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## Executive Book Summaries®

# Disrupt You!

## Master Personal Transformation, Seize Opportunity and Thrive in the Era of Endless Innovation

### THE SUMMARY IN BRIEF

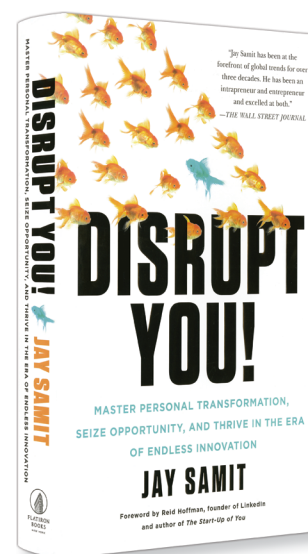
In today's volatile business landscape, adaptability and creativity are more crucial than ever. It is no longer possible — or even desirable — to learn one set of job skills and to work your way up the ladder. At the same time, entrepreneurs with great ideas for new products or technologies that could change the world often struggle to capture the attention of venture capital firms and incubators. The business leaders of our future must anticipate change to create their own opportunities for personal satisfaction and professional success.

In *Disrupt You!*, Jay Samit, a digital-media expert who has launched, grown and sold startups and Fortune 500 companies alike, describes the unique method he has used to invent new markets and expand established businesses. He reveals how specific strategies that help companies flourish can be applied at an individual level to help anyone achieve success and lasting prosperity — without needing to raise funds from outside investors. Incorporating stories and anecdotes from innovators and disruptive businesses, Samit shows how personal transformation can reap entrepreneurial and professional rewards.

*Disrupt You!* offers clear and empowering advice for anyone looking to break through; for anyone with a big idea but with no idea how to apply it; and for anyone worried about being made irrelevant in an era of technological transformation.

### IN THIS SUMMARY, YOU WILL LEARN:

- The links between personal and business disruption
- The five links in the value chain and strategies for disrupting each one.
- To build your brand and find an idea that can't be killed.
- How to disrupt the funding process to get the best kind of money for your venture.



by Jay Samit

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# THE COMPLETE SUMMARY: DISRUPT YOU!

by Jay Samit

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## In Defense of Disruption

A technology or product is disruptive when it creates an entirely new market, consumer base or user and destroys or displaces the market for the technology it replaced. Email disrupted postal mail, for example, and Wikipedia disrupted the traditional multivolume bound encyclopedia. True disruption alters a market or system forever.

Disruption brings with it a sense of doom and gloom. We think of businesses contracting and jobs being lost. But the truth is, wherever a business has been disrupted, value is released. Massive opportunity is created, and major shifts in economic wealth follow. The railroads created railroad barons. The automobile created oil tycoons. Silicon Valley has created thousands of dot-com millionaires. Identify the right trend or create the right startup, and billions of dollars could be yours. Anyone has the power to disrupt, and everyone has the opportunity to benefit from disruption.

There has never been a time in history when upward mobility has been so equitably disbursed. To financially benefit from technology changes, you don't need an engineering degree or an M.B.A. To survive and thrive in the era of endless innovation, you merely need to think like a disruptor.

### The Disruptor's Path to Success

A business or product can be understood as the sum of its value-adding links. Traditionally, these links are thought of as research and development; design; production; marketing and sales; and distribution. Each of these disparate links contributes different value to the business as a whole. A business is at risk for disruption when one or more of these links can be replaced by a technology

or product that delivers improved services or additional value to a new market in a more efficient way.

But to thrive in the era of disruption, you don't have to invent anything new. Rather, there are riches to be found simply by capturing the value released through others' disruptive breakthroughs. While email disrupted the distribution link in the value chain of postal mail, countless businesses have seen tremendous growth and profitability by using email to market, sell, design and even produce other products. In other words, a disruption in one link in the value chain creates opportunity in other links. Success as a disruptor is about capturing the value that is released through disruption.

Anyone can adopt a disruptor's mindset and set themselves on a disruptor's path to success — whether that means starting your own business, proving your value at the company where you're already employed, or rebranding yourself for career transformation. ●

## Become a Disruptor

Being a disruptor is simply a state of mind. It is the ability to look for opportunity in every obstacle, to respond to every setback as a new beginning. Every successful person who has skillfully transformed a business or social organization started with a personal problem and then noticed how many other people shared the same problem. What sets disruptors apart from other people who merely experience problems is that disruptors see themselves and their worlds differently. That unique viewpoint enables them to become agents of change — and to reap the rewards.



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Disruption isn't about what happens to you; it's about how you respond to what happens to you. To adopt the mindset of a disruptor, you must first disrupt yourself.

### The Art of Self-Disruption

We can think of our identities as being formed by our internal value chains. Our internal value chains make us who we are; they guide the way we function in the world.

Our research and development center takes input from our environment and perceives it as either an obstacle or an opportunity. The brain, our design-and-production center, dictates actions in response to our perceptions. We market and sell ourselves in the ways we present ourselves to the world, which are based on what we see as our personal strengths or limitations. We distribute ourselves in the ways we choose to spend our time and where we focus our energies.

When viewed from this framework, the process of self-transformation becomes approachable: You need only analyze each link in your internal value chain and find the single link that's holding you back. Then make changes to that link to disrupt yourself.

So much of the research and development we do on ourselves begins very early in life. We design our persona based on the feedback we get at home and at school. Students who are told they are smart actually do better in school. Kids who are told they are gifted at sports actually grow up to become better athletes. This phenomenon has been proved over and over again in clinical studies. You get what you believe you deserve.

The way our brains process and respond to information can be thought of as the design and production links in our internal value chains. Just as a business can transform itself by changing the way it designs and produces its products, you can remap your neural networks to actually think differently. How you choose to think changes how the brain processes information. For example, recent studies have shown that positive thinking is more than a motivational tool; it actually adapts our physiology.

The way we market and sell ourselves should not be determined by what others perceive of us. Our lives and careers are determined by our acceptance or rejection of our perceived limitations.

The last link in the internal value chain is distribution, which can be thought of as how we choose to spend our time and where we direct our focus. Are you devoting the time and energy necessary to achieve your dreams? Think about where you can find additional time. What daily indulgences might you be willing to give up in pursuit of

your dreams? Your energy is a valuable resource: Distribute it wisely. ●

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### The Disruptor's Map

Once you've decided to pursue your dreams, you'll need some guiding directions. Whether you want to think of it as creating a disruptor's map, writing a mission statement, or putting together a personal business plan, create a document by responding — in writing — to the prompts below.

We can visualize our futures. What do you really want to accomplish? What steps will it take to complete your journey? Each morning, find a quiet place and retreat to it. Close your eyes, and imagine the world you want. What do you aspire to do? Visualize living that life. Visualize every detail, and engage all your senses. Hear the waves crashing outside the beach house you want to own. Smell the salty sea air. The more you focus on being in the world you want to create for yourself, the more powerful the results. Starting each day with a positive mindset is the most important step in your journey to discovering opportunity.

As you spend more time consistently visualizing your future, a pattern will develop. You will begin to focus on those things most important to you. Let these aspirations inspire you, and write them down. What are you passionate about? What is missing from your life? Start writing down your dreams, and begin turning them into goals. That is the essence of a personal road map or life path.

Now think about what else you want to find along the way. Do you want a family? Are you willing to delay one part of your life to pursue another aspect with more focus? What matters most to you? How you embody and achieve these core values will determine how you measure your success. Try writing these values down. Be as detailed as you can. Include your personal and professional goals.

Next, list your priorities in terms of relationships and time commitments. How much personal, spiritual and family time do you require? All work and no play is unsustainable as a life plan. You can truly have it all, just not all at the same time.

As with a business plan that assumes the need for additional team members and skill sets to build a company, your disruptor's journey will require external help. What training, mentors and capital will you need? Research other individuals in your industry, and find out how they got the resources they needed to succeed. In most cases, you will discover a world full of people waiting to help you achieve your goals. ●

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### Building a Brand of One

To succeed in business, one must see oneself as a brand: a brand of one. The links in your personal value chain constitute your unique brand. The research and development links are defined by your education, your previous work experience and the sources you pursue to find a job in the first place. The work you do — its quality and content — makes up the design and production links. The way you present yourself professionally constitutes the marketing and sales links in your personal value chain. And where you work, with whom you work, and where you devote your professional energies determine your distribution link. Think about your professional value as the combination of these links in the chain. If you are struggling to get a job, or if you are ready to make a career transition, all you need to do is target the link ripest for disruption.

In addition to thinking about your true skill set, it's critical to continually refresh the research and development link in your internal value chain. In the 21st century, lifelong learning is no longer a luxury but a necessity for employment. Distance learning and online courses have made staying current easier than ever.

Crafting the right language to describe your accomplishments is also crucial. Most applications are scanned by recruiters for only a matter of seconds. With your entire career at stake, every word needs to be carefully chosen to “sell” your unique story. The most important tool you have on a résumé is language.

#### Personal Promotion

Personal branding is especially challenging. One of the best ways to leverage and promote your brand of one is through public speaking. Every industry has conferences in need of speakers. You don't have to be famous; you just have to be persistent. Send emails out to event planners, outlining in a paragraph what you plan on presenting and why it will be of value to that particular audience.

Blogging, tweeting and posting give you a controlled environment in which to “speak” with your audience. With a laptop and Internet connectivity, you have the ability to reach everyone in your industry anytime and from anywhere. Every field has popular websites that encourage comments and third-party submissions.

While posting or writing a blog is a great start, the key to building a brand of one is having your name endorsed by more established brands. This is where the disruption of print media again works to your advantage. Major publications such as *Forbes* and *The Huffington Post* don't have the writing staffs needed to address all of the topics

they cover. These publishers are all eager for free content to publish. More stories generate more readers and more revenue. Having the same story you would have posted on your blog appear instead as an article on *The Huffington Post* makes you a columnist. ●

### In Search of the Zombie Idea

If you can find a problem that will derail your big idea, so will the marketplace. The quicker you can eliminate the business roadkill, the more capital you will have left to focus on the one idea that can't be killed. “Speed to fail” should be every entrepreneur's motto. When you finally find the one idea that can't be killed, go with it.

We think that great disruptive ideas come from “eureka” moments — brilliant, insightful flashes of innovation that come to people fully formed. In reality, most discoveries come from the simple act of identifying life's problems. The truth is, those eureka ideas are actually fairly easy to come across — but they don't come from chance moments of brilliance; they come from careful, methodical observation.

If you want to disrupt the world, take a good, hard look at it. Ask yourself this question: Is my world perfect? Does everything function smoothly at your job or company? Are all your friends enjoying the stress-free lives they imagined for themselves when they were young? Are all the goods and services you use properly priced and easy to find? If the answer to any of these questions is no, then there is room for a disruptive idea.

The trick to creating disruption at scale is to identify the biggest opportunities where the existing value chain is most easily upended. Look for the piece of the business that will shift the most dollars away from their present course.

Step two is then capturing as much of the newly unlocked value as you possibly can in the shortest time. It's that easy. Find a problem, disrupt it and solve it. The bigger the problem, the more people your solution helps, and the more money you make. Disruptors are simply problem solvers.

By carefully studying your environment and analyzing your daily frustrations, you'll find that opportunities for disruption start to jump out at you.

Problems are just businesses waiting for the right entrepreneur to unlock the value. Insight and drive are all the skills you need. Everything else can be hired.

#### Creating a Zombie Idea

After finally honing all of their observations down to one big idea, most people are afraid to act on it. A disruptive

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idea shouldn't be nourished like a seedling with the expectation that it will grow into a mighty oak. Your job is to try everything you can to kill your big idea and discover every way that it can fail. When you discover a crack in your plan, fix it, reshape it and make it stronger. You don't want a big idea; you want a zombie idea: No matter what is thrown at it, a zombie idea can't be stopped or killed.

Keeping the idea to yourself isn't much help, either. If your idea is truly original, you will have to scream about it at the top of your lungs to get anyone to notice. You will take it to dozens of potential investors, friends, family members and experts in the industry, who will all tell you it is the worst idea they've ever heard. Most will list a dozen reasons why it will fail. If your idea is truly disruptive to a market, get used to hearing the word no. You will need to show why your approach is different and timely. ●

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### Research and Development: Unlocking the Value of Waste

For the entrepreneur looking to disrupt the research and development link of the value chain, opportunity abounds, precisely because most scientists working in primary research and development are creating new discoveries with little thought about how or why to bring them to market.

This is where financial opportunity lies. Disruptors don't have to discover something new; they just have to discover a practical use for new discoveries.

Joseph McVicker, working at Ohio-based Kutol Chemicals, created a safe, nontoxic wallpaper cleaner that was easy to mold and manipulate. When McVicker heard from a neighborhood schoolteacher that young children had difficulty sculpting clay, he gave her a box of his cleaning composition. It was so popular that orders started pouring in from all the Cincinnati-area schools. Since 1956, over 2 billion cans of Play-Doh have been sold, much to the delight of children everywhere.

The lesson, however, extends to research in medicine, alloys, electronics, materials, detergents, cosmetics and so much more. The disruption is not in the category you create but, rather, in the act of leveraging an investment made by others into a profitable business.

### How the Internet Is Transforming R&D

Hundreds of government and university laboratories share their discoveries license-free in an effort to promote universal access to their work. In recent years, dozens of small companies have sprung up and started making millions in the open-source space. Adafruit uses open-source

technology to enable over 350,000 of its customers to build cell-phone jammers. Bug Labs open-sourced Lego-like interlocking computers. In 2010, *Wired* magazine's editor in chief, Chris Anderson, launched an open-source company focused on creating military drones and quickly generated over \$1 million in sales.

Every entrepreneur has equal access to all of this research. Billions of dollars' worth of research knowledge lies dormant at American universities waiting for the right disruptor to come along and create a business. ●

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### Design: Disruption Through Aesthetics

Think you can improve upon something already in existence? You are ready to disrupt the design link in the value chain. Michael Kors, Kate Spade and Tory Burch didn't invent the handbag. Nike and Converse didn't invent the running shoe. Unlike innovators who try to disrupt through research and development and must find a new, previously unseen way to introduce something to the marketplace, design disruption focuses on the art of simply building something better.

In our interconnected mass-market world, even the smallest incremental improvement in design and manufacturing efficiency can yield billion-dollar results. When Nestlé Waters North America, maker of Arrowhead, Poland Springs and Deer Park bottled water, re-engineered its bottles to use 50 percent less resin, it not only saved millions of dollars on the 20 billion bottles it manufactures each year but also reduced its carbon footprint by 55 percent. Oftentimes, the real disruption comes not from changes to the product itself but from innovations in packaging design. As with all disruption, design disruption comes from identifying problems where others failed to see a solution.

### Design Disruption Through Branding

Disruption in design can be as simple as taking branding from a product in one market and applying it to another market. Leverage an existing brand to build on the established relationship consumers already have with the existing products that share the brand identity. Often referred to as brand extensions, this is an easy way to disrupt a category through design. When it's done well, you get products such as Reese's Peanut Butter and Chocolate Dessert Bar Mix or Arm & Hammer Advance White toothpaste. These new products seem familiar to the consumer because of the trust and reputation of the

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brand affiliation. The new products capitalize on brand goodwill and are quickly noticed on store shelves.

### Design Disruption Through Customer Experience

In the digital age, disruption through design can be as easy as simply rethinking the user interface of a website. One of the first value chains shattered by the Internet was travel. The advent of Expedia, Priceline, Orbitz and Travelocity wiped out the independent travel agency business.

Two serial disruptors, Reddit co-founder Steve Huffman and BookTour co-founder Adam Goldstein, founded Hipmunk in 2010 to solve travel agony. The user experience was clean and visual. Travelers could visually see each possible flight as a color-coded bar, and the information could be customized with one click. Hipmunk allows travelers to sort flights by price, schedule and “agony.” In Hipmunk-speak, agony is the combination of price, flight duration, number of stops and flight times.

Design determines how users feel about a product. Poor design presents a world of opportunity for disruptors looking to make their mark without having to invent or introduce a new product to the world. ●

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### Production: Reuse, Repurpose, Re-create

While we feel as though we live in the postindustrial age, most of the items we purchase, wear and consume are manufactured in factories overseas. Factories haven't stopped making things; it's just that in America we have stopped making factories. Even if the raw materials for our goods come from America (cotton, iron, wood), production has migrated to countries with cheaper labor.

In a free-market economy, there will always be a cheaper labor market to outsource manufacturing to, but the endless shifting of factories around the globe isn't a viable long-term solution. Disruptors need not tackle the systemic problem of labor supply and demand. Value that can be captured from production can be disintermediated from a labor force.

Disruption in the production of physical goods is bringing jobs back to America and other developed economies by reinventing how manufacturing is being interpreted. To disrupt production and capture value, one must look to on-demand manufacturing. This idea isn't new; it is just being newly empowered by changes in technology.

### Disruption Through Production and the Rise of 3-D Printing

The biggest revolution in production since the dawn of the industrial age is happening around the world with a new take on the classic Gutenberg printing press. Today's printing press, the 3-D printer, can manufacture anything one can imagine. The 3-D printer is shattering the existing value chain for physical goods the way the Internet destroyed the value chains for intellectual digital goods such as music, movies and books. Camera parts and pharmaceuticals can be downloaded and printed as quickly and easily as a song. Any physical item can be produced anywhere, at any time. Mass production is being disrupted on a massive scale.

Never has so much manufacturing capacity been available to so many people. The McKinsey Global Institute estimates that 3-D printing will impact over 320 million manufacturing jobs globally. The opportunities for disruption abound in countless fields. Everyone has the power to compete on a global scale without having to raise millions of dollars for equipment and tooling. ●

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### Marketing and Sales: Finding the Problem to Fit Your Solution

You don't need gimmicks or tricks to disrupt the entire process of sales and marketing. For example, people hate waiting in lines to check out at retail, so Apple Stores reimagined the consumer experience, designing their stores without cash registers or checkout lines. Priceline became a \$60 billion company by empowering consumers to “name your own price.”

Disrupting the sales link of the value chain is really about deciding what business your company or your product is in. Recognizing the value that can be both created and captured through creative pricing models can disrupt any business sector. The challenge is not in coming up with a new and creative marketing campaign but, rather, in developing completely new sales strategies, channels and business models. Differentiation of the sales model can be as powerful as differentiation of the product itself.

### Disrupting the Sales Link Through Pricing

Disrupting the sales link involves rethinking how an item is priced as much as how it is sold. Changing how an item is priced can yield great returns. How much elasticity is there in the pricing of any item? By now most

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consumers have accepted the fact that we pay variable pricing for items such as airplane tickets and hotel rooms.

Many startup disruptors are taking this same concept of dynamic pricing to brick-and-mortar retailers, thanks to a range of new disruptive technologies. Radio-frequency identification (RFID) tags are inexpensive stickers that can communicate an object's location or its proximity to customers or other devices. In much the way that bar codes made it easier for retailers to know what products were selling, RFID can communicate with a smartphone to alert a customer of a promotion, track special merchandise or use big data to create variable pricing.

### The Value of Customer Service

Another piece of the sales-and-marketing link that is often overlooked is customer service. Customer service should be thought of as marketing, because it influences how customers feel about your company. Great customer service creates brand loyalty and product differentiation. The challenge in the digital age is that retailers never actually get to see their customers walking in the door, but the benefit is that retailers have access to data that tells them when and if those customers come back. The key value captured by great customer service is a reduction in customer acquisition costs. If a business has to market and advertise to get each and every sale, its costs are substantial. On the other hand, if each customer tells five friends, then the business grows virally. ●

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## Distribution: Unlocking Unattained Value and the Challenge of Unlimited Shelf Space

Disruption of the distribution link in the value chain is about redefining the customer. Prior to the Internet boom, research, development, design and production accounted for most of the successful value-chain disruptions. Distribution, it turns out, holds the most value in the digital age. In 2012 we saw the greatest number of store closings in U.S. history. Sears Holdings, once the champion of retailing, shuttered nearly 200 Kmart locations and over 100 Sears stores. GameStop and Radio Shack, both traditional fixtures at nearly every major mall in America, each shuttered nearly 500 stores. Add to that the hundreds of closings for Office Depot, Barnes & Noble and Office Max, and the pattern is unmistakable. Disruption of traditional distribution is shifting the fundamental nature of most businesses.

### Finding the Right Business Model

If your startup idea involves digital content, selecting the correct business model is as important to the success of your business as building the right technology platform. Disrupting digital distribution is no longer just about competing or replacing physical products but, rather, understanding the economic realities of each potential financial structure.

Amazon, eBay and iTunes have taken different paths to disruption through distribution while offering the consumer the maximum available selection of product. Each was able to cleave off a different slice of the value it had unlocked. Each provides a different road map and lesson for the disruptor focused on distribution.

“There are two kinds of companies: those that work to try to charge more and those that work to charge less,” Jeff Bezos declares. “We will be in the second.” Bezos correctly identified Amazon's competitive advantage as being able to have the most complete selection of inventory. While traditional brick-and-mortar stores could stock anywhere from 10,000 to 40,000 book titles, Amazon was able to offer consumers a virtually unlimited selection by investing heavily in state-of-the-art automated distribution centers and by partnering with other suppliers that would drop-ship directly to the customer. It took Amazon nearly \$1 billion of capital and six years to make its first profit, but by then the mighty retailer was grossing over \$1 billion in sales and had trained the consumer to be a cyber shopper.

eBay is the most efficient global marketplace ever created. All of the usual supply-chain constraints of distribution and pricing were removed simply through connecting a willing buyer with an equally willing seller. Billions of dollars of products are sold without eBay owning a single warehouse or delivery truck. In fact, the U.S. Postal Service, which taxpayers subsidize, actually serves as an outbound logistics arm of eBay. With the auction model as a base, eBay has evolved to include flat-pricing “Buy It Now” capabilities and competes directly with Amazon on thousands of new products.

Apple's iTunes took yet a third approach to disruption through distribution by adopting an “agency” business model. In an agency model, the retailer takes a predetermined commission on every sale. When EMI originally negotiated the first iTunes deal with Steve Jobs, Jobs was adamant that all songs retail for 99 cents, regardless of a song's variable costs. So while many consumers benefited from that flat pricing, behind the scenes there were many songs that EMI sold to Apple for substantially more than a dollar. Initially, classical pieces of music that could be up

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to 70 minutes in length and used to command the price of an entire album could have a wholesale price of \$6 and yet still retailed on iTunes for just 99 cents. If Apple can maintain its margins on all content, games, magazines, movies and so on, iTunes can command the majority of retail profits. The company has extracted the greatest possible value out of its combined bricks-and-mortar and ecommerce strategy. ●

### Capital Revisited: Other People's Money

Every new business or disruptive idea will, sooner or later, require additional funding. Even the most successful of ventures require growth capital to keep pace with consumer demand. Raising money from angels, VCs and private equity is a full-time job for most startup CEOs.

But it is possible to disrupt the funding process to uncover a favorable kind of money. This money isn't borrowed, so it doesn't put you in debt. It isn't invested, so it doesn't take away your hard-earned equity. This money is freely and gladly spent to aid you in building your business or to implement your new idea. This is OPM: other people's money.

OPM is not about taking money and refusing to pay it back; it is about learning how to position your idea so that it is more valuable to suppliers of the OPM than the cash they are spending. It is money that is given with no requirement of paying it back nor ownership of your business involved. It is about solving for someone else's problem in order to cost-effectively solve for your own. It is about creating opportunities for those with more capital than ideas. It is your chance to monetize your own creativity. It is the fuel that propels the disruption rocket, and your startup gets a free ride.

### There's No Such Thing as Running Out of Money

Look at your challenges from others' perspectives, and the source of OPM will become obvious. Blake Mycoskie, founder of Toms Shoes, built his company around the principle of doing well by doing good. His "One for One" business model was to give away a pair of shoes to a child in need for every pair his company sold. While Toms had gained some Internet buzz, it wasn't until he put OPM to work that his business skyrocketed.

In 2009, AT&T featured Mycoskie and Toms in a national television commercial. The premise was to

showcase how he was able to run his international company thanks to AT&T's "more bars in more places." AT&T got an authentic, emotional spot as viewers witnessed Mycoskie giving poor children their first pairs of shoes, and Toms got millions in marketing for free. The spike in sales from the commercial exposure enabled the company to sell more than 1 million pairs of shoes — and to give away that many as well.

For the entrepreneur looking to utilize such OPM opportunities, the process is very straightforward. First, identify and define your target market. What is the specific audience that your product appeals to, and what are the emotional attributes attached to your value proposition? Once you are armed with that information, your next step is to make a list of the other, noncompetitive products marketed to the same audience. If you are launching a new weight loss supplement, for example, think of health clubs, exercise equipment manufacturers, sports apparel companies and so on. Study the slogans and ad campaigns of the biggest players in each of those categories until you find a fit. Finally, search the Internet to find that company's ad agency, and contact the creative team for the account.

Your future — our world's future — is far more malleable and controllable than most people realize. If we take the time to study how our business and social institutions are constructed, it is possible to determine how they can be disrupted.

History doesn't remember those who maintained the status quo. The glory comes from being a disruptor. Every man and woman would like to leave their mark — some evidence of their existence — on this world. This is the self-disruptor's manifesto: to transform yourself, your business and the world. ●

#### RECOMMENDED READING LIST

If you liked *Disrupt You!*, you'll also like:

1. ***The Road to Reinvention* by Josh Linkner.** Linkner identifies six elements in any business that are ripe for reinvention and shares step-by-step techniques for creating deliberate, productive disruption.
2. ***The Innovator's Solution* by Clayton M. Christensen, Michael E. Raynor.** The authors show how to respond to "disruptive technologies." The key is to learn how to create disruptions rather than be destroyed by them.
3. ***Choosing Change* by Susan Goldsworthy, Walter McFarland.** If you want to lead change, you need to be open to change yourself. *Choosing Change* provides a framework to compare key elements to be aware of during both individual and organizational change.