

Contents

Foreword by Michael Dell, Chairman and CEO of Dell xi

Introduction xvii

Part 1 The Start-Up Playbook How to Turn a Simple Idea into a High-Growth Company 1

Play #1: Allow Yourself Time to Recharge	1
Play #2: Have a Big Dream	3
Play #3: Believe in Yourself	5
Play #4: Trust a Select Few with Your Idea and Listen to Their Advice	7
Play #5: Pursue Top Talent as If Your Success Depended on It	8
Play #6: Sell Your Idea to Skeptics and Respond Calmly to Critics	9
Play #7: Define Your Values and Culture Up Front	11
Play #8: Work Only on What Is Important	12
Play #9: Listen to Your Prospective Customers	13
Play #10: Defy Convention	14
Play #11: Have—and Listen to—a Trusted Mentor	14
Play #12: Hire the Best Players You Know	15
Play #13: Be Willing to Take a Risk—No Hedging	18
Play #14: Think Bigger	20

CONTENTS

**Part 2 The Marketing Playbook
How to Cut Through the Noise
and Pitch the Bigger Picture 23**

Play #15: Position Yourself	23
Play #16: Party with a Purpose	25
Play #17: Create a Persona	27
Play #18: Differentiate, Differentiate, Differentiate	28
Play #19: Make Every Employee a Key Player on the Marketing Team, and Ensure Everyone Is On Message	33
Play #20: Always, Always Go After Goliath	34
Play #21: Tactics Dictate Strategy	37
Play #22: Engage the Market Leader	39
Play #23: Reporters Are Writers; Tell Them a Story	40
Play #24: Cultivate Relationships with Select Journalists	41
Play #25: Make Your Own Metaphors	44
Play #26: No Sacred Cows	44

**Part 3 The Events Playbook
How to Use Events to Build
Buzz and Drive Business 47**

Play #27: Feed the Word-of-Mouth Phenomenon	47
Play #28: Build Street Teams and Leverage Testimony	49
Play #29: Sell to the End User	52
Play #30: The Event <i>Is</i> the Message	54
Play #31: Reduce Costs and Increase Impact	57
Play #32: Always Stay in the Forefront	60
Play #33: The Truth About Competition (It <i>Is</i> Good for Everyone)	60

Contents

Play #34: Be Prepared for Every Scenario ... and Have Fun	61
Play #35: Seize Unlikely Opportunities to Stay Relevant	63
Play #36: Stay Scrappy ... but Not Too Scrappy	65
Part 4 The Sales Playbook How to Energize Your Customers into a Million-Member Sales Team	67
Play #37: Give It Away	67
Play #38: Win First Customers by Treating Them Like Partners	69
Play #39: Let Your Web Site Be a Sales Rep	72
Play #40: Make Every Customer a Member of Your Sales Team	73
Play #41: Telesales Works (Even Though Everyone Thinks It Doesn't)	76
Play #42: Don't Dis Your First Product with a Discount	78
Play #43: Sales Is a Numbers Game	79
Play #44: Segment the Markets	80
Play #45: Leverage Times of Change	82
Play #46: Your Seeds Are Sown, so Grow, Grow, Grow	86
Play #47: Land and Expand	95
Play #48: Abandon Strategies That No Longer Serve You	96
Play #49: Old Customers Need Love	97
Play #50: Add It On and Add It Up	98
Play #51: Success Is the Number One Selling Feature	100

CONTENTS

**Part 5 The Technology Playbook
How to Develop Products
Users Love 103**

Play #52: Have the Courage to Pursue Your Innovation—Before It Is Obvious to the Market	103
Play #53: Invest in the Long Term with a Prototype That Sets a Strong Foundation	106
Play #54: Follow the Lead of Companies That Are Loved by Their Customers	107
Play #55: Don't Do It All Yourself; Reuse, Don't Rebuild	109
Play #56: Embrace Transparency and Build Trust	110
Play #57: Let Your Customers Drive Innovation	115
Play #58: Make It Easy for Customers to Adopt	119
Play #59: Transcend Technical Paradigms	120
Play #60: Provide a Marketplace for Solutions	125
Play #61: Harness Customers' Ideas	127
Play #62: Develop Communities of Collaboration (aka Love Everybody)	131
Play #63: Evolve by Intelligent Reaction	132

**Part 6 The Corporate Philanthropy
Playbook
How to Make Your Company
About More Than Just the
Bottom Line 135**

Play #64: The Business of Business Is More Than Business	135
Play #65: Integrate Philanthropy from the Beginning	139

Contents

Play #66: Make Your Foundation Part of Your Business Model	140
Play #67: Choose a Cause That Makes Sense and Get Experts on Board	144
Play #68: Share the Model	146
Play #69: Build a Great Program by Listening to the Constituents	148
Play #70: Create a Self-Sustaining Model	153
Play #71: Share Your Most Valuable Resources— Your Product and Your People	156
Play #72: Involve Your Partners, Your Vendors, Your Network	159
Play #73: Let Employees Inspire the Foundation	161
Play #74: Have Your Foundation Mimic Your Business	166

Part 7 The Global Playbook
How to Launch Your Product
and Introduce Your Model to
New Markets **169**

Play #75: Build Global Capabilities into Your Product	169
Play #76: Inject Local Leaders with Your Corporate DNA	170
Play #77: Choose Your Headquarters and Territories Wisely	172
Play #78: Box Above Your Weight	175
Play #79: Scale Without Overspending	176
Play #80: Understand Sequential Growth	177
Play #81: Uphold a One-Company Attitude Across Borders	178
Play #82: Follow Strategy, Not Opportunity	179

CONTENTS

Play #83: Going Far? Take a Partner. Going Fast? Go Alone.	180
Play #84: Fine-Tune Your International Strategy	182
Play #85: Send Missionaries to Build New Markets	186
Play #86: Handle Global Disputes with Diplomacy (aka Light and Love)	188
Play #87: Edit an Overarching Outlook	192
Play #88: Bring Old Tricks to New Regions	196
Play #89: Don't Use a "Seagull Approach"; the Secret to Global Success Is Commitment	198

Part 8 The Finance Playbook
How to Raise Capital, Create a
Return, and Never Sell Your
Soul **201**

Play #90: Don't Underestimate Your Financial Needs	201
Play #91: Consider Fundraising Strategies Other Than Venture Capital	203
Play #92: Use Internet Models to Reduce Start-Up Costs	206
Play #93: Set Yourself Up Properly from the Beginning, Then Allow Your Financial Model to Evolve	207
Play #94: Measure a Fast-Growing Company on Revenue, Not Profitability	208
Play #95: Build a First-Class Financial Team	209
Play #96: Be Innovative and Edgy in Everything You Do—Except When It Comes to Your Finances	210

⊕

Contents

Play #97: When It Comes to Compliance, Always Play by the Rules	215
Play #98: Focus on the Future	218
Play #99: Allow for Change as Your Company Grows	220

Part 9 The Leadership Playbook
How to Create Alignment—the
Key to Organizational Success **225**

Play #100: Use V2MOM to Focus Your Goals and Align Your Organization	225
Play #101: Use a Top-Down and Bottom-Up Approach	230
Play #102: Build a Recruiting Culture	233
Play #103: Recruiting Is Sales	236
Play #104: Keep Your Standards High as You Grow	239
Play #105: How to Retain Top Talent	242
Play #106: The Importance of Mahalo	244
Play #107: Foster Loyalty by Doing the Right Thing	246
Play #108: Challenge Your Best People with New Opportunities	247
Play #109: Solicit Employee Feedback—and Act On It	249
Play #110: Leverage Everything	252

The Final Play **255**

Play #111: Make Everyone Successful	255
<i>Notes</i>	261
<i>Acknowledgments</i>	265
<i>About the Authors</i>	269
<i>Index</i>	271