



TABLE OF CONTENTS

Preface 1

1 The Entrepreneurial Perspective 7

- 1.1** Entrepreneurship Today 8
- 1.2** Entrepreneurial Vision and Goals 20
- 1.3** The Entrepreneurial Mindset 30

2 The Entrepreneurial Journey and Pathways 41

- 2.1** Overview of the Entrepreneurial Journey 41
- 2.2** The Process of Becoming an Entrepreneur 57
- 2.3** Entrepreneurial Pathways 75
- 2.4** Frameworks to Inform Your Entrepreneurial Path 80

3 The Ethical and Social Responsibilities of Entrepreneurs 97

- 3.1** Ethical and Legal Issues in Entrepreneurship 98
- 3.2** Corporate Social Responsibility and Social Entrepreneurship 111
- 3.3** Developing a Workplace Culture of Ethical Excellence and Accountability 124

4 Creativity, Innovation, and Invention 149

- 4.1** Tools for Creativity and Innovation 150
- 4.2** Creativity, Innovation, and Invention: How They Differ 155
- 4.3** Developing Ideas, Innovations, and Inventions 167

5 Identifying Entrepreneurial Opportunity 183

- 5.1** Entrepreneurial Opportunity 184
- 5.2** Researching Potential Business Opportunities 190
- 5.3** Competitive Analysis 204

6 Problem Solving and Need Recognition Techniques 217

- 6.1** Problem Solving to Find Entrepreneurial Solutions 218
- 6.2** Creative Problem-Solving Process 229
- 6.3** Design Thinking 238
- 6.4** Lean Processes 242

7 Telling Your Entrepreneurial Story and Pitching the Idea 253

- 7.1** Clarifying Your Vision, Mission, and Goals 254
- 7.2** Sharing Your Entrepreneurial Story 264
- 7.3** Developing Pitches for Various Audiences and Goals 267
- 7.4** Protecting Your Idea and Polishing the Pitch through Feedback 276
- 7.5** Reality Check: Contests and Competitions 280

8 Entrepreneurial Marketing and Sales 297

- 8.1** Entrepreneurial Marketing and the Marketing Mix 298
- 8.2** Market Research, Market Opportunity Recognition, and Target Market 311
- 8.3** Marketing Techniques and Tools for Entrepreneurs 323
- 8.4** Entrepreneurial Branding 331
- 8.5** Marketing Strategy and the Marketing Plan 338
- 8.6** Sales and Customer Service 343

9 Entrepreneurial Finance and Accounting 355

- 9.1** Overview of Entrepreneurial Finance and Accounting Strategies 356
- 9.2** Special Funding Strategies 362
- 9.3** Accounting Basics for Entrepreneurs 374
- 9.4** Developing Startup Financial Statements and Projections 377

10 Launch for Growth to Success 391

- 10.1** Launching the Imperfect Business: Lean Startup 392
- 10.2** Why Early Failure Can Lead to Success Later 403
- 10.3** The Challenging Truth about Business Ownership 414
- 10.4** Managing, Following, and Adjusting the Initial Plan 422
- 10.5** Growth: Signs, Pains, and Cautions 427

11 Business Model and Plan 443

- 11.1** Avoiding the “Field of Dreams” Approach 444
- 11.2** Designing the Business Model 453
- 11.3** Conducting a Feasibility Analysis 461
- 11.4** The Business Plan 466

12 Building Networks and Foundations 495

- 12.1** Building and Connecting to Networks 496
- 12.2** Building the Entrepreneurial Dream Team 507
- 12.3** Designing a Startup Operational Plan 519

13 Business Structure Options: Legal, Tax, and Risk Issues 551

- 13.1** Business Structures: Overview of Legal and Tax Considerations 552
- 13.2** Corporations 557
- 13.3** Partnerships and Joint Ventures 567
- 13.4** Limited Liability Companies 570
- 13.5** Sole Proprietorships 572
- 13.6** Additional Considerations: Capital Acquisition, Business Domicile, and Technology 575
- 13.7** Mitigating and Managing Risks 580

14 Fundamentals of Resource Planning 593

- 14.1** Types of Resources 594
- 14.2** Using the PEST Framework to Assess Resource Needs 616
- 14.3** Managing Resources over the Venture Life Cycle 625

15 Next Steps 643

- 15.1** Launching Your Venture 644
- 15.2** Making Difficult Business Decisions in Response to Challenges 651
- 15.3** Seeking Help or Support 659
- 15.4** Now What? Serving as a Mentor, Consultant, or Champion 664
- 15.5** Reflections: Documenting the Journey 667

A Suggested Resources 677

Index 683

Index

Symbols

1-for-1 business model, 460

16PF, 515

3-D printing, 620

3DR', 234

3M, 67, 77

7 Ps, 300

8a certification, 421

A

AARP, 501

Absolute capacity, 529

absolute capacity, 541

Accounting, 374

accounting, 386

accounting equation, 374, 377, 381, 386

Accounts payable, 378

accounts payable, 386

accounts receivable, 382, 386

action plan, 83, 91

adaptive model, 219, 248

Adidas, 302, 338

Adler, 22

Adobe, 172

Advertising, 302

advertising, 348

advisory board, 628, 637

Aetna, 435

AGW Group, 225

Air Jordan, 266

Air New Zealand, 435

Airbnb, 32, 34, 156, 201, 274, 401, 445

algae energy pavilion, 8

Alibaba, 404

Alphabet, 67

AlphaGamma.com, 285

Alsever, 233

alumni association, 499

Alzheimer's Association, 256

Amazon, 52, 81, 190, 203, 208, 224, 234, 330, 382, 404, 429, 432, 546, 563, 576, 579, 597, 600, 619

Amazon Instant Video, 52

Amazon Mom, 52

Amazon Web Services, 52

American Association of Advertising Agencies, 501

American Association of Franchisees and Dealers, 501

American Micro Devices, 110

American Red Cross, 259

American Retirement Association, 501

American Top 40, 507

AmeriCorps, 563

Amirite.com, 223

Amtrak, 563

Anand, 242

anchoring strategies, 126, 141

Andreesen, 444

Andreesen, 271

Andreesen Horowitz, 271

angel investor, 15, 386

angel investors, 78

Angel investors, 270, 358, 611

Anheuser-Busch InBev, 435

Antitrust laws, 109

antitrust laws, 141

Apple, 67, 74, 149, 156, 238, 259, 278, 298, 307, 325, 400, 411, 426, 429, 452, 601, 603, 630

AquaPodkit, 319

Aristotle, 57

Arm & Hammer, 431

Arrieta, 593

Arrington, 110

articles of formation, 571

articles of incorporation, 557

articles of partnership, 567

ask, 269, 284, 287

assembly line, 528

assessment, 245, 248

Assets, 374, 594

assets, 377, 386

Association of American Educators, 501

Association of Licensed Architects, 501

AT&T, 161

Autocratic, 536

Automotive Maintenance Repair Association, 501

avatar platform, 394

Avon, 90, 400

B

B corporation, 561, 565, 586

B-corp, 90

B-corporation, 120

balance sheet, 377, 386, 464, 486

Bank loans, 610

Barna, 297

Bartering, 368

bartering, 386

Basecamp, 620

baselining, 524, 541

Bautista, 574

Bayh-Dole Act, 109

Baylor University New Venture Competition, 286

Beauchamp, 297, 625

Bed Bath & Beyond, 404

Bee Love, 200, 204

Beiler, 627

Benchmark Capital, 362

Benchmarking, 49

benchmarking, 91, 524, 541

benefactors, 365

benefit corporation, 561

Berry, 426

Best Buy, 404

Betabrand, 577

Bezos, 224, 576

Bill and Melinda Gates Foundation, 365

Billboard, 507

Bing, 327, 620

Birchbox, 297, 301, 325, 612, 619, 625

Birth Stage, 428

Birthday Party Project, 461

BitGiving, 242

Blakely, 188, 218

Blank, 444, 492

Blockbuster, 195, 407, 449

Blogger.com, 411

Blogging, 329

Bloomberg, 403

Blumenthal, 10, 307

BMW, 569

board of directors, 560

Bombardier, 234

Bombas, 116, 564

Bootcamp, 598

- bootstrapping, 52, 72, 78, 91, 370, 373, 386, 628
- Bootstrapping, 609
- born global, 433, 437
- born versus made, 57
- Boston Beer Company, 372
- bottom-up approach, 321
- Brabham, 233
- Brainstorming, 25, 156, 235
- brainstorming, 151, 178, 222, 248
- brand, 331, 348
- brand advocate, 266, 336, 348
- brand image, 272
- brand strategy, 331, 348
- Branson, 122
- breach of contract, 583
- breakeven point, 54, 91, 384, 386, 463, 486
- breaking even, 428
- Brown, 238
- build-measure-learn loop, 394, 399, 407, 422, 437
- build-measure-learn model, 166
- bundling, 307, 348
- burn rate, 383, 386, 671
- Burn rate, 654
- Burt's Bees, 27
- Burt's Bees Corporation, 11
- business accelerator, 541
- Business accelerators, 503
- business ethics, 100, 141
- Business failure, 404
- business failure, 437
- Business for Social Responsibility, 101
- business incubator, 541
- Business incubators, 503
- Business learning, 166
- business lifecycle, 427, 437
- business model, 72, 91, 209, 212, 453, 486
- business model canvas, 222, 452, 454, 466, 486
- Business Model Canvas, 341
- Business Model Canvas (BMC), 80
- business model canvas (BMC), 273
- Business model innovation, 451
- business model innovation, 486
- Business Network International, 502
- business plan, 54, 83, 406, 422, 453, 462, 466, 486, 519, 553
- business process patent, 600
- business purpose, 553, 586
- Business Roundtable, 98, 101
- business structure, 553, 586
- buyback clause, 645, 671
- C**
- C corporation, 561, 586
- C corporations, 566
- CAD, 620
- Cadabra, Inc., 576
- calculated* risk, 10
- California Pizza Kitchen, 432
- CAM, 620
- Campbell, 226
- Campbell Soup, 122
- Cancel, 56
- Cantillon, 62
- capital, 407, 559, 575, 586
- capital expense, 529, 541
- capital improvements, 510, 541
- capital purchase, 529
- capitalism, 61, 91
- career entrepreneur, 27, 35
- Cargill, 563
- Carlson, 186
- Carnegie, 63
- Cash, 525
- cash flow, 73, 91, 407, 541
- Cash flow, 509
- cash management, 52, 91
- cash on delivery, 527
- Cattell, 515
- CATWOE, 229
- causal research, 314, 348
- CB Insights, 404
- Census data, 194
- chamber of commerce, 501, 622, 632
- Chang, 337
- charette*, 228
- charitable organization, 386
- Charitable organizations, 363
- checklist, 607
- Chen, 199
- Chenault, 461
- Chesbrough, 153
- Chevron, 117
- Chick-Fil-A, 435
- Chocolate Factory, 435
- Christensen, 34, 159, 448, 450
- Cialdini, 347
- clarify, 230, 248
- Claritas Research, 194
- Clark, 430
- Clarke Inc., 430
- Clayton Act, 109
- Clicks, 326
- Clorox Co., 11
- close, 345, 348
- close corporation, 563
- closed corporation, 560
- closed group, 500, 541
- closely held corporation, 560, 563
- Coastal Tractor, 38
- Coca-Cola, 257, 298, 331, 599
- code of conduct, 644, 646, 671
- code of ethics, 101
- codes of conduct, 101
- collaborative economy, 42
- collaborative methodologies, 233
- Collateral, 361
- collateral, 386, 529
- Collegiate Entrepreneurs' Organization, 284
- commingle, 571
- Committee of Sponsoring Organizations of the Treadway Commission, 583
- Communication skills, 222
- communication skills, 248
- Community Supported Agriculture, 627
- company culture, 646, 671
- competition, 415
- competition laws, 109
- competitive advantage, 208, 212, 343, 405
- competitive analysis, 204, 476
- competitive analysis grid, 204
- competitive matrix, 476, 486
- computer-aided design, 620
- computer-aided manufacture, 620
- Confinity, 400
- conflict of interest, 110, 141
- conjoint analysis, 314, 348

- Conrad Levinson, 323
- Constant Contact, 325, 597
- Constituents, 303
- consultant, 666
- Consumer Financial Protection Bureau (CFPB), 113
- Content marketing, 329
- Continental Edison Company, 109
- contract, 611
- Contracts, 109
- contribution margin, 384, 386
- Cooke, 452
- cooperative venture*, 119
- copyright, 106, 141, 604, 637
- Corcoran, 371
- corporate entrepreneurship, 66, 91
- corporate narrative, 265, 287
- corporate social responsibility, 112
- corporate social responsibility (CSR), 141
- corporation, 511, 557, 572, 586
- Corporation for Public Broadcasting, 563
- corporations, 553
- COSO, 583
- cost of goods sold, 379, 386, 628
- Cost-led pricing, 306
- cost-led pricing, 348
- Costello, 220
- couchsurfing.com, 274
- CPA, 598
- Craigslist, 274
- Cratejoy, 53
- Creative Commons, 256
- creative destruction, 66, 91, 185, 212
- creative thinking process, 24
- creativity, 155, 178, 230, 248
- credit, 373, 386
- Creditworthiness, 510
- creditworthiness, 541
- Critical thinking, 221
- critical thinking, 248
- Croatia Airlines, 435
- Cross-Disciplinary Team, 516
- Crowdcube, 368
- crowdfunding, 242, 367, 386, 612
- crowdsourcing, 189, 248
- Crowdsourcing, 233
- Crowley, 323
- Cuban, 160, 183, 373
- Curie, 227
- Currency, 525
- current asset value, 596
- current liabilities, 526
- Current Population Survey, 316
- customer empathy map, 456, 486
- Customer service, 333
- customer service, 346
- customer value, 458
- customer value proposition, 210
- Customer-led pricing, 307
- customer-led pricing, 348
- Customers, 210
- customers, 212
- CVS, 435
- D**
- da Silva, 145
- Dallas Cowboys, 546
- Daryani, 18, 20
- Data analysis, 224
- data analysis, 248
- David Kelley Design, 238
- DBA, 573
- debt, 407
- Debt financing, 360
- debt financing, 386
- Debt service, 510
- debt service, 541
- decision tree, 606, 637
- Decisiveness, 223
- decisiveness, 248
- Decline Stage, 429
- Decline/Rebirth Phase, 630
- Delgado, 406
- Dell, 298
- Deloitte Consulting LLP, 507
- Delphi method, 663, 671
- Demand, 186
- demand, 212
- Democratic, 536
- demographic, 311
- Demographics, 194
- demographics, 212
- deontology, 103
- Department of Commerce, 505
- Descriptive analytics, 224
- design patent, 106, 141, 601
- design patents*, 175
- design thinking, 150, 178, 248
- Design thinking, 156, 238
- Design Thinking Process, 81
- design thinking process, 239
- design thinking tools, 241
- develop, 232, 248
- DICEE, 171
- diffusion chasm, 165, 178
- diffusion of innovations*, 165
- Digital ads, 327
- Digital marketing, 327
- digital marketing, 348
- Direct channels, 308
- Direct mail, 303
- direct mail, 348
- directors, 555
- DirectTV, 307
- Disclosure, 111
- disclosure, 141
- discrimination, 135
- Disney, 74, 298, 402, 434, 449
- Disney Corporation, 192
- Disruptive innovation, 159
- disruptive innovation, 178, 447, 451, 486
- disruptive technology, 34, 35
- distributed partnership profits, 569
- distribution*, 308
- distribution channels, 308, 432
- divergent thinking, 25, 35
- diversifying, 435
- Diversity, 136
- diversity, 141
- Dodd-Frank Act, 113
- Dodge, 98
- Dodge Motor Company, 98
- Dodgeball, 323
- Dodgen, 319
- doing business as, 573
- Dollar Shave Club, 166
- Dominion Harbor Group, 189
- donation, 365, 386
- Donegan, 87
- DoorDash, 201
- Dorsey, 453
- DoSomething.org, 217
- DoSomething.Org, 492
- Dove, 326

Dow Chemical, 435
 Dow Jones, 116
 down time, 530, 541
 Draper Competition for Collegiate Women Entrepreneurs, 286
 Draw.io, 597
 Drew, 58
 Drexel Burnham Lambert, 113
 Dropbox, 320, 325, 391, 392, 395, 597
 Drucker, 132, 158, 201, 447
 Drybar, 299
 due diligence, 10, 35, 72, 91
 Due diligence, 192
 DuFour, 237
 Dunkin, 18
 Dunkin' Donuts, 18
 DuPont, 435
 duty-based ethics, 103
 Dyson, 409
E
 e-commerce, 67, 77, 91
 E2, 116
 Earle, 609
 Early adopters, 395
 early adopters, 437
 early stage, 358, 386
 Ebay, 330, 400, 432
 eBay, 445, 546
 Eberhard, 492
 Economic causes of risk, 581
 Economic factors, 619
 economic factors, 637
 economic nexus, 579, 586
 Edgar, 120
 Edison, 17
 El Paso Disaster Room 915, 406
elaboration, 169
 elevator pitch, 275, 287
 Eli Lilly, 111
 Email marketing, 329
 Embrace Innovations, 120
 Emerging growth companies (EGCs), 577
 Emerson, 618
 Empathy, 151
 empathy, 178
 employee handbook, 633
 Empowerment Through Integration (ETI), 253

Enron, 113, 138
 enterprise risk management, 581, 586
entity selection, 553
 entrepreneur, 8, 23, 30, 35, 64
 Entrepreneur.com, 277, 282, 294
 entrepreneur.com, 403
 entrepreneurial contest, 282, 287
 entrepreneurial journey, 47, 91
 entrepreneurial marketing, 299, 325, 348
 entrepreneurial mindset, 31, 33, 35, 48, 55, 68
 Entrepreneurial opportunity, 184
 entrepreneurial opportunity, 186, 192, 212, 218
 Entrepreneurial problem solving, 218
 entrepreneurial problem solving, 248
 entrepreneurial process, 67, 91
 entrepreneurial spirit, 32, 66, 91
 entrepreneurial venture, 9, 35, 44, 91
 entrepreneurial vision, 22, 35
 Entrepreneurial vision, 28
 entrepreneurship, 62
 environmental entrepreneurship, 116, 141
 Environmental Protection Agency (EPA), 618
 EPA, 618
 Equifax, 103
 Equity, 374
 equity, 377, 386, 559, 610
 Equity crowdfunding, 577
 equity crowdfunding, 586
 equity financing, 362, 386
 equity investment, 503
 equity share, 575
 ergonomics, 527, 541
 escalation of commitment, 652, 671
 Esnard, 468
 ethics, 100, 101, 141
 Ethnographic research, 313
 ethnographic research, 348
 Etsy, 67, 77, 432
 evaluate, 232, 248
Evaluation, 169, 245

evaluation, 248
 Evernote, 7, 33
 Excel, 520
 executive summary, 339, 348, 469, 471, 486
 Expeditionary marketing, 325
 expeditionary marketing, 348
 expenses, 380, 386
 Export-Import Bank, 505
 External communications, 222
 external environment, 243, 248
 external locus of control, 536
 Exxon, 563
F
 Fab.com, 400
 Fabulis, 400
 Facebook, 190, 209, 236, 303, 326, 329, 333, 420, 546, 563, 620
 Fact Finder, 316
 fail-safe point, 671
 fail-safe points, 652
 Fairchild, 77
 Fairchild Semiconductor, 77
 Fairness, 111
 fairness, 141
 Fannie Mae, 563
 Fashion 21, 337
 Fast Works, 397
 fear of failure, 413
 Fear of missing out (FOMO), 266
 fear of missing out (FOMO), 287
 feasibility analysis, 461, 486
 Federal Aviation Administration (FAA), 627
 Federal Communications Commission, 585
 Federal Emergency Management Agency (FEMA), 319
 Federal Express, 187
 Federal Trade Commission Act, 109
 Female Entrepreneur Association, 420
 Ferdowsi, 391, 392
 Ferraro, 177
 Fidler, 493
 financial analysis, 463, 486
 Financial Industry Regulatory Authority (FINRA), 113
 financial plan, 482

financial risk, 583, 586
 financial statement, 386, 509
 financial statements, 374, 377
 Financial viability, 211
 financial viability, 212, 365, 386
 financing, 357, 386
 Financing, 526
 financing activities, 383, 386
 First Industrial Revolution, 62
 fishbone diagram, 230
 Fit4Mom, 435
 FitBit, 302
 Fitbit, 429
 Fixed assets, 361
 fixed assets, 386
 Fixed costs, 384, 463
 fixed costs, 386, 486
 flat organization, 517, 541
 Flock, 175
 focus group, 313, 348
 for-profit business, 554, 586
 for-profit corporations, 564
Forbes, 540
 Ford, 162, 246
 Ford Motor Company, 98
 Forever 21, 337
 founders' agreement, 644, 671
 Four Lenses Strategic Framework, 82
 Foursquare, 323
 framework, 80, 91
 franchise, 8, 77
 franchisee, 8
 franchisees, 435
 franchising, 91, 437
 Franchising, 435
 franchisor, 435
 Franklin, 60
 Freddie Mac, 563
 freelancer, 42
 FRESH Books, 620
 friends and family financing, 357
 Frost & Sullivan, 318
 Fryman, 146
 functional skills, 516
 Fundera, 197
 Funding resources, 608
 funding sources, 637
 Funds, 356
 funds, 386

G
 Gantt chart, 671
 Gantt chart, 648
 Gap, 619
 Gates, 74
 GE, 243, 429
 Gearhead Outfitters, 356
 GEICO, 603
 gender equality, 137
 General Electric, 135, 574
 General Electric (GE), 397
 General Motors, 114
 general partner, 568
 general partnership, 567, 586
 Geoscape, 317
 gig economy, 42, 201, 212, 572
 gig worker, 572
 Gilboa, 10, 307
 Glass, 452
 Glip, 175
 Global Entrepreneurship Index, 14
 Global Entrepreneurship Monitor (GEM), 67, 410, 437
 Globalization, 189
 GM, 136, 140
 go-or-no-go decision, 466, 486
 GoDaddy Bookkeeping, 620
 GoFundMe, 577
 Goldberg, 564
 Goldman Sachs, 359
 Good Sports, 491
 Goodyear, 331
 Google, 67, 193, 325, 326, 327, 411, 435, 546, 570, 620, 648, 650
 Google Earth, 570
 Google Maps, 54
 Google Ventures, 241, 242
 GoPro, 429
 Grameen Bank, 120
 grander purpose, 129, 132
 Granovetter, 222
 grant, 365, 386
 grants, 613
 graphic user interface (GUI), 278
 Graves, 635
 Gravity Payments, 556
 Great Depression, 65
 Green Business Network at Green America, 501

Greene, 59, 64
 Greenwood, 199
 Griffin, 199
 gross profit, 379, 386
 growth phase, 629
 growth stage, 428
 GrubHub, 42, 574
 Gucci, 338
 guerrilla marketing, 302, 323, 348
 Guidewell Innovation Center, 491
 Guillebeau, 467
 Gutenberg, 173
 GW New Venture Competition, 286
H
 H&M, 337
 hackathon, 222, 248
 Hagler, 593
 Hancock, 60
 Harper, 369
 Harry's Shave Club, 166
 Harsh, 419
 harvest, 11, 35
 hashtags, 303
 Heart Move Collective, 419
 Heath, 564
 Heffern, 237
 Heinz, 435
 HERE WeGo, 54
 Hersey Company, 74
 Hershey, 74
 Hewlett, 265
 Hewlett-Packard Corporation (HP), 265
 Hilton, 34
 hindsight bias, 653, 671
 Hippocrates, 102
 Hippocratic Oath, 102
 Hirabayashi, 217
 Hispanic, Black, and Asian American Chambers, 421
 Honor societies, 498
 Hootsuite, 598
 Hopkins, 63
 Houston, 391, 392, 395
How I Built This, 371
 Howe, 62
 HQ Raleigh, 281
 Hsieh, 396
 Huang, 8, 13

- hubris, 653, 671
- Hubspot, 346
- HUBZone, 507
- Huizenga, 407
- Human causes of risk, 581
- Human resources, 630
- human resources, 637
- human-centered design, 248
- human-centered design (HCD), 239
- human-centric design, 151
- hybrid group, 541
- hybrid groups, 500
- hybrid venture*, 120
- I**
- IA, 546
- iBackPack, 355, 367
- IBISWorld, 320
- IBM, 67
- iceberg principle, 282, 287
- ICON, 594
- ID Two, 238
- ideate, 232, 248
- ideation, 150, 178, 255, 287
- Ideation, 156, 239
- IDEO, 238, 240, 242
- Idilbi, 493
- IKEA, 256, 336
- illumination*, 25
- Imbellus, 221
- Impact Hub, 371
- implement, 232, 248
- IMVU, 394, 398, 411
- incentives, 304
- income (profit-and-loss) statement, 386
- income statement, 379, 509
- incremental innovation, 159, 178
- incubation*, 25
- Incubation*, 168
- independent contractor, 42, 91
- Independent contractors, 633
- independent contractors, 637
- Indiegogo, 355, 367
- Indirect channels, 308
- Individual investors, 270
- IndUS Entrepreneurs, 471
- influencers, 303, 329
- information and communication technologies (ICTs), 267
- Infrastructure, 210
- infrastructure, 212
- initial public offering (IPO), 70, 359, 386, 576
- innovation, 62, 91, 155, 178, 447, 486
- Innovation, 407
- innovation accounting, 396, 437
- innovation flowchart, 241
- innovative model, 219, 248
- Insider Trading and Securities Fraud Enforcement Act, 113
- Insight*, 169
- Insightly, 175, 325
- Instagram, 303, 314, 329, 333
- insurance, 584, 586
- insurance premiums, 514
- Intangible resources, 599
- intangible resources, 637
- integrity, 101, 141
- Intel, 77
- Intel Corporation, 110
- Intellectual property, 105, 277, 599
- intellectual property, 141, 435, 604
- interest, 576
- interests, 554
- Internal communications, 222
- internal environment, 243, 248
- internal locus of control, 536
- Internal Revenue Service, 363
- Internal Revenue Service (IRS), 618
- International Franchise Association, 501
- Internet Association, 546
- intrapreneur, 91
- intrapreneurial, 77
- intrapreneurs, 67
- Introductory offers, 307
- introductory offers, 348
- invention, 155, 161, 178
- Inventory management, 510
- inventory management, 541
- Investing activities, 382
- investing activities, 386
- investor, 575
- investors, 611
- invisible hand, 61
- iPhone, 601
- Isaacs, 223
- iteration, 398
- iterations, 396, 437
- iterative development, 166, 178
- iTunes, 400, 411
- J**
- Jackman, 484
- Jawbone, 302
- JCPenney, 429, 619
- Jennings, 64
- Jibo, 234
- Jiffy Lube, 547
- Jimenez, 123
- jingle, 333, 348
- Jitterbug smartphone, 50
- Jobs, 74, 149, 259, 406
- JOBS Act, 612
- jobs-to-be-done theory, 450
- John, 469, 493
- John Deere Company, 292
- Johnny Cupcakes, 609
- Johnson, 183, 546
- Johnson & Johnson, 140, 170
- Johnson Security, 430
- joint venture, 435, 437, 567, 569, 586, 626
- joint ventures (JVs), 553
- Jones, 546
- Jordan, 409
- journaling, 669
- Juicero, 444
- Jumpstart Our Business Startups (JOBS) Act, 577
- junior associates, 511
- Juniper, 117
- just-in-time inventory system, 528
- K**
- Kaizen, 108
- Kant, 57
- Kantar, 221
- Kantian, 103
- Kasem, 507
- Kashoo, 620
- Kaufman, 404
- Kawasaki, 171
- Kelley, 238
- Kelley Blue Book, 596
- Kentucky Fried Chicken, 599
- Kentucky Fried Chicken (KFC), 496
- Keurig, 484

- Key, 176
- key performance indicators, 342
- Kickstarter, 120, 176, 355, 362, 367
- Kies, 64
- Kirban, 443
- Kirton, 219
- Kirton Adaption-Innovation (KAI)
- Inventory, 219
- Knight-Ridder, 493
- Koch, 372
- Kraft, 435
- L**
- Ladies Who Launch, 420
- Lafci, 593
- Laissez-faire, 536
- Landry, 546
- lateral thinking, 157, 178
- Laughing Man Coffee, 484
- Laughing Man Foundation, 484
- Lay, 138
- leader, 536
- leadership style inventory, 174
- lean manufacturing, 243
- lean manufacturing process, 393
- lean methodology, 422
- lean model canvas, 455, 459, 486
- lean pitch, 398, 437
- lean plan, 422, 424, 437
- lean problem-solving process, 244
- lean process, 243, 248
- lean startup, 392, 398, 437
- Lean Strategy Canvas, 80
- Lee, 446
- Legal risk, 583
- legal risk, 586
- lenders, 575
- Lester, 466
- liabilities, 377
- liability, 374, 387
- Libin, 7
- Library of Congress, 604
- Licensing, 434
- licensing, 437
- Lidey, 217
- lifecycle stages, 428
- lifelong development plan, 130
- LifeStraw, 203
- lifestyle business, 644, 671
- lifestyle venture, 10, 35
- Light and Motion, 618
- Liker, 393
- limited liability, 571
- limited liability companies (LLCs), 553
- limited liability company, 570
- limited liability company (LLC), 586
- limited liability limited partnership (LLLP), 568
- limited liability partnership (LLP), 586
- limited liability partnerships, 568
- limited liability partnerships (LLPs), 553
- limited partner, 568
- limited partnership, 568
- limited partnership (LP), 586
- limited personal liability, 583
- Lindell, 184
- line of credit, 610, 637
- line of credit (LOC), 526, 541
- Linear thinking, 157
- linear thinking, 178
- LinkedIn, 303, 412, 499, 632
- Liquidity, 526
- liquidity, 541
- Liran, 443
- LivePerson, 42, 574
- loan, 361
- loan principal, 576
- Locke, 57
- Locus of control, 536
- Long-term debts, 526
- Loss leader pricing, 307
- loss leader pricing, 348
- Love Beyond Walls, 466
- Lovepop, 651
- Lufthansa, 435
- Lula, 145
- Lululemon Athletica, 261
- LUMA Institute, 239
- LuminAID, 643
- Luxottica, 30
- Lyft, 42, 185, 201, 451, 574
- M**
- Ma, 404
- Mackey, 360
- Macy's, 298, 619
- Mad Mimi, 325
- Madam C. J. Walker Hair
- Culturists Union of America, 58
- Madison, 201
- Mail Chimp, 597
- MailChimp, 325
- majority stake, 435
- MakerBot, 234
- Mallavarupu, 419
- Man Crates, 75
- manager, 536
- March of Dimes, 260
- market analysis, 320, 348, 464, 486
- market opportunity, 318, 348
- market research, 311, 348, 406
- Marketing, 298
- marketing, 348
- marketing mix, 300, 335, 341, 348
- marketing plan, 338, 348, 406
- marketing strategy, 338, 349
- Marketo, 325, 597
- marketresearch.com, 318
- Markides, 451
- Marriott, 34
- Mars, 563
- Marshall, 593
- Marvel, 449
- Mary Kay, 90
- Masters, 60, 63
- Mattel, 434
- mature stage, 359, 387
- Maturity Phase, 629
- Maturity Stage, 429
- Maurya, 445, 454, 459
- McBean, 226
- McDonalds, 18, 30
- McDonald's, 108, 159, 407, 435, 528, 603
- Mechanical Turk, 234
- Meetup, 502
- Meltzer, 322
- member-managed LLCs, 571
- members, 571
- mentor, 21, 665
- Mentors, 635
- mergers and acquisitions, 435, 437
- Merkadoteknia Research and Consulting, 313, 316
- metaverse, 394
- Method, 334

Metropolitan Museum of Art, 363
 Microloans, 237
 Microsoft, 67, 135, 175, 574, 597
 Microsoft Excel, 597
 Microsoft PowerPoint, 597
 Microsoft Teams, 175
 Microsoft Word, 597
 milestone, 91
 milestones, 54
 Milken, 113
 mind map, 85
 Mind mapping, 26
 mindmap, 657
 minimum viable product, 459
 minimum viable product (MVP), 170, 178, 394, 437
 Minkara, 253, 258
 Minority Business and Development Agency (MBDA), 421
 Minority Business Development Agency, 420
 Minshew, 412, 468
 Miracle Messages, 22, 38
 mission statement, 21, 32, 35, 121, 259, 287
 MobileArq, 419
 ModCloth, 321, 619
 Monahan, 355
 Money, 525
 moonlighting, 372, 387
 Moore, 77
 Moosejaw, 325
 moral compass, 104, 131
morals, 101
 Morrison, 122
 Morse, 62
 Mosquito Squad, 435
 Mothers Against Drunk Drivers (MADD), 500
 Motorola, 243
 Mozart, 169
 Musk, 117, 163, 196
 MVP, 396, 423
 My Pasta Art, 11
 My Pillow, 184
 Mycoskie, 119, 123, 366
 Myler, 170
 mystery shopper, 313

N
 Nag, 156
 NASA, 435, 570
 Nasdaq National Market System, 577
 Nasdaq SmallCap, 577
 National Aeronautics and Space Administration, 613
 National Association for the Education of Young Children, 501
 National Association for Women Owners, 420
 National Association of Broadcasters, 491
 National Association of Professional Women, 420
 National Institutes of Health (NIH), 365
 National Kidney Foundation of Arizona, 119
 National Negro Cosmetics Manufacturers Association, 58
 National Science Foundation, 613
 Natural causes of risk, 581
 nature versus nurture, 57
 nav.com, 197
 NBA, 434
 NBC, 333
 need awareness, 230, 248
 Nelson, 209
 Nepotism, 532
 nepotism, 541
 Nesta, 240
 net income, 379, 387
 net worth, 510
 Netflix, 255, 449
 network, 222
 Networking, 222
 networking, 497, 541
networking groups, 502
 New Balance Company, 245
 New Belgium Brewing Company, 112
 New Story, 593, 612, 620
 New York City Public Library, 369
 New York StartUP! Business Plan Competition, 369
 New York Stock Exchange, 359, 563
 Newsom, 572

Niantic, Inc, 279
 Nic & Luc, 574
 Nielsen/Arbitron, 317
 Nike, 266, 302, 603, 621
 Nintendo, 160, 402, 630
 Nintendo Games, 402
 Noguera, 611
 Nohbo Drops, 160
 Nolo, 603
 Nominal Group, 664
 Nominal Group technique, 671
 noncompete agreement, 278, 287, 646, 671
 nondisclosure agreement, 646, 671
 nondisclosure agreement (NDA), 278, 287, 469
 Nonlinear thinking, 518
Nonprofit organization, 119
 normative ethical theories, 103
 North American Industry Classification System (NAICS), 513, 541
 Not-for-profit corporations, 564
 not-for-profit organization (NFPO), 554, 586
 Noyce, 77
O
 Observation, 245
 observation, 249
 Occupational Safety and Hazard Association, 618
 Ocean Cleanup, 116
 odd numbers strategy, 307, 349
 Odeo, 400, 411, 452
 offering, 210, 212
 Office of the US Trade Representative, 505
 officers, 560
 open group, 500, 541
 open innovation, 153, 178
 open-ended NDA, 278
 operating activities, 382, 387
 operational business plan, 520
 Operational capacity, 529
 operational capacity, 542
 operational expenses, 529, 542
 operational reserve, 529, 542
 Opportunity screening, 191
 opportunity screening, 212

opportunity-identifying perspective, 12, 35
 Oracle, 67
 organizational roadmap, 468
 Osterwalder, 453, 456, 460
 Outsourcing, 533, 629
 outsourcing, 542, 637
 Overseas Private Investment Corporation, 505
P
P value, 315
 Packard, 265
 pain point, 159, 178
 Palm Computing, 400
 Palms Barber, 199, 204
 paralegals, 511
 partnership, 511, 567, 572, 586
 partnership agreement, 567
 partnerships, 553
 pass-through entities, 569
 Patagonia, 116, 259
 patent, 63, 91, 175, 277, 599
 Payless, 429, 619
 Payment Card Industry Data Security Standard, 585
 PayPal, 163, 400, 650
 peer economy, 42
 penetration pricing, 306, 349
 Penn, 60
 People, 310
 people, 349
 People for the Ethical Treatment of Animals (PETA), 500
 PepsiCo, 234, 298
 perceived value pricing, 306
 Personal selling, 304
 personal selling, 349
 personally liable, 573
 PEST, 637
 PEST analysis, 207
 PEST framework, 617
 Petitioner problem solvers, 228
 petitioner problem solvers, 249
 Petrobras, 145
 Pew Research Center, 316
 Phlur, 431
 physical environment, 310, 349
 piece price, 596
 piercing the corporate veil, 559
 Pigneur, 453, 456

Pinrose, 431
 Pinterest, 303
 pioneering innovation, 159, 178
 Pipeline Angels, 611
 pitch, 255, 267, 287
 pitch competition, 268, 287
 pitch competitions, 283
 pitch deck, 271, 274, 287
 Pitching, 398
 Pivoting, 399
 pivoting, 437
 Place, 308
 place, 349
 Plank, 302
 planning fallacy, 653, 671
 plant patent, 603
 Plato, 57
 Pokémon GO, 160, 279
 Polaroid, 430, 630
 policyholders, 584
 Political factors, 617
 political factors, 637
 Poppy, 523
 PopUp Business School, 87
 Positioning, 321
 positioning, 349
 Postmates, 201
 Potential Rating Index for Zip Markets (PRIZM), 195
 Powell, 220
 Pre-launch costs, 623
 pre-launch costs, 637
 predictive analytics, 224
 Prejudice, 135
 prejudice, 141
 premium pricing, 306, 349
Preparation, 25, 168
 Pretty Young Professional, 468, 493
 Pretty Young Professionals (PYP), 412
 Price, 306, 556
 price, 349
 price wars, 306
 Pridham, 189
 Primary research, 191, 312
 primary research, 212, 349
 Prime, 52
 Private equity investment, 359
 private label, 619

private-public partnerships, 501
 privately held corporation, 563, 586
 privately owned, 554
 pro forma, 509, 542
 proactive approach, 127
 probability value, 315
 Problem solving, 219
 problem-solution narrative, 254, 287
 Process, 310
 process, 349
 Process Excellence, 243
 Procter & Gamble, 170, 429
 product, 301, 349
 product liability lawsuits, 583
 Product Life Cycle, 68
 product-based business, 594
 production time, 530, 542
 professional advisors, 515
 professional groups, 501
 profit, 379
 profit margin, 306, 349, 379, 387
 profit-and-loss statement, 379
 Program services, 364
 program services, 387
 Projected cash flow, 464
 projected cash flow, 486
 projection, 383, 387
 Promoting Women in Entrepreneurship Act, 87
 promotion, 302, 349
 Prospecting, 344
 Prosperly, 53
Protestant work ethic, 103
 prototype, 72, 176
 prototyping, 620
 Public Company Accounting Oversight Board (PCAOB), 113, 563
 public corporation, 563, 586
 Public relations, 303
 public relations, 349
 publicly held corporation, 563, 586
 publicly owned, 554
publicly traded corporation, 563
 Puma, 338
Q
 Qualitative data, 280

Qualitative research, 313
 qualitative research, 349
 quantifiable manner, 29, 35
 Quantitative data, 280
 Quantitative research, 314
 quantitative research, 349
 QuickBooks, 597, 620
 Quimby, 11, 27
 Quinn, 176
 Quirky, 404
 quota, 637
 Quotas, 618
 QVC, 625

R

Rackham, 345
 radical innovations, 452
 Radio Shack, 619
 Radisson, 60
 Rapid Brands, 183
 reactive approach, 127
 Real-time marketing, 326
 real-time marketing, 349
 Rebirth or Death Stage, 429
 Red Bull, 433
 Red Cross, 365
 Red Hen Bakery, 627
 relationship marketing, 324, 349
 reliability, 315
 resource dependence theory (RDT) model, 626, 637
 Resourcefulness, 226
 resourcefulness, 249
 return on investment (ROI), 74
 revenue, 380, 387
 reward structure, 367
 Ries, 393, 396, 401, 411
 Ring, 33
 Rise Products, 123
 Risk appetite, 582
 Robbins, 409
 Rogers, 165
 Rogers Adoption Curve, 164
 Roomify, 29
 Rose, 270
 Rousseff, 145
 royalty payment, 434
 run rate, 383, 387
 Ryver, 175

S

S corporation, 561, 566, 586

SAB Miller, 435
 sales, 380
 sales force, 533
 sales promotion, 349
 Sales promotions, 304
 sales strategy, 343, 349
 sales territory, 535
 Salesforce, 325, 346, 597
 SAM, 474
 Samit, 507
 sample, 315, 349
 Samsung, 431, 601
 Samsung Electronics, 146
 Sandberg, 420
 Sanders, 496
 Sarbanes-Oxley Act, 113, 138
 Say, 59
 SBA, 197, 284, 505, 577, 584, 625, 635
 SBDCs, 506
 Schick, 166
 Schultz, 18
 Schumpeter, 66, 184, 446
 Schurr, 251
scientific management, 520
 scientific method, 163, 178
 SCORE, 284, 497, 503, 622, 629, 635, 636, 660
 Search ads, 327
 search engine optimization (SEO), 327
 Sears, 429, 619
 Second Industrial Revolution, 64
 secondary research, 191, 212, 349
 Secondary research, 316
 Securities and Exchange Commission, 358, 563
 Securities and Exchange Commission (SEC), 113
 seed stage, 387
 seed-stage, 357
 SeedInvest, 368
 Segmenting, 321
 segmenting, 349
 self-employment, 43
 Self-performing, 533
 self-performing, 542
 Self-regulating problem solvers, 227

self-regulating problem solvers, 249
 Senior Core of Retired Executives, 636
 serial entrepreneur, 19, 35, 75, 91, 671
 Service Corps of Retired Executives (SCORE), 191, 226, 503
 service mark, 603, 637
 service-based business, 595
 serviceable available market (SAM), 320, 349, 464, 486
 sexism, 419
 shadow, 79
 Shane, 57
 shared economy, 201, 212
 shareholder primacy, 98
 shareholders, 98, 554, 557, 558
 sharing economy, 42
Shark Tank, 160, 183, 264, 370, 384, 468, 564
 SharkBot 3D Printer, 19
 Sharkits, 19
 Sherman Act, 109
 Shine, 217
 Shine Talks, 218
 Shkreli, 97, 103
 Shockley Semiconductor, 77
 Shopify, 77
 shrinking, 400
 Significance, 315
 Silicon Valley Bank (SVB) Financial Group, 190
 Simmons, 317
 situation analysis, 340, 349
 situational opportunity, 76, 92
 Six Sigma, 243
 Six Thinking Hats, 152
 six-step sales process, 344
 Sixteen Personality Factor Questionnaire, 515
 Skilling, 138
 skimming, 307, 349
 Skype, 597
 Slack, 175, 260, 325
 Slaughter, 292
 Small Business Administration, 298, 403
 Small Business Administration (SBA), 226, 316, 361, 421, 503, 660

- Small Business Association (SBA), 610
- Small Business Development Center, 635
- Small Business Development Centers (SBDCs), 506
- Small Business Innovation Research Program, 613
- small business owner, 8, 23
- Small Business Technology Transfer Program, 613
- SMART goals, 29, 35, 261
- Smith, 61, 187, 528
- Snapchat, 303
- Soccer Shots, 435
- social business model canvas, 459, 486
- social capital, 665, 671
- Social clubs, 499
- social enterprises*, 119
- social entrepreneur, 18, 35
- Social entrepreneurship, 115, 366
- social entrepreneurship, 141
- Social impact, 459
- Social media, 302
- social media, 333, 349
- social networking, 498
- social purpose businesses*, 119
- Society for Human Resource Management, 126
- sociocultural factors, 619, 637
- soft launch, 73, 79, 92
- soft open, 73
- soft skill, 499
- Solar City, 163
- sole proprietor, 572
- sole proprietorship, 511, 572, 572, 586
- sole proprietorships, 553
- Sook, 337
- Sourcify.com, 173
- South by Southwest, 323
- SpaceX, 163, 196
- Spanx, 218, 261
- Spanx, Incorporated, 188
- Spark, 281
- special interest group, 499
- Specialization, 528
- Spencer, 187
- SPIN, 345
- Spotify, 576
- Stacy's Pita Chips, 654
- stagnating, 400
- stakeholders, 98, 100
- Standard Industrial Classification/ North American Industry Classification System (SIC/NAICS), 473
- Stanford Design School, 240
- Star Alliance, 435
- Starbucks, 18, 603
- start-ups, 299
- startup, 42
- Startup Champions Network, 666
- startup phase, 628
- state of incorporation, 557
- State Street, 359
- statement of cash flows, 381, 387
- statement starters, 153
- status quo bias, 653, 671
- Stella & Dot, 90
- Sterett, 226
- Stern, 160
- Stitch Fix, 452
- stock, 554, 558
- Stone, 452
- Storyboarding, 236
- storyboarding, 249
- strategic alliance, 437
- Strategic alliances, 435
- Strategyzer, 235, 457
- Strong ties, 222
- Stumpf, 145
- Subscribe & Save, 52
- Subscriptions, 52
- Subway, 528
- super angels, 358
- SuperGlass Windshield Repair, 547
- superior value proposition, 405
- Supply, 186
- supply, 212
- support bias, 314
- support network, 23
- Support Startup Businesses Act, 87
- Surfdog LA, 322
- SurveyMonkey, 209
- sustainability, 117, 141
- sustainable strategy, 363, 387
- Sweet Beginnings, 199
- Swinmurn, 396
- SWOT analysis, 205, 212, 340, 476, 486
- T**
- Taaluma Totes, 237
- tagline, 349
- taglines, 331
- TAM, 474
- Tandemic, 459
- Tangible resources, 594
- tangible resources, 637
- Target, 298, 334
- target customer, 456
- target market, 50, 92, 300, 312, 320, 349, 405
- targeting, 321, 349
- Tariffs, 618
- tariffs, 637
- TaskRabbit, 42, 574
- Tax Cuts and Jobs Act, 618
- tax-exempt, 555
- tax-exempt status, 363, 387
- Taylor, 520, 525
- Teach for America, 256
- Team creativity, 236
- team creativity, 249
- Tech Talent South, 493
- TechCrunch, 110
- technological factors, 620, 637
- TechStars, 283
- Techstars, 446
- Tesla, 108, 117, 163, 492
- Tesla Electric Light, 109
- Texaco, 117
- Texas State Data Center, 316
- Textbooks for Change, 485
- The Balance, 578
- The Cut Buddy, 468, 493
- The Entrepreneur Next Door, 58
- The Muse, 412, 468
- The Wander Girls, 11
- The Wealth of Nations*, 528
- Theorist problem solvers, 227
- theorist problem solvers, 249
- Theta Omega Gamma, 499
- Think of Us, 56
- Thompson, 430, 523
- three circles tool, 207
- TOMS, 116, 119, 123, 365

Toms Shoes, [460](#)
 top-down approach, [320](#)
 tort, [583](#)
 Torts, [109](#)
 total available market (TAM), [320](#), [349](#), [464](#), [487](#)
 total cost of ownership, [542](#)
 total costs of ownership (TCO), [529](#)
 total user experience, [172](#)
 Toyota, [247](#)
 Toyota, [108](#), [243](#), [393](#), [528](#), [569](#)
 Toyota Motor Corporation, [247](#), [528](#)
 trade association, [542](#)
 Trade associations, [501](#)
 trade secret, [107](#), [141](#)
 trademark, [106](#), [141](#), [603](#), [637](#)
 Traf-O-Data, [74](#)
 Transparency International, [17](#)
 trial run, [53](#)
 truthfulness, [111](#), [141](#)
 Turing Pharmaceuticals, [97](#)
 Turkish Airlines, [435](#)
 Twitter, [209](#), [242](#), [303](#), [326](#), [333](#), [400](#), [412](#), [453](#)
 Twtrr, [453](#)
U
 UAttend, [620](#)
 Uber, [31](#), [42](#), [70](#), [159](#), [185](#), [201](#), [294](#), [362](#), [401](#), [432](#), [451](#), [574](#)
 Uber Black, [432](#)
 Uber Copter, [451](#)
 Uber Eats, [451](#)
 Ulwick, [159](#)
 Under Armour, [302](#)
 UNESCO Global Action Programme on Education for Sustainable Development, [13](#)
 UNESCO's Global Action Programme on Education for Sustainable Development, [7](#)
 Unilever, [132](#), [327](#)
 unique selling proposition, [207](#), [212](#)
 United Airlines, [435](#)
 United Nations Children's Fund (UNICEF), [235](#)
 United Way, [555](#)
 Unity One Credit Union, [119](#)

Unstated needs, [313](#)
up time, [530](#)
 UPS, [243](#)
 UpWork, [42](#), [574](#), [631](#)
 US Bureau of Labor, [622](#)
 US Census, [191](#)
 US Census Bureau, [316](#)
 US Copyright Office, [604](#)
 US Internal Revenue Service (IRS), [555](#)
 US Patent and Trademark Office (USPTO), [599](#)
 US Postal Service, [563](#)
 US Small Business Administration, [191](#)
 US Small Business Administration (SBA), [52](#)
 US Trade and Development Agency, [505](#)
 useful life, [596](#)
 user interface, [172](#), [178](#)
 user interface (UI), [278](#), [287](#)
 USPTO, [599](#), [603](#)
Utilitarian ethics, [103](#)
 utilitarianism, [103](#)
 utility patent, [106](#), [141](#), [599](#)
Utility patents, [175](#)
V
 Valdes-Depena, [136](#)
 Validation, [320](#)
 validation, [350](#)
 Validity, [315](#)
 valuation, [362](#), [387](#)
 value proposition, [21](#), [35](#), [257](#), [287](#), [321](#), [452](#), [487](#)
 value proposition canvas, [457](#), [487](#)
 Variable costs, [384](#), [463](#)
 variable costs, [387](#), [487](#)
 VBOC, [507](#)
 venture, [42](#), [47](#), [50](#), [52](#), [67](#), [84](#), [92](#)
 Venture, [76](#)
 venture capitalist, [15](#), [358](#), [387](#)
 venture capitalists, [78](#)
 Venture capitalists, [270](#), [612](#)
 Venture Life Cycle, [68](#)
verification, [25](#)
 Verizon, [597](#)
 vertical integration, [63](#), [92](#), [626](#)
 vertical thinking, [157](#)
 Vestergaard, [203](#)

Veterans Community Project, [203](#)
 Veteran's Business Outreach Center (VBOC), [507](#)
 Viacom, [407](#)
 vicarious liability, [109](#)
 Victoria's Secret, [429](#), [619](#)
 Viner, [322](#)
 viral marketing, [302](#), [350](#)
 Viral marketing, [326](#)
 Virgin Group, [122](#)
virtue ethics, [103](#)
 Visa, [629](#)
 Vision, [20](#)
 vision statement, [20](#), [23](#), [28](#), [35](#), [255](#), [644](#)
 Vita Coco, [443](#)
 Vital Vio, [220](#)
 Vodafone, [125](#)
 Volkswagen, [145](#), [140](#)
W
 Wag!, [321](#)
 Walker, [58](#)
 Walmart, [183](#), [204](#), [298](#), [625](#)
 Warby Parker, [10](#), [30](#), [116](#), [214](#), [256](#), [306](#), [460](#)
 Warner Brothers, [434](#)
 Watkins, [138](#)
 Waze, [54](#)
 WBC, [506](#)
 Weak ties, [222](#)
 Webb, [299](#)
 Weber, [453](#)
 WeFunder, [368](#)
 Welch, [135](#)
 Wells Fargo, [145](#), [140](#)
 WeWork, [281](#), [371](#)
 whistleblower, [138](#)
 Whiteboarding, [246](#)
 whiteboarding, [249](#)
 Whitney, [59](#), [64](#)
 Whole Foods, [200](#)
 Whole Foods Market, [360](#)
 Whyte, [66](#)
 Williams, [411](#), [452](#)
 Windows, [278](#)
 Wink, [404](#)
 Winslow, [60](#)
 Winterkorn, [145](#)
 wireframing, [84](#)
 Witkin, [225](#)

Wix, [333](#)

Women's Business Center (WBC),
[506](#)

Women's Business Center of the
Small Business Administration,
[420](#)

Women's Business Enterprise
National Council, [420](#)

Word-of-mouth (WOM)
marketing, [329](#)

word-of-mouth (WOM)
marketing, [350](#)

work-for-hire agreement, [278](#), [287](#)
work-life balance, [27](#)

Working capital, [361](#)

working capital, [387](#)

workplace culture, [124](#)

World Bank, [320](#)

World Factbook, [320](#)

World War I, [65](#)

World War II, [65](#)

World's Most Ethical Companies,
[101](#)

Wozniak, [259](#)

X

X.com, [400](#)

Xerox, [195](#)

XEROX Corporation, [186](#)

Y

Y Combinator, [283](#), [593](#), [661](#)

Yahoo, [556](#)

Yahoo!, [327](#)

Yamauchi, [402](#)

Yellin, [136](#)

Yelp, [310](#), [330](#)

YouTube, [70](#), [193](#), [326](#), [329](#), [333](#),
[620](#), [650](#)

Yunus, [120](#)

Z

Zappos, [293](#), [396](#)

Zara, [433](#)

Ziglar, [347](#)

Zipline, [44](#)

ZOHO Books, [620](#)

Zoom, [70](#), [597](#)

Zuckerberg, [236](#)