



Getting to Plan B: Breaking Through to a Better Business Model

By John Mullins, Randy Komisar

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Getting to Plan B: Breaking Through to a Better Business Model By John Mullins, Randy Komisar

You have a new venture in mind. And you've crafted a business plan so detailed it's a work of art. Don't get too attached to it.

As John Mullins and Randy Komisar explain in *Getting to Plan B*, new businesses are fraught with uncertainty. To succeed, you must change the plan in real time as the inevitable challenges arise. In fact, studies show that entrepreneurs who stick slavishly to their Plan A stand a greater chance of failing-and that many successful businesses barely resemble their founders' original idea.

The authors provide a rigorous process for stress testing your Plan A and determining how to alter it so your business makes money, solves customers' needs, and endures. You'll discover strategies for:

- Identifying the leap-of-faith assumptions hidden in your plan
- Testing those assumptions and unearthing why the plan might not work
- Reconfiguring the five components of your business model-revenue model, gross margin model, operating model, working capital model, and investment model-to create a sounder Plan B.

Filled with success stories and cautionary tales, this book offers real cases illustrating the authors' unique process. Whether your idea is for a start-up or a new business unit within your organization, *Getting to Plan B* contains the road map you need to reach success.

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Editorial Review

Review

“...it is both a handbook for those already on the way to building a successful business as well as encouraging others to think they could do it.” - The Financial Times, September 30, 2009

From the Inside Flap

“This is a fantastic book. The stories are excellent . . . deep and insightful . . . and the storytelling is real. Getting to Plan B isn't as much about second tries as it is about the authors' helping you understand what it takes to drive an early-stage company to success.” - Bill Campbell, Chairman, Intuit

“This great book will guide business leaders and help them stay focused as they transform their plans. Whether they are reshaping a new business model, or executing a quarterly strategy review in an ongoing business, this book will help leaders overcome the unpredictable waves and obstacles that stand in the way of their envisioned goals.” - Takaaki Hata, Partner, Globis Capital Partners, Tokyo

“Getting to Plan B is the definitive handbook about the mind-set and moves required to lead any company in our messy and ever-changing world. This is more than the most useful book I've ever read on entrepreneurship: Mullins and Komisar challenge and redefine how organizational strategy and innovation ought to be managed in any company. - Robert Sutton, professor, Stanford University, and author of The No Asshole Rule

“Getting to Plan B is a treasure trove of clear, practical lessons for entrepreneurs. It is real-world, hard-hitting, and prescriptive—not the fuzzy theoretical stuff found in too many business books. Komisar and Mullins repeatedly challenge conventional wisdom with experience and insight. This is a must-read.” - John Doerr, partner, Kleiner Perkins Caufield & Byers

“John and Randy perfectly capture the trials and triumphs of entrepreneurship. They weave in antidotes that can be successfully applied. I wish this book was published a decade back—I could have used it as an entrepreneur. Now as a venture capitalist I would suggest this as required reading to all my CEO's.” - Vani Kola, Founder, Indo U.S. Ventures, Bangalore

From the Back Cover

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