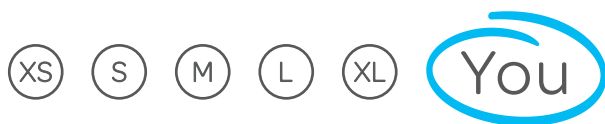


“Great work is an important element for a happy life, and *The Big Enough Company* gives smart, accessible guidance on how entrepreneurs can shape their work lives to build a sense of control, success, purpose—and happiness.” —GRETCHEN RUBIN, author of *The Happiness Project*

the big enough company

Creating a Business
That Works for



Adelaide
Lancaster

and

Amy
Abrams

Founders of In Good Company

IN GOOD COMPANY:
ADVICE FROM ENTREPRENEURS
INCLUDED IN
THE BIG ENOUGH COMPANY

Alexandra Mayzler

Founder and director, Thinking Caps Tutoring, a tutoring company located in Manhattan.

“It is important to consider networking outside of your immediate professional circle. It is helpful to meet people of different careers and different perspectives, as they can always shed light on the way an entrepreneur does and thinks about business.”

Alice Cheng

Owner, A.Cheng, a clothing boutique located in Park Slope, Brooklyn.

“When you’re doing well, you can’t take it for granted. Constantly reevaluate what you’re doing and what you have. This also means you should apply for a loan when you don’t need it. Have a little line of credit at a good rate when you need it. Because when you do need it, they’re not going to give it to you.”

Allison Hemming

Top gun and founder, The Hired Guns, a talent agency located in Manhattan.

“Make sure to have your business checkbook separate from your personal checkbook as soon as you can. Otherwise it is too easy to forget to pay yourself; it’s too easy to forget that your time has value.”

Amanda Hofman

Founder and CEO, Urban Girl Squad, a social group for women in their twenties and thirties, located in Manhattan.

“Don’t underestimate how different different markets can be.”

Amy Voloshin

Studio director, Printfresh Studios, a textile designs and vintage archive located in Philadelphia.

“Have a standard noncompete with your employees. It allows you to be much more open and transparent about the business.”

Andrea Miller

CEO, Tango Media, a digital media company dedicated to love and relationships, located in Manhattan.

“One thing I always do if I’m at an event is to try to introduce myself to the keynote speaker or panelist or whoever is there, especially back in the early days when Tango was just an idea. Most of the time the relationship doesn’t necessarily go anywhere, but you just never know, and enough of the times it does. It’s worth it to me to take the time and make those connections.

Andreea Ayers

Founder, Tees for Change, an inspirational apparel company dedicated to spreading positivity, making a difference, and giving back, located in Manhattan.

“Focus on selling the benefits of your product instead of the features.”

Angie Davis

Owner/designer, Byrd & Belle, a company specializing in handmade sleeves and cases, located in Minneapolis.

“There is a lot of negativity in the world and sometimes somebody is going to have a bad day and say something about you, and you just have to let it go and know in the large scheme of things that those

little hiccups aren't really going to affect you and so try not to take them personally, because it's not really about you. Don't worry about what other people think makes you successful, just do your thing."

Ann Mehl

Certified coach helping clients facilitate life change and forward momentum through one-on-one sessions, located in Manhattan.

"Learning to love your weakness as much as you revel in your strength requires courage. But the potential rewards far outweigh the risk."

Barbara Lynch

Founder/chef, Barbara Lynch Gruppo, a collection of entities offering unique and memorable culinary experiences, located in Boston.

"Lead by example."

Carol Mills

Partner, Malia Mills, a beauty company focused on swimwear, ready-to-wear, and accessories, headquartered in Manhattan with retail locations in New York and California.

"Keep your business fresh."

Caroline Green

Chief marketing officer, IvanExpert Consulting, a company that provides superior Mac, iPhone, iPad, and iPod support for small businesses and home users, located in Manhattan.

"Sometimes you should just try it and go for it."

Chloé Jo Davis

Founder, Girlie Girl Army, a Glamazon Guide to Green Living, located in Manhattan.

"I think there is power in numbers. If you can, pair with someone who's really got a lot of strengths that you don't have."

Claire Chambers

Founder and CEO, Journelle, a new breed of lingerie store, located in Manhattan and Miami.

“Don’t take experts too seriously.”

Claudia Hanlin

Founder of Claudia Hanlin’s Wedding Library, an innovative research boutique created especially for the bride-to-be, located in Manhattan.

“Always be open to learning. If you think you have learned everything, you are doing your business a disservice.”

Claudia Romana

Designer/owner, Claudia Romana Enterprises, a fashion line created with the needs of the golfing woman in mind, located in Manhattan.

“It’s not just the goal that is important, but how you get there. On every step, you need to ask, ‘Is this the right thing to do? Is this the fair thing to do? Am I hurting anybody doing this?’ Really try to keep your integrity. Because if you lose that, you lose everything.”

Courtney Davis

Cofounder and designer, Kelly & Olive, a company specializing in a fresh, personal approach to interior design, located in Chicago.

“You don’t have to give your firstborn to a client. Even in the beginning you need to realize, ‘This is what I do, this is what I am, and this is what I cost. I value what I do and this is an appropriate compensation for my services.’”

Cyndee Sugra

Owner/CEO, Studio 7 Media, LLC, a sophisticated technology, design, and marketing firm that blends engineering expertise with creative passion to create breakthrough brands and business solutions, located in Los Angeles.

“You need to remember why you’re doing it to get you through, because it’s not all rainbows.”

Darcey Howard

Owner, LifeStyled Ltd., a company that combines the marketing concept of creating a brand with a natural talent for substance and style, located in Seattle and Manhattan.

“Read *Inc.* magazine. I thought it was for someone with a bigger company than me but found that there are tons of great tips, info, and nuts and bolts to learn from.”

Darla Cohen

Owner, Fork in the Road, a personal chef focused on delivering healthy meals, located in Austin, Texas.

“Think about what your *big* goals are. It’s really easy to get caught up in the do-more, make-more mentality without stepping back and thinking about what it is that you’re actually accomplishing and what it means for your life. Ambition is great! But resist the urge of doing more for the sake of saying you did so. You may want to say, ‘Hey, look at this big thing I built.’ But the question is whether that big thing makes you happy.”

Eden Abrahams

Founder, Clear Path Executive Coaching, an executive coaching firm located in Manhattan.

“Set realistic goals. The initial stages of building a business can be tough going, and there will be days when you feel like you are moving sideways, or even backwards. Establishing clear, specific and action-oriented goals (such as the number of networking meetings you will have per week) versus vague status-related goals (such as getting a lot of early media buzz) helps put you in control and will give you a sense of forward momentum as you accomplish them.”

Eileen Loeb

Owner, BodySmart Personal Training, a wellness company that designs and delivers high-quality fitness programs to small companies and discerning individuals, located in Manhattan.

“There is room for lots of different people under the entrepreneurial tent.”

Ellen Diamant

Owner and chief creative officer, Skip Hop, a company focused on creating unique, innovative, and highly functional products that make parenting easier, better, and more fun, located in Manhattan.

“It is always good to get a second opinion on legal issues.”

Ellen Galinsky

President, the Families and Work Institute, a nonprofit, nonpartisan research organization that studies the changing workforce, family, and community, located in Manhattan.

“Don’t stop because you’re afraid. Fear means go.”

Emily Powell

President and owner, Powell’s Books, one of the world’s great bookstores, with seven locations and an online business, located in Portland, Oregon.

“Remember to lighten up and not take yourself so seriously.”

Emily Wolper

Founder and president, E. Wolper Inc., an admissions consulting firm located in Morristown, New Jersey.

“Do not give up pieces of the business that you enjoy.”

Erica Ecker

Owner, The Spacialist, a professional organizer company, located in Manhattan.

“My number one piece of advice is progress not perfection. I would call myself a recovering perfectionist and it has kept me totally stuck at times. But I’ve learned to just keep moving. Doesn’t matter if you make mistakes, doesn’t matter if you don’t love your logo 99 percent. If you love it 92 percent, perfect, keep going, keep going, keep going.”

Erin McKenna

Founder and president, BabyCakes NYC, an all-natural, organic bakery with locations in Manhattan, Los Angeles, and Downtown Disney.

“Don’t be a perfectionist. Learn to trust others.”

Erin Waxman

Co-owner, Art Star, a gallery and boutique showcasing work and products by emerging artists, located in Northern Liberties, Philadelphia.

“Take advantage of free tools for small businesses.”

Fauzia Burke

Founder and president, FSB Associates, a company that promote books online exclusively, located in New Jersey.

“Hiring is about fit. Ask yourself, do you want to work with this person every day?”

Frances Lappé

Principal, Small Planet Institute, an organization dedicated to changing failing ideas in order to turn our planet toward life, with offices in New York and Boston.

“If we have somebody with us, we feel that we can just keep going and the challenges seem so much less daunting. So to have good friends that you cultivate and stay with you for a lifetime, that’s really what it’s all about.”

Gail Epstein

President and creative director, Hanky Panky, a lingerie and sleepwear company, located in Manhattan.

“There’s no such thing as an overnight success.”

Galia Gichon

Founder and owner, Down-to-Earth Finance, an independent resource dedicated to clients—especially women—about investing and financial control, located in Manhattan.

“Just do it. If you really want to start a business, just start it. Start it on the weekend, start it at night, stop talking about it, and just get out there.”

Genevieve Thiers

Founder, Sittercity, an online source for childcare, pet care, senior care, housesitting, housekeeping, and tutoring, located in Chicago.

“When it comes to investors, the more you have created, the more you will keep.”

Grace Bonney

Owner, writer, and editor, Design Sponge, a daily Web site dedicated to home and product design, located in Brooklyn.

“Don’t forget the reason you started.”

Jackie Gusic

Principal, Inhabit Architecture & Design, located in Philadelphia.

“Find an opportunity to say no to. Being able to say no is really refreshing, and I think it helps you grow as a person and as a business to know that you have that option.”

Janet Hanson

Founder and CEO, 85 Broads, a global network of twenty-five thousand trailblazing women who are inspired, empowered, and connected, located in Greenwich, Connecticut, with chapters in eighty-two countries around the world.

“It’s easy to lose sight of the core mission if you have people underwriting the process.”

Jen Boulden

Cofounder, Ideal Bite, a Web site offering bite-sized tips for eco-living. She is an environmentalist, entrepreneur, author, public speaker, and a fierce animal lover, located in Los Angeles.

“If you don’t love your idea so much it hurts, don’t even bother.”

Jen Hill

Owner and designer, JHill Design, a graphic design company, located in Boston.

“When you’re working with clients and customers, try to set boundaries with them. If customers or clients think that you work on Saturdays at eight in the morning and you start your relationship like that, then that’s how they’re going to view it for the rest of the time. So it’s really important to let everyone know exactly how the relationship is going to stand and stick to that.”

Jen Mankins

Owner, Bird, a fashion boutique, located in Brooklyn.

“There should only be one boss.”

Jennie Nevin

Founder, Green Spaces, a coworking space for green entrepreneurs, with locations in Manhattan and Denver.

“The hardest part is knowing if you have a product that could sell and that people are willing to buy. Once you know that, then the rest is details.”

Jennifer Thomas

Founding director, director of Civic Innovation Labs, 2003–2010, currently program director at the John S. and James L. Knight Foundation, located in Ohio.

“I would say that the most critical piece of starting a business or having an idea or a product or a service is understanding demand and understanding your market. Who wants it? Who is going to use it? And why do they need it?”

Jennifer Walzer

Founder and CEO, Backup My Info!, a company that provides businesses with fully managed online data backup services, located in Manhattan.

“You have to be passionate about what you do.”

Jessamyn Waldman

Founder and executive director, Hot Bread Kitchen, a nonprofit social enterprise that creates better lives for low-income women and their families, located in Brooklyn and Manhattan.

“Be patient—innovation is tough!”

Jessica Dunne

Founder and owner, Ellie D Perfume, a luxury perfume company, located in Chicago.

“Do your research! Figure out what it takes to bring it to fruition before diving in.”

Jessica Porter

Owner, Raandesk Gallery, a premier resource for art collectors and art enthusiasts to purchase works by emerging artist talent from all over the world, located in Manhattan.

“Never hesitate or ignore an opportunity to meet someone new, ever, even when you aren’t ‘in the mood.’ Go to that networking event you are too tired to go to, chat up the person next to you in line for the bathroom, it doesn’t matter, just connect with as many people as you can.”

Jessica Sutton

Owner, Jessica Sutton Graphic Design, a design firm focusing on company branding, marketing, and Web design, located in Boston.

“Go with your gut on everything. No matter how many pro/con lists you make, and no matter how heavily you weigh a decision, whatever your gut or heart is telling you to do, it’s always going to be the best for your business.”

Jessica Jackley

Cofounder, Kiva, a social enterprise organization that empowers individuals to lend to an entrepreneur across the globe. Cofounder of Pro-funder, an online crowdfunding platform that provides tools for

entrepreneurs to raise their investment capital from their communities. Jessica is located in San Francisco.

“Involve those around you. Harvest their ideas and energy to move you forward.”

Jill Diamond

Founder, president, and CEO, Lanartco, Inc., an executive coaching and training firm, located in Manhattan.

“The customer isn’t always right: when starting a business, clients can be intimidating as we try to scramble for our first dollars. As we build confidence, it becomes clear that the customer’s attitudes and needs may not always suit the values you hold for your business. Get a jump-start on this understanding and look for customers who match your business ethics.”

Jodi Glickman

President, Great on the Job, a company focused on providing a road map for effective communication in the workplace, located in Chicago.

“Find role models.”

Jodi Morgen Katz

Owner, JMK Creative, a beauty creative agency specializing in developing retail marketing, packaging, advertising, and e-marketing for beauty brands, located in Manhattan.

“Don’t pressure yourself to be there now.”

Joy Cho

Founder and designer, Oh Joy!, a studio dedicated to home accessories and textile design, located in Philadelphia.

“Work hard to study your craft, whatever it is.”

Joy Parisi and Lila Cecil

Owners, Paragraph, a workspace for writers, located in Manhattan.

“Start a business you truly believe in—not just something you

believe will make money or get you something else you want, but one that you feel in your bones serves a need, or feeds a great cause. In all decisions big and small, follow your instinct. You can ask for advice, but you'll have to be able to withstand those who tell you not to, you can't, or it's a bad idea. Ultimately, you know what's best for your business, and you know if your business will succeed. Nobody else can tell you that, or tell you how to do that. Trust yourself."

Joyce Szuflika

Founder and president, NYC School Help, a company that helps Brooklyn families with school search, public and private, nursery school through high school, located in Brooklyn.

"It is important to connect to a variety of communities."

Jude Stearns

Owner, Judy Jetson Salon, a hair salon, located in Cambridge, Massachusetts.

"Listen to everything—the good and the bad."

Judi Rosenthal

President and founder, Bloom, a community for female financial advisers to learn how to cultivate their business with creativity, develop their own personal brand, and create marketing efficiencies, located in Manhattan.

"The best way to get people to refer you is to treat them better and better and better. Better than anyone else that they know or have ever known."

Julia Archer

Owner, @WorkDesign, a retail and online boutique specializing in workspace furnishings, products, and supplies for the home, located in Chicago.

"The reality is that not everyone is going to 'get' what you do or what you have to offer."

Julia Pimsleur

Founder and CEO, Little Pim, a company that creates foreign-language videos/DVDs for toddlers, located in Manhattan.

“Have people around who can help you think bigger, dream bigger, and make the business the best it can be.”

Justine Lackey

President, Good Cents Bookkeeping Inc., a firm that provides a variety of bookkeeping and management services, located in Briarcliff Manor, New York.

“You have to have an incredible amount of motivation and discipline.”

Lauren Paradise

Cofounder and designer, Kelly & Olive, a company specializing in a fresh, personal approach to interior design, located in Chicago.

“Don’t waste your time being intimidated. Dive in.”

Lida Orzeck

CEO, Hanky Panky, a lingerie and sleepwear company, located in Manhattan.

“Open your own mail.”

Linda Lightman

Owner, Linda’s Stuff, an eBay clothing seller, located in Philadelphia.

“Do your homework.”

Lotta Anderson

Founder and designer, Lotta Jansdotter, a design studio specializing in home and lifestyle accessories, located in Brooklyn.

“Don’t get overwhelmed by the big picture.”

Lunden De’Leon

Founder and CEO, Dirrty Records, an independent punk record label, located in Marion, South Carolina.

“Learn all the aspects of your business; don’t leave it up to others who you hire to know more than you do.”

Malia Mills

Founding partner and designer, Malia Mills, a beauty company focused on swimwear, ready-to-wear, and accessories, headquartered in Manhattan, with retail locations in New York and California.

“Don’t compromise on your values, even if it means saying no to opportunities like press.”

Maribel Lieberman

CEO, MarieBelle Chocolate, a retail and online chocolatier, with two locations in Manhattan.

“Hard times teach you more. They force you to become more disciplined and more reflective.”

Marie Scalogna-Watkinson

Owner, Spa Chicks on the Go, a full-service spa event marketing company that delivers customized spa and beauty experiences for private, corporate, and media clients, located in Manhattan.

“Own your expertise!”

Marissa Lippert

Founder, Nourish, a nutrition counseling company, located in Manhattan.

“You have to be confident in your idea. A positive vibe will help it grow.”

Megan Brewster

Co-owner, Art Star, a gallery and boutique showcasing work and products by emerging artists, located in Northern Liberties, Philadelphia.

“Constantly remind your customers that you exist.”

Melanie Notkin

Founder, lifestyle expert, and author, Savvy Auntie, a community for aunts and all women who love kids, located in Manhattan.

“If you want to be happy, entrepreneurship may be the right path for you. But you have to understand that there is a tremendous amount of work and dedication and devotion. That you’re not going to be able to take weekends off. You’re not going to be able to go to every wedding that you’re invited to that’s not near where you live. You’re not going to be able to afford to go out for dinner or buy the clothes that you want or the shoes that you want or the hair that you want. But it’s the most amazing journey you can take to find yourself.”

Michelle Adams

Founder and editor of Lonny, a bimonthly online magazine that focuses on lifestyle and home décor. Michelle is also the founder of Rubie Green, which specializes in fabrics that represent vitality, energy, comfort, and style, all while maintaining respect for the environment by using only 100 percent organic cotton, located in Manhattan.

“You always hear that it takes companies so long to take off; it can happen overnight, it can happen in a couple years. So keep plugging away and don’t let anything stop you, because if you have a genuinely good idea and you’re passionate about it, it will take off at some point.”

Michelle Kedem

Founding partner, On-Ramps, a full-service search firm that helps organizations recruit the best talent available for full-time, part-time, and project-based work arrangements, located in Manhattan.

“If you have partners, make sure to assign decision-making. Understand authority around decisions—when they can be made alone and when they need to be unanimous.”

Michelle Madhok

Founder and CEO, SheFinds (White Cat Media Inc.), distributor of online publications SheFinds.com, MomFinds.com, and BrideFinds.com that help busy women everywhere shop the Web for the latest beauty and style finds, located in Manhattan.

“Do something every day that will move yourself a little bit forward, even if it’s not a big step.”

Noha Waibsnaider

Founder and CEO, Peeled Snacks, a company specializing in snacks made with organic and all-natural ingredients with no sugar or oil added, located in Brooklyn.

“Create an advisory board.”

Paige Arnof-Fenn

Founder and CEO, Mavens & Moguls, a network of seasoned marketing professionals with experience at the highest levels in small, medium, and large companies, located in Boston.

“Don’t get caught up in other people’s definition of success. Life is too short. Don’t get caught up living somebody else’s dream. Live your own dream.”

Pat Holding

President, Fat Witch Baking Company, a retail and online business dedicated to brownies, located in Manhattan.

“My measure of an entrepreneur is whether they are wearing sensible shoes. Even if you’re not physically on the move you’re mentally on the move.”

Pati Drumm Grady

Founder and president, Cooperstown Cookie Company, a bakery that celebrates the love of baseball and cookies with delightful and delicious baseball-themed gifts, located in Cooperstown, New York.

“Remember that you are only as good as your word!”

Pauline Nakios

Founder and designer, Lilla P, a fashion collection that is perfectly tailored for a casual lifestyle, located in Manhattan.

“Always demand to be treated like a client. Don’t give over control just because you’re a novice.”

Rebecca Kousky

Founder and executive director, Nest, a nonprofit organization that empowers female artists and artisans around the world, located in St. Louis.

“You should have some sense of where you are going, but it’s really important to have a clear picture of your daily to-do list in order to make progress. It can be really overwhelming to just be visionary. You have to find a way to balance the two: the big picture and the daily details.”

Robin Wilson

Chairman and CEO, Robin Wilson Home, a national eco-friendly design firm focused on creating a healthy lifestyle for residential and commercial clients, located in Manhattan.

“Say no three times to every yes.”

Samantha Edwards

Founder and creative director, Gif+d, a creative collective that specializes in branding, art direction, and graphic design, located in Manhattan.

“Never burn a bridge! Even if you’ve pissed a client off to the fullest, never burn the bridge. You want people to be singing your praises.”

Sara Holoubek

Founder and CEO, Luminary Labs, a boutique consultancy focused on strategy and innovation, located in Manhattan.

“Think about the difference between price and value.”

Sara Horowitz

Founder and executive director, Freelancers Union, a national membership organization for independent workers, located in Brooklyn.

“You need to surround yourself by people who always tell you what your blind spot is.”

Sarah Endline

Founder and CEO, Sweetriot, a human, globally responsible, irreverent, and built-for-a-new generation chocolate company, located in Manhattan.

“It is all about problem-solving. The day you become stuck in the mud and focused on the problem instead of the solution is a day that nothing moves forward.”

Sarah Grayson

Founding partner, On-Ramps, a full-service search firm that helps organizations recruit the best talent available for full-time, part-time, and project-based work arrangements, located in Manhattan.

“Have an off-site meeting once a year to celebrate accomplishments of goals met and set goals for the coming year.”

Selia Yang

Founder and designer, Selia Yang, a fashion company dedicated to evening and bridal couture, located in Manhattan.

“It is important to always give yourself a break when things don’t go as expected. I would much rather be a failure making an attempt than not striving at all, never knowing what I could have been. You should be proud of yourself just for that.”

Selima Salaun

Founder and designer, Selima Optique, a trend-setting designer and professional optician and optometrist with eight boutiques in New York and Paris.

“Don’t be ashamed to admit when things go wrong, because you have an opportunity to own the failure and do something about it.”

Shazi Visram

Founder and CEO, HappyBaby, makers of baby and toddler food as healthy and delicious as homemade, with the essential nutrients needed for optimal growth and development, located in Manhattan.

“Even bad advice can have a positive impact because it can drive you to do better.”

Shobha Tummala

Founder and CEO, Shobha, a spa for natural and effective hair removal services and products, with three locations in Manhattan.

“Assume that it will succeed instead of always fearing that it may not.”

Sunny Bates

CEO, Sunny Bates Associates, a recruiting firm specializing in online media, located in Manhattan.

“Everything always takes longer than you think.”

Suzanne Muchin

Founder and lead strategist, ROI Ventures LLC, a strategy firm that works at the intersection of social impact and market opportunity, located in Chicago.

“Have a partner. I just don’t think you should go it alone. It could be a thought partner or a business partner, but you need a real partner.”

Tara Hunt

Cofounder and CEO, Buyosphere, a tool to help you take control of your shopping history: organize it, share it, and track how you influence others, located in Montreal.

“I have days where I think, ‘What the hell am I doing?’ and I feel like I’m not making any ways forward. But then if I hold out just a little longer there are little victories that come along and show me I’m going in the right direction. So watch for those.”

Teresa Chang

Owner, Teresa Chang Ceramics, a studio offering high-end, hand-thrown porcelain dinnerware and teaware, located in Philadelphia.

“As an artist, try not to think of what people want to buy. Try not to look around and see what’s selling, because when people do that their work is absolutely soulless.”

Trisha Anderson

Owner and president, Frontier Soups, producer of creatively crafted, wholesome, and nutritious soups, stews, chili, and chowders, located in Waukegan, Illinois.

“As an entrepreneur you have to figure out a way to get what you want. You’re not accomplished if all you’re doing is working all day long. There has got to be more. Success is about being able to take advantage of the benefits of the job.”

Trish Karter

Cofounder, Dancing Deer Baking Company, an all-natural gourmet brownie, cake, and cookie gifts company, located in Boston.

“Just being there, just pushing forward, and not shrinking back is big.”

Wendy Mullin

Owner and Designer, Built by Wendy, a fashion boutique dedicated to classic, clean American style with contemporary flair, located in Manhattan.

“If you want something done ask the busiest person you know.”

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