



## 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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#### **Jason Villalobos:**

A lot of people always spent all their free time to vacation or even go to the outside with their family members or their friend. Are you aware? Many a lot of people spent that they free time just watching TV, as well as playing video games all day long. If you would like try to find a new activity that's look different you can read the book. It is really fun for yourself. If you enjoy the book that you just read you can spent all day every day to reading a reserve. The book Getting to Plan B: Breaking Through to a Better Business Model it is quite good to read. There are a lot of people who recommended this book. These were enjoying reading this book. Should you did not have enough space to bring this book you can buy the particular e-book. You can more very easily to read this book from your smart phone. The price is not too costly but this book possesses high quality.

#### **Leslie Heidelberg:**

Exactly why? Because this Getting to Plan B: Breaking Through to a Better Business Model is an unordinary book that the inside of the publication waiting for you to snap this but latter it will jolt you with the secret it inside. Reading this book alongside it was fantastic author who all write the book in such amazing way makes the content inside easier to understand, entertaining technique but still convey the meaning totally. So , it is good for you for not hesitating having this anymore or you going to regret it. This unique book will give you a lot of benefits than the other book get such as help improving your talent and your critical thinking means. So , still want to delay having that book? If I ended up you I will go to the book store hurriedly.

**David Binkley:**

On this era which is the greater man or woman or who has ability to do something more are more valuable than other. Do you want to become among it? It is just simple solution to have that. What you have to do is just spending your time almost no but quite enough to get a look at some books. Among the books in the top listing in your reading list is Getting to Plan B: Breaking Through to a Better Business Model. This book which is qualified as The Hungry Hills can get you closer in turning into precious person. By looking way up and review this publication you can get many advantages.

**Anne Shibata:**

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