# [I have an idea to sell advertising in (for example) 1000 hair salons, to interested companies. Problem is the ads will be a bit intrusive, so I know some hair salons will not accept. What to do if I can't get enough salons after I sell the service?](http://www.quora.com/I-have-an-idea-to-sell-advertising-in-for-example-1000-hair-salons-to-interested-companies-Problem-is-the-ads-will-be-a-bit-intrusive-so-I-know-some-hair-salons-will-not-accept-What-to-do-if-I-cant-get-enough-salons-after-I-sell-the-service)

I want to sell the advertising to interested companies ASAP to validate the concept and decrease opportunity cost in case companies aren't interested in the space.  
  
So it doesn't make sense to go to 500 or 1000 hair salons and ask if they would accept, it would cost too much (travelling costs, etc) before I even know if companies would be interested in the space.  
  
So I have to do it the other w... [(more)](http://www.quora.com/I-have-an-idea-to-sell-advertising-in-for-example-1000-hair-salons-to-interested-companies-Problem-is-the-ads-will-be-a-bit-intrusive-so-I-know-some-hair-salons-will-not-accept-What-to-do-if-I-cant-get-enough-salons-after-I-sell-the-service/answer/Chuck-Eesley?__snids__=156765915%2C156692383%2C156575938%2C155942610&__nsrc__=2)

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Chuck's Answer[View 1 Other Answer](http://www.quora.com/I-have-an-idea-to-sell-advertising-in-for-example-1000-hair-salons-to-interested-companies-Problem-is-the-ads-will-be-a-bit-intrusive-so-I-know-some-hair-salons-will-not-accept-What-to-do-if-I-cant-get-enough-salons-after-I-sell-the-service)

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Hair salons are typically not my area of expertise, but this reminds me of a conversation I had recently with Saras Sarasvathy. It also allows for a larger point to be made about the startup process that would be applicable in many other circumstances.  
  
Doug gives an answer that I think is mostly right and that many who have been exposed to the ideas around the lean startup and customer development would give, which is that you need to collect more data.   
  
Let me give a slight, but important modification on that answer.   
  
The idea that you need to gather more data can be interpreted several ways, but mostly it comes out of the analogy that is frequently made of entrepreneurs as the scientists of the modern economy. Testing hypotheses, running experiments, responding to feedback and data from the market. All of this gives us a very useful and concrete way to think about the startup process. However, I think it may boil it down too much into a simple step by step process.   
  
Entrepreneurs are more than just scientists in the economy running experiments and gathering data on scalable business models and opportunities. The entrepreneurial part of their thinking and action is about creatively finding ways to make the business work regardless of the apparent reality. When I interviewed Diane Greene once about VMWare, she said something that struck me as very entrepreneurial, she said, I was just going to find a way to make it work one way or the other. She was just going to make it work.  
  
You could imagine talking to 10 or 100 hair salons and asking them if you could do a deal to place advertising with them. Imagine 5-10 of them say yes (most likely the ones you're close or friends with). Do you conclude from that that the experiment failed? Do you think up another way to pitch them? Do you A/B test different value propositions? Pivot to a different idea?  
  
There is another, less scientific, but more entrepreneurial way to go about it. Instead of testing this idea ***on*** them and gathering data ***from*** them, what if you co-created the "product" with them? Imagine instead that you engaged the hair salon owners in an actual conversation where you tried to honestly understand what their big problems are, if they've had any ideas on how to solve them or how they might do something related to advertising. Again, I don't want to make it into a step by step formula, but if you shift your mindset of testing and collecting data to collaborating and co-creating something that they would naturally want to do anyway, you can start to see the different angle I'm coming from. Design thinking calls this empathy or need-finding. But perhaps that again turns it into too much of a recipe or playbook. Doug's phrasing of "working with" them is more what I'm after.   
  
Entrepreneurs will be entrepreneurial. They will find a way to make it work one way or the other. If going under the wall doesn't work, they will go around it. If they can't go around it, they will go over it. They will find some other way to think about the problem that will simply make it work.

[Written 31 Jul, 2013](http://www.quora.com/I-have-an-idea-to-sell-advertising-in-for-example-1000-hair-salons-to-interested-companies-Problem-is-the-ads-will-be-a-bit-intrusive-so-I-know-some-hair-salons-will-not-accept-What-to-do-if-I-cant-get-enough-salons-after-I-sell-the-service/answer/Chuck-Eesley). 1,735 views. Asked to answer by [Susan Gatwick](http://www.quora.com/Susan-Gatwick).

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