

Contents

<i>About the Authors</i>		<i>xiii</i>
<i>Introduction</i>		<i>xv</i>
Chapter 1	The Problem with “The Problem”	1
1.1	Living the Problem: Why Firsthand Experience Matters	1
	Jason Lieblich, Reflectent Software: Understanding the End User’s Perspective	3
	WayScript: So Much Potential	4
1.2	Bill Warner: Revolutionizing Video and Film Editing	5
1.3	How to Attain Secondhand Knowledge of the Problem	11
	Building Your Go-to-Market Sales Playbook	13
	Avid Technology: Go-to-Market Playbook Case Study	15
	The Problem with the “Problem” in Mature Companies	18
	Doubling Down on a Winner	19

	Shaking It Up: The Job to Be Done Theory	20
	Understanding Your Target Market's Reality	21
Chapter 2	Delegate Sales at Your Own Peril	23
2.1	Overcoming Your Disdain of Sales	23
2.2	Welcome to Harvard Business School's Entrepreneurial Sales Course	24
	Divers Delight: A Fictitious Case Study	26
	Don't "Show Up and Throw Up"	26
	Founder as Chief Salesperson	28
2.3	Matthew Riley, U.K. Telecoms Market Disruptor	29
	Landing Your First Customer	35
2.4	Dream Big and Win: Landing TransPerfect's First Customer	36
2.5	How Katie Couric Media Landed Its First Customer	39
2.6	Building Your Sales Culture	48
2.7	Turning Around the Root Causes of Failure in Sales	49
	Successful Sales Qualification: ABQs and BANT	50
	Adopting a Sales Methodology	51
	Investing in Sales Enablement: Earning Your "Wings"	51
	Your Sales Playbook: Creating a Marching Band Versus a Virtuoso	52
	Achieving Product-Market Fit	52
	Brewing Beer: A Metaphor for Scaling Your Start-Up	53

Chapter 3	Fundraising	55
	3.1 You're Going to Need Cash	55
	3.2 Mary McLaughlin, Independent Tire	56
	3.3 Fundraising Best Practices	59
	Family and Friends Fundraising: How to Avoid "Oops, I Lost Your Money" Conversations	59
	Grants and Awards: Don't Be Shy, Get the Word Out	61
	Angel Investors: What They Need to Know	61
	Courting Venture Capitalists	62
	More VC Know-How: Invest in the Same Class of Stock	64
	3.4 What Every Entrepreneur Can Learn from the Challenges of Launching and Growing a Mission-Driven Nonprofit	65
	Debunking Common Nonprofit Myths and Embracing Best Practices	66
	Case Study on Beating the Odds	69
	3.5 Marvin Pierre, Founder and Executive Director of Eight Million Stories, Inc.: Disrupting the School-to-Prison Pipeline	69
Chapter 4	Leadership	83
	4.1 Avoid Becoming a "Flailing Founder"	83
	4.2 Lessons on Leadership: Mark Fusco, Olympic Athlete and CEO	85
	More Guiding Leadership Principles for Entrepreneurs	88
	4.3 Why Distributed Leadership Works	91

4.4	A Test in Leadership: Entrepreneurship Through Acquisition (ETA)	93
	Mason Barrett, HurtVet: Rising to the Challenges of ETA Leadership	94
	Carl Mönefors, Unlikely Lumberjack Manager	97
Chapter 5	Marketing and Promotional Campaigns	105
5.1	Start at the Beginning	105
5.2	The Benefits of Earned Media Coverage	106
	Thinking Like a Reporter	107
5.3	Media Training: Make Your Messages Stick	111
5.4	Leverage AI to Build Your Campaign	116
5.5	Errico Porzio's "Social Pizza"	119
5.6	Digital Marketing Best Practices	122
5.7	Scott Ginsberg: Titan Casket, Funeral Industry Disrupter: Marketing Mortality by Thinking Outside the Box	125
Chapter 6	Reframing Failure	139
6.1	The Silence of Failure	139
	Avoid Creating a Culture of Optics	140
	The Importance of Being Coachable	141
6.2	The Art of the Pivot: Saving Your Company by Killing the Idea You Love	142
6.3	Ricky Ashenfelter and Emily Malina, Spoiler Alert: Saving Excess Inventory from Landfills	143

6.4	The Murder Board: Killing an Idea or Strengthening It	147
6.5	Founder as “Chief Security Officer”: Creating a Culture of Cybersecurity Resiliency	149
6.6	Recessions: A Surprisingly Good Time to Launch a Start-Up	152
6.7	Cara Nicoletti, Seemore Meats & Veggies: Sausage Industry Disruptor	154
Chapter 7	Endings and Beginnings	163
7.1	Age and High-Growth Entrepreneurship	163
7.2	Entrepreneurship as a Second Act: Dave Picarillo, Twin Barns Brewing Company	164
7.3	Charlie Tillinghast: From MSNBC.com President to Founder of Factual An Intrapreneurial-Inspired Start-Up	169 171
	The Launch of Factual.com	173
7.4	The Challenges of Letting Go	175
7.5	Selling Your Company: Best Practices	176
7.6	Cementing Your Legacy	178
7.7	Why Entrepreneurs Endure	179
	<i>Further Readings</i>	181
	<i>Disclosures</i>	183
	<i>Acknowledgments</i>	185
	<i>Notes</i>	189
	<i>Index</i>	201