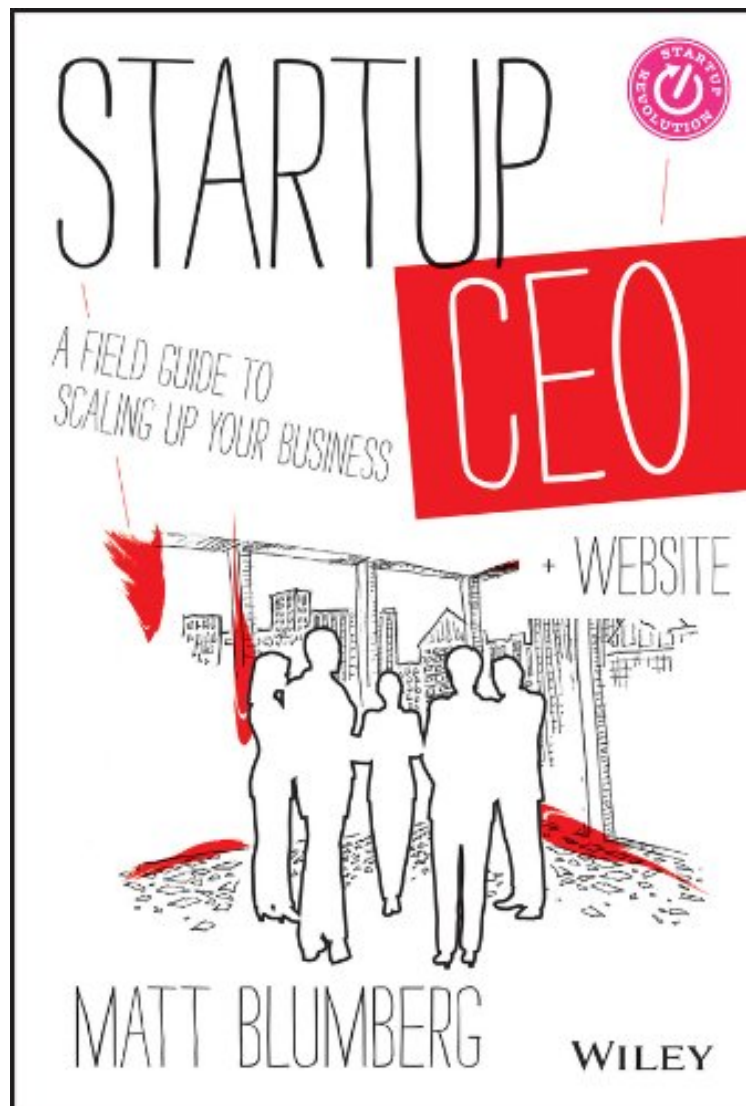


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# Startup CEO: A Field Guide to Scaling Up Your Business, + Website

*Matt Blumberg*

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**Matt Blumberg : Startup CEO: A Field Guide to Scaling Up Your Business, + Website** before purchasing it in order to gage whether or not it would be worth my time, and all praised Startup CEO: A Field Guide to Scaling Up Your Business, + Website:

4 of 4 people found the following review helpful. Must have book for a first time CEO or any CEOBy BalaI could not put the book down, the last week I was suppose to be on vacation but I was itching to get back to work (I know I know it is bad behavior, but the book was really that exciting) obviously I felt like Matt was talking to me throughout the

book. I could relate to everything. A wonderful read for every startup founder, first time CEO or even all leaders, Matt shows how to organize and execute around priorities, how to define priorities as a CEO. I have read my share of getting organized, leadership and startup books. But this was so in tune to what I am personally going through it was uncanny, thank you Brad Feld for connecting the dots :) I would recommend it to everyone. Great book Matt! it is going to become a classic.

BalaCEO, GreenCloud3 of 3 people found the following review helpful. Practical, effective, and strategic advice for how to run a startup

By Ben HuhOften, the art and science of how to be the CEO of a startup gets overlooked in the rush and haste to working day-to-day, dealing with all the fires and challenges. Startup CEO details the HOW of being the CEO. It's an important guide in approaching the CEO role in a strategic manner. Matt is not telling you what to do. This isn't a book about checklists, but he's giving very helpful insight in how to think about the job of being CEO -- the best kind of startup advice. This is learning how to fish, not being given a fish.

The book is well laid out, from starting the company to dealing with the surprise issues that come up and the unexpected priority changes as a company grows (believe me, there are many). Matt's been a startup CEO for a long time (since 1999) and survived 2 recessions and many changes to his company. His approach is solid yet at times unconventional, but all stem from his real life experiences and looking at problem-solving in his company through a fresh perspective, leaving no conventional wisdom unchecked.

Even if you are not a CEO in a startup, I would recommend reading this book. You might want to be one someday.

0 of 0 people found the following review helpful. Goldmine of ideas

By robnaglerIf a book has one actionable idea, it's a great success. Matt Blumberg has provided a gold mine of ideas, at least to me. Thanks!

Matt rekindled the idea of blogging for me. I used to think of blogging as something to do when you aren't busy creating "real stuff". Matt promotes the idea of maintaining a public persona for recruiting purposes. He is also into transparency, and talks candidly on his blog about his work at Return Path. That's likely to be my goal in renewing my blogging efforts.

Transparency is a core value for Matt. He takes it a step further than most CEOs. Here's a recent example on his blog. I've always believed in transparency. What I appreciate about Matt's approach is that he describes the mechanisms to achieve it: 360-degree reviews, postmortems, admit mistakes, the "board book", and, of course, blogging.

Matt's book is a collaborative effort. He includes "cameos" from many other people at Return Path and a few outsiders, too. The contributions are excellent, and demonstrate Matt's commitment to teamwork.

This is a book about Return Path and some content is taken from Matt's blog. Some reviewers have complained about this. To me, it makes sense, because the context is necessary to show how the ideas work. Matt's blog allows him to user-test his descriptions of those ideas. Taken together, it's a cohesive and coherent story of Matt's career and life at Return Path over the last 15 years, warts and all.

Matt is a "systems guy". I relate to that. As you may have guessed already, his systems encompass everything in his life, including his "home operating system". Really? Yup. He talks about "anchors" like Friday night dinner at home and coaching a kid's sports team. These days it's necessary, especially if you are running a startup, like Return Path. While my life isn't nearly as complicated, I appreciate Matt's approach to squeezing "every minute out of each day". It's important when you have to balance everything.

One of the techniques I hope to implement is "just a second". Matt insists "on finishing whatever quick task or thought I'm working on before engaging" in an interruption. It's tough to do this, especially given that I'm such a pleaser. However, Matt has reminded me how important this is. You have to be interruptible, and you can control your task switching time so you are most efficient.

All in all, I thoroughly enjoyed the book. As a Return Path investor, Startup CEO increased my confidence in Matt as captain who knows keeps a tight ship with grace and style.

A definitive book for any CEO—first time or otherwise—of a high-growth company

While big company CEOs are usually groomed for the job for years, startup CEOs aren't—and they're often young and relatively inexperienced in business in general. Author Matt Blumberg, a technology and marketing entrepreneur, knows this all too well. Back in 1999, he started a company called Return Path, which later became the driving force behind the creation of his blog, OnlyOnce—because "you're only a first time CEO once." Now, more than a decade later, he's written Startup CEO. As the fifth book in the StartUp Revolution series, this reliable resource is based on Blumberg's experience as a startup CEO and covers a number of issues he's faced over the dozen years he's been a CEO. Offers valuable insights into how the CEO sets the overall vision and strategy of the company and communicates it to all stakeholders

Discusses how to build a company's human capital by recruiting, hiring, and retaining the very best talent

Examines how a CEO must align available resources with the company's strategy in order to ensure success

Addresses what it takes to master the "How" of being a CEO—from leading an executive team to managing in any type of market

Engaging and informative, this book is essential reading for any, and every, CEO.

From the Inside Flap

Whatever industry you may be involved in—whether it be architecture, medicine, or technology—scaling up your business can be one of the most difficult endeavors you may ever face. And in most cases, as the company grows, so will your role in it. Being a CEO is an incredibly complex job at any size company, but it can be especially challenging if you're part of a startup. In this case, you really don't have the luxury of making costly mistakes while learning on the job. Back in 1999, author Matt Blumberg, a technology and marketing entrepreneur started a company called Return Path that later became the driving force behind the creation of his blog,

Only once because "you're only a first-time CEO once." Now, with *Startup CEO*—the third book in the *Startup Revolution* series—Blumberg shares his experiences that led up to that point and discusses the details of this extremely difficult and unique job. Whether you're currently the CEO of your own company, an aspiring entrepreneur, or thinking about your own career development, the insights found here will put you in a better position to succeed. Divided into five comprehensive parts, this reliable resource skillfully puts the essential elements of this endeavor in perspective—from the startup stage, through the revenue stage, and into the growth stage. Along the way, you'll gain valuable knowledge on: Part I: defining your vision of the startup and effectively communicating it to all stakeholders Part II: running the people side of your company, from creating a culture and the full cycle of employment—recruiting, hiring, and retaining or firing—to the growing challenge of managing remote employees Part III: the key elements of execution, including the specifics of financing the company and budgeting, running great meetings, and setting goals Part IV: the main aspects of managing a board, from recruiting members to working with them on potentially thorny topics like their performance or your compensation Part V: managing yourself so you can manage others, including creating your own operating system; working with an executive assistant, executive coach, and a peer group; and balancing family and work life *Startup CEO* puts an emphasis on practical application. To that end, this book provides readers with exclusive access to a companion website filled with supplementary materials, allowing you to continue to learn in a hands-on fashion long after closing the book. Being a startup CEO is one of the hardest jobs you'll ever have. But if you're motivated, creative, and enjoy building things, it's also the best job in the world. *Startup CEO* will show you what it takes to make it in this position—and while it may not have all the answers, it can help you figure out the questions you should always be asking.

**From the Back Cover**  
**Praise for *Startup CEO*** "One of the key principles of the Lean Startup movement is that entrepreneurship is management. In *Startup CEO*, Matt Blumberg provides a comprehensive guide to every facet of entrepreneurial management. An essential and practical guide for entrepreneurs everywhere." —Eric Ries, author, *The Lean Startup* "There's no silver bullet for building a great company. *Startup CEO* deciphers the challenging, complex, uncertain, and oftentimes lonely role of a first-time CEO without oversimplifying it." —Ben Horowitz, cofounder and General Partner, Andreessen Horowitz "I've been on Matt's board for more than a decade, and I've watched him develop into one of the finest CEOs I've had the pleasure to work with. With *Startup CEO*, Matt allows other entrepreneurs to profit from his years of experience and emulate his remarkable example." —Fred Wilson, cofounder, Union Square Ventures "There is the one-in-a-million company that catches lightning in a bottle and grows like a weed without care and feeding. For the rest of us, there's *Startup CEO*, the how-to manual for getting there the old-fashioned way. This book will be your coach, mentor, and advisor in any situation you or your company are likely to encounter." —David Rosenblatt, CEO, 1stdibs "Startup CEO is the definitive book for any CEO—first time or otherwise—of a high-growth company. While dozens of books have been written about starting businesses, it's time for entrepreneurs to focus on scaling them. Matt shows them how." —Brad Feld, Managing Director, Foundry Group

**About the Author** Matt Blumberg founded Return Path in 1999 because he believed the world needed email to work better. He is passionate about enhancing the online relationship between email subscribers and marketers so that both sides of the equation benefit. It is with great pride that he has watched this initial creation grow to a company of more than 400 employees with a market-leading brand, innovative products, and the email industry's most renowned experts. Before Return Path, Blumberg ran marketing, product management, and the Internet group for Moviefone, Inc. (later acquired by AOL). Prior to that, he served as an associate with private equity firm General Atlantic Partners and was a consultant with Mercer Management Consulting. He holds a BA from Princeton University.