

STARTUP

HOW TO TACKLE SOME OF THE OFTEN
OVERLOOKED CHALLENGES THAT YOU WILL
FACE WHILE GROWING YOUR STARTUP

MONDAY

FRANK DAPPAH



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DEDICATION

Dedicated to Bernice.
Thanks for the support.

OSTRICH PUBLISHERS

AN EXERCISE IN STRATEGIC THINKING

WHY I DID THIS

I wrote this book to help you visualize and carefully plan for what's behind door #1, 2, and 3. This book is meant to be sort of a guide to help you navigate all the issues you will have to deal with, now that you are up and running.

STARTUP MONDAY

will help you prepare yourself for some of the inevitable issues that you will face as you try to grow your new [startup] business. This book tackles issues like raising growth capital, recruiting talent, the importance of building a healthy corporate culture, Funding issues, ways to effectively communicate with your partners,

investors and employees, and so much more.

MY STARTUP LIFE

This book, based on my decade-plus experience in starting several firms, is meant to guide you to find the answers you need to overcome the obstacles that will surely come your way as you wade into the uncharted, unpredictable universe that is the startup world.

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PREFACE

MONDAY MORNING BLUES

It's Monday morning. How is your startup doing?

How confident are you that you are going to be able to deliver on the promises you made to yourself, your employees, partners, and/ or investors?

Do you have a plan to build and grow your company, defying all that stand in your way? Do you have a comprehensive strategy to overcome most, if not all the problems, demands, and obstacles you will face?

Monday Mornings are no joke unless you are prepared for what the week will certainly bring. The headaches, the stress, and so on.

The inevitable distressing phone calls

from customers and even investors. The loan repayment deadlines, payroll obligations, funding needs.

These are the things that drive grown men and women to drink.

These are the issues no one prepares you for.

You will not find any articles in Fortune or Forbes magazine about how to deal with employees who seem to only show up for a Paycheck but have no faith in your business.

The ones that will surf Careerbuilder.com looking for a new job while in your office neglecting their current one.

The types that only do what they have been told and refuse to engage in any out-of-the-box thinking whatsoever - Something any startup firm desperately needs: Out-of-the-box thinkers.

I like to tell folks that their first ten employees should all be young, radical, entrepreneurial folks just like themselves.

These are the types of teammates that will help you survive your first few years in business. These are the men and women who will not just be employees but will be incessant advocates and brand ambassadors for your firm.

They will tell any and everyone who will listen about this “great new company” they work for.

These are the types that will take ownership in your business and build it like it were their own. For your first few years, “No Debbie Downers allowed” should be your mantra.

As if starting a new business wasn't tough enough, now that you have launched your company: fully developed your product and service offerings, rented office space, created a marketing campaign, hired your first employee(s), heck, even managed to acquire a few paying customers, what comes next?

How do you manage all the obstacles that will come your way? The type of stuff that if not managed correctly can leave you bankrupt.

I am talking chapter 11, or worse.

Entrepreneurs like yourself must contend with these issues on a daily basis. This is the life of an entrepreneur. This is the life we chose.

I used to hate Monday's back then when I launched my first company.

I started out running an insurance outfit, so I guess anyone would hate that at first.

It took some getting used to. I mean, don't get me wrong. When I first got started, my first few months at my new firm were awesome (looking back of course).

I was on a mission to launch a new type of insurance agency. This was going to be an insurance sales operation like no other.

I was so freaking sure of myself. Now that I think back, I am sure I was not doing anything that hadn't been done or attempted before, but you couldn't have convinced me otherwise even if you tried.

I had just leased some primo office space and I

was ready to take on the world.

After a few months of unpaid bills, zero paying customers not to mention having to take the service elevator to my office just so I could avoid the leasing staff because I was always behind on the rent, going to work became a nightmare.

I dreaded the workweek. I was ecstatic when Friday rolled around and crushed when Monday showed its ugly little head.

The thought of Monday's just gave me the heebie jeebies. I knew something was off because this was a feeling that was new to me. You see, even in the corporate world, I was never the "I hate my job" type of dude.

I liked working. I loved going into the offices of whichever firm I worked for and putting in a long day's work.

Some even called me a Workaholic, a moniker I wore with pride. This was back then when working hard was still seen by my peers as an admirable thing. Aaaah! the early 2000's,

before the birth of the professional vacationer.

I learned how to work hard from my parents. I gained a natural work ethic by osmosis I guess – the long days they put in while building their company, and the hard work my Dad did while working for the government’s Minerals Commission, even before he went into business with my momma.

I never hated the start of a new week. What the hell was going on?

"What have I gotten myself into?" I would often wonder. The bubble had been burst by the reality of running an actual business.

I was getting “thuped”, as the Kenyans say, by my own startup.

I was sure I was going to be successful. I mean, I did everything right, or so I thought. Turns out I was obviously missing some pieces. At some point, I was even living out of my office, but that is a whole other story in and of itself.

Year one came and went, and things got a

little better.

We signed on some new paying customers. We effectively refined our business model, instituted some strict personnel policies - to name a few, and business started picking up.

We even moved out of our plush office - the one we could not afford and into a much more suitable, budget-friendly space.

Things got to be fun again.

Our business actually started making money. I am talking "money in the bank after all bills are paid" kind of money.

I started looking at myself as the founder of a startup again and not as Harrison Ford's character from the 1993 action thriller, *The Fugitive*.

I often try to warn new entrepreneurs and counsel them on the steps to take to be prepared for the realities of operating a new business, especially for the first time.

I often ask them to create actionable plans to combat the grown-up stuff that is headed their way, so they are not caught off guard when the

time comes. And the time will come.

[Insert villainous lough here]

Frank Dappah

Charlotte, North Carolina

October 2019

INTRODUCTION

A COLLECTION OF HIGHLY VETTED IDEAS

So, why go the Startup route at all?

Well, if you are reading this book then I am sure you kind of know the answer to that question. Something better, right?

A better level of income, better options, better life, and so on.

I once read somewhere that even though Tim Cook runs Apple, a trillion-dollar company, the man himself is nowhere near being a billionaire. Now don't get me wrong, the man is not starving, with a net worth of over \$625 million, and I am sure a boatload of stock options at his disposal, He is not "broke" by any measure.

I am only pointing out how dislocated his personal wealth is from the overall value of the

firm he runs. This is because Mr. Cook did not start Apple.

He wasn't an early investor, nor was he one of the founding members. Unlike the Late Steve Jobs, who died with a net worth of \$10 billion, mostly in Apple stock, Cook only works for the company.

Hence his relatively puny net worth compared to the man who had his job before him.

In this modern capitalist world, we all live in, one can only acquire great success and wealth through ownership.

To quote my favorite line from Rick Ross' Smash hit, You the boss ft. Nicki Minaj,

“Ownership is the conversation”.

This is basically what you should be thinking about. Words to live by. I mean in

anything that you do. If you work for a publicly traded firm, see if you can devote a portion of your paycheck to buying shares in the company.

Working for a startup or private company? Are you an integral part of the company's profit center? See if you can be paid partially in stock.

Besides inheriting cash or winning the lottery, "owning stuff" is the only way to become wealthy.

The rewards of putting yourself out there, investing your own cash and time far outweigh the risks.

I mean why else do we put ourselves through the rigors of starting a new business.

I know for me; it wasn't really the money.

Nope, my journey started as a result of being a corporate reject.

And that's all I will say about that.

Point being, we all have our own unique and meaningful, personal reasons why we choose the entrepreneurial route.

Some embark on this journey as a result of

happenstance. A sudden unintended realization that there may be an unmet need in some niche, and you just happen to find this out by no fault of your own, no pre-planned research or market analysis. You just happen to find this out by chance.

These instances are typically fueled by some personal need you may have had for a certain type of product or service.

You come to find out later that there may be a shortage of that particular type of product in the marketplace, or a lack of diversity within that specific product / service offering. You were probably looking for or needed to find- for work or some occasion, a particular iteration of a product or service that was simply unavailable on the market or in short supply.

There is one little firm making this stuff, even though a bunch of folks use it.

Think of the plus size fashion industry just a few years ago. There were only a few pure-play

players in the game. They were typically hard to find, typically nestled in the back of malls across America, away from most of the traffic in the mall or shopping center, next to Sharper Image, a place I like to call “The dead zone”.

These fashion houses were making a killing though. Outfits like Lane Bryant have been making money for a while.

Why? Because Americans are, and have never been a thin people. Don't believe me? Google “models from the '60s and '70s”. You will see that even then, folks were “slim-thick”. We are all now getting used to that fact.

We are going through the “acceptance phase” of our shared affliction, or hotness depending on who you ask.

Larger brands have simply decided to get in on the action. The need has always been there.

We sometimes start businesses as a result of noticing such a phenomenon.

On the rare occasion that this happens, this is an opportunity to build a business, you say to yourself.

Things just kind of fall into place at this point. Your chances at startup success in this first example is also greatly helped if you are looking at an industry within which you have spent some time.

Perhaps you have worked for a few firms in this niche and are very sure that there is a need to innovate.

You are confident in your assessment because you know, based on personal experience, the existing needs in that space.

Another example would be if you have been a long-time consumer of a certain product-type or service offering. I, for example, am an expert on anything that has to do with nutritional supplements and fitness stuff. I have been a gym-dude for many years.

In this case as well, you will know where the needs may be in the available offerings.

Others Pursue this path, the entrepreneurial path as a lifelong calling.

Familiarity with the ways of the entrepreneur. Most who belong in this category typically grow up in an environment where self-made folks are often in close proximity. Perhaps their parents, grandparents and/or other family members are, or were business owners.

My parents, for example, are both serial entrepreneurs. They started and operated a few successful businesses when I was growing up. This environment provided me with most of the education I needed to morph into the entrepreneur that I am today.

I knew by being around them, very early on that I wanted to be an entrepreneur when I grew up.

I knew this and was very sure of my ability to do so even before I knew there was a word for that type of person.

My Grandparents were also entrepreneurs. They started quite a few businesses in my native home of Ghana. My grandfather invested heavily in the Accra real estate market and was also big in the Agribusiness back home.

This is how he kept his family fed, and in turn, how my parents raised my siblings and me.

For the most part, to most entrepreneurs, the startup phase of any new business is the most exhilarating time. This is when we come alive. Where we enjoy what we do the most. We live for this stuff. Starting new businesses or joining startup companies is what we love the most about working.

Most of us dream of building profitable careers out of being serial entrepreneurs. Although, I must say that some enjoy starting

new firms a little bit more than joining new ones, and others would rather join teams.

The type of teams that have built a wonderful product or service with great market potential. Here, the entrepreneur: you, swoops in to help the team gain market share, attract new investors to the business, or negotiate some important milestone.

Either way, regardless of the circumstances and processes surrounding your evolution as an entrepreneur, regardless of how you became this person - one who seeks to build businesses, the type of person who would rather start new companies than work for one, a self-starter. Know that, although it may not always feel like it, you are among a growing number of folks around the world who have decided to chart their own course in life.

Individuals who are determined to build value wherever they see fit and try to make some cash doing so.

That being said, some folks, however struggle to draw a distinction between entrepreneurs and business-minded individuals.

There is some debate out there about this very topic. “Who is a businessperson, and who is a true entrepreneur?” Better yet, “which one am I?” What if you don’t just want to own a business, but you really enjoy starting companies?

Well, that's pretty much it: entrepreneurs specifically live to start new business. We like to take ideas and turn them into new businesses.

Businesspeople, on the other hand, can pursue their ambitions in a variety of ways. Ways that include but are not limited to buying existing businesses, acquiring licenses to operate versions of an already-existing business franchise, developing new business units within a large company, and so on.

Sure, we all start new businesses in hopes of some grand cash payout at the end. The coveted “exit”, but to startup-ers like you and I, we crave more, don't we? We want to be our own

boss.

We want to build a lasting legacy. We seek to create new brands, innovate, and inspire.

As I have stated before, we (Entrepreneurs) want more out of our working experiences. And now, more than ever, more and more folks are looking to build their own businesses as well.

With the availability of previously inaccessible technologies and globalization, many individuals see the 21st century as the ideal time to follow their passions and build new businesses.

This is the time to start a new company if you have always wanted to.

Apps like Facebook and Twitter have made it super easy for anyone with an innovative

product or service and a small budget to market their products around the world.

You, with just a few clicks of the mouse, have the ability to reach folks in Dubai, Japan, Mongolia, Germany, Nairobi, and all, if not most of some of the most remote regions of our blue planet.

You get the picture, don't you?

In fact, according to the Small Business Administration (based on a survey of 2700 aspiring entrepreneurs), 2019 saw an 18% percent increase in folks looking to start their own businesses.

Also based on the same survey, the number one reason folks went into business for themselves in 2019 was to "be their own boss".

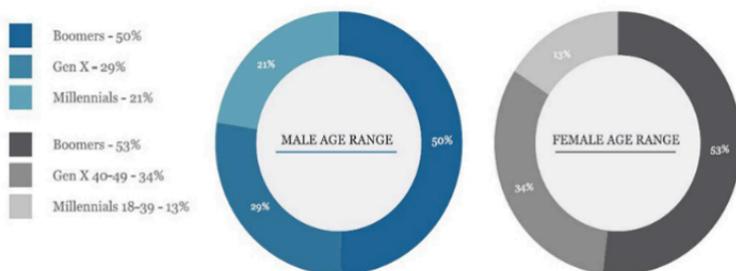
Baby boomers comprised a majority of new entrants in the world of business at around

50%.

Gen X-ers made up about 30% of aspiring entrepreneurs.

Three-quarters of the total number of aspiring entrepreneurs are men, while women occupy 25% of the total number of self-starters.

Among millennials - those born between the early '80s and mid-'90s, 83 percent were male and only 17 percent female.



Talk to a dozen successful entrepreneurs – I am talking about the millionaires and billionaires we

look to as examples of success in entrepreneurship, and you will see that although all have varying backgrounds and personalities, they do share some very significant personal traits; and common life situations and choices.

Besides being extremely rich, self-made folks like Microsoft founder, Bill Gates, who's estimated net worth is around \$107 billion, or Airbnb co-founder Brian Chesky, whose net worth is around \$4 billion, share many personal and demographic traits.

For one, most of these guys and gals are mostly inventors, innovators, or investors, Like Berkshire Hathaway boss, Warren Buffett, worth \$87.3 billion.

They are also, to a larger degree, older, mostly above the age of 50.

I bring this up to illustrate the fact that success does take some time.

No one I know, besides winning the lottery made it big overnight. The entrepreneurial route is mostly about the journey and not simply the destination. Whatever that

may be for you.

If being “rich”, or acquiring wealth, fame and/or recognition are the biggest drivers of your desire to becoming a business owner, then I would ask that you dig deep to find other sources of motivation to save yourself the inevitable disappointment and burn out you will surely come to feel when you realize what a tough road you have ahead.

That being said, when done “right”, this self-made thing can be very rewarding. Sure, you will have to deal with a whole lot of crap in the first years, especially if you are starting with no team, no funding and very little experience.

Yes, I will not lie to you. Things will get tough. You will first need to build a team around your idea, develop a viable service or product, build a robust sales and marketing system to help get your offering in the hands of your end-user, all while trying to keep an unpredictable workplace running smoothly and looking to

make a profit from your operations.

You will need to find funding, and if you do not have a pile of cash somewhere, like most of us, you will need to prepare yourself to talk to folks and convince them to invest in your startup, and trust me when I say that, that is a whole other thing. I wrote about it in one of my other books: PIXIE DUST.

In this book, however, I will try to prepare you to overcome some of the challenges I just mentioned.

This book is made up of five unrelated chapters, each chapter on one of the five most overlooked challenges startup founders fail to address or tackle poorly.

Failure to meet these challenges head-on typically leads to most startup companies going out of business in the first five years or so.

So, let's jump right in.

CHAPTER ONE

IT'S ALL ABOUT THE BENJAMINS

The need for adequate funding and taking a direct and “out-of-the-box” approach to soliciting investment capital.

Loudest Cheerleader

Before we get into the nitty-gritty of the topic at hand, before we discuss the need for you to, at this point in the evolution of your business, obtain adequate funding, the kind of funding serious men and women seek when they are truly serious about growing a business, let us address some important points.

When entrepreneurs transition from talking, even dreaming about a business to actually starting and running said business, there are a few things one must get acclimated to very quickly:

1: Money to pay your employees, yourself, and any other essential business expenses is not optional.

2: Building a profitable business should be a

priority and is a plan that should be executed as quickly as possible. It is a whole lot easier to access loans, credit lines, and investment capital if you are overseeing an organization that not only takes in money, but also makes a nice little profit.

3: You need to assemble a cohesive, competent team.

These are not items that can conceivably go unattended to.

Not if you want to take your company to "the next level" and all other levels possible. You cannot "bury your head in the sand" when cash is needed and hope everything works out.

You have to go out there and get the capital you need to grow this thing that you have worked so hard to setup.

There are numerous sources of funding, ranging from a few thousand dollars to millions of dollars available to most small businesses

these days thanks to the internet and many new financial institutions willing to lend to small businesses.

You have many options beyond credit cards and seemingly unobtainable loans from your local bank.

We will discuss some of these options as we make our way through this book.

The Direct Approach

I love selling directly to folks. Maybe this is because, despite all the other kinds of businesses my wife and I have gotten involved with, I am still an insurance salesman at heart.

I believe that when you have no budget for marketing, no fancy marketing agency to help rollout glitzy national ads, you can always make money/ get things done by picking up the phone and calling folks.

“When broke, talk to folks”, is what I say.

I think you can sell anything this way, including your company - and oh, by the way, when you bring on investors, that is exactly what you will be doing: sharing ownership of your organization with these folks.

This is a mindset shift that quite a few entrepreneurs struggle with. You will gain so much more traction with investors and any other financial backers if you fully explain what their payoff will be.

If you approach a bank, truth is, they don't care about how passionate you are about your business. They could give a crap about how you were inspired by what you thought was your dog singing *The Gambler* by Kenny Rogers to invent your patented Doggy Doorbell.

They don't care. No one does but you.

Folks just want to see the numbers, the potential for the numbers to grow and the plan in place to make this happen sooner than later.

Keep this in mind as you make your pitch(s). Sure, you will have a few personal friends and family members who will agree to back your business based mostly on the affection they have for you – and lucky you if you can find these kinds of folks.

For professional investors and for-profit money folks, they need to see a plan for profitability, or one to grow the business enough for it to be worth their investment dollars. They will also need to see an exit plan.

As you work to grow your business, you will want to think about and communicate to your investors, partners, etc. What means you plan to use to provide that big payday and/or when you think this will be.

If you end up talking to professional money managers like Venture Capital firms, they

will require such a plan as a condition of them giving you the cash you need to grow your organization.

Partnerships work too

If you have this idea or let's call it a plan, that you are somehow going to cover your operating expenses with cash earned from, well, operations, then we are going to need a new plan. The current one just won't do, and for many reasons.

Now, you may already be making sales, and booking a nice profit, and you are thinking: "*what is this idiot talking about? I am paying my overhead with profit from sales* " but, are you

though?

Sure? Because I guarantee you that you are skimping on one strategically important thing or another.

Perhaps you are not investing enough in growth areas like sales and marketing, or research and development, overseas expansion, etc.

Stuff that will ensure innovation and the longevity of your company. I mean look around you. Name one successful company whose business model has remained the same since its founding.

Heck, even Life insurance companies like *American National* are now acting like tech firms in order to attract younger audiences.

I know for a fact that American is the sole underwriter for glitzy outfits like Vantage Health.

These guys run various Facebook ads that specifically target young folks in hopes of selling

them on the idea of conveniently signing up for short-term medical plans. *Facebook* is moving directly into businesses like publishing and for some strange reason, Crypto currencies.

There is the need, at any time in your company's growth story, to assess the market you are in and perhaps other complementary verticals, innovate, and grow. And funds need to be allocated for that.

Simply taking cash made from "businessing", yes, I meant say that, and paying yourself and employees is not ideal.

At least not in the first few years.

Destination facilitator, *Airbnb* spends about \$300 million of their total \$800 million in revenue on sales and marketing.

So again, we need a more transformative and agile capital plan.

I, use profits from operations, a sliver of it to pay down credit facilities, dividends, and invest in other more established businesses.

I have assembled a collection of

traditional and various unconventional capital sources, all aimed at ensuring maximum capitalization and the ability to spend on big-ticket items.

I've paid all my bills

There are a couple of ways to realistically approach, address, meet and exceed your capital requirements.

I have always used the “overhead+” method. In this scenario, I try to have available adequate funding to meet the ongoing needs of my company, plus any other ambitions I may have.

Well, it is more of a mindset than a method, if I am being completely honest with you.

You know how some folks – in general,

consider themselves successful if they earn enough at their jobs to pay “all” their bills?

Come on, you know people like that. They seem to display a pathological need to conjure up new insane ways to spend every extra dollar they make after their bills are paid.

Well, some entrepreneurs approach their businesses with a similar mindset.

They are only focused on covering expenses.

Sure, sometimes, often times, this is a win, considering.

I get that, but what I am asking is that you also make room in your mind to explore a time when you have enough cash on hand to not only pay yourself, vendors, and employees, but to also explore new businesses, newer growth opportunities, and so on.

Think of such a time as your true destination and not just staying afloat. This is when you are truly winning. This is when you are

ready for whatever the economy may bring your way.

Consider a company like Apple. The company has enough cash in the bank to buy a few small countries. Hell, they could start their own global bank if they wanted to. For this reason, Apple can weather any economic storm, any administration and stands ready to make any structural changes needed within their company regardless of cost or disruption to business.

Remember the kind of folks I was talking about earlier? The big spenders, aimless vacationers? Well, you see the flaw in their system when they encounter any kind of financial turbulence or interference in the consistent flow of paychecks, right?

Things get real when they are laid off or “downsized”.

They struggle, while others who had savings, investments, and emergency cash do just fine.

The view from the top

As I stated earlier, this book is meant to help you align the fundamentals needed to grow your company. A guide for entrepreneurs who have already launched their companies and are growing and possibly booking a small profit.

You will now have to figure out how to turn your operation into a real business. This endeavor will come with some significant challenges, some more so than others, but each set of obstacles will carry the risk of complete derailment of all that you have built.

This book is meant to help you tackle the proverbial troubled waters. But to do so, and

effectively, you will need to have, if for a moment, a bird's eye view of your company.

Construct a solid list of elements that must exist for you to grow a robust and profitable organization. Know that no such list, however, would be comprehensive, or strategic for that matter without careful consideration of your funding needs.

A compelling argument

Here is the thing, it never helps to look at failure or success as a binary proposition. You do not want to think this way: " Well, I will try this business thing for a while to see if it works".

To fully explore my thought process here, we have to overlay some actual historical examples on top of the building blocks of any for-profit concern.

Basically, on a subatomic level, a business is what it does, how it does it and who it serves.

Consider this as an antidote for failure, any one of these elements can be adjusted, or

completely changed without altering your brand in any adverse way - if executed correctly, of course.

Sears, Roebuck and Company, also known as Sears, started out as a mail-order catalog company and later transformed itself into, at that time, the largest retailer in America. Bayerische Motoren Werke (BMW), founded in 1916, originally manufactured aircraft engines.

Both brands still exist, as strong as ever but both are businesses completely different from their humble beginnings.

If you look at your business as a flexible Pandora's box of endless possibilities, then you will understand that failure only comes when you lose your will to make things happen or deplete your resources.

Therefore, one can make the argument that amassing these resources, Capital in this case is as important as overseeing the day-to-day operations of your business.

Without a healthy bank account, it will be very difficult to grow your business in whichever

way seems profitable and also withstand any economic downturn, public relations disaster, or legal entanglement.

Founders' fund

Ever been to a coffee shop and witnessed a group of business partners - 4 or 5 folks who insist on running a full-fledged operation, an accounting firm or insurance agency out of their local Panera or Starbucks?

Ever seen one of those types of situations and wonder: "Why don't they just put their money together and get a real office?"

I see this all the time and I swear it baffles me every single time.

The whole point of being in business, at least from an operations standpoint is to bring together as many folks as possible with common ambitions, goals, drive and dedication to build something bigger than any-one could have

accomplished on their own.

The issue is that most folks only partner with folks out of familiarity - The “my high school friend is my accountant” phenomenon.

Most inexperienced entrepreneur partner up with folks they like, know, or just happen to be available with zero regards given to their experience or track record.

When this happens - assembling a team whose hearts are not in the right place, you will deprive yourself of the enormous financial potential that can be derived if you were to find yourself in a room with partners who will not only do the work but are willing to put their funds together to make things happen.

Having a team of financially invested partners could be the vessel through which all your capital needs are met. At least till you figure out how to make money with your business.

The “funders’ fund” principle is important. So much so that I would ask that as you look to

bring on partners, that you follow the venture capital or law firm model and make a financial investment a prerequisite for folks joining your management team, board of directors or bringing folks on as equity partners. Doing so will help you weed-out the folks who are going to merely spectate and never actually roll up their sleeves and do the work.

You will put yourself in a position to bring on folks who are experienced and dedicated to growing your firm and will also provide a deep source of capital to help cover overhead costs, marketing spend, and so on.

These folks will do so knowing that their equity investment will grow as your company becomes more successful.

They will see their personal net worth(s) appreciate as you bring on new clients/customers, shatter sales goals and build brand value. They will work very hard to make sure all stakeholders see their equity increase in value.

Recurring capital

As long as we are talking about infusion of capital into your business, whether from partners, vendors, or investors. I have found that there are a few ways you can position yourself to take advantage of all the investor capital out there.

Let's be real, everyone wants to be part of something profitable. We all wish we would have invested in Facebook in its early days.

Who today wouldn't have loved to be approached by Jeff Bezos for an investment back when he was starting Amazon.com?

That being said, besides access to deal flow, and appetite for risk or lack thereof, there is only one other obstacle as far as making private investments goes. Cash, right? You need money, and lots of it to make these types of investments,

or in any way that stands to yield any respectable returns.

Assuming you have already worked out most of the kinks in your business (remember, this book is meant to be consumed by those currently in business with paying customers) there is an option you can offer to your potential investors to help them make flexible investment payments while minimizing their risk. You can offer a sort of installments payments.

Here is how it works: You get a commitment from your investors as to how many shares they care to purchase, breaking up their payments into monthly or quarterly payments. You then deliver their stock certificates after each complete share has been purchased. This method does have some drawbacks but works well for the most part.

You will be able to get ongoing access to capital while ensuring that you are able to have as many investors in your business as possible.

The challenge here is to make sure that

you adhere to all securities laws in your country/ city/ state and also to make sure you keep accurate records of who paid what, when, and how. You will want to, if possible, put someone capable from your team on this task. This person will be responsible for making sure all investors have an open line of communication with you and your management team, ensure that all records are kept up-to-date, and also that they provide regular updates to your investors. Since at any time, these folks can decide to stop making payments to cover their proposed share purchases, it is on you to provide them a reason to keep backing your enterprise.

I have found that following-through with what you said you would do in the first place is the best motivator here.

The second, obviously is growth and profitability, or whatever trajectory was initially discussed. You will want to be as transparent as you can be here to allow folks to remain excited about your organization, its products, services and employees.

CHAPTER TWO

ROLE PLAYING

*Build segregated focused departments within
your company.*

Put on your big boy pants

***That's right! By now, you are starting to,
or have realized that you are at the helm
of a real company.***

You are not in Kansas anymore.

You now have actual customers, employees,
investors, and so on.

You now have to deliver on your promise.
Execution is a must. You can no longer run your

company like a frat house. You must behave like you're a grownup.

All members of your team must deliver on their duties with the utmost precision and conduct themselves in the most professional manner.

As you start to make some money doing what you do, you will start to understand why the late great Notorious B.I.G so eloquently put it: "More money, more problems".

You have to deal with the Tax man, and perhaps Johnny Law, depending on the kind of business you are in.

Financial institutions have dozens of regulatory bodies to worry about and answer to. There is the Securities and Exchange Commission (SEC), FINRA, not to mention various State and Federal authorities.

Lawyers have to adhere to the guidelines set forth by their State Bar Association while following all state and federal laws.

Engineers, Architects and all others in the construction business must follow various

building codes and laws.

With this in mind, you need to setup your business, teams and systems for maximum efficiency, while adhering to the laws of the land.

In this chapter, we shall take a look at various concepts and strategies proven to help you *delegate tasks, build replicable systems, recruit the best people out there, etc.*

All in an effort to help you create an effective profit-generating, long-lasting enterprise.

Before we get into the nitty-gritty of the topics at hand, know this: At some point sooner than later, you will want to transform your scrappy, free flowing, anything goes business environment/workplace into a serious and structured one.

The consequences of not doing so can range from mild to severe, both from a financial standpoint,

to legal. Commencing to operate like a startup, even though you have managed to acquire thousands of customers and have hired a few employees can leave you open to lawsuits and other unpleasant legal liabilities.

I mean, don't get me wrong. You will want to maintain some flexibility and keep that speed to decision-making that make startups so effective.

Those startup qualities you should try your best to keep. But you definitely want to shed the riskier behavior that we often engage in when we start new companies. You know what I am talking about, don't you?

You can also put yourself in the unfortunate position to face the wrath of one or many of the regulatory bodies in your home State. I for one have been the unfortunate "beneficiary" of this kind of repercussion.

I am not a hat-guy anyway

Although, I believe that most entrepreneurs and small business owners are amply comfortable occupying many different roles in their businesses, both short-term and at times over extended periods of time, I am not a big fan of this strategy.

Sure, I get the tendency to follow the old adage of " If you want something done right." and all, and folks are often capable of executing with absolute flawlessness, the goals of each role, I, from personal experience find it prudent to build various, fully-manned departments as opposed to trying to do it all by yourself.

Build a marketing team to handle all the things that relate to your brand messaging and overall customer acquisition.

Let the experts see to PR matters. And I get that we typically start businesses with very little cash and even lesser time to spare, so the idea of meticulously building departments may

be a pipe dream at this point. I get that.

I just want the ultimate goal to be putting the best people on the job.

The need to have autonomous departments will become much clearer as your business grows and the demands placed on your singular source of innovation, communication, imagination become unbearable.

Works better this way

I have said it before and I will say it again, systems are what successful companies run on. No question.

As I have talked about in many of my other books, systems should be built and implemented across your organization as early as possible.

Even startups and newly founded organizations and groups need systems. It is never too early to get your people on board with doing things a certain way. Not just any old way but ways that deliver results. Ways that

accomplish the tasks that need completion.

I mean, isn't that the whole point of having replicable systems? For them to work? Your *Customer returns system* should not leave customers confused and unable to successfully return unwanted purchases to your store.

Your *Accounting system* should do the job of accurately reflecting the financial health of your organization.

Your *Customer service* apparatus should be built and manned in a way that successfully handles all customer questions, comments, and complaints. Systems should work.

Systems, believe it or not, are the building blocks of any successful organization. Systems that are set up in ways that never leave the job undone, or worse.

Working systems will never leave folks in your firm wondering who was supposed to do what and who is responsible for whom.

With the right systems in place, your workdays and that of your employees will seem a bit lighter and easier.

Most small business advisors and successful entrepreneurs will tell you how much better their days got once they were able to implement systems in their companies.

According to *Linh Podetti*, director of Outsourcing Angel, systems and processes help the growth of a business.

Not only do working systems allow your firm to grow, but they also create goodwill for your firm.

Successfully executing all duties across the board will enhance customer satisfaction, thus creating an atmosphere for repeat business and overall positive business sentiment.

Your firm will be known in the marketplace as “the folks who know what they are doing”. This will be a standard you and your team will have set for an entire industry. That would be something to be supremely proud of.

It’s kind of like when you stop at a Starbucks or a Target store. Regardless of which city or town you are in, you always expect

awesome customer service from these two organizations.

I mean, you could be somewhere in the backwoods of South Carolina, let's say a Kershaw or Orangeburg, you still know once you walk into any of these two establishments, they will somehow know exactly how you want to be treated.

Save yourself some time

Be the best you can be. Well, here is the thing: being the best, or even good at anything takes time.

One of the major advantages of building autonomous departments in your organization is the time-saving factor.

Time, like *Gordon Gekko*, said is “the single most valuable asset” we have as mortals.

Time is finite and non-replenishable.

As an entrepreneur with folks whose quality of life and paychecks depend on how you spend your time, it is especially important that you do everything you can to maximize on the potentially innovative results of the resource allocation of your time.

How you choose to spend your time, especially during business hours will determine if your company makes tons of cash, or if there is a bankruptcy filing in your future.

I know businessmen and women who find themselves spending most of their days working on stuff that do nothing to add to the overall value of their businesses. Does this sound like you or anyone you know?

This is not how you build a business. You should not spend hours and hours on the phone, or exchange dozens of emails with your employees and/ or business partners arguing about who was responsible for sending out customer proposals, or who was supposed to place orders from your vendors. Do these

scenarios sound familiar?

Setting up departments, even if these are one-man divisions, will go a long way to reduce corporate inter-division crosstalk and confusion, plus free up schedules so folks can work on the bigger picture of growing your new company.



Michael Douglas as ruthless financier Gordon Gekko in Wall Street, 1987. Photograph by Collection Christophel/Twentieth Century Fox/Alamy.

Be the best you can be

Ultimately, your company will come to have a public-facing identity. People in your community and around the world, your customers, partners, and affiliates will have a view of your brand and what it stands for.

If you play your cards right and execute on your business strategy, the public perception of your firm will be consistent with what you had in mind when you started your company.

Folks will know you for exactly the reasons you intended.

Did you want your hotel to be known as the premier place to spend the night in luxury but at an affordable rate?

Did you want your gas station to be known around town as the spot to get the cheapest gas or best coffee even for a gas station?

True story, there is a gas station, a Circle K, I think in my neighborhood that I swear has coffee better than Starbucks.

I think J.D Power and Associates rated it

"Best coffee to help young black men get over a hangover".

Or perhaps you want to be known as the best criminal defense lawyer in town?

One can only accomplish these goals if you start out knowing exactly what your brand identity or reputation is going to be. This way you can create products and services in-line with your goals and also communicate who you are or what you want your company to be known for in all your marketing efforts.

Some firms will even infuse their brand messaging within their taglines and slogans.

Think, " Better ingredients, better pizza, **Papa Johns**".

BMW – The ultimate driving machine!

Fed-Ex - When it absolutely, positively has to be there overnight!

All these slogans give anyone and

everyone an idea of what the company wants to be known for or what it does.

Now, you might not think that a Beamer is [not] the ultimate driving machine, and that would be your valid opinion. That is, however, what the folks at BMW U.S.A would like and hope you come to see their cars as: “The Ultimate Driving Machine”

BMW, the company build their cars to be a visual and performance representation of power, luxury and German Automotive excellence, even though a good portion of their cars are made in Spartanburg, South Carolina.

Folks still think of their cars as foreign-made luxury cars.

You know, the kind you get when you have “made it”.

Best people

"It takes a village", "Teamwork makes the dream work".

These are all popular sayings that are effective in communicating a simple but consistent fact: *Success can only be accomplished by those who work well with others. Teams!*

I often encounter entrepreneurs who only see success as legitimate and worth celebrating if it was a solo mission.

This kind of person hates working with others because they think it diminishes their accomplishments.

They are typically spotlight-lovers. For them, the kudos, the awards, the recognition are the main reasons why they want to be successful.

This is the most prominent driving force behind any of their life's undertakings.

Not the money, and all that come with the added personal wealth and resources. Not

putting their kids through school or taking care of their families. Nope! For them, this is all about filling some insecurity they have or satisfying their giant egos. This is a dangerous person to work with.

Take it from me. I have worked with these types before and the results are always, let's just say, less than ideal.

Hell, this new self-centered social media-inspired world we are all now forced to endure does a great job in legitimizing this mindset.

This highly visual existence – Instagram, Facebook, Twitter, etc. And the trying to constantly show folks up makes folks think this is the way to be. The 21st century is by far the most “look at me, I am doing better than you” period of all.

Folks do all kinds of strange stuff online to get the attention of some perceived audience.

We have all managed to convince ourselves that we are celebrities and that other

folks care what we think about stuff.

Most non-businesspeople I know spend a great deal of time trying to show the world how great their lives are via their various social media accounts. So much freaking time wasted.

Time, I believe could be used actually trying to accomplish some of these imaginary things folks brag about all day.

As you can see, I have put way too much thought into this.

The truth is, if you are going to be successful at growing your business, then you must be willing to build a strong capable team, putting folks in position best suited for their abilities and the overall goals of your company.

This will sometimes mean that others will be in the spotlight when representing your company.

Someone else other than yourself might become synonymous with your brand.

The public face of your company. And that is ok as long as it serves the long-term

interests of your customers, employees and shareholders.

Bill Gates for years was the face of Microsoft and still is to some degree, even though the late Paul Allen had just as big a role as Gates in founding the Seattle-based software giant.

Allen, for reasons probably only known to both men, decided that Gates was better suited for dealing with the press and the public.

Although, this decision could have had something to do with the fact that Allen, although not necessarily a complete recluse was a bit more lowkey than his friend and Co-founder.



Delegate, not disassociate

I cannot stress this point enough.

Most inexperienced entrepreneurs confuse the need to delegate, or the whole point of having different folks work on different things within your firm with this need to completely disassociate yourself from the various functions of your business and the men and women who are there to help you grow your company.

There are two types of entrepreneurs when it comes to delegating tasks, typically. One just tells folks what they need done and never bother to monitor the situation or even check in from time to time to see how things are proceeding.

Trump, as President is kind of like that. This is one of the reasons why his administration never seems to get anything done or seem to be all over the place even while in the process of trying to push some agenda forward.

Plus, the fact that he hires folks he likes,

not ones that can get the job done.

Then there is the guy or gal who hires the right people but will not get out of their way so they can do what needs to be done. The “Over your shoulder” looker. The micromanager. I am a bit like the second example.

The person you need to be is a mix of both.

Be the one who hires the right folks for the job, allows folks to do what they do best, but sets up a system through which they can monitor progress non-invasively and catch any issues before they become major problems.

That third kind of entrepreneur gets things done. She is able to grow her business and make her customers and her bank account happy in the process.

Accountability is the key

Every time this topic comes up in conversation, the idea that as business owners, if we are at all interested in building functional profitable businesses, then we must not only focus on obvious goals like product development and marketing, but we must also pay a great deal of attention to the more peripheral stuff.

Things like employee recruitment and training, culture, and for the purposes of this chapter, developing systems and segregated divisions within our organizations to carry them out.

If we all agree on the importance of the aforementioned, then the next natural query will be, “how do we keep our divisions running smoothly without resorting to counterproductive behavior like micromanaging?”

Short answer: We must set up ways and methods by which we can measure results in the most positive and non-intrusive ways possible.

We can conduct periodic reviews of progress within each team where we hold the

heads of each unit responsible for failures and conversely, reward success.

Although pretty standard, performance reviews are great at maintaining operational integrity within your company.

Also finding constructive communication lines can help as well.

Tools like Slack (<https://slack.com/>) or Asana (<https://asana.com/>) are great at creating an inter-company communication system, regardless of the geographical location of your team members.

These tools and platforms are great at helping folks within each department and others within your organization maintain constant communication in a very informal relaxed way.

Such open (non-confrontational) methods of communication are great when working with younger folks and/or creative types.

The relaxed atmosphere will go a long way to help folks express themselves in the most honest ways possible and will also spur collaboration among team members.

This can do a great job at helping your department heads or perhaps even you keep an eye on things without seeming like a Slave driver all the time.

Putting it all together

It's a great time to be an entrepreneur!

No lie.

I remember a time not too long ago when it was almost impossible for folks like you and I - folks who were just getting started in business to access the various funding options like the once in utter abundance today.

Sure, other guys and gals were getting investment capital left and right, but these dollars, it seemed were only going to businesses

with either a long track record, assets, strong revenues; or to folks on the West coast and New York.

Hell, we all read the articles, saw the interviews and 60-minutes profiles.

Accessing 50, 70, 100 thousand dollars seemed like pure fiction to most of us just launching our companies.

Today, thanks to alliances between software outfits and various banks, there is excess capital for all.

Companies like Kabbage (<https://www.kabbage.com/>), fundingbox (<https://fundingbox.com/>), the so-called Fintech companies have emerged to be the premiere source of capital for small to mid-sized companies these days.

These companies employ a direct -to-user approach, using their often easy to use online interface to help facilitate easy access to low interest loans and flexible credit lines.

Firms like PayPal and even online payment processing giant, stripe have rolled out similar financial solutions for their small business users who require services that transcend their traditional offerings.

We are all now experiencing a financial/digital revolution.

The big traditional banks have had no choice but to evolve to meet the robust demands of small business folks like and I.

This is the best time to access funding to help grow your business to the behemoth you always dreamed of.

CHAPTER THREE

CLEARER PATHS

What you are selling, how to sell it and the best ways to build a sustainable marketing strategy.

A product so darn good, it practically sells itself

Of course, you know by now that there is no such thing.

No product or service offering possesses the innate ability to automatically attract buyers. This is a myth.

A myth, however, promoted and internalized by thousands of entrepreneurs around the world.

Granted, some products are a bit more palatable in the marketplace than others, it is neither feature nor benefits that make it so, but rather years and years of marketing and

promotions, often by various trade groups and organizations.

For example, no one needs to tell you the benefits of milk, do they? Well, then the question is, how did you become such an expert on the nutritional value of milk?

Was it your parents who told you? Well, who told them? You see, for years groups like the World Health Organization (WHO), UNICEF and various dairy trade groups like The National Dairy Council have invested billions of dollars into educating populations around the globe on why we should all drink more milk.

For better or worse, most of these “Drink more milk”, “Got Milk?” campaigns have been very successful.

Folks all over the world know they must drink more milk. They couldn't tell how they know this, they just do. We encourage our children to participate in this man-milk lovefest with this idea that we are somehow protecting them from all the nasty pathogens and diseases, oh, and bone loss. Again, we have no idea how we

know this. We just do!

So, if you open a small grocery store and folks come in to buy gallons of milk, unprompted, the milk is not selling itself, someone else has already done most of the heavy lifting for you.

All you got to do is let folks know why they should choose your milk over others'.

(That did not come out correctly).

Either way, I say all this to say that, regardless of the type of product you are selling, you will need to set up a strategic sales and marketing system if you are to stand a chance when going up against the competition.

A marketing system that accurately communicates the value your products hold as compared to your competitors and set up a system to deliver your goods and services to customers.

In this chapter, we shall tackle the type of sales

and marketing operations that are best for various types of products and services. Plus, we shall examine various suitable delivery methods: Online, retail, over the phone, and the role of digital marketing in your overall long-term marketing plans.

So, let's dive right in!

One-to-one, One-to-many

In my humble view, almost all products and services fall into these two kinds of delivery paths. And by delivery paths, I mean how customers are able to access your product or service. Where do they go, after they have seen one of your ads on T.V or Online, to actually purchase the stuff you are selling?

For instance, if you own a Barbershop, your clients probably, typically come into your shop in order to be able to avail themselves of your skills.

Your tax preparation business can most likely serve your clients remotely, although firms like H.R Block and Jackson Hewitt require you to visit one of their billion locations to get your "taxes done".

Point being, how your customers consume your products and services determines, to a larger extent, how you think about and set up your sales and marketing efforts.

The point of service also has an undeniable effect on how you price your stuff, but that is a topic for another day.

I touch on point of service at this juncture to leap into another point, well, a question.

A question you should ask yourself: Do you offer a one-to-one (OTO) or a one-to-many (OTM) product or service?

So, let's look at various examples of each type:

Subscriptions:

Subscription products and services, let's call them subscriptions, typically fall into the *one-to-many* category.

This is what makes them such an attractive proposition for both the entrepreneur and the end-user.

The customer gets to only use the service as needed for a much cheaper rate as compared to buying the product outright, and the entrepreneur gets to allow unlimited use of the product or service while collecting predictable recurring income from various customers all using the single product or service offering.

In other words, you, the entrepreneur can theoretically offer the same product to various different customers without having to incur the cost to reproduce the service of product each time a customer uses it.

Software products, rental car services, Equipment rental, Real estate rentals, Gym memberships, and Airline businesses are some of the types of businesses that employ this system effectively.

If you really think about it, and I suggest that you don't, there are more subscription-based services and products we consume everyday without really noticing.

These types of businesses are great even from a purely financially technical standpoint: They have great profit margins as you can imagine, and when you invest in the type of product and service that can be consumed by many customers without them having to be at your brick-and-mortar, you can offer your products and services, in this case to a global audience.

You can target folks in other countries who may not have had prior access to services like the ones you are offering, therefore escaping the scourge or local market saturation.

Human-based services:

Services that are often rendered by humans on a one-to-one basis tend to be a bit more expensive. This is essentially due to the fact that each

purveyor of such a service spends a considerable amount of time per customer.

Think about your Accountant, Attorney, Financial planner, Insurance Agent, Cosmetologist, Dentist, and so on.

The customer essentially pays for the skills and time invested in the provision of the service or product.

If in your new company, you offer such services, you will want to take a hard look at the best ways to market these services and how much you are willing to spend to acquire each customer.

The *Customer Acquisition Cost (CAC)* metric in this case and any other is a crucial one to keep an eye on since some marketing methods and platforms may bring in loads of customers but may be unprofitable in the end.

Basically, the CAC can be calculated by simply dividing all the costs spent on acquiring more customers (marketing expenses) by the number of customers acquired in the period the money was spent. For example, if a company spent

\$100 on marketing in a year and acquired 100 customers in the same year, their CAC is \$1.00. - neilpatel.com

Do you hire a team of sales folks to call up potential customers on the phone to offer your services?

That could work since each customer will have to pay a high price for your services, there might be value in investing in the manpower, training and equipment to acquire new customers. Or do you market your services online via Google Adwords, Thumbtack, Home Advisor, or social media?

Keeping in mind that for services like yours, the human touch will still be required at some point to close the deal.

Perhaps, you might want to find ways to automate parts, if not the entire process. You can find ways to reduce the need for human intervention to help reduce the cost of your services and products and pass these savings on

to the customer.

This way, you can put yourself out there as a value player. The cheaper option.

Believe me, this strategy, as tasteless as it may seem, works.

Folks are always looking for a great deal. You can build a nice business using this method as long as you do not allow the quality of your product and/or services to suffer as a result.

You can build a robust marketing strategy around this idea. To pursue this idea, you will most definitely have to embrace technology.

A topic I will get into a bit later in this chapter.



Physical products:

Selling physical products is probably the most traditional of all types of commerce. The human race has been selling stuff to one another for hundreds of thousands of years. We, Homo sapiens, bartered goods and services from each other before the invention of modern-day currency.

Peter Watson dates the history of long-distance commerce from circa 150,000 years ago. It is in our DNA to sell goods. How we market and transport these goods, however, has been the epicenter of constant evolution though.

Each generation of businessmen and women are faced with the responsibility of navigating, and sometimes inventing new ways and means by which we get our products in the hands of our customers.

Obviously, the invention of Postal mail by Jean-Jacques Renouard de Villayer in 1653 changed the logistics game in a truly major way.

Today, thanks to firms like the United Parcel Service (UPS) and FED-EX, consumers no longer have to make tedious trips to malls and shopping centers to buy the goods they desire.

We send all kinds of stuff through the mail to consumers these days. Couple our ability to send goods long-distance with the ubiquity of the internet, and folks like you and I have a plethora of options when it comes to choosing which kinds of goods to sell and which folks in

which parts of the world to sell them to.

Physical products, however, require a bit more logistical analysis to figure out which marketing strategy you want to employ.

Products that are well-known can easily be marketed online via platforms like eBay, Shopping.com, Pricegrabber, and Amazon.com.

Social media tends to convert at lower rates when selling physical products.

On the other hand, if you have a new type of product to introduce to the marketplace, then you want to employ more long-form ways to get the word out about your offering. Product videos and paid advertising on YouTube will work well.

In my experience, when it comes to making product inventory choices for the online arena, things can get tricky.

I started a company: Fetty.com, a nutritional supplements and healthy snacks portal, and we are able to maintain a healthy profit margin due to the fact that we sell lightweight perishable/edible products that folks tend to order over and over again.

Because of the great customer service, we offer and our constant contact via email and shipping updates we share with our customers, we are able to maintain a healthy number of daily orders while keeping the cost of shipping and communication with our customers down.

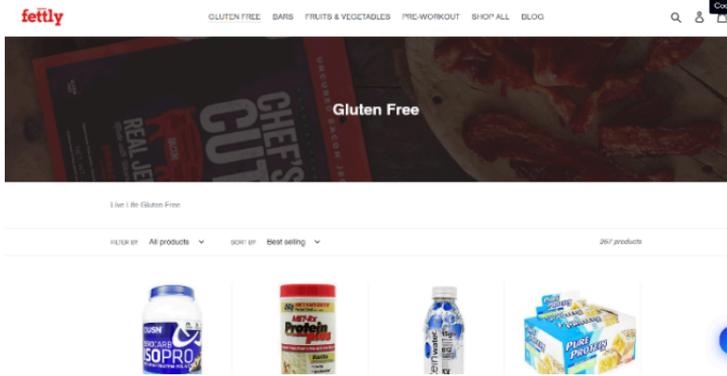
We do not offer phone support, which is a great way to keep cost down. Our customers, however, never feel the need to have to call us on the phone. We make sure every order is processed and delivered to our customers in the most drama-free ways as possible.

We also use eBay, Google Shopping and Google Adwords to help get the word out about our products.

We find that search is a great way to market the kind of product we sell. This is because we only attract folks who are purposely looking for what we sell, and ready to make a purchase.

We do not have the best prices but are able to retain our customer base with our

well-intentioned customer service system.



www.fettly.com

Hybrids:

With the surging global demand for services like

Bench.co and Handy (www.handy.com), the general public in the U.S at least seems to be open to the idea of subscribing to human-based services.

So, if you aren't familiar with this type of offering, let me use Bench as an example.

Bench can best be described as an "Online Bookkeeping platform". The company offers ongoing bookkeeping and Payroll services to small businesses at a fraction of the cost to maintain a full-time accountant or payroll operation.

The company says their service pairs you, the business owner or entrepreneur with a team of professional bookkeepers to do your bookkeeping, leaving you to run your business.

These types of Hybrid offerings, where folks can subscribe to use human-rendered services by paying a small monthly fee are becoming very popular these days.

The growing popularity of such offerings has not gone unnoticed by the institutional investor class.

Bench, for example, has to date raised over \$30 million from the likes of Bain Capital Ventures, Altos Ventures, and Silicon Valley Bank.

Here, with these services, the company - provider accesses cheaper labor in rural areas and overseas in areas where wages are low but the folks in that area are highly skilled and educated, then assign multiple accounts to each employee and uses technology, in this case the Internet and various accounting platforms like Xero and QuickBooks, to help reduce the cost of service.

Some firms like Chef's Cut (<https://chefscutrealjerky.com/>) even give customers a chance to buy physical products on subscription at a cheaper monthly rate than if they were to make single purchases.

The predictable bulk volume projections allow the business to buy or make products at a cheaper per-unit cost. The predictable volume

also saves the company money by eradicating waste due to overstock.

The company once again passes these savings on to the consumer. Hybrid product offerings can be marketed effectively online as they typically appeal to younger, more tech-savvy audiences.

For you, I think this topic is relevant in terms of ways to make your product or service more appealing and affordable to a subsection of your customer base.

You can think of ways to create a new clearer path for folks to buy your products or services.

Perhaps you can offer a less feature-rich version of what you offer to budget-conscious consumers or startup businesses with less money to spend on SMB offerings.

You can offer your XYZ-lite product by subscription. You can also throw in a feature that your customers will like but costs you very little

to produce.

Amazon was able to book predictable revenue by offering its "Prime" feature. Here the company is able to take the cost to ship products out to their faithful customers upfront.

Offering customers future savings on shipping plus access to their inventory of videos content which costs them nothing to replicate.

These are some of the ways you can think about how to reach new audiences with your existing products and/or services.

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“Over the phone”:

Selling over the phone is one of my favorite things to do. I am serious. If it were up to me, no sales and marketing system would exist without a telesales operation as the centerpiece or, at the very least attached to it.

Phone sales typically allow one to tap into an older, more financially savvy audience with,

let's face it, quite a bit of time and resources at their disposal.

These folks relish the human touch, will spend more money with your company and will come back over and over again to purchase your products and services, allowing you to earn more per customer – thereby reducing your cost per customer acquisition and overall marketing spend.

They, your potential customers like to have folks/ salespeople visit with them to explain how their products and services work.

If you, at this point see similarities between the type of person I am describing and your customers, then you might want to consider adding telesales to your sales and marketing system.

You would not have to give up any of your current marketing efforts. You will just need to recruit a few sales guys and gals, train them with pre-written scripts and have them help generate new sales opportunities and also assist in being the ones folks call when they have questions

about some of the ads you have online.

Online:

The online marketing landscape is a vastly dynamic one. There are many ways, means, methods, and platforms you can use to get your brand messaging out there.

There is Search marketing, email, social media, video, banner ads, etc.

Although, for folks new to digital

marketing, all this may seem a bit overwhelming, there are ways to simplify things a bit.

Where and how you decide to attract website visits, clicks, calls, likes, and shares depends on these three basic things:

Who - Knowing who your ideal customer is can be your first step to analyzing the behavior, and most importantly, the online hangout spots for this type of person. Here, customer profiling is critical.

I talk a bit more about the art/science of building comprehensive customer personas in my book PERSONA.

How - What are the pathways through which your ideal customer buys "stuff"?

Do they typically do research online and like to visit retail locations to execute a sale?

Do they like to call to speak with a customer service rep?

Knowing this might help you set up all your ads with "Call this number" calls to action.

Tip: senior citizens are best suited for the "see online, call-in" combo. Perhaps your customers like to make purchases online and prefer to leave Out human intervention.

When - This point will help optimize your ads to reach out to folks at the most ideal times - online. Why is this important? Here is the thing, most effective online marketing campaigns are paid ones.

Can you get a whole lot of attention for free online? I am sure you can. I don't doubt that. I just haven't figured that out yet. So, for now, let's focus on paid marketing.

Paying for clicks can get pretty expensive

and you want to always make sure that your ad spend never outpaces your profit gained from online marketing.

That being said, it is important to focus most of your ad dollars to show ads at times of days when your customers are most active. For example, for OUR nutritional supplements business, most orders are placed between 7 pm and midnight.

Our sales leads platform, however, sees the most traffic between 3 pm and 5 pm. Here you can see why it would be critical, especially when using Google AdWords to set your ads and bidding strategy to match these times.

Tech it up:

Tech it up - Ok, I'll make this part brief to avoid the risk of sounding preachy. Technology is your friend. It doesn't really matter what kind of business you are in.

There are always ways to improve your bottom line and overall business by utilizing the various tech tools out there. I mean, who knew that technology could improve the taxi space. Making firms like Uber and Lyft, the newer more

efficient ways folks like you and I can hail a cab to take us to the airport without breaking the bank and dealing with all the headaches that typically comes with dealing with traditional taxicab outfits. No offense to those guys but Uber is the bomb.

Think about how you can innovate or cut down on some of your costs via the use of tech.

CHAPTER FOUR

A SEAT AT THE TABLE

*Attracting and retaining talented employees
and business associates*

All the good ones are taken

I am sure by now, as you try to expand your team a little bit, you are beginning to realize how hard it is to recruit folks to work at your growing company.

Sure, it's easy as hell to find people to do a job and collect a paycheck, you can do that all day.

Finding skilled, talented, visionaries to help build a budding company, well that is an entirely different matter.

Although unemployment in the U.S is at an all-time low, there are still many jobs left unfilled as they do require a highly skilled workforce. In fact, according to the Department of Labor, the US economy had 7.6 million unfilled jobs, but only 6.5 million people were looking for work as of January 2019.

The thing is, recruiting is like dating while in your 40's. Truth be told, it may seem like all the “good ones” are taken.

So, you have a couple of options. You can either lure productive employees and business associates away from your competitors or, you will have to find raw talent and commence with the training and nurturing process.

I'm no expert on stealing someone else's people but I can provide some thoughts on how to be the proverbial corporate cougar that you will need to be if you are to fill the vital positions that could mean life or death for a company like yours.

The bottom line is, you need to build a dynamic team of dedicated, out-of-the-box thinkers who will be willing to bust their humps to take your company from your current state to your next milestone(s).

In this chapter, we will take a closer look at where you can find potential candidates to work at your company and what types of employees to be on the look-out for.

We also will talk about how important it is to establish and cultivate a healthy, 21st century corporate culture, and look at a case study of the recruitment process Red Ventures employs to help find the best employees possible.

Your way in

First, you will have to establish a path through which folks get a chance to have a seat at the table. Your table. Some industries like the insurance industry have their own platforms, apps, and websites that specialize in the collection of resumes and other vital pieces of information from would-be employees and business associates and then pass them off to banks, asset management firms, Independent

insurance agencies, and other financial services firms.

Brokerhunter.com is just one of the many job sites that specialize in serving the financial services industry. Although, this may seem mundane and sometimes cost-prohibitive, trust me when I tell you that your source of candidates to join your team will ultimately have a great impact on the kind of folks you end up hiring.

Whether you are currently looking for folks to join your company's sales or management teams, you are best served by doing some research with apps like zip recruiter or Glassdoor. Even LinkedIn can be a great starting point to attract the right folks to your growing business.

LinkedIn's Talent Solutions platform is a great, cheaper portal to use to try and find talent. According to the company "When you post a job on LinkedIn, you're getting access to a vibrant

community of people both actively looking for a job and who would explore a good opportunity if it came along".

Of course, you can always go the traditional route of asking other professionals in your network for referrals. You will want to reach out to folks you know and respect who also happen to be in the same type of business, or at the very least, similar lines of work as you.

These folks will be in the best position to know exactly what kind of recruits will be a good fit for you.

You will also want to create a system for reaching out to potential employees, and some kind of interview process to help you judge for yourself if they will be an asset to your company or not.

LinkedIn Talent Solutions

Searching for a job? Click here.

Post a job

LinkedIn Jobs

Strike the right balance between finding a great hire, and finding them fast.

Post a job

Why post a job on LinkedIn?

When you post a job on LinkedIn, you're getting access to a vibrant community of people both actively looking for a job and who would explore a good opportunity if it came along.

Getting the right person in your door is easy: After you post a job, we'll match your

#1

rated by customers in delivering quality hires

Start your job post

Match to the most relevant hires with LinkedIn jobs.

Post a job now

Go-getters only

So, we have covered the where. And by “where” I mean, where to find ideal candidates to join your growing team. How about we talk a bit about the “who”?

Who exactly are you looking for, or would be interested in? I suggest that you consider this: In any corporate recruiting effort, regardless of your industry, you will be essentially looking to

fill one of two types of positions:

Team players are essential for carrying out the day-to-day operations at your company. They occupy various positions and are fundamental to the growth / smooth sailing of your firm. They are mission-oriented folks who love working on the daily tasks that make the entire company successful. They like being part of something greater than themselves. These are typically motivated, educated men and women who will be the driving force behind your profits, brand messaging, human resource department, and much more.

Innovators are those that must have a seat at your table at all times. Especially when you are first starting out or in the vital growth stages of your company's evolution. You need this kind of person to be on your startup team. She most likely always wanted to start her own company.

Don't see that as a threat because I assure you, that's a good thing. This means this person will be able to open up new locations for the firm and fulfill all the duties of a business owner when needed.

She has this unquenchable thirst for growth and overall upward mobility. Not just in business but anything she does. She is a voracious devourer of information, plus when faced with a problem, she brings all her talents and knowledge to bear in pursuit of solutions. The innovator functions autonomously, she follows the playbook but is capable of adding new chapters as she sees fit. She believes in the company's mission. She is not there to simply earn a check.

She is the future of the company. If you find one or more like her, do everything you can to make her yours and do all you can to keep her. You will not come across many like her. She is unique.

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Compliance / Legal 1
Financial Advisor 1258

Insurance Sales 2
Manager 10
Practice Acquisition & Succession 5

Registered Investment Advisor-RIA 1128
Sales 12


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Upload your resume today, and let financial services employers and recruiters come to you!

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Career day

As I mentioned earlier, you must try your best to develop a concise system you will use to evaluate all your potential hires. This should include partners, managers, and department heads. You should plan a set of activities, interviews, meets, all deliberately designed to determine the likelihood each candidate will be a good fit at your company.

Of course, you will want to have some idea of what you want your company culture - if you

haven't already established one, then go ahead and try to find folks who can do the "job" and also fit in well with the rest of the crew. While most firms like Bank of America and Wal-Mart Inc. Use the traditional interview process, other firms like Hubspot and Red Ventures insist on adopting a more hands-on, show-me approach to vetting job candidates.

Case study: The Red Ventures Hiring Process

Source: Greenhouse.io

Red Ventures is unlike any company you've heard of before, and as a category creator, there aren't many companies to compare Red Ventures to. It's much more than just a digital marketing company -- it's the nation's fastest growing, tech-enabled platform for growing marketing and sales businesses.

Data-Driven Recruiting at Red Ventures

A driving force behind Red Ventures' success in digital marketing is its data science and analytics capabilities, so it makes perfect sense that the team uses data and analytics to regularly optimize the recruiting process.

Identifying trends and iterating on existing processes has helped Red Ventures make even better decisions - faster. On average, a candidate meets with 12 Red Ventures employees as part of the hiring process, but analysis of that practice found the optimal number of interviews is really six. Reducing the number of interviews has yielded the same quality hires in less time, streamlining resources, while also improving the overall candidate experience. This kind of data-driven approach is what keeps Red Ventures consistently improving its time-to-hire without sacrificing the quality of candidates.

While the Talent team still faces challenges trying to recruit for highly specialized roles, Red Ventures has seen consistent success with its college hiring programs. They have identified target schools that yield quality candidates and place emphasis on looking for talent that can grow with the company.

Red Ventures also makes great use of the Greenhouse social media features, allowing the recruiting team and Red Ventures employees to post open positions to social media with one click, easily extending their reach and tracking candidates sourced via social. This helps build a great pipeline of candidates, while also building an employer brand and spreading the news that Red Ventures is a great place to work.

Defining Great Candidates

The Red Ventures recruiting process is incredibly thorough, purposeful and collaborative (not to mention selective). Red Ventures boasts a 24% year-over-year human capital growth rate, while only hiring 1% of applicants that apply.

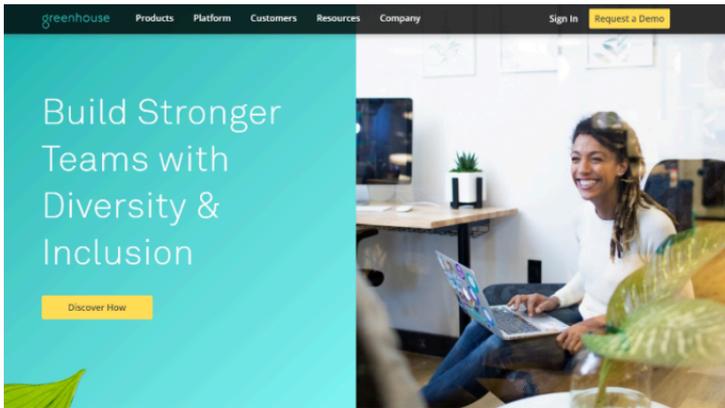
Their holistic approach to hiring means not only looking for a great culture fit, but also identifying employees who have long-term potential to grow with the company. Red Ventures tracks candidates throughout the hiring process using Greenhouse, as well as tracking performance after hire to measure professional growth.

So, what does Red Ventures look for in candidates, and how do they handle such rapid growth? For starters, they place a lot of importance on a candidate's skill sets versus background, something interview scorecards can help interviewers identify and track. They

also seek the intellectually curious, and candidates with an entrepreneurial spirit. And while they value true competitive spirit, they avoid cut-throat and self-minded. They compare a great candidate to an athlete -- goal-oriented, driven, agile, adaptable and coachable.

Red Ventures also takes referrals incredibly seriously as more than a third of their hires are referrals. They even have data to back-up the continued success of these hires -- if a top performer recommends someone, these candidates have been shown to have a high likelihood of successful performance at the company.

Greenhouse



www.greenhouse.io

Overview

People are the fundamental source of value for business today. The smartest and fastest-growing companies know Talent is their competitive advantage. Greenhouse provides the technology, resources and expertise to make every company great at hiring.

Everything you need from an applicant tracking system.

Greenhouse Recruiting ensures you always know the right step to take to hire the best candidate possible.

- *Dive into a pipeline view of any role paired with a holistic view of candidate activity*
- *Seamlessly collaborate with hiring teams: @mentions, shared application review, and job and offer approvals*
- *Empower your stakeholders to play their part with fine-grained permissions*
- *Stay ahead with alerts, tasks and notifications*

Account Manager

Preliminary Phone Screen

Preview Save

Focus Scorecard Attributes

Select specific attributes for interviewers to focus on during this interview, and they will be highlighted in the interview kit. Interviewers will be able to provide feedback on all attributes.

Soft Skills	Qualifications	Culture Add
<input type="checkbox"/> Adaptable	<input checked="" type="checkbox"/> 3 years of sales experience	<input type="checkbox"/> Collaborative
<input type="checkbox"/> Coachable	<input checked="" type="checkbox"/> SaaS experience	<input type="checkbox"/> Effective
<input type="checkbox"/> Customer-focused	<input checked="" type="checkbox"/> Ability to negotiate	<input type="checkbox"/> Open-minded
<input type="checkbox"/> Humble	<input checked="" type="checkbox"/> Experience in a team environment	<input type="checkbox"/> Ambitious
<input type="checkbox"/> Resourceful		<input type="checkbox"/> Organized
<input type="checkbox"/> Ability to relate to a wide range of people		

Mitigate bias in your hiring process.

Harness the power of research-proven practices to reduce bias in your process and create the most diverse team possible.

- *Develop a scorecard of key performance attributes to assess candidates*
- *Create an equal playing field with a single, consistent interview experience for all candidates for a particular role*

- *Collect structured EEO data for compliance and process measurement*

CHAPTER FIVE

CULTURAL STUDIES

The need to build a strategic corporate culture

Cultural studies

Culture is very important for the smooth running of any company. Culture may not seem as vital to you if you are currently in the midst of running your new firm or just got your feet underneath you as a business.

I get it. You are probably consumed with more important things like trying to make payroll and looking for more customers to consume your product.

At this point, you may feel like you are drowning, and the last thing you want to do is to stop and think about your company's culture.

If you are looking to hire your first employees or add to an existing small team, whether brick-and-mortar, or remote, you will want to

think about what you want your firm's culture to be.

Do you want a playful casual environment? One that harnesses the more creative side of younger folks. Or are you looking to be all business?

Will your employees interact with one another in casual ways?

Do you have plans to fully-embrace technology and use tools like Facebook Workplace to help foster deeper connections between employees? Or do you not have time for all that?

Will your firm deal with sensitive customer data, and therefore has to place a premium on security? Or do you run a more relaxed business like an ad agency?

These are all questions to ponder while you try to craft your company culture. You may also be

wondering if it is even worth taking the time to plan and enact a deliberate company culture. I mean, why not just hire capable folks and just let them be?

Here is the thing, folks get jobs, typically to fulfill fundamental needs, but they stay at a job long-term for reasons that go far beyond just paying the mortgage or the rent. We stay in our positions for numerous reasons, ones that often transcend just making ends meet.

Some love the people they work with and even consider them family. For this kind of employee, the job represents a deeper sense of identity and community. Others truly believe in what they do and feel deeper connections with their customers, associates, partners, etc. Some folks also make lifelong connections at work.

Did you know that according to a survey conducted by PR consulting firm, Business Wire, 27% of employees say they are open to engaging in romantic relationships with coworkers? that's one in four employees. 22 percent of US married

couples in the U.S. met at work.

While I am all for workplace romance, you can see how neglecting to set some ground rules as to how employees should go about hooking up at work can end in more disastrous ways than you can dream up.

Cultural appropriations

There are several highly plausible ways to engage in the construction, at least in concept, of your company culture. You can start with a general idea - a relaxed non-formal vibe, and let the rest develop organically with occasional intervention from you.

Or, you can simply follow the blueprint of either a company you admire and have corporate similarities with or borrow from various sources. The first option is a strategic approach that seems to permeate most American firms. As you can imagine, I'm sure, that earlier tech firms like Google and Yahoo played a vital role in what is

today's typical tech company culture.

I actually worked for a digital ad agency whose CEO seemed obsessed with building a workplace not dissimilar to Google's. The guy would actually say it out loud. He seriously believed in the "what would Google do" doctrine and preached it on a daily basis. Even though the company, as a "type of business" had nothing in common with Google, or any of Google's business lines.

This is what he wanted, and you know what? He managed to do it. I have never worked at Google or been to a Google campus, but what later emerged as the company culture, I hear was pretty close.

Why culture matters

Formulating a consistent and unique corporate culture is important for many reasons. In

addition to the points discussed earlier, culture can help shape the public narrative of your organization, therefore making it easier, if you have a non-toxic culture and a reputation that says so, to attract new talent.

Hiring managers and other talent acquisition professionals will tout you/your company as one of their clients and will funnel the brightest minds to interview with your firm. They will do so gladly as this will help them gain a virtuous reputation among their peers and clients. Since folks will come to work for you for more reasons than just your offer salary, cultivating a culture reputation that precedes you will help reduce the cost to acquire and retain talent. And these are just a few of the many reasons to build a positive, easy-to-work-for corporate environment. Culture goes far beyond " what it is like to work for your company". Culture is who you are as a company. What you do and how you do it.

This is or will come to be your DNA as a firm. Build one that is worthy of praise and you

will see many profitable opportunities come your way. In the 21st century, it is not enough to simply have a superior and affordable product on the market. Consumers today want you, as a company to stand for something and make no secret about what you believe in.

They want you to weigh in on political matters and issues of social justice, to name a few. Only then will they trust you with their hard-earned dollars. Take Starbucks for example. The Seattle-based coffee house, over the last decade or so has built a reputation of having a welcoming, all-inclusive work environment. They claim to treat their employees better than their close competitors in terms of pay and benefits, and they put their money where their mouth is when it comes to their position on issues like discrimination.

A year or so ago, when there was an incident at one of their Philadelphia stores involving an employee that was construed as racist and ethnically insensitive, the company moved quickly to dismiss that associate and later

closed all their stores for a day to hold a company-wide day of training of their staff on racial sensitivity. Many Analysts calculated that this event cost the company an unexpected \$12 million.

They tout their stance for equality and human rights as a prerequisite all over the globe for doing business with them. For folks who love their coffee, that little green cup represents so much more than just a java fix. No. To a true "Bucks head", that cup says, "I love and stand for freedom and human rights, I am a world traveler, lover of Angelique Kidjo and Fela Kuti's music".

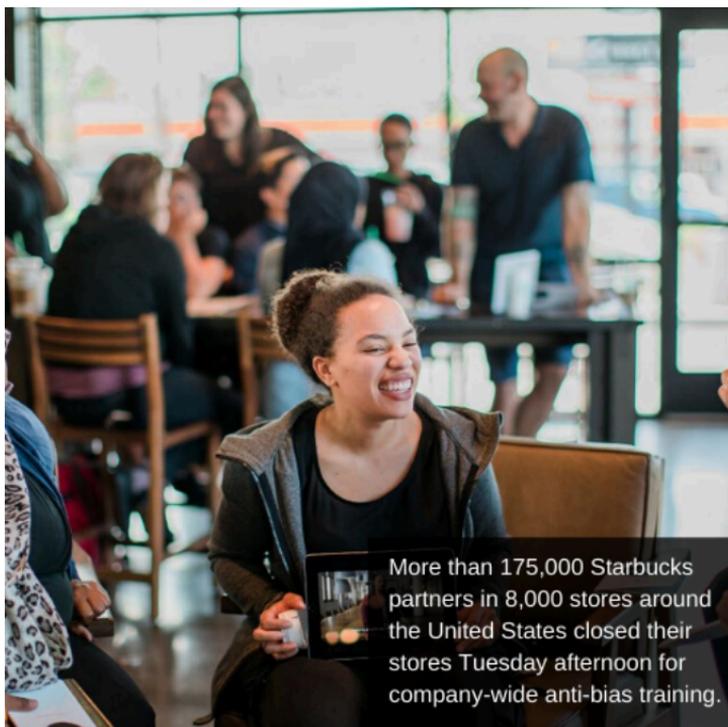
You will have an easier time winning contracts with other organizations who pride themselves as only associating with firms of a certain pedigree. I am talking about government contracts, jobs with international, well-renowned NGOs, and many more.



Angélique Kidjo



Fela Kuti



More than 175,000 Starbucks partners in 8,000 stores around the United States closed their stores Tuesday afternoon for company-wide anti-bias training.

Easy onboarding

Your Corporate culture can be the reason new hires adapt quickly to their new work environment. Your onboarding process can be made seamless if you already have an existing, shareable workplace culture. One that new hires can learn and rally around.

Writing in Forbes, George Bradt explains further: “People fail in new jobs because of poor fit, poor delivery or poor adjustment to changes down the road. Assuming you’ve aligned the organization around the need for your new employees and acquired them in the right way, your onboarding program should accommodate their needs (so they can do real work), assimilate them into the organization (so they fit culturally) and accelerate their progress (so they can deliver and adjust).”

Team building

Your company culture, believe it or not, can be one of the most powerful tools in your firm's arsenal to help build a more connected work environment. And this powerful force works regardless of the physical location of all your employees. Most of us, humans, regardless of religion, race, language, and yes, culture have more in common than we think. We all want the same things, like the same kinds of music and movies no matter which country we grew up in or live.

Growing up, I was a big fan of Hip-hop music, despite the fact that I grew up in Ghana. I mean, for me, rap music was at its best in the days of Biggie, Old-school Nas, Lauren, Naughty by nature, Kris Kross. But then again, that's what you say as you get older. You start to think everything seemed much better "back in the day". Anyway, I am getting off-topic here. My point is, we all share many commonalities in many aspects of our lives and building a corporate

culture that accentuates these that we share will help, not only bring passionate folks together but help build a sense of togetherness among them.

Passionate employees

Passion is one of those words that is thrown around quite often. I used to cringe when folks – business partners, investors, associates, etc. Will start to talk to me about this and that person’s passion for whatever. For me, this became code for, “I am (momentarily) excited about this thing we are talking about, but I will cease to be interested in the next 24 – 48 hours”.

I have, over time gotten over my bitterness for those who, in my view, misuse the word. At the risk of sounding like a character from a Romcom, I think true passion exists. I also believe that the real thing has to be rooted in identifiable, intrinsic components. Things that hold true and dear to us.

For example, most folks are passionate

about their children, their significant others, food, culture, and so on.

All of these have a place in what we consider to be our identities. The things that make us who we are. These things mean something to us. Use this as the blueprint for constructing a corporate culture. Make sure you are ready and willing to include the things that your employees and associates will come to see as partly them.

The elements of your corporate cultural tapestry that will be part of them, even when they move on.

Oh, I don't mean death. I mean when they leave to work elsewhere.

...in the end

These are just a few of the reasons you should seriously consider building a deliberate organizational culture. These are just a few ideas meant to help you get started on working on

yours. I mean, truly think and consider carefully what your corporate culture will mean, look like, and most importantly, bring to the lives of those who work for you, do business with you, or interact with your brand in any way.

Perform, with your current employees, formal or informal surveys to help uncover what the folks who work for you now hold true and dear. Find out what they like and are passionate about and support those things. By doing so you will be on your way to creating a positively unique work environment.

CHAPTER SIX

TOOLSHEd

*Tools and resources to help you grow your
business.*

Personal favorites

In this chapter, I shall list various tools and resources that I have found useful in building various businesses I now own, have invested in or control.

Some of these resources are mentioned in earlier chapters and others are taken from my personal list of useful tools.

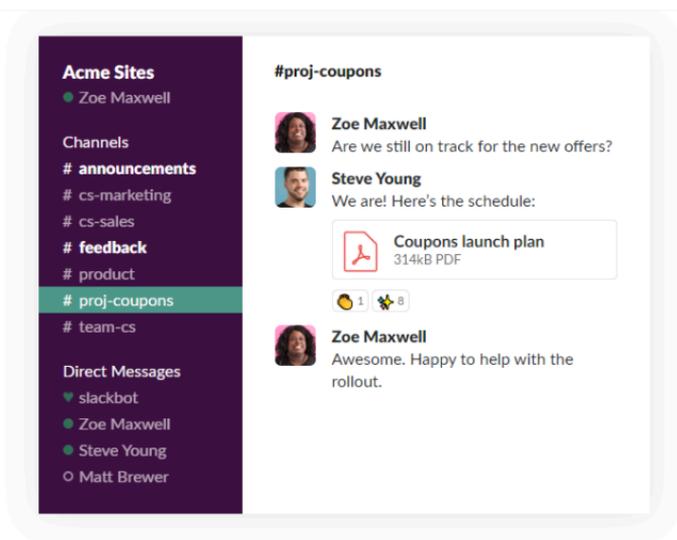
I am always on the lookout for new products and software applications that either inspire me or I find useful in a purely technical sense.

I am a big fan of outlets like techcrunch.com and Vator.tv. I often discover new tech tools by visiting these platforms. Please note that the various descriptions of the listed tools and resources are taken directly from the official websites of the owners of the resources mentioned.

Communication

Slack

<https://slack.com/>

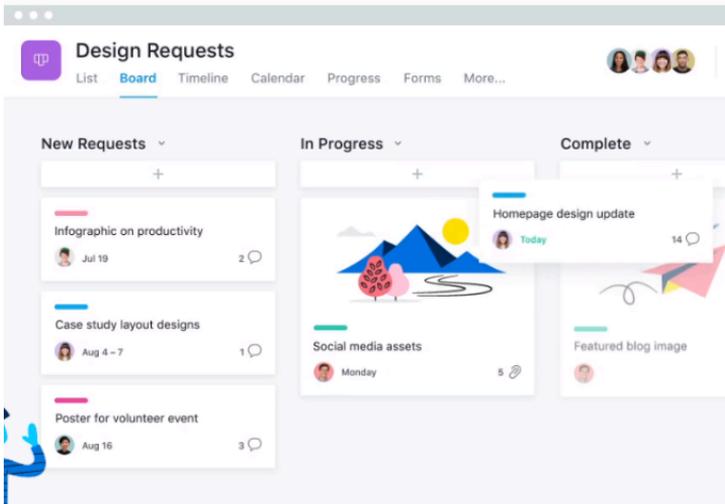


Overview

Slack is a collaboration hub, where the right people and the right information come together, helping everyone get work done.

Asana

<https://asana.com/>

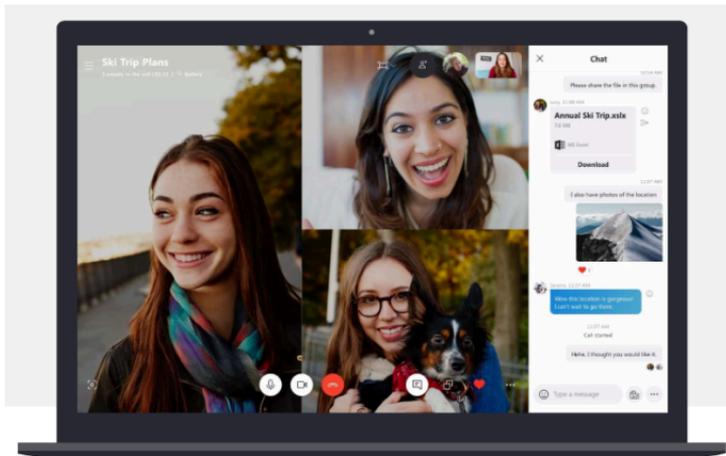


Overview

Asana is a web and mobile application designed to help teams organize, track, and manage their work. Forrester, Inc. reports that “Asana simplifies team-based work management.”

Skype for business

<https://www.skype.com/en/business/>

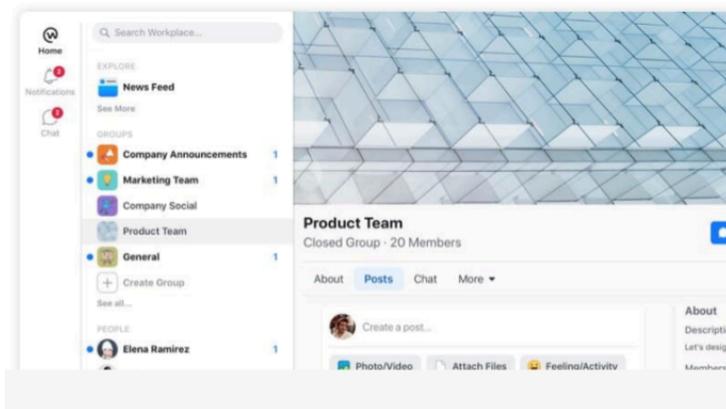


Overview

Host a video or an audio conference with up to 50 people, record your calls, enable live captions & subtitles or just simply talk over our smart chat.

Facebook Workplace

<https://www.facebook.com/workplace>



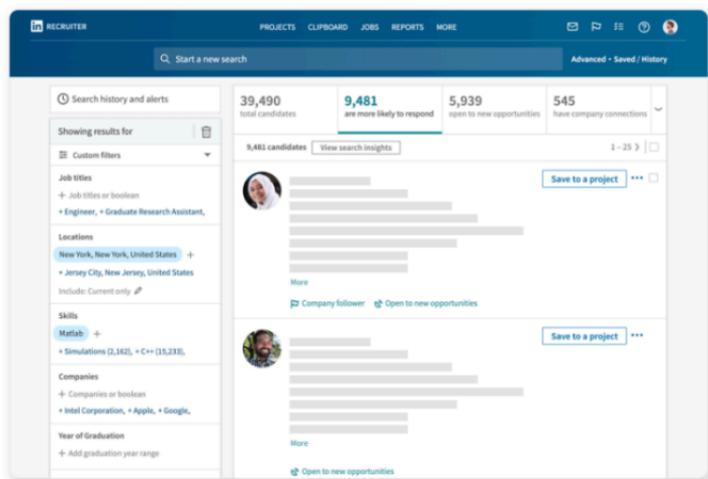
Overview

Discover Workplace, an online team collaboration tool using Facebook features for work. Communicate within your company through a familiar interface.

Recruiting

LinkedIn Talent Solutions

<https://business.linkedin.com/>

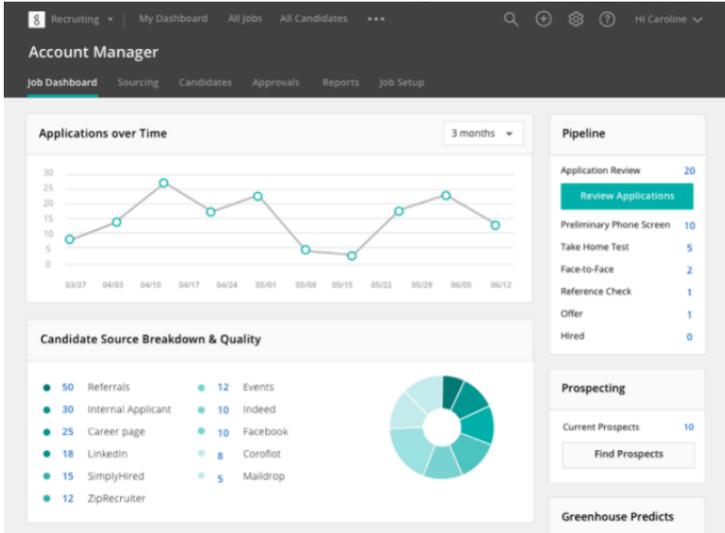


Overview

Find and engage the right candidates, build your brand, and make even smarter talent decisions with LinkedIn's data and insights.

Greenhouse

<https://www.greenhouse.io/>



Overview

Much more than an applicant tracking system, only Greenhouse enables you to build a winning hiring culture.

Loans & Credit lines

Kabbage

<https://www.kabbage.com/>

Overview

Accessing small business funding shouldn't be complicated or time-consuming, so Kabbage developed a simple way to get up to \$250,000.

Loanbuilder

<https://my.loanbuilder.com/>

Overview

Fuel Your Business Dreams With A Fast \$5k - \$500k Loan. Fixed One Fee Pricing With Predictable Payments. No Surprise Fees.

Stripe Capital

<https://stripe.com/capital>

Overview

Stripe Capital provides access to fast, flexible financing for you to grow your business.

ABOUT THE AUTHOR

Frank is a serial entrepreneur and hobbyist. Over the last ten years, he, along with his wife and business partner, Bernice has founded and run various businesses.

The couple started out by starting an independent insurance agency. A business they still own and operate. Their agency opened its doors in 2011. The same year they met.

The company was initially started by Frank. Bernice soon joined as a partner. They grew the company into a profitable venture and later started Corvus (www.corvus.website), a software business that was started as a way for them to build software solutions for their insurance business.

Soon, other businesses were subscribing to what has become numerous software applications.

The couple is currently investors and partners in various other business ventures. They

spend most of their time in Charlotte, North Carolina, where they live. Frank is originally from Ghana, West Africa where he was born and raised till he moved to Philadelphia, Pennsylvania. Frank has always had an entrepreneurial spirit. Seeing his father build, along with his mother, the family business.

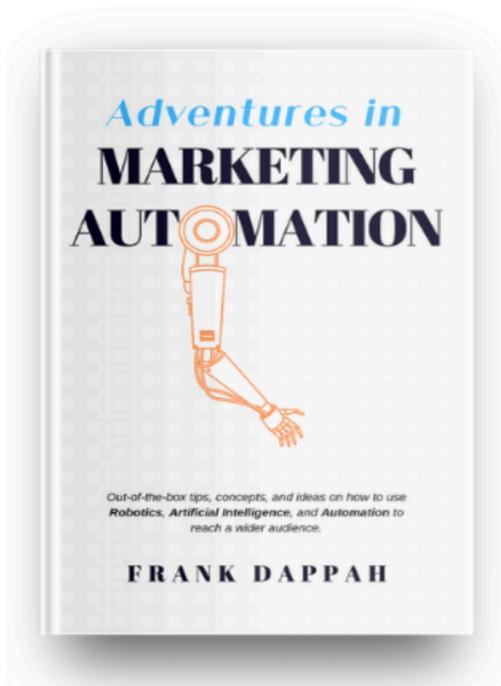
He always wanted to start his own company, and soon did after college and a few years in the corporate world. Today, Frank spends his time running his business and writing business and sales books whenever he gets some free time.

He has, till date published over six business books. All his books can be purchased at www.ostrichpress.com or on Amazon.com.

AUTHOR'S OTHER BOOKS

Adventures in Marketing Automation

<https://www.amazon.com/dp/1696291518>



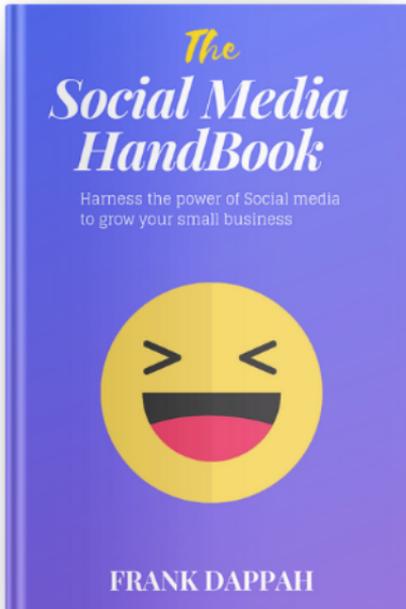
Overview

Adventures in Marketing Automation is a simple but comprehensive guide on how any small business owner or entrepreneur can use the power of social media, email, SMS, and other

tools to help automate their entire marketing systems. All in an effort to grow a more efficient and profitable business.

The Social Media Handbook: Harness the power of Social media to grow your small business

<https://www.amazon.com/dp/108949257X>



Overview

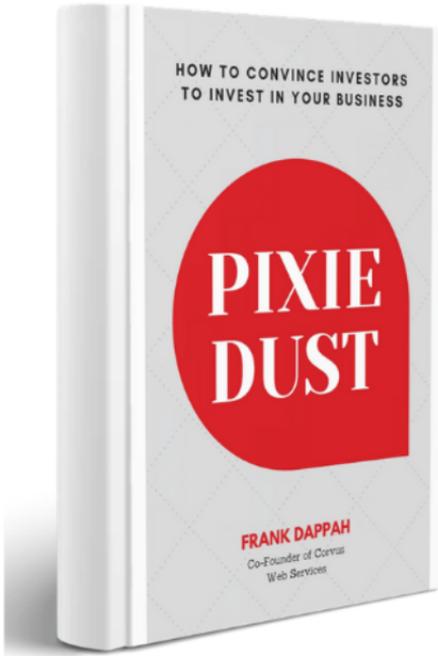
IN EVERY CHAPTER OF this book, I will share with you, based on my own experience, dozens of practical ideas, tips, and insights that will set you on the path to harnessing the awesome power of

social media to grow your business. I will introduce you to the history of social media, the current state of social media, and try to share some thoughts on how to set up your very own Social media campaigns. You will learn about the latest social media platforms out there, and how to use these platforms to find new customers for your products and services.

PIXIE DUST: How to Convince Investors

to Invest in Your Business

<https://www.amazon.com/dp/1688347704>



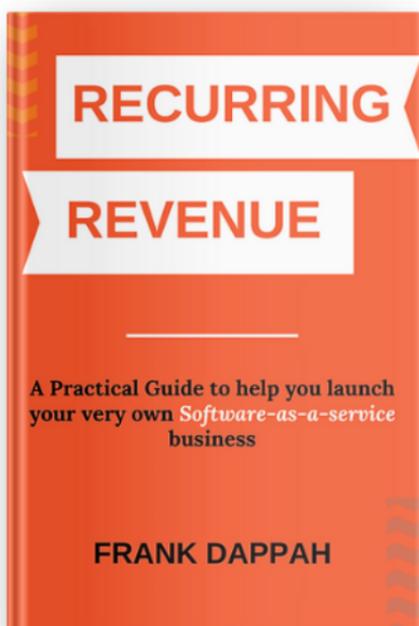
Overview

This is an opportunity to learn how to attract investors to your business. Learn how to position yourself and your company or business idea to attract Angel Investors and/ or Venture Capital investors.

Recurring Revenue: A Practical Guide to

***help you launch your very own
Software-as-a-service business***

<https://www.amazon.com/dp/1077129807>



Overview

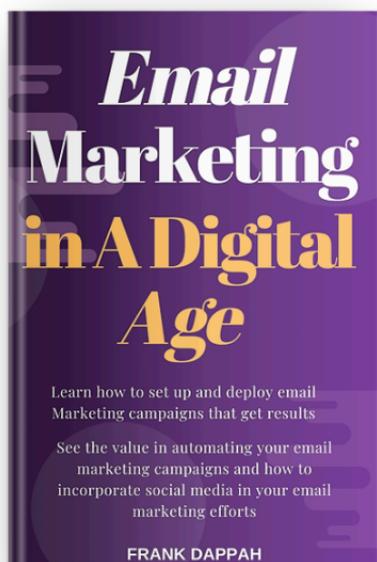
Recurring Revenue Provides any aspiring tech entrepreneur with an easy-to-follow roadmap on how to plan, build and market a Software-as-a-service application. In this book, I share my tips and lessons learned from my years

of experience starting and running a 100% subscription-based software services firm. I provide some information on what makes a "Good" app idea, how to build it and ways to market it and get folks to sign up.

Email Marketing in A Digital Age: Learn

***how to attract new customers through
the power of Email Marketing and Social
Media***

<https://www.amazon.com/dp/Bo7VLTXF8Z>



Overview

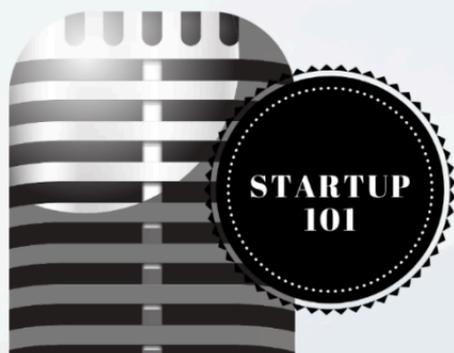
Email Marketing in A Digital Age is a simple, easy-to-read guide on Email marketing. This 150-page book will guide any small business owner or entrepreneur through the process of setting up and deploying effective email marketing campaigns.

STARTUP

HOW TO TACKLE SOME OF THE OFTEN
OVERLOOKED CHALLENGES THAT YOU WILL
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MONDAY

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There is no guarantee you will have an equal outcome as a result of following the steps set forth in this book.

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