



Why Startups Fail And How Yours Can Succeed

Monika Nörr



Why Startups Fail And How Yours Can Succeed:

Why Startups Fail David Feinleib, 2011 For the want to be entrepreneur thinking about taking the leap the boot strapped entrepreneur trying to energize a business three or four years in and the venture backed entrepreneur trying to scale Why Startups Fail shows you the key mistakes new ventures make and how to avoid them Nearly everyone has an idea for a product they could build or a company they could start But eight out of 10 new businesses fail within the first three years Even only one in ten venture backed startups succeeds and venture capitalists turn down some 99% of the business plans they see The odds appear to be stacked against you But entrepreneurs often make the same avoidable mistakes over and over Why Startups Fail can help you beat the odds and avoid the pitfalls and traps that lead to early startup death It s easy to point to successes like Apple Google and Facebook But the biggest lessons can come from failure What decisions were made and why What would the founders have done differently How did one company become a billion dollar success while another with a better product and in the same market fail Drawing on personal experience as well as the wisdom of the Silicon Valley startup community serial entrepreneur venture capitalist and blogger Dave Feinleib analyzes companies that have come and gone In short powerful chapters he reveals the keys to successful entrepreneurship Excellent product market fit passion superb execution the ability to pivot stellar team good funding and wise spending In Why Startups Fail you ll learn from the mistakes Feinleib has seen made over and over and find out how to position your startup for success Why Startups Fail Shows venture backed startups and boot strappers alike how to succeed where others fail Is equally valuable for companies still on the drawing board as well as young firms taking their first steps Takes you through the key decisions and pitfalls that caused startups to fail and what you can learn from their failures Covers the critical elements of entrepreneurial success

Why Startups Fail David Feinleib, 2012-03-28 For the want to be entrepreneur thinking about taking the leap the boot strapped entrepreneur trying to energize a business three or four years in and the venture backed entrepreneur trying to scale Why Startups Fail shows you the key mistakes new ventures make and how to avoid them Nearly everyone has an idea for a product they could build or a company they could start But eight out of 10 new businesses fail within the first three years Even only one in ten venture backed startups succeeds and venture capitalists turn down some 99% of the business plans they see The odds appear to be stacked against you But entrepreneurs often make the same avoidable mistakes over and over Why Startups Fail can help you beat the odds and avoid the pitfalls and traps that lead to early startup death It s easy to point to successes like Apple Google and Facebook But the biggest lessons can come from failure What decisions were made and why What would the founders have done differently How did one company become a billion dollar success while another with a better product and in the same market fail Drawing on personal experience as well as the wisdom of the Silicon Valley startup community serial entrepreneur venture capitalist and blogger Dave Feinleib analyzes companies that have come and gone In short powerful chapters he reveals the keys to successful entrepreneurship Excellent

product market fit passion superb execution the ability to pivot stellar team good funding and wise spending In Why Startups Fail you ll learn from the mistakes Feinleib has seen made over and over and find out how to position your startup for success Why Startups Fail Shows venture backed startups and boot strappers alike how to succeed where others fail Is equally valuable for companies still on the drawing board as well as young firms taking their firststeps Takes you through the key decisions and pitfalls that caused startups to fail and what you can learn from their failures Covers the critical elements of entrepreneurial success **Knowledge Management in Organizations** Lorna Uden,I-Hsien Ting,Juan Manuel

Corchado,2019-06-11 This book contains the refereed proceedings of the 14th International Conference on Knowledge Management in Organizations KMO 2019 held in Zamora Spain in July 2019 The 46 papers accepted for KMO 2019 were selected from 109 submissions and are organized in topical sections on knowledge management models and analysis knowledge transfer and learning knowledge and service innovation knowledge creation knowledge and organization information systems and information science data mining and intelligent science social networks and social aspects of KM big data and IoT and new trends in IT Startup Valuation Roberto Moro-Visconti,2025-01-27 This second edition offers a

primer on the valuation of startups and scaleups Innovative startups are characterized by high growth potential that usually absorbs liquidity These features are unattractive for traditional banks which are replaced by other specialized intermediaries such as venture capital or private equity funds which diversify their portfolios and base their strategies on a multi year exit Startups coexist in an evolving ecosystem with established firms to which they transfer innovativeness technology flexibility and time to market speed contributing to reinventing the business models and receiving feedback from mature firms on the current market features the existing clients and their unsatisfied needs The valuation paradigms represent a central issue for any startup seeking external finance either from family and friends or through a wider professional network This updated book complemented by practical cases for instance FinTechs digital platforms and e Health applications offers a guide to practitioners students and academics about the trendy valuation patterns of startups based on their strategic business planning University Startups and Spin-Offs Manuel Stagars,2014-11-27 University Startups and Spin Offs teaches

university students researchers and educators the most effective strategies and tactics for launching their own startups from academic platforms with the backing of school programs public grants incubators seed accelerators and private partnerships in all parts of the world Serial entrepreneur Manuel Stagars advises students faculty and researchers how to test their ideas for marketability how to develop commercial products out of research projects and how to engage companies and investors with attractive value propositions The author has seventeen years of experience as startup entrepreneur founder of seven companies in the United States Europe and Japan consultant to universities on commercializing their research programs angel investor and startup mentor Stagars advice is field tested battle hardened and supported with a wealth of instructive first hand examples from his international experience The author advises academic entrepreneurs to take matters into their

own hands instead of relying on the initiative and support of universities and governments He shows students and researchers how to fit lean startup methods to their existing university ecosystems leveraging their strengths without getting bogged down in bureaucratic morass Avoiding theory and jargon the book focuses on real world situations practical steps checklists and case studies University students and researchers will learn the skills they need to become startup entrepreneurs on an academic platform The final part of University Startups and Spin Offs addresses university administrators educators technology licensing officers incubator managers and government grant officers It shows them with practical examples from the private and academic sectors how to integrate startups into the fabric of the university develop a thriving entrepreneurial ecosystem for students and researchers leverage latent network effects build bridges between scientific research and industries seeking innovative solutions enhance the public image of the university and motivate the university's best and brightest to engage in startup enterprises that will deliver benefits to the university and the public as well as to themselves

Handbook of Research on Approaches to Alternative Entrepreneurship Opportunities Dantas, José Guilherme Leitão, Carvalho, Luísa Cagica, 2020-02-25 In some cases technology based projects have revolutionized the way of living by contributing to job and wealth creation These types of ventures regardless of their outstanding relevance are the exception rather than the norm in that they account for only a very small percentage of entrepreneurial activity Although not ignoring these important ventures the main goal of this title is to fully unleash the wide potential of the entrepreneurial activity exploring and highlighting the somewhat hidden part which is ultimately responsible for the largest part of new businesses and as a consequence for the wellbeing of millions of people virtually everywhere The Handbook of Research on Approaches to Alternative Entrepreneurship Opportunities is a collection of innovative research on the methods and applications of entrepreneurial activity beyond the traditional boundaries of entrepreneurship research While highlighting topics including collective business organizational performance and generational differences this book is ideally designed for entrepreneurs developers researchers business managers industry professionals academicians and students seeking to draw attention to distinctive and multifaceted types of entrepreneurship

Economy, Business and Uncertainty: New Ideas for a Euro-Mediterranean Industrial Policy Jaime Gil-Lafuente, Domenico Marino, Francesco Carlo Morabito, 2018-10-13 This book presents original research articles addressing various aspects of economics management and optimization The topics discussed include economics finance marketing resource allocation strategies fuzzy logic and network based techniques for the analysis of economics management and mathematical optimization Combining the input of contributing professors and researchers from various Spanish Italian and Latin American universities the book will be of interest to students researchers and practitioners as well as members of the general public interested in the world of Economics and Management

Start-Up Creation F. Pacheco-Torgal, Erik Stavnsager Rasmussen, Claes G. Granqvist, Volodymyr Ivanov, Arturas Kaklauskas, Stephen Makonin, 2016-05-14 Start Up Creation The Smart Eco efficient Built Environment

provides a state of the art review on high technology applications and explains how these can be applied to improve the eco efficiency of the built environment Divided into four main parts the book explains the key factors behind successful startup companies that grow from university research including the development of a business plan the importance of intellectual property necessary entrepreneurial skills and innovative thinking Part Two presents the latest research findings on nano and bio based technologies and their application and use to the energy efficiency of the built environment Part Three focuses on the use of genetic algorithms Big Data and the Internet of Things applications Finally the book ends with an entire section dedicated to App development using selected case studies that illustrate their application and use for monitoring building energy efficiency Presents a definitive guide for startups that arise from college and university research and how the application of advanced technologies can be applied to the built environment Includes case studies on new advanced technologies and apps development Links startup creation to the eco efficient built environment through software applications

Key Learnings aus dem Serial Entrepreneurship Monika Nörr, 2016-07-28 In diesem Buch geben erfolgreiche Mehrfachgründer auch Serial Entrepreneurs genannt ihre zehn besten Instrumente preis Unternehmer Innovationsmanager und angehende Unternehmensgründer erhalten so wertvolle Anregungen und Tipps für die Entwicklung neuer Geschäftsideen und Projekte Der Fokus des Buches liegt auf der unmittelbaren Umsetzung solcher innovativer Vorhaben in auf dem Markt erfolgreiche Produkte Dienstleistungen und Unternehmen Serial Entrepreneurship ergibt sich als Konsequenz aus neuen Technologietrends und sich ändernden Marktbedingungen die sich in immer kürzer werdenden Produktlebenszyklen äußern Die Mehrfachgründer beschreiben in anschaulicher Form wie sie Lernergebnisse aus vorangegangenen Unternehmen bei der Entwicklung neuer Geschäftsideen berücksichtigen Indem sie ihre Unternehmen quasi als Instrumente zum Lernen nutzen kommen sie schneller und effizienter zum Ziel In Interviews lernen Sie die Serial Entrepreneure kennen und erfahreneren Erfolgsgeheimnisse Mit Checklisten gelingt es Ihnen diese Learnings auch in Ihrem Unternehmen zu nutzen Für mehr Kreativität und Innovation

The Coder's Path to Wealth and Independence Mark Beckner, 2014-11-24 Developers programmers technical architects and consultants You are highly skilled and have deep commitment to your craft as well as the motivation to excel It's time to step away from the perceived security of a full time salaried position or a marginally successful solo business and step into a world of freedom independence and wealth With your current technical skills and an open mind you can rapidly build a highly successful and ethical business and on your own terms The Coder's Path to Wealth and Independence explains how Mark Beckner himself a highly successful itinerant developer shows you how to transform yourself from a skilled programmer into a highly creative and effective businessperson leveraging the skills you already have You will learn to create opportunities where none have existed create value for yourself and those you work with substantially increase your income define your ideals and realize your dreams By utilizing the unique strategies outlined in The Coder's Path to Wealth and Independence to build your practice you will find

your path to personal professional and financial prosperity The Coder s Path to Wealth and Independence will show you how to Work from wherever you want Use your technical skills to create a high revenue highly independent business Learn the skills of the rainmaker to acquire new projects and clients Operate under various fee models allowing you to increase your wealth and your freedom Rapidly create proposals and contracts Manage projects and execute on your goals with greater skill than ever In short this book will help you discover a variety of powerful and unique approaches to business that will allow you be highly successful where how and whenever you want *Play Among Books* Miro Roman,Alice

_ch3n81,2021-12-06 How does coding change the way we think about architecture This question opens up an important research perspective In this book Miro Roman and his AI Alice_ch3n81 develop a playful scenario in which they propose coding as the new literacy of information They convey knowledge in the form of a project model that links the fields of architecture and information through two interwoven narrative strands in an infinite flow of real books Focusing on the intersection of information technology and architectural formulation the authors create an evolving intellectual reflection on digital architecture and computer science **The 12 Magic Slides** Paul M. Getty,2014-02-28 Author Paul Getty has seen thousands of brilliant founding CEOs present to angel investors venture capitalists and institutional investors And he has seen thousands of them fail in their quest for the money they sincerely believed would lead to entrepreneurial success and riches for all Again and again he watched would be tech titans fail to create a good first impression deliver poor presentations tell lengthy stories that put investors to sleep and fail to address the critical issues sophisticated investors are most eager to hear about If only they d read *The Twelve Magic Slides Insider Secrets for Raising Growth Capital* Getty s slide topics developed while coaching hundreds of company founders to fundraising success cover each of the twelve key themes investors want to know about in depth before they part with their hard earned money the problem you see your solution to it the resulting business opportunity the amount of money you need to grow the firm and the potential returns for investors among others Getty managing director of Satwik Capital Advisors in San Jose California shows that properly developing each slide and the thinking behind it can get you the investment capital required to vault your company to the next level But *The Twelve Magic Slides* is more than a book about how raise money from professional investors It presents a whole new way of how to think about and develop a successful startup Regardless it will show you better ways to accomplish your goals and increase the chances you ll get the green light from investors Whether you are seeking startup funding from the angel down the street or trying to convince investment bankers to help take you public *The Twelve Magic Slides* provides a clear step by step process that will enable you to Identify the key elements of the business that must be developed to attract external capital Understand the critical dos and don ts CEOs must know to sell their story to investors in a quick and efficient manner Create twelve perfect slides and a presentation that secures investor interest from the start and gives them plenty of reasons to write you a check You need to find money to fund your company s growth Investors need to find entrepreneurs and ideas

they can believe in The Twelve Magic Slides presents a proven method for attracting funds from angel investors venture capital firms private equity firms and institutional investors It will give you the knowledge and confidence you need to ask for and receive the capital you need to launch or grow a business **Commercializing Innovation** Jerome Schaufeld,2015-08-19 Commercializing Innovation Turning Technology Breakthroughs into Products shows how to turn ideas from R D labs universities patent offices and inventors into commercially successful products and services Commercializing technology has never been easy and it s getting tougher all the time All the decisions you need to make are complicated by today s breakneck rates of change in enabling technology and by competitive pressures disseminated globally at the speed of the internet Where to get ideas Which to pursue Whom to hire Where to manufacture How to fund Create a startup or license to another To answer these questions adequately and bring sophisticated products and services successfully to market you need to deploy the systematic methods detailed in this book Jerry Schaufeld serial technology entrepreneur angel investor and distinguished professor of entrepreneurship presents in detail his proven step by step commercialization process beginning with technology assessment and culminating with the successful launch of viable products into the global market Using case studies models and practical tips culled from his entrepreneurial career he shows readers of Commercializing Innovation how to Source technology that can be turned into products Recognize an opportunity to create a viable product Perform feasibility analyses before sinking too much money into a project Find the right method and means to introduce the product to market Plan the project down to the last detail Execute the project in ways that improve chances of its success Comply with government regulation without crippling your project Decide whether offshore manufacturing is your best option Compete globally with globally sourced ideas and funding **Valuing and Selling Your Business** Tim McDaniel,2014-11-20 In Valuing and Selling Your Business A Quick Guide to Cashing In author and valuation expert Tim McDaniel a veteran of over 2 000 valuation engagements and dozens of M A deals covers the essentials in a short value packed book of valuing and selling your business for an acceptable price And if the valuation doesn t suggest the price you have in mind is possible McDaniel shows you how to increase the value before putting your company on the market It probably won t surprise you that 60 80% of a business owner s wealth is tied up in the value of the business This is your most important asset but you probably only guess at its value and you may have no concrete plan to increase that value Even if you re not planning to sell in the near future it s good to know what your business is worth so you can take the steps McDaniel outlines to make it more attractive to prospective buyers This book covers How valuations are done Whom to engage as a valuator How to increase the value of your business Insider tips on the sales process Best sales practices Valuing and Selling Your Business A Quick Guide to Cashing In an abridgement of McDaniel s Know and Grow the Value of Your Business helps you get the most for your business when you decide it s time to move on **Entrepreneurial Strategies for Value Creation in Times of Uncertainty** Wojciech Dyduch,2024-01-01 Entrepreneurial re orientation in the face of crisis Is it worth modifying

entrepreneurial strategy Abstract PURPOSE This article aims to determine how companies in the SME sector modify their business strategies in response to changes in the external environment The research focused on modifications to entrepreneurial strategies expressed through the fundamental dimensions of entrepreneurial orientation EO risk taking innovativeness and proactiveness Additionally it identified which types of reactions modifications in strategies lead to the most favorable changes in firm performance The external environment was determined based on the market situation that resulted from the emergence of the COVID 19 pandemic METHODOLOGY This is quantitative research The study utilized data from 126 small printing businesses operating throughout Poland Analyses were conducted on the data that reflected modifications in entrepreneurial behaviors and performance during three periods the pre crisis period the initial phase of the crisis the full lockdown period and the second phase of the crisis the period of easing the restrictions The identification of the behavior types was carried out using cluster analysis FINDINGS The results of the research led to the conclusion that with a change in market conditions companies significantly change their levels of EO In particular the surveyed companies reduced their levels of EO during the outbreak of the COVID 19 pandemic At the same time this decrease was mainly due to significant decreases in risk taking The levels of EO increased when the conditions improved due to significant increases in innovativeness and proactiveness Moreover the analysis enabled the identification of four types of reactions to the emergence of the crisis as well as three types of reactions to the improvement of the external conditions that resulted from the easing of restrictions and the introduction of anti crisis support measures for businesses Additionally it was demonstrated that the type of reaction had a significant impact on the changes in the performances of the examined companies In particular it was shown that the lowest decline in performance during the initial phase of crisis could be observed in passive enterprises i e those that did not modify their entrepreneurial strategies did not alter their levels of individual dimensions of EO The greatest increase in performance was achieved during the period of easing restrictions by those companies that significantly enhanced their activities across all of the considered dimensions of EO IMPLICATIONS The research results provided insights for entrepreneurs in strategic management Specifically they learned about the modifications in entrepreneurial behaviors that could lead to the most favorable and optimal improvements in a firm s performance when market conditions change ORIGINALITY AND VALUE The study contributes to the literature concerning reactions to changes in market conditions This innovative approach considers dynamics where the changes themselves are variables In particular this research identifies types of entrepreneurial reactions to market condition changes in terms of dimensions of entrepreneurial orientation Furthermore it provides an answer to how firm performance evolved regarding various reaction types using the example of the printing industry Keywords entrepreneurial orientation crisis management strategies strategy adaptation strategy modification business strategy risk taking innovativeness proactiveness crisis COVID 19 external environment small businesses firm performance cluster analysis entrepreneurial behavior Redefining rural entrepreneurship

The impact of business ecosystems on the success of rural businesses in Extremadura Spain Abstract PURPOSE Regarding the growth of public policies fostering rural entrepreneurship the primary objectives of this work involve examining the concept of rural entrepreneurship identifying key aspects that differentiate it from non rural entrepreneurship and assessing the role of the local entrepreneurial ecosystem in supporting the initiation and growth of rural ventures To achieve these goals the study adopts a novel approach by integrating an analysis of rural entrepreneurship features with an exploration of the entrepreneurial ecosystem s impact METHODOLOGY After a review of the previous academic literature the characteristics of rural entrepreneurship have been delimited distinguishing it from non rural The research results have been obtained using a questionnaire after a descriptive analysis of the sample and an analysis of the difference in means by contrasting hypotheses using IBM SPSS Statistics 26 FINDINGS This article explores the factors that contribute to rural entrepreneurship challenging the notion that geographic location is the sole defining characteristic Through the conducted investigation it has been determined that a company s classification as rural is not solely based on its geographical location in rural areas or involvement in primary sector activities Other aspects such as a strong connection with the local community or the ability to create value are also essential in defining a rural enterprise Additionally it examines how business ecosystems can foster the growth and success of rural entrepreneurship IMPLICATIONS This study provides an analysis of how rural entrepreneurship can drive endogenous development in rural areas It also offers insights for government entities and policymakers to implement effective support measures and strategies in business ecosystems within rural environments This study highlights that the resources found in rural entrepreneurial ecosystems may not be sufficient to support rural entrepreneurship It s important to acknowledge that rural entrepreneurship requires specific resources that may not currently be available in business ecosystems To increase the number of viable rural businesses new resources tailored to rural entrepreneurship must be created leveraging the area s endogenous resources and growth models ORIGINALITY AND VALUE This study examines the distinctive attributes of rural entrepreneurship with a deliberate departure from exclusive emphasis on geographical location or primary economic sector Drawing upon empirical research conducted among a cohort of rural enterprises the analysis reveals that neither physical location nor primary sector affiliation substantially contribute to the establishment of these rural businesses Instead a profound connection to and a heightened sense of belonging within the rural milieu emerge as pivotal determinants Furthermore rural entrepreneurship emerges as a promising avenue for the development of the region offering substantial growth prospects The investigation encompasses a scrutiny of the resources within the rural business ecosystem and their capacity to stimulate rural entrepreneurial activity This emerging focal point represents a novel field of concern for governmental bodies and political institutions operating in rural areas Keywords entrepreneurship rural entrepreneurship business ecosystems rural business success entrepreneurial ecosystem rural development strategies endogenous development rural ventures geographic location impact local community engagement

policy implementation for rural areas value creation embeddedness Making of intrapreneurial managers Investigating unethical behavior risk taking and decision making speed as antecedents Abstract PURPOSE The entrepreneurship ethics nexus draws considerable interest from researchers and practitioners with little resolution Our purpose with this paper is to contribute to the debate by shedding light on the relationship between managers attitudes toward unethical behavior and their subsequent entrepreneurial intention EI in an emerging economy context Given the complex and multifaceted interplay between unethical behavior and EI we extend our investigation by including decision making speed and attitude toward risk to explain the relationship further We take a granular approach to facets of unethical behavior to gain deeper insights into the specificity of influences they pose on subsequent behavioral intentions METHODOLOGY Primary data were collected from 214 Kosovan managers employed in companies from different industries Hypothesized relationships were tested by conducting hierarchical regression analyses FINDINGS Our results indicate that managers with higher EI are not necessarily unethical overall We did not find support for the hypothesis that managers with stronger attitudes toward unethical behavior demonstrate higher entrepreneurial intentions Focusing on dimensions of unethical behavior we find that managers who favor bribery are more entrepreneurially inclined Furthermore we find that managers who are quick decision makers and risk takers express higher EI IMPLICATIONS Theoretically we add to the existing body of research on ethics and entrepreneurship by empirically examining the relationship between attitude toward unethical behavior and EI and the viability of the Theory of Planned Behavior as a framework for integrating unethical behavior in entrepreneurship research Our study affirms the extension of the theoretical and empirical underpinnings concerning ethics and entrepreneurship contemplating that they are pervasive across contexts We provide important practical implications for managers especially in the corporate entrepreneurship and training context Managers are encouraged to foster an entrepreneurial friendly environment that abides by ethical standards Our study also informs policymakers of the importance of formal education on entrepreneurship as a mechanism to enforce ethical awareness in future entrepreneurs and intrapreneurs ORIGINALITY AND VALUE This study is among the first attempts to test the relationship between unethical behavior and EI in a managerial sample and non western context Keywords entrepreneurial intention unethical behavior bribery risk taking decision making speed intrapreneurial managers entrepreneurship ethics nexus hierarchic regression analysis corporate entrepreneurship theory of planned behavior ethical standards entrepreneurship Entrepreneurial agility and organizational performance of IT firms A mediated moderation model Abstract PURPOSE The Information and Communication Technology ICT sector is playing an important role in the growth of the world s economy However limited knowledge exists concerning the underlying mechanisms and boundary spanning conditions under which entrepreneurial agility EA affects the organizational performance OP of IT firms This study draws on the Dynamic Capability Theory DCT to examine the effect of entrepreneurial agility EA on the organizational performance OP of Italian IT firms with the mediating role of open

innovation OI and the moderating role of environmental dynamism ED

METHODOLOGY Employing an explanatory research design and convenience sampling technique via an online survey to gather data from a sample of 411 Italian IT firms the study tested the formulated hypotheses using the structural equation modeling technique in AMOS statistical software

FINDINGS The results revealed that EA directly and indirectly influences OP of IT firms Moreover the mediation analysis unveils that OI plays a complementary partial mediation role in the EA OP nexus Finally ED moderates this focal relationship such that in the presence of high environmental dynamism the relationship between EA and OP gets stronger compared to low environmental dynamism

IMPLICATIONS The findings imply that IT firms should emphasize adopting agile procedures and structures that allow them to react to new problems and opportunities swiftly by building a culture of innovation through the adoption of OI strategies inbound outbound and coupled to tap into the broader range of expertise and resources in the business environment To improve the link between OI and OP managers should prioritize building relationships with external partners such as customers suppliers and academic institutions IT firms should also prioritize building a diverse and inclusive workforce that can bring diverse perspectives and experiences to the innovation process to enhance their innovation capabilities and create products and services that better meet the needs of customers

ORIGINALITY AND VALUE The study's value lies in extending the ongoing scholarly discussion on the nexus between EA and OP by exploring OI as an intermediary mechanism that connects EA OP and ED as a boundary spanning condition that moderates the focal relationship This research highlights the interplay between EA OI ED and OP using the DCT as a theoretical foundation It is the first to examine such interrelationships in the IT sector In addition the study provides new insight for researchers focusing on the information technology IT sector

Keywords entrepreneurial agility organizational performance IT firms dynamic capability theory open innovation environmental dynamism mediated moderation model structural equation modeling information and communication technology sector innovation management

Decoding startup failures in Indian startups Insights from Interpretive Structural Modeling and Cross Impact Matrix Multiplication Applied to Classification Abstract

PURPOSE Start ups are widely acknowledged as crucial catalysts for innovation and drivers of economic progress However their vulnerability to failure continues to pose a persistent and significant obstacle In light of this the study intends to ascertain the various elements responsible for the elevated incidence of start up failures and examine their contextual associations It further aims to establish the hierarchical structure and identify the crucial factors of start up failure

METHODOLOGY The paper uses the Interpretive Structural Modeling ISM approach to determine the structural hierarchy and interconnections among the causes of start up failures identified through the comprehensive analysis of existing literature and experts opinions

MICMAC Cross Impact Matrix Multiplication Applied to Classification analysis is also being utilized to categorize these identified failure causes into autonomous independent dependent and linking factors by their driving and dependency powers

FINDINGS A structural framework depicting the interrelationships among the factors has been derived showing the failure factor poor

market positioning factor at the highest level and the lack of entrepreneurial efficiency at the lowest level of the model. The results also revealed that lack of entrepreneurial efficiency, poor management and external environmental issues are the most significant independent factors upon which all other failure factors rely. It also categorizes poor market positioning as the dependent factor, signifying its passive role in the failure of start-ups.

IMPLICATIONS As previous literature has discussed the various factors responsible for the failure of start-ups in isolation, the current study fills out the gap in the literature by establishing linkages among those factors. The study's insights emphasize the value of effective management teams and entrepreneurial skills in averting start-up failures. It highlights the importance of skill development and mentorship to enhance the capabilities of entrepreneurs and their teams. Furthermore, the research indicates that policymakers and support groups can create focus initiatives addressing issues like market validation, team dynamics and financial management to enhance the start-up environment. These initiatives may encompass entrepreneurship training, financial assistance and mentorship through the Start-up India Program, Bharat Fund platform etc.

ORIGINALITY AND VALUE Previous studies on entrepreneurial failure are based on AHP (Analytical Hierarchical Process), content analysis and quality management methodologies. This is potentially the first study using the ISM (Interpretive Structural Modeling) MICMAC approach that explores the complex world of start-up failures in India and illustrates the relative influence and interdependence of various failure factors of start-ups through a hierarchical model.

Keywords: start-ups, failure factors, start-up failures, Interpretive Structural Modeling, ISM, Cross Impact Matrix Multiplication Applied to Classification, MICMAC, entrepreneurial efficiency, market positioning, management competency, external environmental issues, failure prevention strategies, Indian entrepreneurship, skill development, The effectiveness of agile leadership in practice, A comprehensive meta-analysis of empirical studies on organizational outcomes.

Abstract

PURPOSE The COVID-19 pandemic and the digital transformation have hastened the demand for enterprises to be more flexible and adaptive in a fast-changing environment, making agile leadership a prominent business trend. Agile leadership improves innovation, efficiency, employee performance and team effectiveness. However, there is limited research on agile leadership's effects on organizational outcomes. Thus, this study provides a meta-analytic review of the impact of agile leadership on organizational outcomes that cover various common dimensions like operational, employee, customer, financial and social environments.

METHODOLOGY The study has two phases: the first phase performs bibliometric literature analysis and the second phase performs meta-analysis. In the bibliometric literature analysis, 74 articles that were published between 2004 and 2023 were identified from Scopus and Google Scholar and their type of publication, year of publication, countries involved in agile leadership research, keywords involved and their association are examined. For the meta-analysis, 24 articles that performed empirical research were chosen from which the various independent and dependent variables, studies along with their standard regression coefficients and correlation coefficients that represent the relationship between agile leadership or agile leaders and that of other factors were extracted and examined.

FINDINGS The study found that

there was a significant rise in publications on agile leadership after 2020 and Turkey the United States and Indonesia were involved more than other countries Moreover agile leadership is studied more in terms of operational outcomes and employee outcomes The results of the meta analysis indicate that agile leadership has a strong relationship with factors like interpersonal trust 0.93 organizational performance 0.90 organizational effectiveness 0.89 individual career success 0.89 and innovation management 0.81 Thus it is clear that agile leadership has a stronger impact on operational outcomes than employee outcomes Agile leadership characteristics such as digital innovation trust competency result orientation and wisdom are significant for organizational growth team collaboration team effectiveness and organizational innovation

IMPLICATIONS Identifying agile leadership concepts helps assess the progress of empirical research improve leadership theories and models and identify potential growth opportunities The success of agile leadership depends on factors like a company's culture industry and size and this can be studied further Furthermore organizations may need to adjust their strategies on customer service financial management and investment so that they better reflect the values of agile leadership

ORIGINALITY AND VALUE This study classifies numerous different research models that shed light on the efficiency of agile leadership based on a comprehensive literature review that serves as the basis for this study In addition this study identifies potential problem areas that need to be fixed and as a result it makes a contribution to the research on agile leadership

Keywords agile leadership organizational outcomes operational outcome employee outcome interpersonal trust leadership practice organizational performance meta analysis digital transformation innovation management employee performance interpersonal trust team effectiveness COVID-19 strategic flexibility Relationship between entrepreneurial orientation innovative co-branding partnership and business performance

Abstract

PURPOSE This study aimed to determine the relationship between entrepreneurial orientation EO innovative co-branding partnership and business performance EO was analyzed through five dimensions innovativeness proactiveness risk taking competitive aggressiveness and autonomy

METHODOLOGY As part of the first phase of brand management research the quantitative survey was conducted in June 2023 among managers of companies operating in Poland using an online questionnaire 280 responses were obtained of which 266 questionnaires were qualified for further calculations Incomplete questionnaires were eliminated Hypotheses were formulated regarding the positive impact of the five dimensions of EO innovation proactivity risk taking competitive aggressiveness and autonomy on business performance and innovative co-branding partnership and the positive impact of innovative co-branding partnership on business performance Structural equation modeling using partial least squares PLS SEM was applied to support the conceptual framework and proposed hypotheses The calculations were performed in Smart PLS version 4.0.9.5

FINDINGS The results indicate that three EO dimensions innovativeness proactiveness and competitive aggressiveness influence business performance There was no effect of risk taking and autonomy on business performance In addition three EO dimensions innovativeness competitive aggressiveness and autonomy influence innovative co-branding

partnership No effect of risk taking and proactivity was found on innovative co branding partnership This means that two EO dimensions innovativeness and competitive aggressiveness positively influence innovative co branding partnership and business performance Furthermore innovative co branding partnership was proven to influence business performance

IMPLICATIONS for theory and practice The results of the study point to theoretical implications for further exploration of entrepreneurial orientation and its dimensions The practical implications relate to recommendations for managers Managers should make efforts to increase innovation market activity and competitiveness of the market offer It is necessary to monitor the actions taken in the context of their impact on selected market consumer product and brand performance In addition managers should analyze the possibilities of undertaking cooperation of this nature to increase business performance

ORIGINALITY AND VALUE This study provides a better understanding of the impact of entrepreneurial orientation on business performance using innovative co branding Compared to previous studies it has an advantage in research by introducing the issue of innovative co branding which can be used for the development of new business activities In addition this study focuses on several areas of business performance including product brand consumer and financial performance

Keywords entrepreneurial orientation innovativeness proactiveness risk taking competitive aggressiveness autonomy innovative co branding partnership business performance Structural Equation Modeling SEM brand management market performance

Know and Grow the Value of Your Business Tim McDaniel, 2013-08-31 A woman looking to retire said to author and valuation expert Tim McDaniel I need to sell my business for 2.5 million to support my country club lifestyle The reality was that her business was worth 750,000 How could she have been so wrong As McDaniel a veteran of over 2,000 valuation engagements and dozens of M&A deals knows all too well most owners work in their businesses and not on their businesses He has seen the look of surprise on client faces far too often It's only worth that much In the rush of day to day work and decisions business owners sometimes forget that their business is an investment and something they need to watch nurture and care for just as they would a valuable antique vase or painting

Know and Grow the Value of Your Business: An Owner's Guide to Retiring Rich shows readers how to develop the investment mindset value the business bolster that value and maximize the return on their investment and finally exit the business either through a sale to outside parties or by passing it on to family or other business insiders This information couldn't be more important Typically 60-80% of a business owner's wealth is tied up in the value of the business This is their most important asset but they usually guess at its value and have no concrete plan to increase it That's why this book shows The importance of treating your ownership interest in a business as something deserving near daily attention How a company is valued and how others outside the business view that value Steps you can take immediately to increase the value of your business The different kinds of potential buyers and what attracts them How to remove yourself from the day to day work of the business to plan for a brighter future How to exit the business on your terms In short this book helps business owners get the most for their business when they decide it's time to

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