--before you build a whole business How to select the right legal structure for your company How to navigate funding options, from venture capital and angel investors to accelerators and crowdfunding How to develop sales and marketing programs for your venture What entrepreneurial leaders must do to build culture and set direction as the business keeps growing HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, real-life stories, and concise explanations of research published in Harvard Business Review, each comprehensive volume helps you to stand out from the pack--whatever your role.

"Based on in-depth interviews with more than 200 leading entrepreneurs, [including the founders of LinkedIn, Chipotle, eBay, Under Armour, Tesla Motors, SpaceX, Spanx, Airbnb, PayPal, JetBlue, Gilt Group, Theranos, and Dropbox], a business executive and senior fellow at [the Harvard Kennedy School] identifies the six essential disciplines needed to transform your ideas into real-world successes, whether you're an innovative manager or an aspiring entrepreneur"--

* Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. *As you read this summary, you will see that the founding decisions of a young company define its entire future. *You will also discover that : a large part of a company's challenges are related to its team and its internal structure; the first decisions should not be taken lightly, because it is very difficult to go back on them afterwards; the choice of the actors to be involved and the role that will be reserved for them determine the resources that the company will have at its disposal; two main motivations influence decision-making: the search for control or profitability. *The creation of a company is an adventure with many unknowns. Numerous studies have been conducted to judge the most productive business strategies, but external factors are not the only agents of success or failure. A company is not just an offer, it is above all a team and a structure. Each of the first decisions, affecting employees, represents a turning point for a young start-up. They must therefore be well thought out and coherent. *Buy now the summary of this book for the modest price of a cup of coffee!

"Become Your Own Boss is a must-read if you're thinking of launching a business of your own." --Jean Chatzky, bestselling author of *Money 911* and Financial Editor, NBC Today Create a successful business this year! Written by America's #1 Small Business Expert, this essential handbook shows you how to launch your own business in just twelve months. Using her years of experience in business development, Melinda Emerson guides you through the process with step-by-step instructions for developing an effective marketing plan, setting a budget, and maintaining your business once it's up and running. She also offers brand-new strategies for obtaining financing through means like crowdsourcing as well as social media techniques that help build your business--all of which has been updated for today's market. With Emerson's expert business advice, you will finally follow your dreams and become your own boss!

Management is a discipline that can be learned from study. A large and diverse set of academic management research, often

accessible only to academics, has practical, actionable implications to help in managing an organization today. Unlocking the Ivory Tower addresses the major components of academic business literature: strategy, leadership, entrepreneurship, organizational theory, international business, innovation, and finance. Doctors Ball and LiPuma act as field guides and interpreters, bridging the divide between scholarship and practice, and distilling each research contribution into a brief outline while preserving the message of that thinker. They also provide context regarding how the particular contribution fits into the rest of the field, and how it can be applied in the real world. The result is a rich book that covers a lot of ground and provides a basis for understanding the major schools of thought in primary management fields. Today's managers are faced with responsibilities for functional and staff management, as well as developing strategies for growth, leading teams, and staying competitive in evolving industries and markets globally—the range of knowledge and skills required by corporate managers requires the breadth of readily applicable concepts present in this book. Eric and Joe have helped create, develop, and run organizations. They both have executive experience in finance, mergers and acquisitions, and entrepreneurship in international contexts. Each also has invested time publishing in academic journals and teaching business school students in different countries. These authors live in the middle ground as practical academics. Unlocking the Ivory Tower is light on anecdotes and heavy on actionable research results, making it an essential reference for both managers and students. This book can serve as an education for those who did not pursue a management degree, a refresher course for those who did, or a way to expand beyond the concepts taught in many MBA programs. In particular, Eric and Joe provide a means for managers to reassess and extend their academic knowledge in the context of their professional experience, and for management students to review the major concepts and put them into context with each other. Edited by Anna F. Doherty and Leslie F. Peters of Together Editing & Design, www.togetherediting.com.

What avoidable problem destroys more young startups than any other? Why is it a mistake to ask for introductions to investors? When do you play the CEO card? Should you sell out? Author and four-time founder/CEO Dan Shapiro tells the stories of dozens of startups whose companies lived and died by the advice in these pages. From inception to destruction and triumph to despair, this rollercoaster read takes aspiring entrepreneurs from the highs of billion-dollar payouts and market-smashing success to the depths of impostor syndrome and bankruptcy. Hot Seat is divided into the five phases of the startup CEO experience: Founding explains how to formulate your idea, allocate equity, and not argue yourself to death Funding provides the keys to venture capital, angels, and crowdfunding, plus clear advice on which approach to choose Leadership lays out a path to build a strategy and culture for your team that will survive good times and bad Management reveals how to manage your board, argue with your team, and play the CEO card Endgame explains how to finish a company's existence with grace, wealth, and minimal litigation Slicing Pie outlines a simple process for making sure that the founders and early employees of a start-up company get their fair share of the equity. You will learn: How to value the time and resources an individual brings to the company relative to the contributions of others ; The right way to value intangible things like ideas and relationships ; What to do when a founder leaves your company ; How to handle equity when you have to fire someone. (4e de couv.).

The Founder's Dilemmas examines how early decisions by entrepreneurs can make or break a startup and its team. Drawing on a decade of research, including quantitative data on almost ten thousand founders as well as inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, Noam Wasserman reveals the common pitfalls founders face and how to avoid them.

In a world where entrepreneurial success often seems deceptively accessible, it is not always clear what makes a person entrepreneurial. In this book, Dimo Dimov offers a reflective insight into the entrepreneurial journey, striking up a conversation about entrepreneurship in order to challenge and untangle existing preconceptions. A discussion of challenges and tensions such as idea versus opportunity, genius versus lunatic, and skill versus luck forms the foundation of the book, while the second part offers actions and considerations which can help the reader to seek opportunities in a fractious environment. The final part of the text focuses on the collective spirit in entrepreneurship, arising from the interplay between participation and outcomes. The author brings a succinct diversity to the field, making this book essential reading for undergraduate and postgraduate students on entrepreneurship courses, as well as scholars, researchers, and practitioners looking for a new perspective on entrepreneurship.

Entrepreneurs drive the future, and the last several decades have been a thrilling ride of astounding, far-reaching innovation. Behind this transformative progress are also the venture capitalists - who are at once the investors, coaches and allies of the entrepreneurs. William H. Draper III knows this story first-hand, because as a venture capitalist, he helped write it. For more than 40 years, Bill Draper has worked with top entrepreneurs in fabled Silicon Valley, where today's vision is made into tomorrow's reality. The Startup Game is the first up-close look at how the relationship between venture capitalists and entrepreneurs is critical to enhancing the success of any economy. From a venture capitalist who saw the potential of Skype, Apollo Computer, Hotmail, OpenTable, and many other companies, come firsthand stories of success. In these pages, Draper explores how to evaluate innovative ideas and the entrepreneurs behind those ideas, and he shares lessons from Yahoo, Zappos, Baidu, Tesla Motors, Activision, Measurex, and more. Also, in revealing his on-the-ground account of how Deng Xiaoping brought China roaring into the modern world and how Manmohan Singh unlocked the creative genius of Indian entrepreneurs, Draper stresses the essential value of farsighted political leadership in creating opportunity. The author also discusses his efforts to bring best practices of the venture capitalist/entrepreneur partnership to the social sector. Written in an engaging narrative, and incorporating many of the author's personal experiences, this book provides a much-needed look at how the world of venture capital and entrepreneurship works.

University start-ups are unique in the world of business and entrepreneurship, translating research conducted at and owned by universities into market-ready products--a complex process that requires a combination of scientific, technical, legal, business, and financial skills to be successful. Start-ups have the potential to generate revenue for universities, enhance faculty recruitment and retention, create jobs, and create investment opportunities for venture capitalists and entrepreneurs. Research to Revenue presents the first-ever comprehensive guide to understanding, starting, and managing university startups. By systematically describing the process of translating academic research into commercial

enterprises, Don Rose and Cam Patterson give a thorough, process-oriented, and practical set of guidelines that cover not only best practices but also common--and avoidable--mistakes. They detail the key factors and components that contribute to a successful start-up, explain what makes university start-ups unique, delineate the steps of building and managing them, and describe how to foster and maintain start-ups at a university. Written for faculty and staff working on campus, tech-transfer officers, university administrators, and venture capitalists unfamiliar with university structures, *Research to Revenue* ensures that any reader unfamiliar with technology commercialization and entrepreneurship will understand the fundamentals of the process, including intellectual property rights, fund-raising, and business models. This work is an invaluable resource for the successful formation and well-managed operation of university start-ups.

An engaging guide to excelling in today's venture capital arena Beginning in 2005, Brad Feld and Jason Mendelson, managing directors at Foundry Group, wrote a long series of blog posts describing all the parts of a typical venture capital Term Sheet: a document which outlines key financial and other terms of a proposed investment. Since this time, they've seen the series used as the basis for a number of college courses, and have been thanked by thousands of people who have used the information to gain a better understanding of the venture capital field. Drawn from the past work Feld and Mendelson have written about in their blog and augmented with newer material, *Venture Capital Financings* puts this discipline in perspective and lays out the strategies that allow entrepreneurs to excel in their start-up companies. Page by page, this book discusses all facets of the venture capital fundraising process. Along the way, Feld and Mendelson touch on everything from how valuations are set to what externalities venture capitalists face that factor into entrepreneurs' businesses. Includes a breakdown analysis of the mechanics of a Term Sheet and the tactics needed to negotiate Details the different stages of the venture capital process, from starting a venture and seeing it through to the later stages Explores the entire venture capital ecosystem including those who invest in venture capitalist Contain standard documents that are used in these transactions Written by two highly regarded experts in the world of venture capital The venture capital arena is a complex and competitive place, but with this book as your guide, you'll discover what it takes to make your way through it.

Anyone can start a business. But only leaders cansucceed. Most entrepreneurs know the long odds: only a fraction of themwill lead their enterprises through the rocky stages of growth tolaunch self-sustaining companies. Very few know how to outflank thefailures that await them at every turn, including the mostpainful—being abandoned by key members of their team orgetting pushed out by their board just as their business starts togenerate real value. Derek Lidow is on a mission to improve these odds and changethese outcomes. Throughout his long career—as CEO, innovator,and entrepreneur—he has tested virtually every aspect oflaunching a business. Lidow now argues that success is far lessdependent upon a firm's idea or any grand strategy than it isupon something more personal: leadership. Emerging companies havespecific leadership requirements, stage by fast-moving stage. Fewfounders have been able to leverage the tremendous power of thisunderrecognized reality—until now. *Startup Leadership* demonstrates how founders can adoptthe skills that are required at each stage of their journey.Whether you are at the idea stage or managing a more matureenterprise, you can start to recognize the fundamental conflict:how to balance your selfish drives with the more selflessleadership required by the organization at any given time. The bookshows you how to achieve this balance by:

- Assessing your unique motivations, traits, and skills
- Creating a personal leadership strategy that leverages yourstrengths and mitigates your weaknesses
- Mastering how to lead teams, including boards
- Understanding the five prerequisites for driving change
- Taking control of your inevitable crises, thereby strengtheningyour team and your leadership

With Lidow's help, you will learn how to become thestartup leader your business needs, and you'll move forwardwith your plans with greater confidence and success.

Note from the Author Hi, my name is Dharmesh, and I'm a startup addict. And, chances are, if you're reading this, you have at least a mild obsession as well. This book is based on content from the OnStartups.com blog. The story behind how the blog got started is sort of interesting—but before I tell you that story, it'll help to understand my earlier story. As a professional programmer, I used to work in a reasonably fun job doing what I liked to do (write code). Eventually, I got a little frustrated with it all, so at the ripe old age of 24, I started my first software company. It did pretty well. It was on the Inc. 500 list of fastest growing companies three times. It reached millions of dollars of sales and was ultimately acquired. I ran that first company for over 10 years working the typical startup hours. When I sold that company, I went back to school to get a master's degree at MIT. I've always enjoyed academics, and I figured this would be a nice "soft landing" and give me some time to figure out what I wanted to do with my life. As part of my degree requirements, I had to write a graduate thesis. I titled my thesis "On Startups: Patterns and Practices of Contemporary Software Entrepreneurs." And, as part of that thesis work, I wanted to get some feedback from some entrepreneurs. So, I figured I'd start a blog. I took the first two words of the thesis title, "On Startups," discovered that the domain name OnStartups.com was available, and was then off to the races. The blog was launched on November 5, 2005. Since then, the blog and associated community have grown quite large. Across Facebook, LinkedIn, and email subscribers, there are over 300,000 people in the OnStartups.com audience. This book is a collection of some of the best articles from over 7 years of OnStartups.com. The articles have been topically organized and edited. I hope you enjoy them.

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