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Entrepreneurs Handbook Everything You Need To
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Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

“A must read for every aspiring entrepreneur. A clear guide to effective and realistic selling for those with a “big idea” who wish to achieve success for their products and to avoid costly and ineffective pitfalls in their quest. The framework balances entrepreneurs’ creativity with a foundation of solid business principles.”

--Jim McCann, Founder, 1-800-FLOWERS

Judging by all the hoopla surrounding business plans, you'd think the only things standing between would-be entrepreneurs and spectacular success are glossy five-color charts, bundles of meticulous-looking spreadsheets, and decades of month-by-month financial projections. Yet nothing could be further from the truth. In fact, often the more elaborately crafted a business plan, the more likely the venture is to flop. Why? Most plans waste too much ink on numbers and devote too little to information that really matters to investors. The result?

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Investors discount them. In *How to Write a Great Business Plan*, William A. Sahlman shows how to avoid this all-too-common mistake by ensuring that your plan assesses the factors critical to every new venture: The people—the individuals launching and leading the venture and outside parties providing key services or important resources The opportunity—what the business will sell and to whom, and whether the venture can grow and how fast The context—the regulatory environment, interest rates, demographic trends, and other forces shaping the venture's fate Risk and reward—what can go wrong and right, and how the entrepreneurial team will respond Timely in this age of innovation, *How to Write a Great Business Plan* helps you give your new venture the best possible chances for success.

A timeless classic of economic theory that remains fascinating and pertinent today, this is Frank Knight's famous explanation of why perfect competition cannot eliminate profits, the important differences between "risk" and "uncertainty," and the vital role of the entrepreneur in profitmaking. Based on Knight's PhD dissertation, this 1921 work, balancing theory with fact to come to stunning insights, is a distinct pleasure to read. FRANK H. KNIGHT (1885-1972) is considered by some the greatest American scholar of economics of the 20th century. An economics professor at the University of Chicago from 1927 until 1955, he was one of the founders of the Chicago school of economics, which influenced Milton Friedman and George Stigler. This business classic features straight-talking advice you'll never hear in school. Featuring a new foreword by

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Ariel Emanuel and Patrick Whitesell Mark H.

McCormack, one of the most successful entrepreneurs in American business, is widely credited as the founder of the modern-day sports marketing industry. On a handshake with Arnold Palmer and less than a thousand dollars, he started International Management Group and, over a four-decade period, built the company into a multimillion-dollar enterprise with offices in more than forty countries. To this day, McCormack's business classic remains a must-read for executives and managers at every level. Relating his proven method of "applied people sense" in key chapters on sales, negotiation, reading others and yourself, and executive time management, McCormack presents powerful real-world guidance on

- the secret life of a deal
- management philosophies that don't work (and one that does)
- the key to running a meeting—and how to attend one
- the positive use of negative reinforcement
- proven ways to observe aggressively and take the edge
- and much more

Praise for What They Don't Teach You at Harvard Business School "Incisive, intelligent, and witty, What They Don't Teach You at Harvard Business School is a sure winner—like the author himself. Reading it has taught me a lot."—Rupert Murdoch, executive chairman, News Corp, chairman and CEO, 21st Century Fox "Clear, concise, and informative . . . Like a good mentor, this book will be a valuable aid throughout your business career."—Herbert J. Siegel, chairman, Chris-Craft Industries, Inc. "Mark McCormack describes the approach I have personally seen him adopt, which has not only contributed to the growth of his

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business, but mine as well.”—Arnold Palmer “There have been what we love to call dynasties in every sport. IMG has been different. What this one brilliant man, Mark McCormack, created is the only dynasty ever over all sport.”—Frank Deford, senior contributing writer, Sports Illustrated

Collects and organize the latest findings on the prevalence of various personality traits among the entrepreneurial population and their impact on venture performance covering academic work ranging from economics to psychology to management studies. 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

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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.

The playwright George Bernard Shaw once said "The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends on the unreasonable man." Highly unconventional capitalists and entrepreneurs who are solving some of the world's great economic, social, and environmental problems are, in the process, disrupting existing industries, value chains, and business models, and replacing them with fast-growing markets in all corners of the world. The Power of Unreasonable People argues that leaders and decision-makers can gain insight into the future of market opportunity from the mindset and strategies of this new type of entrepreneur. The book offers an on-the-ground look at social entrepreneurs by identifying a new breed of "unreasonable" entrepreneurs, explaining how their enterprises have been built, exploring the impact of their work on future market risks and opportunities, and

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finally highlighting lessons for tomorrow's leaders. Incumbents who recognize the value of investing in, partnering with, and learning from these entrepreneurial operations will be better positioned to adapt to the disruption and adopt new business practices. John Elkington is the Founder, Chief Entrepreneur, and Non-Executive Director of the international consultancy SustainAbility. Pamela Hartigan is Managing Director for the Schwab Foundation for Social Entrepreneurship. Despite popular belief to the contrary, entrepreneurship in the United States is dying. It has been since before the Great Recession of 2008, and the negative trend in American entrepreneurship has been accelerated by the Covid pandemic. New firms are being started at a slower rate, are employing fewer workers, and are being formed disproportionately in just a few major cities in the U.S. At the same time, large chains are opening more locations. Companies such as Amazon with their "deliver everything and anything" are rapidly displacing Main Street businesses. In *The New Builders*, we tell the stories of the next generation of entrepreneurs -- and argue for the future of American entrepreneurship. That future lies in surprising places -- and will in particular rely on the success of women, black and brown entrepreneurs. Our country hasn't yet even recognized the identities of the New Builders, let alone developed strategies to support them. Our misunderstanding is driven by a core misperception. Consider a "typical" American entrepreneur. Think about the entrepreneur who appears on TV, the business leader making headlines during the pandemic. Think of the type of

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businesses she or he is building, the college or business school they attended, the place they grew up. The image you probably conjured is that of a young, white male starting a technology business. He's likely in Silicon Valley. Possibly New York or Boston. He's self-confident, versed in the ins and outs of business funding and has an extensive (Ivy League?) network of peers and mentors eager to help his business thrive, grow and make millions, if not billions. You'd think entrepreneurship is thriving, and helping the United States maintain its economic power. You'd be almost completely wrong. The dominant image of an entrepreneur as a young white man starting a tech business on the coasts isn't correct at all. Today's American entrepreneurs, the people who drive critical parts of our economy, are more likely to be female and non-white. In fact, the number of women-owned businesses has increased 31 times between 1972 and 2018 according to the Kauffman Foundation (in 1972, women-owned businesses accounted for just 4.6% of all firms; in 2018 that figure was 40%). The fastest-growing group of female entrepreneurs are women of color, who are responsible for 64% of new women-owned businesses being created. In a few years, we believe women will make up more than half of the entrepreneurs in America. The age of the average American entrepreneur also belies conventional wisdom: It's 42. The average age of the most successful entrepreneurs -- those in the top .01% in terms of their company's growth in the first five years -- is 45. These are the New Builders. Women, people of color, immigrants and

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people over 40. We're failing them. And by doing so, we are failing ourselves. In this book, you'll learn: How the definition of business success in America today has grown corporate and around the concepts of growth, size, and consumption. Why and how our collective understanding of "entrepreneurship" has dangerously narrowed. Once a broad term including people starting businesses of all types, entrepreneurship has come to describe only the brash technology founders on the way to becoming big. Who are the fastest growing groups of entrepreneurs? What are they working on? What drives them? The real engine that drove Silicon Valley's entrepreneurs. The government had a much bigger role than is widely known The extent to which entrepreneurs and small businesses are woven through our history, and the ways we have forgotten women and people of color who owned small businesses in the past. How we're increasingly afraid to fail The role small businesses are playing saving the wilderness, small

Trust Creating the Foundation for Entrepreneurship in Developing Countries Entrepreneurial ventures often fail in the developing world because of the lack of something taken for granted in the developed world: trust. Over centuries the developed world has built up customs and institutions like enforceable contracts, an impartial legal system, credible regulatory bodies, even unofficial but respected sources of information like Yelp or Consumer Reports that have created a high level of what scholar and entrepreneur Tarun Khanna calls "ambient trust." If a product is FDA-approved we feel confident it's safe. If someone makes an untrue claim or breaks an

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agreement we can sue. Police don't demand bribes to do their jobs. Certainly there are exceptions, but when brought to light they provoke a scandal, not a shrug. This is not the case in the developing world. But rather than become casualties of mistrust, Khanna shows that smart entrepreneurs adopt the mindset that, like it or not, it's up to them to weave their own independent web of trust—with their employees, their partners, their clients, their customers and with society as a whole. This can certainly be challenging, and requires innovative approaches in places where the level of societal mistrust is so high that, as in one example Khanna provides, an official certification of quality simply arouses suspicion—and lowers sales! Using vivid examples from Brazil, China, India, Mexico and elsewhere, Khanna shows how entrepreneurs can build on existing customs and practices instead of trying to push against them. He highlights the role new technologies can play (but cautions that these are not panaceas), and explains how entrepreneurs can find dependable partners in national and local governments to create impact at scale. As far back as the 18th century Adam Smith recognized trust as what Khanna calls “the hidden engine of economic progress.” “Frankness and openness conciliate confidence,” Smith wrote. “We trust the man who seems willing to trust us.” That kind of confidence is critical to entrepreneurial success, but in the developing world entrepreneurs have to establish it through their own efforts. As Khanna puts it, “the entrepreneur must not just create, she must create the conditions to create.” Until Josiah Wedgwood, Britons ate from wood and

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pewter plates. Until Henry Heinz, women toiled over pickled foods. Until Michael Dell, few people owned a personal computer, let alone dreamed of buying one "built to order." According to business historian Nancy F. Koehn, these pathbreaking entrepreneurs shared a powerful gift: the ability to discern how economic and social change would affect consumer needs and wants. In *Brand New*, Koehn introduces us to six extraordinary leaders of brand creation who lived and worked during periods of widespread change: Josiah Wedgwood in the Industrial Revolution; Henry Heinz and Marshall Field in the Transportation and Communication Revolution; and Est?e Lauder, Howard Schultz of Starbucks, and Michael Dell in the Information Revolution. Through compelling and engaging profiles of these entrepreneurial visionaries, she reveals a provocative relationship between economic turbulence, household priorities, and company strategy that holds important lessons for today's brand builders. According to Koehn, these forward-thinking individuals understood the profound effects that socioeconomic change has on what customers want, have, and can afford as much as on what companies make-and were masters at exploiting the enormous business opportunities these demand-side shifts created. Indeed, the brands and companies created by these individuals have become such a part of everyday life that we've made them part of common speech: we pass the Heinz; eat off Wedgwood; order a Starbucks. Koehn draws from their diaries, correspondence, and official business records to demonstrate that these entrepreneurs were more than

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savvy marketers; they were institution builders. She shows how each used brand not as a logo, but as a vital strategic tool for creating best-of-class companies-and for building powerful organizational capabilities that supported their connections with customers and helped make new markets for their offerings. Distilling critical lessons for businesses operating in both the traditional and on-line worlds, Brand New will convince every entrepreneur of the remarkable power of brands to transform start-ups, gain competitive advantage, and change lives.

Introducing the global mind-set changing the way we do business. In this fascinating book, global entrepreneurship expert Daniel Isenberg presents a completely novel way to approach business building—with the insights and lessons learned from a worldwide cast of entrepreneurial characters. Not bound by a western, Silicon Valley stereotype, this group of courageous and energetic doers has created a global and diverse mix of companies destined to become tomorrow's leading organizations. Worthless, Impossible, and Stupid is about how enterprising individuals from around the world see hidden value in situations where others do not, use that perception to develop products and services that people initially don't think they want, and ultimately go on to realize extraordinary value for themselves, their customers, and society as a whole. What these business builders have in common is a contrarian mind-set that allows them to create opportunities and succeed where others see nothing. Amazingly, this process repeats itself in one

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form or another countless times a day all over the world. From Albuquerque to Islamabad, you will travel with Isenberg to discover unusual yet practical insights that you can use in your own business. Meet the founders of Grameenphone in Bangladesh, PACIV in Puerto Rico, Sea to Table in New York, Actavis in Iceland, Studio Moderna in Slovenia, Hartwell Metals in Hong Kong and Southeast Asia, Given Imaging in Israel, WildChina in China, and many others. You'll be moved by the stories of these plucky start-ups—many of them fueled by adversity and, more often than not, by necessity. Great stories, stunning successes, crushing failures—they're all here. What can we, in the East and West, learn from them? What can you learn—and what will these entrepreneurial stories, so compellingly told, inspire you to do? Let this book open doors for you where you once saw only walls. If you've ever felt the urge to turn a glimmer of an idea into something extraordinary, these stories are for you.

Presents information how to spot and sidestep roadblocks on the entrepreneurial journey and sets readers on a path to startup success.

Written with the cooperation of Harvard Business School, an instructive and inspiring book for anyone who dreams of starting a highly profitable business In 1998, three Harvard Business School graduates—two men and one woman—turned down six-figure salaries at big corporations, bet on themselves, and launched their own new companies. By their ten-year reunion, their audacity had paid huge dividends. They'd made many millions of dollars, created hundreds of jobs—and left their mark on

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the world. Based on dozens of interviews with highly successful entrepreneurs, Harvard Business School professors, and HBS alumni, *The Intelligent Entrepreneur* tells the compelling and instructive story of how these three young founders developed ideas, assembled teams, built ventures, and achieved their dreams. Along the way, they learned that starting great companies requires much more than a ferocious work ethic or good timing. Their hard-won insights—distilled into ten key rules—will help anyone become a successful entrepreneur. What they teach you at Harvard Business School is that intelligent entrepreneurship can be learned. In that spirit, Bill Murphy Jr. uses a unique combination of vivid storytelling and lucid instruction to show would-be entrepreneurs how to improve their odds of creating dynamic, lasting businesses.

Details the process of starting and maintaining a business

The one primer you need to develop your leadership skills. Put aside all the overhyped new frameworks, the listicles, the "10 best things you need to succeed as a leader today." The critical leadership practices--the ones that will allow a leader to make the biggest impact over time--are well established. They're about how you create a vision and inspire others to follow it. How you make difficult strategic choices. How you lead innovation. How you get results. These fundamental skills are even more important today as organizations and teams become increasingly networked, virtual, agile, fast-moving, and socially conscious. In this comprehensive handbook, strategy and change experts Ron Ashkenas and Brook

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Manville distill proven ideas and frameworks about leadership from Harvard Business Review, interviews with senior executives, and their own experience in the field--all to help rising leaders stand out and have a big impact. In the HBR Leader's Handbook you'll find: Concise explanations of proven leadership frameworks from Harvard Business Review contributors such as Clayton M. Christensen and Michael E. Porter In-depth case studies of senior leaders such as Jim Wolfensohn at the World Bank, Paula Kerger at PBS, Darren Walker at the Ford Foundation, and Jim Smith at Thomson Reuters Step-by-step guidance to help you understand and start implementing six core leadership practices: building a unifying vision, developing a strategy, getting great people on board, focusing on results, innovating for the future, and leading yourself

Examines the traits that define most people who achieve success, heart, smarts, guts, and luck, and helps readers to determine which traits they possess.

The Definitive Guide to Doing Business in Africa For global and Africa-based companies looking to access new growth markets, Africa offers exciting opportunities to build large, profitable businesses. Its population is young, fast-growing, and increasingly urbanized--while rapid technology adoption makes the continent a fertile arena for innovation. But Africa's business environment remains poorly understood; it's known to many executives in the West only by its reputation for complexity, conflict, and corruption. Africa's Business Revolution provides the inside story on business in Africa and its future growth prospects and helps executives

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understand and seize the opportunities for building profitable, sustainable enterprises. From senior leaders in McKinsey's African offices and a leading executive on the continent, this book draws on in-depth proprietary research by the McKinsey Global Institute as well as McKinsey's extensive experience advising corporate and government leaders across Africa. Brimming with company case studies and exclusive interviews with some of Africa's most prominent executives, this book comes to life with the vibrant stories of those who have navigated the many twists and turns on the road to building successful businesses on the continent. Combining an unrivalled fact base with expert advice on shaping and executing an Africa growth strategy, this book is required reading for global business executives looking to expand their existing operations in Africa--and for those seeking a road map to access this vast, untapped market for the first time.

Do you have the right strategy to lead your company into the future? Get more of the management ideas you want, from the authors you trust, with HBR's 10 Must Reads on Strategy (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you combat new competitors and define the best strategy for your company. With insights from leading experts including Michael E. Porter, A.G. Lafley, and Clayton M. Christensen, this book will inspire you to:

- Choose a strategy that meets the demands of your competitive environment
- Identify the signals of disruption and take steps to avoid it
- Understand lean methodology and how it is changing business
- Transform your products and services into platforms
- Instill your strategy with creativity and purpose
- Generate

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value for your company, while also contributing to society. This collection of articles includes "Your Strategy Needs a Strategy," by Martin Reeves, Claire Love, and Philipp Tillmanns; "Transient Advantage," by Rita Gunther McGrath; "Bringing Science to the Art of Strategy," by A.G. Lafley, Roger L. Martin, Jan W. Rivkin, and Nicolaj Siggelkow; "Managing Risks: A New Framework," by Robert S. Kaplan and Anette Mikes; "Surviving Disruption," by Maxwell Wessel and Clayton M. Christensen; "The Great Repeatable Business Model," by Chris Zook and James Allen; "Pipelines, Platforms, and the New Rules of Strategy," by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary; "Why the Lean Start-Up Changes Everything," by Steve Blank; "Strategy Needs Creativity," by Adam Brandenburger; "Put Purpose at the Core of Your Strategy," by Thomas W. Malnight, Ivy Buche, and Charles Dhanaraj; "Creating Shared Value," by Michael E. Porter and Mark R. Kramer.

Many of the most dynamic public companies, from Alibaba to Facebook to Visa, and the most valuable start-ups, such as Airbnb and Uber, are matchmakers that connect one group of customers with another group of customers. Economists call matchmakers multisided platforms because they provide physical or virtual platforms for multiple groups to get together. Dating sites connect people with potential matches, for example, and ride-sharing apps do the same for drivers and riders. Although matchmakers have been around for millennia, they're becoming more and more popular—and profitable—due to dramatic advances in technology, and a lot of companies that have managed to crack the code of this business model have become today's power brokers. Don't let the flashy successes fool you, though. Starting a matchmaker is one of the toughest business challenges, and almost everyone who tries to build one, fails. In Matchmakers,

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David Evans and Richard Schmalensee, two economists who were among the first to analyze multisided platforms and discover their principles, and who've consulted for some of the most successful platform businesses in the world, explain how matchmakers work best in practice, why they do what they do, and how entrepreneurs can improve their chances for success. Whether you're an entrepreneur, an investor, a consumer, or an executive, your future will involve more and more multisided platforms, and Matchmakers—rich with stories from platform winners and losers—is the one book you'll need in order to navigate this appealing but confusing world.

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

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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.

China and India are home to one-third of the world's
population. And they're undergoing social and economic
revolutions that are capturing the best minds--and money--of
Western business. In *Billions of Entrepreneurs*, Tarun Khanna
examines the entrepreneurial forces driving China's and
India's trajectories of development. He shows where these
trajectories overlap and complement one another--and where
they diverge and compete. He also reveals how Western
companies can participate in this development. Through
intriguing comparisons, the author probes important
differences between China and India in areas such as
information and transparency, the roles of capital markets and
talent, public and private property rights, social constraints on
market forces, attitudes toward expatriates abroad and
foreigners at home, entrepreneurial and corporate
opportunities, and the importance of urban and rural
communities. He explains how these differences will influence

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China's and India's future development, what the two countries can learn from each other, and how they will ultimately reshape business, politics, and society in the world around them. Engaging and incisive, this book is a critical resource for anyone working in China or India or planning to do business in these two countries.

Who drives transformation in society? How do they do it? In this compelling book, strategy guru Roger L. Martin and Skoll Foundation President and CEO Sally R. Osberg describe how social entrepreneurs target systems that exist in a stable but unjust equilibrium and transform them into entirely new, superior, and sustainable equilibria. All of these leaders--call them disrupters, visionaries, or changemakers--develop, build, and scale their solutions in ways that bring about the truly revolutionary change that makes the world a fairer and better place. The book begins with a probing and useful theory of social entrepreneurship, moving through history to illuminate what it is, how it works, and the nature of its role in modern society. The authors then set out a framework for understanding how successful social entrepreneurs actually go about producing transformative change. There are four key stages: understanding the world; envisioning a new future; building a model for change; and scaling the solution. With both depth and nuance, Martin and Osberg offer rich examples and personal stories and share lessons and tools invaluable to anyone who aspires to drive positive change, whatever the context. *Getting Beyond Better* sets forth a bold new framework, demonstrating how and why meaningful change actually happens in the world and providing concrete lessons and a practical model for businesses, policymakers, civil society organizations, and individuals who seek to transform our world for good.

Super Founders uses a data-driven approach to understand what really differentiates billion-dollar startups from the

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rest—revealing that nearly everything we thought was true about them is false! Ali Tamaseb has spent thousands of hours manually amassing what may be the largest dataset ever collected on startups, comparing billion-dollar startups with those that failed to become one—30,000 data points on nearly every factor: number of competitors, market size, the founder's age, his or her university's ranking, quality of investors, fundraising time, and many, many more. And what he found looked far different than expected. Just to mention a few: Most unicorn founders had no industry experience; There's no disadvantage to being a solo founder or to being a non-technical CEO; Less than 15% went through any kind of accelerator program; Over half had strong competitors when starting--being first to market with an idea does not actually matter. You will also hear the stories of the early days of billion-dollar startups first-hand. The book includes exclusive interviews with the founders/investors of Zoom, Instacart, PayPal, Nest, Github, Flatiron Health, Kite Pharma, Facebook, Stripe, Airbnb, YouTube, LinkedIn, Lyft, DoorDash, Coinbase, and Square, venture capital investors like Elad Gil, Peter Thiel, Alfred Lin from Sequoia Capital and Keith Rabois of Founders Fund, as well as previously untold stories about the early days of ByteDance (TikTok), WhatsApp, Dropbox, Discord, DiDi, Flipkart, Instagram, Careem, Peloton, and SpaceX. Packed with counterintuitive insights and inside stories from people who have built massively successful companies, Super Founders is a paradigm-shifting and actionable guide for entrepreneurs, investors, and anyone interested in what makes a startup successful.

Outlines a path to success based on creativity and problem solving despite the changing economic climate and future uncertainty.

The Founder's Dilemmas examines how early decisions by

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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.

Can we solve big public problems anymore? Yes, we can. This provocative and inspiring book points the way. The huge challenges we face are daunting indeed: climate change, crumbling infrastructure, declining public education and social services. At the same time, we've come to accept the sad notion that government can't do new things or solve tough problems—it's too big, too slow, and mired in bureaucracy. Not so, says former public official, now Harvard Business School professor, Mitchell Weiss. The truth is, entrepreneurial spirit and savvy in government are growing, transforming the public sector's response to big problems at all levels. The key, Weiss argues, is a shift from a mindset of Probability Government—overly focused on safe solutions and mimicking so-called best practices—to Possibility Government. This means public leadership and management that's willing to boldly imagine new possibilities and to experiment. Weiss shares the three basic tenets of this new way of governing: Government that can imagine: Seeing problems as opportunities and involving citizens in designing solutions Government that can try new things: Testing and experimentation as a regular part of solving public problems Government that can scale: Harnessing platform techniques for innovation and growth The lessons unfold in the timely episodes Weiss has seen and studied: the US Special Operations Command prototyping of a hoverboard for chasing pirates; a heroin hackathon in opioid-ravaged Cincinnati; a series of experiments in Singapore to rein in Covid-19; among many others. At a crucial moment in the

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evolution of government's role in our society, We the Possibility provides inspiration and a positive model, along with crucial guardrails, to help shape progress for generations to come.

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"In this essential guide, Karen Berman and Joe Knight customize the approaches and insights from their acclaimed book Financial Intelligence specifically for entrepreneurs. The authors not only demystify common financial terms and tools, they also show how you can use this knowledge to gauge your company's performance and make better decisions."--Back cover.

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

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Joseph Maciariello

Tech entrepreneurs, make your startup dreams come true by utilizing this invaluable, founder-to-founder guide to successfully navigating all phases of the tech startup journey. With the advent of the internet, mobile computing, and now AI/Machine learning and cloud computing, the number of new startups has accelerated over the last decade across tech centers in Silicon Valley, Israel, India, and China. *From Startup to Exit* shares the knowledge that pioneering, serial entrepreneur Shirish Nadkarni has gained from over two decades of success, detailing the practical aspects of startup formation from founding, funding, management, and finding an exit. With successful tech entrepreneurs interviewed and featured throughout, *From Startup to Exit* will help you: Understand exactly what tech startups must do to succeed in all phases, from idea stage to IPO. Gain invaluable insights from the journeys of other successful tech founders that can be applied to your own situation. Learn how to raise millions of dollars of funding from angels and VCs to give your company the fuel it needs to take off and succeed.

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.

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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

A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator's DNA*,

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authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (The Innovator's Dilemma, The Innovator's Solution, How Will You Measure Your Life?) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world's best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the authors provide a self-assessment for rating your own innovator's DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company's stock price—an innovation premium—which is possible only by building the code for innovation right into your organization's people, processes, and guiding philosophies. Practical and provocative, The Innovator's DNA is an essential resource for individuals and teams who want to strengthen their innovative prowess.

Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: You can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. Leading a firm means you can be your own boss, put your

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executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal isn't always easy. In the HBR Guide to Buying a Small Business, Harvard Business School professors Richard Ruback and Royce Yudkoff help you:

- Determine if this path is right for you
- Raise capital for your acquisition
- Find and evaluate the right prospects
- Avoid the pitfalls that could derail your search
- Understand why a "dull" business might be the best investment
- Negotiate a potential deal with the seller
- Avoid deals that fall through at the last minute

Few would deny the crucial role that entrepreneurs play in our increasingly global economy-but exactly what is this vital, yet loosely defined business force we call the entrepreneurial spirit? This landmark study is the first to examine analytically the nature of the opportunities that entrepreneurs pursue, the problems they face, the traits they require, and the social and economic contributions they make. Until recently, entrepreneurs have been largely ignored in modern economic theory. But at the dawn of a networked age, marked by the advent of e-business and the home office, there's no question that entrepreneurs have recaptured the popular imagination. Studies now show that most men and women dream of starting their own businesses rather than rising through the corporate ranks. Yet in spite of increased attention by many of today's leading business schools, entrepreneurship has remained largely a mystery, an apparently intuitive sense of values possessed by certain individuals.;

This book targets the issues central to

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successful start-up ventures, such as endowments and opportunities, planning versus adaptation, securing resources, corporate initiatives, venture capital, revolutionary ventures and the evolution of fledgling businesses. Focusing on hard data and evaluations of numerous start-up businesses, including many of today's major industry leaders, this book presents a new economic model—a key to understanding the guts, determination, luck and skills that constitute the underpinnings of corporate success. Written in clear, concise prose, *The Origin and Evolution of New Businesses* goes behind the charts and graphs of business theory to the true heart of success. It is essential reading for business students, would-be entrepreneurs, or executives wanting to incorporate the vitality of the entrepreneurial spirit into their organization. The new playbook for innovation and startup success is emerging from beyond Silicon Valley—at the "frontier." Startups have changed the world. In the United States, many startups, such as Tesla, Apple, and Amazon, have become household names. The economic value of startups has doubled since 1992 and is projected to double again in the next fifteen years. For decades, the hot center of this phenomenon has been Silicon Valley. This is changing fast. Thanks to technology, startups are now taking root everywhere, from Delhi to Detroit to Nairobi to Sao Paulo. Yet despite this globalization of startup activity, our knowledge of how to build successful startups is still drawn primarily from Silicon Valley. As venture capitalist Alexandre Lazarow shows in this insightful and instructive book, this Silicon Valley

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"gospel" is due for a refresh--and it comes from what he calls the "frontier," the growing constellation of startup ecosystems, outside of the Valley and other major economic centers, that now stretches across the globe. The frontier is a truly different world where startups often must cope with political or economic instability and lack of infrastructure, and where there might be little or no access to angel investors, venture capitalists, or experienced employee pools. Under such conditions, entrepreneurs must be creators who build industries rather than disruptors who change them because there are few existing businesses to disrupt. The companies they create must be global from birth because local markets are too small. They focus on resiliency and sustainability rather than unicorn-style growth at any cost. With rich and wide-ranging stories of frontier innovators from around the world, Out-Innovate is the new playbook for innovation--wherever it has the potential to happen.

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

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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.

By highlighting the paths of French lifestyle guru Mireille Guilliano, TOMS founder Blake Mycoskie, and others, provides a method and a set of best practices for making ideas rise above the rest and impact the world.

"a provocative new book" -- The New York Times AI-centric organizations exhibit a new operating architecture, redefining how they create, capture, share, and deliver value. Marco Iansiti and Karim R. Lakhani show how reinventing the firm around data, analytics, and AI removes traditional constraints on scale, scope, and learning that have restricted business growth for hundreds of years. From Airbnb to Ant Financial, Microsoft to Amazon, research shows how AI-driven processes are vastly more scalable than traditional processes, allow massive scope increase, enabling companies to straddle industry boundaries, and create powerful opportunities for learning--to drive ever more

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accurate, complex, and sophisticated predictions.

When traditional operating constraints are removed, strategy becomes a whole new game, one whose rules and likely outcomes this book will make clear.

Iansiti and Lakhani: Present a framework for rethinking business and operating models Explain how "collisions" between AI-driven/digital and traditional/analog firms are reshaping competition, altering the structure of our economy, and forcing traditional companies to rearchitect their operating models Explain the opportunities and risks created by digital firms Describe the new challenges and responsibilities for the leaders of both digital and traditional firms Packed with examples--including many from the most powerful and innovative global, AI-driven competitors--and based on research in hundreds of firms across many sectors, this is your essential guide for rethinking how your firm competes and operates in the era of AI.

The 2020 Porchlight Marketing & Sales Book of the Year The cofounder and chief branding officer of Red Antler, the branding and marketing company for startups and new ventures, explains how hot new brands like Casper, Allbirds, Sweetgreen, and Everlane build devoted fan followings right out of the gate. We're in the midst of a startup revolution, with new brands popping up every day, taking over our Instagram feeds and vying for our affection. Every category is up for grabs, and traditional brands are

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seeing their businesses erode as hundreds of small companies encroach on their territory, each hoping to become the next runaway success. But it's not enough to have a great idea, or a cool logo. Emily Heyward founded Red Antler, the Brooklyn based brand and marketing company, to help entrepreneurs embed brand as a driver of business success from the beginning. In *Obsessed*, Heyward outlines the new principles of what it takes to build and launch a brand that has people queuing up to buy it on opening day. She takes you behind the scenes of the creation of some of today's hottest new brands, showing you:

- How Casper was able to upend the mattress industry by building a beloved brand where none had existed before
- How the dating app Hinge won a fanatical user base and great word-of-mouth with the promise that the app was "designed to be deleted"
- Why luggage startup Away, now valued at \$1.4 billion, could build their brand around love of travel by launching with just one product--a hard-shell carry-on suitcase--rather than a whole range of luggage offerings.

Whether you're starting a new business, launching a new product line, or looking to refresh a brand for a new generation of customers, *Obsessed* shows you why the old rules of brand-building no longer apply, and what really works for today's customers.

What does it take to create the career you want? It's no secret that the world of work has changed, and

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we're shifting toward an ever more entrepreneurial, self-reliant, work-from-whenever-you-are economy. That can be a liberating force, and many professionals dream of becoming independent, whether by starting their own businesses, becoming consultants or freelancers, or developing a sideline. But there's a major obstacle professionals face when they contemplate taking the leap: how to actually make money doing what they love. You may have incredible talent and novel ideas, but figuring out how to get started, building your reputation in a new realm, developing multiple revenue streams, and bringing in a steady flow of new clients can be a daunting prospect. Dorie Clark, a successful entrepreneur and author, has done it all. And in *Entrepreneurial You* she provides a blueprint for professional independence, with insights and advice on building your brand, monetizing your expertise, and extending your reach and impact online. In short, engaging chapters she outlines the necessary elements and concrete tactics for entrepreneurial success. She shares the stories of entrepreneurs of all kinds--from consultants and coaches to podcasters, bloggers, and online marketers--who have generated six- and seven-figure incomes. This book will be your hands-on guide to building a portfolio of revenue streams, both traditional and online, so that you can liberate yourself financially and shape your own career destiny.

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