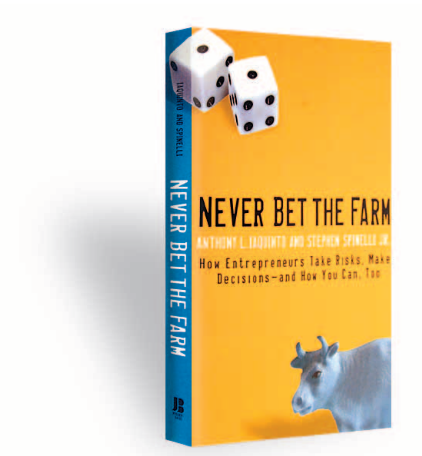
Concentrated Knowledge™ for the Busy Executive • www.summary.com

Vol. 28, No. 9 (3 parts), Part 3, September 2006 • Order # 28-23

SOUNDVIEW Executive Book Summaries®

FILE: MARKETING



How Entrepreneurs Take Risks, Make Decisions – and How You Can, Too

NEVER BET THE FARM

By Anthony L. Iaquinto and Stephen Spinelli Jr.

CONTENTS

THE SUMMARY IN BRIEF

Never Bet the Farm *is designed to help you prepare for setbacks by providing you with a framework that can help you reduce risks and simplify decision-making. This easily understandable book begins with an acknowledgement that the vast majority of new businesses will not meet their founders' expectations, even when the financing becomes deeper, the attitudes more positive and the planning more sophisticated. It also acknowledges that experiencing a bankruptcy does not mean that you have failed. The winners are those who can keep themselves in the game for another shot at success. Entrepreneurs should prepare for misfortune because the preparation could limit the costs of – and probably prevent – the very thing we fear most: business failure.*

Never Bet the Farm *is an easy-to-understand and attractive tool for anyone who has business ideas: office workers, homemakers, mechanics, engineers, bartenders and business school students. It's designed for entrepreneurs who understand that despite all the skills, resources, planning, and positive thinking they can muster, success may not come the first time around.*

What you will learn in this summary:

✓ ***How two leading entrepreneurs, Anthony Iaquinto and Stephen Spinelli, turn much of the so-called expert advice for entrepreneurs on its head.***

✓ ***That by preparing for setbacks and using a framework that can help reduce risks and simplify decision-making, entrepreneurs can increase their probability for success.***

✓ ***There is not an ideal entrepreneurial "type," and that luck can be as important as a business plan in many enterprises.***

✓ ***That entrepreneurship is a career, not a one-time event, and winners are those who can keep themselves in the game.***

✓ ***There are easy-to-understand and attractive tools for anyone who has a business idea, but who might be wary of the risks implied in starting their own business.***

Published by Soundview Executive Book Summaries, P.O. Box 1053, Concordville, PA 19331 USA

NEVER BET THE FARM

By Anthony L. Iaquinto and Stephen Spinelli Jr.

— THE *COMPLETE* SUMMARY

PART ONE — DEVELOPING THE CORRECT FRAME OF MIND

To be a successful entrepreneur requires the correct frame of mind, which involves confidence in one's ideas, the courage to take the plunge and the willingness to work hard. It also includes several notions not usually touted by other coaches, such as these: *Entrepreneurship is a career* and *Luck is part of the equation.* Developing the correct attitude prepares businesspeople mentally. The first seven principles itemized in *Never Bet the Farm* deal with this concept. ■

Principle #1: Entrepreneurship Is a Career

Many of us believe that entrepreneurship means starting your own business. But that is emphasizing a single task instead of focusing on the bigger picture – much like describing acting as reading a script or engineering as building something.

By viewing entrepreneurship as a career, you can more easily accept the notion that if you experience a bankruptcy, you have not failed as an entrepreneur and that by preparing in advance for such a setback, you can retain enough strength and resources for a second chance.

According to biographer George Mair, Oprah Winfrey suffered a major setback in 1976 that nearly ruined her career. After only nine months behind the desk, she was unceremoniously yanked off the air. But after the arrival of a new station manager, Oprah was offered the opportunity to co-host a morning talk-interview show. It turned out to be the perfect assignment. ■

Principle #2: Successful Entrepreneurs are Just Like You

Several noted management gurus, such as Henry Mintzberg of Canada's prestigious McGill University, convincingly argue that there is no such thing as the ideal entrepreneur – that entrepreneurs display a diverse range of personality traits – in short, entrepreneurs are no different from the rest of us.

Richard Branson of Virgin has a deathly fear of public speaking. Sam Walton (Wal-Mart) claimed he was not a very organized person and rarely kept to a schedule. Famous trial lawyer Clarence Darrow lightheartedly reflected during an interview on what he believed were the ideal traits of successful people. The interviewer said that most of the men he spoke to attributed their

(continued on page 3)

S.O.S. Origins

In his book *Extraordinary Origins of Everyday Things,* Charles Panati (1987) points out that Edward W. Cox was barely squeaking out a living as a door-to-door cookware salesman , so he needed a gimmick. Cox realized that one of housewives' biggest complaints was the way food stuck to pans. So in his own kitchen, Cox developed a steel wool pad saturated with dried soap. He soon discovered that his pads were much more popular than his cookware. Seizing on his lucky break, Cox stopped peddling cookware and went into the business of manufacturing soap pads. He named his products S.O.S. Pads.

The authors: Anthony L. Iaquinto received his Ph.D. from Columbia University and spent 15 years as an educator and entrepreneur in Japan. He started three businesses, including a language school and two restaurants. Stephen Spinelli Jr. is a co-founder of Jiffy Lube International. He is currently vice provost at Babson College and holds the John H. Muller Jr. Chair in Entrepreneurship.

Never Bet the Farm by Anthony L. Iaquinto and Stephen Spinelli Jr. Copyright 2006 by John Wiley & Sons, Inc. Summarized by permission of the publisher, John Wiley & Sons, Inc. 212 pages. $19.95. ISBN 0-7879-8366-7.

For additional information on the authors, go to: http://my.summary.com

Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: $209 per year in the United States, Canada and Mexico, and $295 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

Postmaster: Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2006 by Soundview Executive Book Summaries.

Available formats: Summaries are available in print, audio and electronic formats. To subscribe, call us at 1-800-SUMMARY (610-558-9495 outside the United States and Canada), or order on the Internet at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Principle #2: Successful Entrepreneurs are Just Like You
(continued from page 2)

success to hard work. Darrow replied he was brought up on a farm, left the farm, never to return, and hasn't done a day of hard work since.

However, extremes of personality traits can be problematic. Perfectionism is the enemy of the entrepreneur. The time and cost implications of attaining perfection invariably result in the opportunity window's being slammed shut by a more decisive or nimble competitor or disappearing altogether by a leapfrog in technology.

Exhibiting traits in moderation is the key to success. Any average person would have the same, if not a better, chance to be a successful entrepreneur as a wunderkind role model presented in the media. ■

Principle #3: There Are No Secrets to Success

Decades of research have yet to find a set of universal secrets to building a sustainable business. Although patterns sometimes appear in business venturing, each business opportunity is unique. And that mystery is the heart of entrepreneurship.

It's good news for those of us who view entrepreneurship as a career because the resources, experiences, skills and decisions that you applied to a failed business may be just what you need for your next venture.

Many years ago, William Durant's boundless optimism and wheeling and dealing in the markets were seen to have given him an edge in propelling General Motors past Ford Motors as the world's largest automaker. Yet those same factors are cited as the reasons he later fell short as founder and CEO of Durant Motors.

Remember, there are no secrets to success. The resources, experiences, skills and decisions that you applied to a failed business may be just what you need to succeed in your next venture. ■

Principle #4: Luck Is Part of the Equation

It's been nearly taboo to suggest that good luck plays an important role in one's march to success, and anyone who believes that bad luck had a role in a venture's demise is immediately branded a loser. But luck has always been – and will always be – a part of the equation.

Good luck for entrepreneurs can come in the form of good timing, a chance meeting, a fortunate find or a sudden, favorable change in consumer tastes or technology. Bad luck can come through an economic recession, the death or illness of a key client or partner, a natural disaster, or unfavorable changes in technology or customer tastes. What separates winners from losers is the ability to recognize events as good or bad luck, and to possess the will and ability to act on them.

Essentially, luck plays a role in your success, and what's important is your ability to recognize events as good or bad luck, and then have the ability and willingness to act to increase the probability of success. ■

Principle #5: Never Reach for a Gallon When You Only Need a Quart

Many business writers assert that only by reaching for the stars can an entrepreneur achieve financial independence and happiness, but we argue that setting more reasonable goals can give you greater satisfaction and significantly increase your chances for success.

The quest for wealth may not be as fulfilling as you expect. A research project by economist Richard Easterlin at the University of Southern California found that after a certain point, increases in wealth improve your happiness only briefly. The excitement of riches wears off, and there's always someone who has more. Another reason for less satisfaction is that just like in a lottery, only a very small percentage of those who try will ever hit the jackpot. These results suggest that you should only strive to reach a point where additional wealth will no longer provide you with any psychological or emotional benefits. The most important reason for not encouraging you to aspire to great wealth is the increased risks involved in such a goal: the bigger your aspirations, the bigger the risks necessary to accomplish them. ■

Principle #6: It Shouldn't Only Be About Money

What role should money play? Unlike nonentrepreneurial careers, profit seeking must be an important goal for any venture. However, business opportunities should not be evaluated solely on their potential to make money.

If your business succeeds in accomplishing some of your life goals, even if it is not financially successful, the experience can still be considered a positive one, and claiming even a modest victory can go a long way towards buoying your spirits.

Caution: Make sure you understand the difference between a venture that serves many goals and a venture that is pursuing many goals. While the former can be a way to sustain your career as an entrepreneur, the latter

(continued on page 4)

Goals a Business Venture Can Fulfill:

✓ A lifelong dream
✓ A need for a challenge
✓ A desire for financial independence
✓ A need to contribute to your community
✓ A wish to expand your social network
✓ A desire to do something exciting
✓ A sense of pride and accomplishment
✓ A longing to do something you love
✓ A desire to do something worthwhile
✓ A need to expand your business network
✓ A need for business experience
✓ A hope of building a foundation for others

Principle #6: It Shouldn't Only Be About Money

(continued from page 3)

is a much more destructive path, especially if the goals pursued are in conflict. For example, it's difficult for any venture to simultaneously pursue goals of high growth and high profitability. ■

Principle #7: Embrace Fear

Michael Dell admitted that at one point, he feared he was in way over his head. You should never get comfortable with fear, nor should you try to conquer or ignore it. Fear is a natural reaction that you should embrace, incorporating it in to your decision making and planning. Fear is the greatest of motivators. It puts an edge on things, and when you're on edge, you work harder.

Fear is also a natural defense mechanism, part of your survival instinct. Fear enables you to keep a heightened sense of awareness of the environment, and to reduce the probability of being blindsided by a new competitor or a new technology.

- **Every entrepreneur experiences fear.**
- **You should embrace fear because it is the greatest of motivators, and a natural defense mechanism.**
- **Your fears should be incorporated into your decision-making process.**
- **Fear motivates more finely tuned action.**

The next set of principles help simplify your decision-making and increase the chances that your venture will succeed, while positioning you for a second chance, in case your venture doesn't perform as hoped. ■

PART TWO — MAKING THE RIGHT DECISIONS

Principle #8: Never Bet the Farm

It's always been easy for motivational speakers to urge others to take big risks. After all, it's not their money. But for every person who risked everything and won, there are thousands who risked everything and got their butts kicked.

Any entrepreneur must take some risks, but taking great risks alone doesn't indicate entrepreneurial competence. Successful entrepreneurs are risk managers, not risk takers. In other words, your risks should be carefully measured against your goals, personality, experience, the nature of the opportunity and the type of venture.

Four simple rules to shape your business idea:

1. Straightforward ideas are less risky than novel ones. Conventional ideas are less risky than radical ones, where so much more can go awry. Michael Dell rejected revolutionary product advances in favor of incremental ones because he believed the former entailed significantly greater risks.

2. Even a well-traveled road has surprises.

3. Great ideas are often low-tech.

4. The execution of an idea is more important than the idea itself.

Straightforward Ideas Are Less Risky

One of the biggest misconceptions about a new venture is that it must be significantly different from current ventures in order to succeed. However, history has shown that incremental advances have a greater chance of success.

Conventional ideas are indeed less risky than radical ones, where so much is on the line. Management guru Henry Mintzberg proposes that a novel idea requires a greater investment of time, energy and money to build an organization complex enough to handle its mission, as well as exceptional management skills to attract and balance the interests of investors, suppliers, customers and employees to the unusual vision. However, it is incredibly risky to pursue such a strategy.

Even a Well-Traveled Road Has Surprises

The main reason to look for opportunities on a well-worn path is that the chances of success are considerably greater.

The restaurant business is perhaps one of our oldest industries, yet there's always a new category that shows significant growth potential. Past successes included the diner, drive-ins, fast food and pizza delivery. In America, the latest craze is for fast, fresh and affordable Asian food.

(continued on page 5)

Principle #8: Never Bet the Farm
(continued from page 4)

While Yahoo and other search engines clutter their home pages with news headlines, stock quotes and sports scores, Sergey Brin and Larry Page set up Google with nothing more than a search box and logo.

- **Great ideas are often low-tech.**
- **The execution of an idea is more important than the idea itself.** ■

Principle #9: Don't Spend a Dollar When a Dime Will Do

Starting smaller is a slower path, but it's also a safer way of building both a sustainable business and a long career as an entrepreneur. Plenty of well-known companies have started small. Space inside Kinko's first store was reportedly so tight that founder Paul Orfalea had to roll the copier outside to make room for customers. Ben Cohen and Jerry Greenfield delivered pints of their ice cream to local grocery stores in a beat-up VW Squareback wagon.

How Starting Small Can Help You Succeed

1. **It can limit the size of your mistakes.**
2. **Starting small will force you to learn resource parsimony – preventing inefficiencies from entering your operation.**
3. **It can give you a competitive advantage.**
4. **Your lack of funds may force you to redirect your venture in a positive direction.**
5. **It allows you to maintain a higher percentage of ownership.**
6. **It will keep shut-down costs low.**

You must convince yourself you can do more with less, be willing to scrounge, beg, barter or trade to get space, materials, equipment or services.

Getting Space: At the beginning, you should acquire prime real estate only when it is essential to the business model, not to support your ego.

Getting Machinery and Equipment: Instead of buying new, see what you can find at a discounter, secondhand shop, flea market or rummage sale. Examine carefully whether you really need specific equipment, then decide whether to buy or lease.

Marketing: Many very successful Web sites have found nontraditional marketing approaches to be highly effective. If more traditional marketing is needed, try to cut expenses as much as possible. You should be constantly thinking about no-cost ways to market your company.

Controlling Expenses: Fly only coach, stay at budget hotels and rent only compact cars. Sam Walton controlled expenses by instituting a rule that expenses should never exceed one percent of the company's purchases.

Finding Initial Capital: There are several rules to follow when gathering initial capital for your venture. Here are three:

1. Dip only modestly into your nest egg.
2. Debt is a common source of capital for many companies.
3. If you need to borrow a small amount of money, try not to get it from friends or family members because there would be too much emotion tied up in the money.

Why Incubators are for Chickens:

Business incubators have been around for a long time. They can be a good resource for entrepreneurs with little experience and even less funding, but there are several reasons you shouldn't rush into one:

- They have poor track records.
- They lead to a tendency to rush things.
- They may or may not be a money-saving option.
- They are of questionable quality.
- They may be distracting.
- They may lull you into a false sense of accomplishment.
- They may give the wrong impression. ■

Entrepreneurial Failures

Joseph Gayetty produced the first commercially packaged toilet paper in 1857, but his product failed because the majority of Americans at the time would not spend money on perfectly clean paper when their bathrooms and outhouses were fully stocked with yesterday's newspapers.

In 1914, a company founded by Josephine Cochrane developed the first automatic dishwashing machine. This too failed, partly due to technical problems; most homes in America did not have enough hot water to operate the machines. But they were also surprised to discover that, unlike their other chores, women of that time really enjoyed doing the dishes.

For additional information on dealing with the system, go to: http://my.summary.com

Principle #10: Always Tap a Bridge Before Crossing

Some people believe that speed is the key to business success because those who move slowly are doomed to

(continued on page 6)

Principle #10: Always Tap a Bridge

(continued from page 5)

failure. Prudence is an essential principle for anyone who envisions entrepreneurship as a career. Becoming prudent is a process with five basic rules:

1. Never assume any venture is a sure thing. No matter now infallible an idea appears, always take time to make certain it is what it seems to be.

2. Let someone else be the pioneer. Entrepreneurs hurry to open a business because they believe if they're not first to market, they'll miss their big opportunity. This strategy works better in theory than in practice.

3. Make sure the market is ready for your idea.

4. Make sure your product and organization are ready before you start. The simple assessment of the "right" time is when you are confident you will deliver the value you promised to the customer.

5. Grow no faster than your organization can handle. It is exactly when business is booming that a lot of young companies get into trouble. Growing too fast puts a lot of pressure on both your logistics and the quality of your customer service.

Benefits of Being Prudent

- You can further test your business model and gain a clearer idea of what does and does not work.
- You can build the management, information and distribution systems that can support faster-paced growth in the future.
- Increased customer retention.
- Higher employee morale.
- Disarmed competition.
- Minimized financial risk.

How to Make Your Company Prudent

- Question everything.
- Do your homework.
- Write things down. ■

Principle #11: Only Fools Fly Without a Net

Surprisingly, this topic rarely appears in business literature. When it does, it tends to be adjunct to one's strategy, not an intimate part of it. Worse yet, it is sometimes derided as defeatism. But many well-respected entrepreneurs have admitted to having a backup plan when they started their business venture.

What a Good Backup Plan Should Do

1. The plan should provide you with emotional, intellectual and financial support during the aftermath of a failed venture.

2. A good backup plan should provide you a base from which to launch your next venture.

3. A good backup plan should make it easier for you to reenter the marketplace.

Four Generic Backup Plans

1. The Weekend Entrepreneur – The most common backup plan is to keep your day job and find a way to fit the new business venture into your work schedule. One way to do that is to become a weekend entrepreneur. These individuals continue in their regular jobs and use their weekends to search for opportunities, develop and test their ideas, set up their operations and build a customer base.

2. The Active Supporter – The active supporter is a backup plan for entrepreneurs starting a venture with a partner. With this approach, one partner quits her job to work on the venture full time, while the other partner continues to work at his job.

3. Tag Team – Partners in a business venture can also follow a Tag Team approach – a suitable option when both partners are able and willing to work part time. With this plan, the partners work alternate periods – days or weeks – on their job and on their venture.

4. The Silent Sponsor – Like a silent partner, a silent sponsor does not play a role in managing the venture. But the silent sponsor receives an equity share by providing support to the entrepreneur rather than by investing directly in the venture. ■

Principle #12: Connect but Protect

Like it or not, networking is something that every entrepreneur must do. Building a strong network of family, friends and business associates can give you a competitive advantage.

1. What a good network should do for you: It can help you discover potential business opportunities, be used as a sounding board for your ideas, provide you with potential resources, financial, human and intellectual, introduce you to potential partners, suppliers and customers, be a useful source of professional expertise, assist you with securing space and equipment, and give you support if things don't go according to plan.

2. What you should do for your network: The best networks are those whose "members" try to give to the network more than they take. The spiraling benefits can be incredible.

3. How to evaluate your network: Ask yourself these four questions: 1. How extensive is my network? 2. How accessible is my network? 3. What is the cost of

(continued on page 7)

Principle #12: Connect But Protect
(continued from page 6)

maintaining my network? 4. How reliable is my network?

4. How to build your network: To do this, you should be aggressive. Don't accept everyone. Learn where to look.

5. How to protect yourself from your own network: Protect your ideas, avoid abusing what legally belongs to someone else, write and review contacts and help resolve disputes among partners. Also, don't place blind trust in anyone, get all deals in writing and maintain some separation. ■

Principle #13: Buddy Up

Despite appearances, most successful business ventures cannot be attributed to the vision or actions of a single individual. Consider these three questions:

1. Why is a partner needed? Here are some benefits of partnership:

- A partner can share the risks.
- A partner can provide encouragement and support.
- Nobody can do all the work single-handedly.
- Two heads are better than one.
- There is a multiplier effect in networking.
- Partnerships give legitimacy to the venture.

2. Who should be a partner?

- Don't pick someone just because they are available.
- Partners should complement you in terms of skills, experiences and knowledge.
- Partners should share your vision.
- Partners should share your willingness to "play the gray" (see Principle #14).

3. Why is it important to reach a consensus?

Three areas that consistently cause partnership problems in a business venture involve the following:

- **Definition of roles** – Sitting down and coming to agreement on partner roles is difficult because delegation often entails sensitive issues that people fear will ruin their fledgling start-up before it has a chance to succeed.
- **Decision-making authority** – It is more valuable to see consensus being made up of some permutation of agreement, understanding and acceptance, which means there are a wide range of consensus scenarios possible.
- **Allocation of resources** – The person charged with making a decision about the business should have either the authority to allocate resources or a clear process to make that happen. ■

Principle #14: Learn to Play the Gray

Most successful entrepreneurs have learned to "play the gray," that is, they don't blatantly break rules, but they know how to maneuver inside that expansive gray area that separates the clearly established rules from the clearly unethical. Opportunities to bend the rules usually occur in these four areas:

1. Dealing with the system.
2. Building an image.
3. Closing the deal.
4. Being opportunistic.

- Dealing with the system – it is often unavoidable – and even preferable – to bend the rules when dealing with rigid bureaucracies, be they local government agencies, property management companies or even suppliers.
- Building an image – Entrepreneurs may find it necessary or expedient to tell an occasional half-truth in order to build their company's image. When Brian Maxwell promoted his new high-energy snack, the PowerBar, at San Francisco sports events, he wanted to make his company appear bigger than it was, so he painted a 7 on one side of the company van and an 11 on the other side to make it appear to be a fleet, rather than just one vehicle.
- Closing deals – Closing is an art form, so some people are better at it than others. Sometimes it might be necessary to overstate one's position in order to make the sale, such as the pivotal moment Bill Gates convinced IBM that Microsoft should be the one to supply Big Blue with an operating system, when technically speaking, his company had no operating system to sell at the time.
- Being opportunistic – Successful entrepreneurs have a knack for opportunism, recognizing an opportunity and using a little creativity or chutzpah to profit from it. ■

Principle #15: Plan a Timely Exit

One of the most difficult aspects of entrepreneurship is developing the willingness and ability to get out in a timely manner – a decision that often involves even more emotion than the one to start a business. It is a rare business owner who can make a rational decision concerning the timing of his exit, but this decision can

(continued on page 8)

Principle #15: Plan a Timely Exit

(continued from page 7)

determine not only whether there will be another chance at entrepreneurial success, but whether the next chapter of the founder's life will be filled with excitement and hope, or sorrow and regret.

There are two distinct periods when one must consider stopping a venture:

1. Before it begins
2. After it starts

Stopping Before It Begins

As you do your homework, work on your business plan and make other preparations, one of three things can happen: (1) You decide your idea is viable; (2) You decide it isn't, or; (3) You decide the idea looks promising – for someone else.

Even if the venture makes economic sense but you find you do not feel passionate about it, you should still abandon it. Continuing to pursue a project solely through pride, impatience or sunk cost is one of the biggest mistakes you can make. Don't let the dream of running your own business make you blind to better alternatives.

Getting Out After It Starts

If your venture is making only a modest profit, you must ask yourself: How long do I continue in my venture? Sometimes, if other opportunities appear, such as a job offer or a new business idea, the answer is relatively straightforward.

On the other hand, the decision would be more difficult if your current venture is fulfilling most of your life goals, while a better-paying salaried position would not. In most situations, much of what determines whether your venture should be shut down or not is personal choice.

Even if your company is highly profitable, you may need to consider an exit if you can see disaster on the horizon in the form of unfavorable changes in government regulations, technology or consumer tastes.

If both your profit-and-loss statement and your balance sheet look grim, it doesn't mean your company is failing. Business ventures often go through dark times during their early stages. Ask two important questions:

1. Can changes be made?

2. Will these changes lead to a significant increase in performance?

If you can confidently answer "yes" to each of those questions, then you can define your venture as still having potential. However, if the red ink continues to flow after the changes have been made, then you must ask: How much money am I willing to lose? If your venture starts to drain cash from your personal finances, then it is time to seriously consider shutting it down, as the longer you wait, the fewer resources you will have to make a quick recovery.

Unfortunately, when businesses go south, too many entrepreneurs remain in a state of denial.

They refuse either to recognize or to admit that their venture is failing, they make themselves believe that each new day will be different from the rest. But most often, each new day does not produce what these entrepreneurs so earnestly and desperately work to achieve. They hang on because they have projected too much of themselves into their project, so it's as if, by killing their business, they are committing suicide.

To make a timely exit, you must maintain some separation between you and your business. Try to salvage as much as you can before it is too late.

It is illogical to fight to the death; by doing so, you waste valuable effort and resources.

If you have the ability and willingness to executive a timely exit, that will be crucial for you to get a second chance at success. ■

SOUNDVIEW RECOMMENDED READING LIST

If you liked *Never Bet the Farm*, you'll also like:

1. ***If at First You Don't Succeed*** **by Brent Bowers.** Real life illustrations are comprehensively organized in order to solve the riddle of entrepreneurship.
2. ***The Business Guide to Legal Literacy*** **by Hanna Hasl-Kelchner.** Hasl-Kelchner provides a clear roadmap for business people to understand how to do the right thing, preserving the relationship between business and the law.
3. ***How to Start and Run Your Own Corporation*** **by Peter I. Hupalo.** Hupalo begins where many incorporation books leave off. He teaches the basics of corporate business structure.
4. ***Small C and S Corporations*** **edited by Holmes F. Crouch and Irma J. Crouch.** Learn how to emerge from IRS suspicions of improper personal gains when conducting businesses as private entities.
5. ***What No One Ever Tells You About Starting Your Own Business*** **by Jan Norman.** Norman provides an updated picture of the trials and triumphs of today's entrepreneur.

Final Words

What separates winners from losers is not bankruptcy (many entrepreneurs experience such a catastrophe or something just short of bankruptcy) but the ability that winners have to keep themselves in the game by maintaining enough will and resources to try again.

It has also been said that the best time to respond to a disaster is before it occurs. That's why a proactive approach should be taken when it comes to business failure.

By following these principles, you will be prepared for the worst so you can limit any damage and preserve assets to try again. Finally, by being ready for a catastrophe, you could prevent the very thing you fear most: business failure. ■