

GETTING
TO PLAN B



BREAKING THROUGH TO A
BETTER BUSINESS MODEL

JOHN MULLINS &
RANDY KOMISAR

Getting To Plan B Breaking Through To A Better Business Model

John Mullins



Getting To Plan B Breaking Through To A Better Business Model:

Getting to Plan B John Mullins,Randy Komisar,2009-09-08 You have a new venture in mind And you ve crafted a business plan so detailed it s a work of art Don t get too attached to it As John Mullins and Randy Komisar explain in Getting to Plan B new businesses are fraught with uncertainty To succeed you must change the plan in real time as the inevitable challenges arise In fact studies show that entrepreneurs who stick slavishly to their Plan A stand a greater chance of failing and that many successful businesses barely resemble their founders original idea The authors provide a rigorous process for stress testing your Plan A and determining how to alter it so your business makes money solves customers needs and endures You ll discover strategies for Identifying the leap of faith assumptions hidden in your plan Testing those assumptions and unearthing why the plan might not work Reconfiguring the five components of your business model revenue model gross margin model operating model working capital model and investment model to create a sounder Plan B Filled with success stories and cautionary tales this book offers real cases illustrating the authors unique process Whether your idea is for a start up or a new business unit within your organization Getting to Plan B contains the road map you need to reach success

SUMMARY - Getting To Plan B: Breaking Through To A Better Business Model By John Mullins And Randy Komisar Shortcut Edition,2021-06-16 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 discover that success often results from transforming a plan A into a plan B where the more successful business model is economically viable You will also discover why your plan A probably won t work why you need to share your ideas with those around you before you start that you don t have to reinvent the wheel to be successful that a dashboard is the best tool to guide you and keep track of your entrepreneurial journey that you have to believe in your intuitions and experiment before you can be successful If the founders of Google PayPal or Starbucks had stuck to their original business models you would never have heard of them It s because they radically changed their initial idea that they turned their companies into brands recognized by the general public In Getting to Plan B John Mullins and Randy Komisar show that a project that is rigorously tested in the field with users or customers gains economic viability Successful entrepreneurs have shifted from Plan A to a virtuous Plan B They focused on five key factors in minimizing the risk of failure revenues gross profit operations working capital and investment models What do you need to know to follow their path and succeed where many have failed Buy now the summary of this book for the modest price of a cup of coffee

Getting to Plan B John Walker Mullins,Randy Komisar,2009 Unlock better opportunities with a new strategy for reinventing any business model Succeeding with a new business whether in a corporation or a venture based setting requires taking a leap of faith But in order to grow the business will need to morph and adjust many times before it meets the needs of a viable market Getting to Plan B guides you through specific steps to effectively reinvent your entrepreneurial business model

Getting To Plan B John Mullins,Randy Komisa,2009-01-01 You have a new venture in

mind And you ve crafted a business plan so detailed it s a work of art Don t get too attached to it As John Mullins and Randy Komisar explain in Getting to Plan B new businesses are fraught with uncertainty To succeed you must change the plan in real time as the inevitable challenges arise In fact studies show that entrepreneurs who stick slavishly to their Plan A stand a greater chance of failing and that many successful businesses barely resemble their founders original idea The authors provide a rigorous process for stress testing your Plan A and determining how to alter it so your business makes money solves customers needs and endures You ll discover strategies for Identifying the leap of faith assumptions hidden in your plan Testing those assumptions and unearthing why the plan might not work Reconfiguring the five components of your business model revenue model gross margin model operating model working capital model and investment model to create a sounder Plan B Filled with success stories and cautionary tales this book offers real cases illustrating the authors unique process Whether your idea is for a start up or a new business unit within your organization Getting to Plan B contains the road map you need to reach success

SUMMARY Edition Shortcut (author),1901 **StartUP SOAR Coaching** Ray Garcia,2015-05-01 Start up now get inspired to create a high impact international business make a difference by putting ideas into action and produce a return on investment with your talents Entrepreneurs gain satisfaction by using their talents to produce new wealth for both society and themselves In a modern world employment choices typically fit established institutional norms A good job in a government bureaucracy or a large corporation with its abundance of restrictive policies may not provide much work satisfaction despite the employment benefits and stability If you have ever thought dreamed imagined or fantasized about starting a business or being part of a company doing creative work with a purpose then you have started to connect with your entrepreneurial spirit This book is for anyone who wants to better understand the entrepreneurial approach It originated from the first entrepreneurship course I taught at the University of Pisa from 2011 through 2014 and is based on over 15 years of experience as an entrepreneur of venture backed technology companies The course was designed for PhD researchers and MBA students looking to expand their work opportunities beyond their traditional prescribed paths into institutions and corporations This material is not only for academic researchers it assumes that entrepreneurship is latent in all people Traditionally we are taught not to aim for self employment through entrepreneurship during the years of primary education Anyone with an advanced education self motivation ambition a vision for how to improve the world a good attitude and a willingness to take on the challenge of actively exploring entrepreneurial pursuits should be able to follow the material and put it to use in their own efforts If you currently own or are working in a company and want to innovate and expand the business this book might be of value in inspiring you to grow a high impact international business by leveraging the business you are already doing Read it to prepare for the journey and put the concepts into action do not be a passive reader Start up now get inspired to create a high impact international business make a difference by putting ideas into action and produce a return on investment using your talents **Break the Rules!** John

Mullins,2023-01-25 Discover the six counter conventional mindsets to be a changemaker In Break the Rules The Six Counter Conventional Mindsets of Entrepreneurs That Can Help Anyone Change the World celebrated London Business School entrepreneurship professor keynote speaker and best selling author Dr John Mullins delivers an eye opening and insightful exploration of what sets successful entrepreneurs apart from other business people and from those who fail to reach their goals You ll discover a compelling argument that successful entrepreneurs exhibit one or more of the six break the rules mindsets revealed in this book Each of these six mindsets can be learned practiced and built upon by anyone in any business setting large or small old or new to create thriving businesses that grow and prosper Mullins draws on over two decades of research to show you how to do exactly that You ll also find Explanations of why the six break the rules mindsets fly in the face of conventional business and business school wisdom Strategies for dealing with skating around or otherwise overcoming the daunting obstacles that stand in every innovator s way Ways to challenge assumptions and mitigate risk in order to take advantage of opportunities that present themselves along your entrepreneurial path Steps you can take now to make one or more of these mindsets your own An essential new take on entrepreneurship and on what it takes to be or become more entrepreneurial Break the Rules sheds new light on an oft discussed but rarely understood area of business

Beyond Strategy Michael Moesgaard Andersen,Flemming Poulfelt,2014-05-23 Why is it that some companies turn out to be more successful when doing the opposite of what is prescribed in many of the current books on management and strategy Interestingly many of the companies depicted as very successful companies in the standard literature end up not faring well over time probably because they somehow end up in a dangerous autopilot mode What this suggests is that the conventional literature cookbook isn t telling us the whole story Even if companies have temporarily developed from an ugly duckling to a white swan the popular recipes for success may be clipping such companies wings Conversely companies adhering to disruptive business models are seen to be more agile and to possess a higher degree of actionability Such next generation companies are labeled black swans They thrive because they are bold and embrace the great unknowns of tomorrow with open minds and eyes At the same time they are able to take advantage of incumbents fears risk aversion and blindness to what s coming Beyond Strategy delves into the inner workings of such black swans as Apple Aravind Emirates Huawei Natura Ryanair and Tata and addresses the rise and fall of Nokia The authors provide explosive evidence of black swan companies working against the norms to enter uncharted waters determined not to adhere to the best practice of others but rather to create a genuine next generation practice Next generation companies and their underlying philosophies are here to stay are you **Getting to Plan B: Breaking Through to a Better Business Model** Louis Thompson,2014-11-01 A business model describes the rationale of how an organization creates delivers and captures value in economic social cultural or other contexts The process of business model construction is part of business strategy In theory and practice the term business model is used for a broad range of informal and formal descriptions to represent core aspects of a business

including purpose business process target customers offerings strategies infrastructure organizational structures trading practices and operational processes and policies The literature has provided very diverse interpretations and definitions of a business model A systematic review and analysis of manager responses to a survey defines business models as the design of organizational structures to enact a commercial opportunity Further extensions to this design logic emphasize the use of narrative or coherence in business model descriptions as mechanisms by which entrepreneurs create extraordinarily successful growth firms Business models are used to describe and classify businesses especially in an entrepreneurial setting but they are also used by managers inside companies to explore possibilities for future development Well known business models can operate as recipes for creative managers Business models are also referred to in some instances within the context of accounting for purposes of public reporting

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Executive **Agile Processes in Software Engineering and Extreme Programming - Workshops** Maria Paasivaara,Philippe Kruchten,2020-09-23 This open access book constitutes the 6 research workshops the Agile Education and Training Track the Doctoral Symposium as well as a panel presented at XP 2020 the 21st International Conference on Agile Software Development which was held during June 8 12 2020 The conference was planned to take place at the IT University of Copenhagen Denmark Due to the COVID 19 pandemic the conference was held online In 2020 the following six workshops took place Third International Workshop on Software Intensive Business Eighth International Workshop on Large Scale Agile Development Second European Symposium on Serverless Computing and Applications Second International Workshop on Agile Transformation First International Workshop on Agility with Microservices Programming Third International Workshop on Autonomous Agile Teams XP is the premier agile software development conference combining

research and practice It is a unique forum where agile researchers practitioners thought leaders coaches and trainers get together to present and discuss their most recent innovations research results experiences concerns challenges and trends XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile practitioners The 31 papers presented in this volume were carefully reviewed and selected from overall 79 submissions In addition to the 26 workshop papers this volume also includes 2 papers from the Agile Education and Training Track and 3 papers from the Doctoral Symposium Furthermore the book contains a summary of a panel discussion with the topic Covid 19 s Influence on the Future of Agile

Business Bloomsbury Publishing,2011-06-06 An international bestseller BUSINESS The Ultimate Resource is a one stop reference and interactive tool covering all aspects of today s world of work Unique authoritative and wide ranging it offers practical and strategic advice for anyone doing business today Written with a team of world class writers and editors it is an essential desk reference for managers MBA and business students and for small business owners worldwide Fully updated and revised for this new edition BUSINESS features Best Practice over 170 essays from a stellar cast of business thought leaders including C K Prahalad Gary Hamel and John Kotter Actionlists practical solutions to everyday business challenges Management Library time saving digests of more than 100 of the world s best business books Dictionary jargon free definitions of more than 7 000 terms Giants revised biographies of many of the world s most influential gurus and pioneers

The Future of Intelligent Transport Systems George J. Dimitrakopoulos,Lorna Uden,Iraklis Varlamis,2020-02-19 The Future of Intelligent Transport Systems considers ITS from three perspectives users business models and regulation policy Topics cover in vehicle applications such as autonomous driving vehicle to vehicle vehicle to infrastructure communication and related applications such as personalized mobility The book also examines ITS technology enablers such as sensing technologies wireless communication computational technology user behavior as part of the transportation chain financial models that influence ITS regulations policies and standards affecting ITS and the future of ITS applications Users will find a holistic approach to the most recent technological advances and the future spectrum of mobility Systematically presents the whole spectrum of next generation Intelligent Transport Systems ITS technologies Integrates coverage of personalized mobility and digital assistants big data analytics and autonomous driving Includes end of chapter open ended questions that trigger thinking on the technological managerial and regulatory aspects of ITS

Reinventing Business Models Henk Wijtze Volberda,Frans A. J. Van Den Bosch,Kevin Heij,2018 Re inventing Business Models concentrates on the how and when of business model innovation It provides managers with menus to outperform competitors and helps them choose between improving the existing business model and radically renewing it The conclusions are supported by the authors own research and case studies

The New Business Road Test John Mullins,2017-12-20 My opportunity why will or won t this work Will the fish bite Is this a good market Is this a good industry Competitive and economic sustainability it takes two to tango What drives your entrepreneurial dream Can you and

your team execute Your connections matter which matter most Putting the seven domains to work to develop your opportunity What to do before you launch your lean start up How to learn what you don't know you don't know Who needs investors Market analysis worksheet Industry analysis checklist Do it yourself marketing research for your new business road test Evidence based forecasting Getting help with your road test

The Customer-Funded Business John Mullins, 2014-07-21 Who needs investors More than two generations ago the venture capital community VCs business angels incubators and others convinced the entrepreneurial world that writing business plans and raising venture capital constituted the twin centerpieces of entrepreneurial endeavor They did so for good reasons the sometimes astonishing returns they've delivered to their investors and the astonishingly large companies that their ecosystem has created But the vast majority of fast growing companies never take any venture capital So where does the money come from to start and grow their companies From a much more agreeable and hospitable source their customers That's exactly what Michael Dell Bill Gates and Banana Republic's Mel and Patricia Ziegler did to get their companies up and running and turn them into iconic brands In *The Customer Funded Business* best selling author John Mullins uncovers five novel approaches that scrappy and innovative 21st century entrepreneurs working in companies large and small have ingeniously adapted from their predecessors like Dell Gates and the Zieglers Matchmaker models Airbnb Pay in advance models Threadless Subscription models TutorVista Scarcity models Vente Privee Service to product models GoViral Through the captivating stories of these and other inspiring companies from around the world Mullins brings to life the five models and identifies the questions that angel or other investors will and should ask of entrepreneurs or corporate innovators seeking to apply them Drawing on in depth interviews with entrepreneurs and investors who have actually put these models to use Mullins goes on to address the key implementation issues that characterize each of the models when to apply them how best to apply them and the pitfalls to watch out for Whether you're an aspiring entrepreneur lacking the start up capital you need an early stage entrepreneur trying to get your cash starved venture into take off mode an intrapreneur seeking funding within an established company or an angel investor or mentor who supports high potential ventures this book offers the most sure footed path to starting financing or growing your venture John Mullins is the author of *The New Business Road Test* and with Randy Komisar the widely acclaimed *Getting to Plan B*

The First Mile Scott D. Anthony, 2014-04-01 You have a great idea now what That first mile where an innovation moves from an idea on paper to the market is often plagued by failure In fact less than one percent of ideas launched by big companies end up having real impact The ideas aren't the problem It's the process *The First Mile* focuses on the critical moment when an innovator moves from planning to reality It is a perilous place where hidden traps snare entrepreneurs and roadblocks slow innovators inside large companies In this practical and enlightening manual strategic adviser Scott Anthony equips innovators with new tools questions and examples to speed through this crucial early stage of innovation You'll learn How to evaluate your idea's strengths and weaknesses using the DEFT process Document

Evaluate Focus and Test Fourteen recipes from an experiment cookbook to gain confidence in your idea or business Why spinouts wrong turns and other challenges commonly trip up innovation and the practical strategies you can use to avoid them Why innovators need to seek chaos in an age of constant change and other essential leadership skills Drawing on his decade of experience as an innovation adviser and investor Anthony describes hard won lessons from disruptive start ups and global giants alike The First Mile will give you the knowledge and confidence to travel this perilous but ultimately promising terrain The first mile can be a scary place but you don t have to traverse it alone This book can help

Energy and Behaviour Marta Lopes,Carlos Henggeler Antunes,Kathryn B. Janda,2019-11-25 Changes to energy behaviour the role of people and organisations in energy production use and efficiency are critical to supporting a societal transition towards a low carbon and more sustainable future However which changes need to be made by whom and with what technologies are still very much under discussion This book developed by a diverse range of experts presents an international and multi faceted approach to the sociotechnical challenge of engaging people in energy systems and vice versa By providing a multidisciplinary view of this field it encourages critical thinking about core theories quantitative and qualitative methodologies and policy challenges It concludes by addressing new areas where additional evidence is required for interventions and policy making It is designed to appeal to new entrants in the energy efficiency and behaviour field particularly those taking a quantitative approach to the topic Concurrently it recognizes ecological economist Herman Daly s insight what really counts is often not countable

Camels, Tigers & Unicorns: Re-thinking Science And Technology-enabled Innovation Uday Phadke,Shailendra Vyakarnam,2017-02-27 The commercialisation of science and technology enabled innovation is a serious topic of interest for a wide range of global audiences who share one common objective to understand how science and technology based ideas can be turned into commercial value more effectively Despite the vast number of publications addressing entrepreneurship innovation and strategy there is relatively little in the literature which systematically addresses the structures processes and mechanisms involved in turning ideas into commercially valuable propositions this book is intended to directly address this gap The approach in Camels Tigers leaders and managers in technology firms scientists and technologists engaged in innovation in academic institutions and corporate environments lone inventors groups of scientific entrepreneurs operating outside recognised structures business and strategy consultants managers of public and private intervention agencies such as incubators and accelerators investors and policy makers

Strategic Value Proposition Innovation Management in Software Startups for Sustained Competitive Advantage Varun Gupta,2022-11-18 This book aims to increase the success rates of startups by focusing on value proposition innovation which is propelled by the involvement of potential consumers as well as other resources such as freelancers and strategic relationships with academia The author shows how startups who are resource constrained can invest efforts exploring the potential market of their products The author also explores how global markets can be beneficial for a startup s

success while showing the workarounds in hard to access markets The book investigates gaining knowledge shared by freelancers customers and academia whose involvement can be crucial in supporting value proposition innovation activities such as ideas generation implementation and commercialization Combined the author leads readers to discover their ability to foster value proposition innovations that result into long term competitive advantage in a highly fluctuating business environment

Democratic Enterprise: Ethical business for the 21st century Diarmuid McDonnell, 2012 The United Nations has declared 2012 to be the International Year of Co operatives in recognition of the impact that co operative enterprise has on more than three billion people across the globe Co operatives contribute to national and local economies in virtually every country by championing an ethical approach to business underpinned by internationally agreed values and principles Yet despite the wide ranging successes of co operatives in financial terms as well as in the development of sustainable communities the study of these democratic forms of enterprise remains surprisingly absent from the curricula of most university business schools around the world Designed primarily for undergraduate students Democratic Enterprise provides an introductory level analysis of democratic models of enterprise namely co operatives and employee owned businesses A supplement to any course that deals with these topics it also stands alone as a template for academics who wish to incorporate material on democratic models of enterprise into courses relating to economics business studies sustainable development enterprise and organizational theory and behavior

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