

THE CONVERSATION



The Sharks

BACK ROW (left to right): Daymond John, Barbara Corcoran, Robert Herjavec

FRONT ROW (left to right): Mark Cuban, Kevin O'Leary, Lori Greiner

MICHAEL PARRISH DUDELL: People choose to start businesses for a variety of reasons—one of the most common and perhaps elusive of which is to satisfy a passion. What role do you think passion should play in the life of a business and entrepreneur?

BARBARA CORCORAN: First, let me start by saying that passion can blind you, but it can also give you clarity of vision at the same time. And often it does both. It's dangerous to be blinded by the love of what you're doing, but you almost have to be that dumb to see your plan through to the end.

LORI GREINER: Barbara's right. I really believe that if you want to succeed you have to be passionate about what you're doing.

DAYMOND JOHN: Yeah, but what's most important is that you're passionate about the process of running a business. If somebody wants to be a designer and all they care about is their art or vision, you could call them passionate, but that's not necessarily the right kind of passion to have. If you *really* care about your art, you need to be passionate about the actual running of the business.

MARK CUBAN: I think passion is overrated. Everyone has a lot of passions. I have a passion for sports—a passion for music. That doesn't make it a business, and that doesn't make you qualified to run the business. So you should never start a business based on a passion. It's really about where you put your efforts. If you're willing to work hard at something and put effort into it, a passion will naturally develop. Effort should come first. You should see what you're good at and go from there.

ROBERT HERJAVEC: Yeah, but you've got to love it, Mark. You're going to be working on your business 24/7, and if you don't love what you're doing you won't last. I'm sitting here right now on my email; I'll be flying all night after we're done taping; I'll be on email for another nine hours once I leave here. And yeah, I'm complaining about it, but I love it. If you don't wake up excited to go to work every day, how can you survive?

LORI GREINER: We all love what we do, right? Most entrepreneurs are driven by passion and that's why we don't mind doing it 24/7.

KEVIN O'LEARY: But I think some entrepreneurs use “passion” as an excuse to avoid focusing on performance metrics. In other words, they think being passionate about something should give them a free pass to fail.

ROBERT HERJAVEC: Right. I think some entrepreneurs use it as an excuse when their business isn't making money. But if a business isn't making money, it's not a business. It's a hobby.

KEVIN O'LEARY: So for me it's just a default. I expect people to be passionate about their work, but I don't care about it. What I care about is if it helps them drive metrics of performance. In the case of a startup, are they achieving sales? In the case of a more mature business, are they maintaining or growing margins? And if they can't do that, I'd rather fire them and find a better executor. In the end, businesses that succeed and make money for shareholders are built around execution.

MICHAEL PARRISH DUDELL: So I think it's clear you all feel very differently about the topic, which actually speaks to a much larger issue. While each of you has achieved success, you represent a variety of different ideologies. In fact, the only thing you really do have in common is that you've put tremendous time and effort into building your businesses. You've all put in the work. Today, there's so much talk about optimizing a business and working smarter instead of working harder. When it comes to real, sustainable success, do you think there's something to be said for good old-fashioned sweat equity?

KEVIN O'LEARY: It's a given that you have to put in the work. But as an investor I don't care how much time it's taken for

an entrepreneur to build a business. All I care about is if the business is making money.

LORI GREINER: But sometimes seeing that a person has worked hard and persisted shows you something about their character. It shows you they have the stamina and perseverance to not just give up when things get hard. And to me that's an important trait for a partner to have. I want to know that my partner has the drive and tenacity it takes to put in the time and hard work.

DAYMOND JOHN: Look, you'll never be able to optimize your business 100 percent. Until you exit the company, there's always going to be more to do, more hours to put in. If you don't want to work the hours, you shouldn't be an entrepreneur.

MARK CUBAN: Right. Putting in the hours has always mattered, and it always will.

DAYMOND JOHN: If one part of the business is doing well, most good entrepreneurs will switch focus and try to expand another part of the business. The goal shouldn't be to work less.

MICHAEL PARRISH DUDELL: Let's talk about failure for a second. Individually, each of you has spoken with me about the value of failure—that sometimes failure in the short term can lead to success in the long term. Are there any specific lessons that you've learned through failure that may be helpful to new entrepreneurs?

ROBERT HERJAVEC: I hate to use the word "failure." I prefer to say challenges or stumbling blocks. The only time you really

fail is when you give up. There's been a lot of crap that's happened to me in business, just like everyone at this table, but I don't think entrepreneurs view that kind of stuff as failure. Failure feels so finite.

LORI GREINER: One of my favorite quotes is "Failure is not an option; it's a state of mind." And that's true. I don't think any of us look at "failure" as failure. I think we look at it as a new challenge to overcome.

BARBARA CORCORAN: Here's a great example. In Season 3 I invested in a company called Daisy Cakes. The founder was doing so well so quickly that we took her to three large bakeries and reconfigured all of her recipes so she could produce on a mass scale. Well guess what? It didn't work. The reconfiguration was wrong, and two of the three bakeries were unreliable. And you know what? She lost a ton of money, and guess where she is now? She's making cakes back in her little kitchen. But all of the quality control issues are gone, and her business is doing really well. She's smarter now and more prepared for what's ahead. She had to take a step back before she could move forward. She's a walking, talking example of someone who has handled failure the right way.

MICHAEL PARRISH DUDELL: Each of you seems to have certain types of companies that you prefer to invest in. Is that true? Are there certain industries that you favor and others that you try to avoid? For instance, Daymond, I know you don't usually invest in food-related businesses.

BARBARA CORCORAN: Yeah. Why is that, Daymond?

DAYMOND JOHN: Because I was the one at Red Lobster taking boxes of frozen shrimp home every day and selling it to the Chinese place around the corner. Businesses that involve food or perishable items typically have smaller margins and are less reliable. If Hurricane Sandy hits, for instance, and you have a bunch of product in a warehouse in New Jersey, you're immediately out \$10 million worth of goods.

BARBARA CORCORAN: See, and I love food businesses because it's not complicated. You see what you're selling, who's going to buy it, and you ship it. That's not so bad. It's not so sophisticated.

DAYMOND JOHN: Yeah, but look at what happened with the Daisy Cakes thing. I'm never going to have the wrong formula on a T-shirt.

BARBARA CORCORAN: That's a good point. I think that was a case of too much growth too soon.

MARK CUBAN: I like to invest in tech companies. I try to stick to what I know.

LORI GREINER: Personally I like anything that I think is going to be great on the market. It can be in any industry as long as I think it's going to really sell. I just like great products and great businesses. I need to be excited by it.

ROBERT HERJAVEC: I don't look at a specific industry; I prefer to work with an entrepreneur who knows a market. You have to know your industry inside and out because that's something

I can't bring to the table. So it's not a matter of industry for me; it's the entrepreneur.

KEVIN O'LEARY: And I could care less about that. I'm more concerned about the product and market than I am about the entrepreneur. People are interchangeable. If someone can't perform, I'll take them out behind the barn and shoot them. I have no problem doing that. And it's important that the entrepreneurs I work with understand that about me. I think this whole idea that you care about the person and that they matter is stupid. I couldn't care at all. I just want to make money.

LORI GREINER: That's amazing. It's so the complete opposite for me.

KEVIN O'LEARY: And look, we both have success so we're both right. I mean personally I think I'm more right.

BARBARA CORCORAN: Oh Kevin, I don't believe any of that crap you're always saying.

LORI GREINER: I know. I can't believe this is real. I just feel like humanity is so important. It isn't always just about money. These are people we're talking about.

KEVIN O'LEARY: Oh, come on! Business is about money. That's it. Look, after I invested in Wicked Good Cupcakes, the daughter actually cried. She told her mother that I was the worst devil in the world.

BARBARA CORCORAN: She was right.

KEVIN O'LEARY: But Barbara, we've made so much money together now she calls me "Daddy." It's ridiculous. That business is up 10,000 percent.

LORI GREINER: But don't you ever care about anybody? Don't you ever feel something about the people, their families, their life, their passion, anything? Are you always so cold?

KEVIN O'LEARY: We're talking business here, aren't we? I think you have to separate personal from business. If you get emotionally involved with someone in business, it clouds your decision-making ability. That's a huge mistake. Because the reality is that as investors we're not right all the time. And sometimes you have to make tough decisions in the moment because you don't always know beforehand which businesses are going to fail and which are going to be a huge hit.

LORI GREINER: I don't think it's that much of a crapshoot though. If you have experience and intelligence, you know pretty quickly which businesses are going to work and which aren't. I always go with my gut and my experience. I can usually tell if it's going to be a winner or not.

BARBARA CORCORAN: I don't think it's that easy to tell. You can make an educated guess. That's about all.

MICHAEL PARRISH DUDELL: This may seem a little off topic, but I want to discuss the parallels between art and business. Kevin you're a photographer. Lori you used to be a playwright. Mark, you love film and music. Do you think there's a parallel between artistry and entrepreneurship?

MARK CUBAN: I think it's about logic and the way people think. If you're a musician, you know how to combine notes in the right way to make a song. That same process can easily be applied to building a business. It's like programming. Musicians are better programmers. Programmers understand logic. Logic is required to run a business.

KEVIN O'LEARY: I think there's a great balance in the karma of business: the yin and yang. Art is about chaos; business is about discipline. A person needs both.

MARK CUBAN: Kevin, if there's karma in business, you would be dead.

KEVIN O'LEARY: It's great to have both because they balance each other out. After a tough day of doing deals, there's nothing like rocking out with your band. I do that every Thursday night at 9 P.M.

ROBERT HERJAVEC: He's a great guitar player.

BARBARA CORCORAN: I can't picture it. I just can't.

KEVIN O'LEARY: Our band is smoking hot.

BARBARA CORCORAN: I'm sure it is. But do you wear a wig? I just can't picture it.

LORI GREINER: What kind of stuff do you play?

KEVIN O'LEARY: Lately we've been trying to get into the whole Steely Dan portfolio.

DAYMOND JOHN: Wait, you actually have a band? Who the hell wants to see you play?

KEVIN O'LEARY: We just practice. We rent out a space and just rock out for the hell of it. We don't play in front of crowds.

ROBERT HERJAVEC: I think when you run this hard you've got to have something like that. Mark owns a basketball team. I race cars. Kevin plays guitar.

KEVIN O'LEARY: I don't think you race cars, Robert. You crash cars.

ROBERT HERJAVEC: That's probably true.

LORI GREINER: It's all about creativity. An entrepreneur needs to be creative, so naturally they're attracted to creative activities outside of work.

MICHAEL PARRISH DUDELL: Let's move on to education. I think the conversation around education has changed dramatically in the last ten or fifteen years, especially when it comes to higher education. Do you think an entrepreneur should get an MBA? Yes or no?

KEVIN O'LEARY: Absolutely not. Completely irrelevant.

DAYMOND JOHN: You don't need it.

LORI GREINER: Irrelevant.

ROBERT HERJAVEC: Waste of time.

MARK CUBAN: Waste of time and money.

BARBARA CORCORAN: I'll tell you what, it gets most entrepreneurs into trouble. They think too fancy. They complicate things. All of a sudden they think they have the magic formula. Having an MBA and being good at business aren't related at all.

LORI GREINER: Yeah, it doesn't mean anything. Some of the most successful people in the world didn't even graduate from high school.

KEVIN O'LEARY: I agree with Barbara and Lori. An education is no prerequisite for success at any level whether that's high school, college, or an MBA.

DAYMOND JOHN: Wait now. I don't want to give a message to kids that they shouldn't go to school. Getting an education is important.

KEVIN O'LEARY: We didn't say it wasn't.

MARK CUBAN: But you don't need an MBA. Do the math. You'd be an idiot to get an MBA with how much those things cost today.

DAYMOND JOHN: But an entrepreneur still needs to understand the basics—things like accounting. You still need to learn that kind of stuff. That's all I'm saying.

MICHAEL PARRISH DUDELL: Even though each of you is an entrepreneur at the core, on *Shark Tank* you're acting as an investor,

which requires you to wear a very different hat. How did you make the leap from entrepreneur to investor?

KEVIN O'LEARY: I decided I didn't want to be the sole executioner anymore. I wanted a diversified portfolio with a variety of high-performing companies. That's how you achieve real success.

LORI GREINER: I've just always been doing it all along. As I've grown my business I've invested in others too.

DAYMOND JOHN: For me, it goes back to your first question about passion. Do you love the business or do you love the product or service? Designers often think that success will never end. But of course that's not true. This too shall pass. That's my motto. Whether it's good times or bad times, you have to remember that this too shall pass. When I first started, I looked out in the market and saw all these other fashion lines that swore they'd be around forever and were gone within a few years. So I started investing in other companies because I recognized that no matter how well my business did, it was eventually going to end. That's how I made the decision to invest.

BARBARA CORCORAN: I took the leap from investor rather blindly, and frankly I probably have no business being here. That's the truth. I knew real estate. I knew sales. When I started investing, I took on some really terrible businesses.

DAYMOND JOHN: But that's not true. You're not new to investing. You've invested in real estate for a long time.

BARBARA CORCORAN: Yeah, but that's my game.

DAYMOND JOHN: But you've been an investor for a while. You just altered what type of investments you can make.

BARBARA CORCORAN: That's right.

MICHAEL PARRISH DUDELL: Personally, I think the best investors bring more than just cash to the table. Besides capital, what do you feel is your greatest contribution as an investor?

KEVIN O'LEARY: First, I think we bring the celebrity of *Shark Tank* that's attached to us now. Number two we bring contacts. Every one of us has a huge Rolodex, and we generally get our calls returned. We all have experience in different sectors, so a lot depends on what the entrepreneur is selling. But I think at the end of the day success boils down to the market, the product, and the person. We just add a little extra sauce.

DAYMOND JOHN: Also, I think what we all bring is our knowledge and experience. We make sure they don't pull the trigger too soon or make a move they'll regret later. Really, I think our knowledge is our greatest asset.

MARK CUBAN: It's like anything, right? *Shark Tank* can provide that extra jump start for a business, but it's up to the entrepreneur after that.

TOOLS AND RESOURCES

MY SMALL BUSINESS JUMP START

MY BIG IDEA:

MY TARGET MARKET:

Demographic:

Geographic location:

Wants and needs:

Hobbies and activities:

Overall market size:

MY COMPETITION:

Competitor 1:

How I'm different:

Competitor 2:

How I'm different:

Competitor 3:

How I'm different:

MY NAME:

_____ Check patent

_____ Check online search

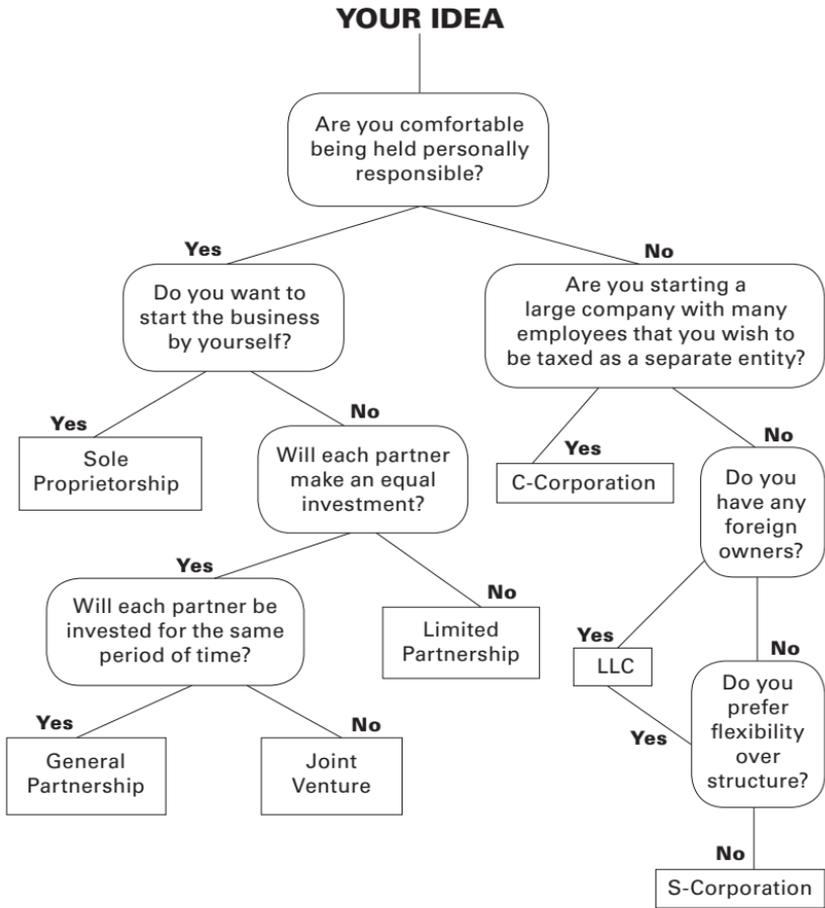
_____ Open social media accounts in that name

MY MISSION STATEMENT:

MY TWO-MINUTE PITCH :

FROM IDEA TO INCORPORATION: A FLOWCHART

Incorporating your business is an important part of getting your venture up and running. But for the first-time entrepreneur, it can often feel complicated and unnerving. Below you'll find a flowchart designed to help add some additional clarity to the process. Keep in mind that while this chart is a quick way to identify which incorporation structure is best for your business, you may still wish to seek out the assistance of an accountant or lawyer. Depending on the type of company you're starting, there may be some important details to consider. For instance, certain types of companies, like banks and insurance agencies, must follow very specific guidelines.



TALK THE TALK: SMALL BUSINESS TERMS TO KNOW

Accrual method: An accounting method wherein revenue is recorded when the order occurs or the service is provided and not when the payment is received, and expenses are accounted for when they are incurred and not when they are paid.

Affiliate marketing: A type of performance-based marketing where affiliates are compensated for each visitor or customer delivered.

Angel investor: An individual who provides capital for a business in exchange for debt or equity ownership.

Assets: Anything of economic value that a company owns, including property and equipment.

Banner ad: A graphic or image used on a website to advertise a product or service.

Barriers to entry: Obstacles that prevent competitors from easily entering an industry or business.

Business model: The method by which an organization generates revenue and makes a profit.

Business plan: A set of documents that outlines the goals of a business and the steps required to achieve them.

Capital: Money invested in a business with the purpose of generating income.

Cash flow: Incomings and outgoings of cash that represent the operating activities of a business.

Cash Method: An accounting method wherein revenue is recorded when the payment is actually received, and expenses are accounted for when they are actually paid.

Consumer segment: A group of consumers who possess specific similarities, such as gender, location, or spending habits.

Convertible debt: A bond that can be converted into a predetermined amount of equity ownership.

Due diligence: The process of researching and validating specific material facts related to a potential investment or sale.

Equity ownership: An ownership interest in an organization expressed in the form of stock.

Fixed cost: Regular operating costs a business accrues on a weekly, monthly, or yearly basis not associated with the individual cost (variable cost) of producing the actual product or service. **EXAMPLE:** Rent and equipment.

Franchise: A business system wherein a party (the franchisor) allows another party (the franchisee) the right to produce and/or sell a product or service.

Franchisee: An individual who purchases a franchise business.

Franchisor: A company that allows an individual to open and run a location of their business.

Fringe benefits: Nontaxable benefits provided by an employer that supplement an employee's salary.

Gross profit: A company's total amount of revenue minus the cost to produce the product without deductions (or the variable costs). **EXAMPLE:** It costs \$10 to make a product and you sell it for \$25. Your gross profit is \$15.

Hard launch: A method of launching a new business to the general public.

Independent contractor: A self-employed individual who provides specific services to a business or on behalf of one.

Intellectual property: Knowledge, creative ideas, or expressions of the human mind that have commercial value and are protectable under law.

Letter of intent: A nonbinding document that expresses the interest of an individual or business in purchasing another business.

Liabilities: Anything of economic value that a company owes to others, including debts and obligations.

Marketing: The activities of an organization related to buying or selling a product or service.

Market share: A percentage of total sales volume in a market captured by a brand, product, or organization.

Markup: An amount added to the cost of a product or service by the seller to cover expenses and profit.

Metrics: The measurement used to determine a quantifiable element of a company's performance.

Mission statement: A written assertion of an organization's core purpose and intention.

Net profit: A company's gross profit minus any deductions.

EXAMPLE: The same company that sells a \$10 product for \$25 must also factor in their office space, equipment, and other fixed costs. Once that's subtracted from their \$15 gross profit they will have their net profit.

Net worth: The monetary value of a company, figured by subtracting the total dollar amount of liabilities from the total dollar amount of assets. Also known as net value or equity.

Profit margin: A ratio of profit, often expressed as a percentage, earned from the sale of a product or service.

Proof of concept: Evidence that establishes that an idea, invention, process, or business model is feasible.

Public relations: The practice of promoting and maintaining the positive image of an organization through outside media and other nonpaid forms of communication.

Revenue: Income generated from the sale of a product or service before costs or expenses are deducted.

Soft launch: A method of launching a business to a limited audience, often used to test the viability of a product or service.

Supply chain: A network of different organizations or individuals that play a role in the production or delivery of a product or service to a consumer.

Target market: A specific market segment at which a company aims its products or services.

Turnkey operation: A business that can be started with no additional work from a buyer.

Value proposition: A business statement that clearly explains why a consumer should buy a product or service.

Variable costs: Costs that change frequently based on a company's level of activity or a specific business variable. **EXAMPLE:** production, labor, and material.

Vendor: Any outside company or individual that provides goods or services to an organization

Venture capitalist: A private investor or group of investors who provide(s) a very large sum of capital to promising ventures in exchange for equity ownership.

ONLINE RESOURCES

PART ONE TO BE OR NOT TO BE . . . AN ENTREPRENEUR

General Small Business Publications

Entrepreneur: <http://www.Entrepreneur.com>

Fast Company: <http://www.FastCompany.com>

Forbes: <http://www.Forbes.com>

Fortune: <http://www.Fortune.com>

Harvard Business Review: <http://www.HBR.org>

INC.: <http://www.INC.com>

Education

General Assembly: <https://generalassemb.ly>

Marie Forleo's B-School: <http://rhhbschool.com>

MBA Programs: <http://www.mbaprograms.org>

Personal MBA: <http://www.PersonalMBA.com>

TED: <http://www.Ted.com>

Community

CoFoundr: <http://cofoundr.com>

Entrepreneur Connect: <http://econnect.entrepreneur.com>

MeetUp: <http://www.MeetUp.com>

SBA Events: [http://www.sba.gov/community/discuss-popular-topics
/small-business-events](http://www.sba.gov/community/discuss-popular-topics/small-business-events)

SCORE: <http://www.score.org>

StartUp Nation: <http://www.startupnation.com>

World Domination Summit: <http://www.worlddominationsummit.com>

Young Entrepreneur Council: <http://www.TheYEC.org>

Product Development/Inventor Tools

Industrial Design Society of America: <http://www.idsa.org>

Invention City: <http://www.inventioncity.com>

Inventor Resources US Government: <http://www.uspto.gov/inventors>

Quirky: <http://quirky.com>

Purchase a business/franchise

BizBuySell: <http://www.bizbuysell.com>

BizQuest: <http://www.bizquest.com>

Franchise: <http://www.franchise.com>

Franchise Opportunities: <http://www.franchiseopportunities.com>

PART TWO SETTING UP SHOP

Market Research

American Time Use Survey: <http://www.bls.gov/tus/home.htm>

Census FactFinder: <http://factfinder.census.gov>

DemographicsNow: <http://www.demographicsnow.com>

MarketResearch: <http://www.marketresearch.com>

Business Plan

BPlans: http://www.bplans.com/sample_business_plans.php

Business Model Generation: <http://www.businessmodelgeneration.com/canvas>

Growth Wheel: <http://www.growthwheel.com>

INC.: <http://www.inc.com/tools/business-plan-example.html>

SBA: <http://www.sba.gov/category/navigation-structure/starting-managing-business/starting-business/how-write-business-plan>

Incorporation

Entrepreneur Magazine: <http://www.entrepreneur.com/article/77730>

ExpertLaw: http://www.expertlaw.com/library/business/incorporate_yourself.html

Nolo: <http://www.nolo.com/legal-encyclopedia/form-corporation-how-to-incorporate-30030.html>

SBA: <http://www.sba.gov/content/corporation>

USA: <http://www.usa.gov/Business/Incorporate.shtml>

Insurance

Forbes: <http://www.forbes.com/sites/thesba/2012/01/19/13-types-of-insurance-a-small-business-owner-should-have>

Insure U for Small Business: <http://www.insureuonline.org/smallbusiness>

Legal Zoom: <http://www.legalzoom.com/business-management/running-your-business/insuring-your-business-5-questions>

Protecting Your Business

Google: http://www.google.com/?tbnm_I>=pts

How Stuff Works: <http://www.howstuffworks.com/patent1.htm>

USPTO: <http://www.uspto.gov/inventors/patents.jsp>

PART THREE MONEY MATTERS

Accounting

About.com: http://sbinformation.about.com/od/taxaccounting/Small_Business_Tax_Accounting.htm

Small Biz U: <http://www.smallbizu.org/a101>

Small Business Doer: <http://www.smallbusinessdoer.com/online-accounting-software-review-and-comparison>

Taxes

IRS: <http://www.irs.gov/Businesses/Small-Businesses-&Self-Employed>

SBA: <http://www.sba.gov/category/navigation-structure/starting-managing-business/starting-business/establishing-business/taxes>

USA Today: <http://www.usatoday.com/story/money/personalfinance/2013/03/14/taxes-entrepreneur-irs-small-business-tiips/1987289>

Financing a Startup

Angel List: <https://angel.co>

HBS Elevator Pitch Builder: <http://www.alumni.hbs.edu/careers/pitch>

INC.: <http://www.inc.com/guides/finance/20797.html>

IndieGoGo: <http://www.indiegogo.com>

Kickstarter: <http://www.kickstarter.com>

Mashable: <http://mashable.com/2011/04/12/tech-financing-changes>
SBA: <http://www.sba.gov/category/navigation-structure/loans-grants/small-business-loans>

PART FOUR OPEN FOR BUSINESS

Vendors

Entrepreneur Magazine: <http://www.entrepreneur.com/article/66028>
Startup Nation: <http://www.startupnation.com/business-articles/1293/1/finding-manufacturer.asp>

Finding Space

LifeHacker: <http://lifelacker.com/5815881/how-can-i-work-from-home-without-losing-touch>
Loopnet: <http://www.loopnet.com>
Harvard Business Review: http://blogs.hbr.org/cs/2012/09/the_rise_of_co-working_office.html
We Work: <http://www.wework.com>

Soft Launch vs. Hard

37 Signals: <http://37signals.com/svn/posts/1759-why-its-wise-to-launch-softly>
CRN: <http://www.crn.com/news/channel-programs/18827326/hard-work-on-a-soft-launch-makes-a-lasting-impression.htm>
LifeHack: <http://www.lifehack.org/articles/featured/how-to-launch-a-business-without-spending-a-dime.html>

Productivity

99U: <http://99u.com/articles/6585/10-laws-of-productivity>
Forbes: <http://www.forbes.com/sites/theyec/2012/11/26/7-web-productivity-tools-thatll-maximize-your-efficiency/>
PC Mag: <http://www.pcmag.com/article2/0,2817,2395938,00.asp>
Psychology Today: <http://www.psychologytoday.com/basics/productivity>

Marketing

Copyblogger: <http://www.copyblogger.com/content-marketing>
Duct Tape Marketing: <http://www.ducttapemarketing.com/blog/category/small-business-marketing>

Fast Company: <http://www.fastcompany.com/3007554/10-tips-small-business-marketing-infusioncon>
Hub Spot: <http://www.hubspot.com/small-business-marketing-hub>

Branding

Duct Tape Marketing: <http://www.ducttapemarketing.com/blog/2012/12/13/successful-small-business-brand>
SlideShare: <http://www.slideshare.net/coolstuff/the-brand-gap>

Sales

Business Insider: <http://www.businessinsider.com/learn-what-customer-focus-really-means-in-sales-2011-1>
Forbes: <http://www.forbes.com/sites/mikemyatt/2012/05/01/to-increase-revenue-stop-selling>
INC.: <http://www.inc.com/guides/2010/05/closing-the-sale.html>
Startup Nation: <http://www.startupnation.com/steps/71/3810/10/1/improve-sales-techniques.htm>

PART FIVE TAKING IT TO THE NEXT LEVEL

Hiring

Freelancer: <http://www.Freelancer.com>
Guru.com: <http://www.Guru.com>
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BOOKS TO READ

More from the Sharks

The Brand Within: The Power of Branding from Birth to the Boardroom
by Daymond John

Cold Hard Truth: On Business, Money & Life by Kevin O'Leary

*Display of Power: How FUBU Changed a World of Fashion, Branding
and Lifestyle* by Daymond John

Driven: How to Succeed in Business and in Life by Robert Herjavec

How to Win at the Sport of Business: If I Can Do It, You Can Do It by
Mark Cuban

*Use What You've Got, and Other Business Lessons I Learned from My
Mom* by Barbara Corcoran and Bruce Littlefield

If You Don't Have Big Breasts, Put Ribbons on your Pigtails by Barbara
Corcoran and Bruce Littlefield

Shark Tales: How I Turned \$1,000 into a Billion Dollar Business by
Barbara Corcoran

The Will to Win: Leading, Competing, Succeeding by Robert Herjavec

Must-Read Business Books

*The 4-Hour Workweek: Escape 9–5, Live Anywhere, and Join the New
Rich* by Timothy Ferriss

*The 22 Immutable Laws of Marketing: Violate Them at Your Own
Risk!* by Al Ries and Jack Trout

*The \$100 Startup: Reinvent the Way You Make a Living, Do What You
Love, and Create a New Future* by Chris Guillebeau

The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything by Guy Kawasaki

The Brand Gap: How to Bridge the Distance Between Business Strategy and Design by Marty Neumeier

Crush It!: Why NOW Is the Time to Cash In on Your Passion by Gary Vaynerchuk

The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It by Michael E. Gerber

EntreLeadership: 20 Years of Practical Business Wisdom from the Trenches by Dave Ramsey

The Entrepreneur Equation: Evaluating the Realities, Risks, and Rewards of Having Your Own Business by Carol Roth and Michael Port

Good to Great: Why Some Companies Make the Leap . . . and Others Don't by Jim Collins

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I Will Teach You to Be Rich by Ramit Sethi

The Knack: How Street-Smart Entrepreneurs Learn to Handle Whatever Comes Up by Norm Brodsky and Bo Burlingham

The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries

Likeable Social Media: How to Delight Your Customers, Create an Irresistible Brand, and Be Generally Amazing on Facebook by Dave Kerpen

Made to Stick: Why Some Ideas Survive and Others Die by Chip Heath and Dan Heath

Making Ideas Happen: Overcoming the Obstacles Between Vision and Reality by Scott Branson

Never Eat Alone: And Other Secrets to Success, One Relationship at a Time by Keith Ferrazzi and Tahl Raz

Permission Marketing: Turning Strangers into Friends and Friends into Customers by Seth Godin

The Personal MBA: Master the Art of Business by Josh Kaufman

Pitch Anything: An Innovative Method for Presenting, Persuading, and Winning the Deal by Oren Klaff

Purple Cow: Transform Your Business by Being Remarkable by Seth Godin

Rework by Jason Fried and David Heinemeier Hansson

The Startup Playbook: Secrets of the Fastest-Growing Startups from Their Founding by David Kidder and Reid Hoffman