

IN THE NEWS

**4TH SOURCE**   
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## News Release

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Entrepreneurial Advice from Mark Molinari

From interview with Mark Molinari: [http://www.schoolforstartups.com/entrepreneurial\\_advice\\_markmolinari/](http://www.schoolforstartups.com/entrepreneurial_advice_markmolinari/)

“Plan. If it is a written down plan that is great. If it is just a mental plan that you have and something that you believe in, that is okay to. You have to be nimble with your plan because there are things that can hit you that you did not foresee. You have to be willing to move to the left or right as conditions mandate, whether it is a legal obstacle, or a financial obstacle or whatever, you have to be willing to massage your plan a little bit to match the conditions that you are facing.

The second thing is to focus on what is important. We watched businesses in the late 90s and early 2000’s that were focused on having a big marquee and a great office and everything but revenue and margin. Those names don’t exist anymore. It is a very valuable lesson for us and it is integral to how we ran our business. The two things that are important are profit and margin. Having a great office or a great desk or a ping-pong table or your sign on top of the building or that kind of stuff is interesting, but it does not pay payroll. It does not help you hire employees or help you scale. It does not help you grow the business. What you find if you focus on anything other than those things is that you will be out of business at some point.

It was smarter to be simpler and it was simpler to be smarter. That is why we are still in business and successful today. Another thing that I will throw out there that we never went after venture capital. We started the company with nothing. It was our own funding, and there really wasn’t much of that. It was a very hand-to-mouth existence. If we could afford to have one employee, we had one. When we had the capital to have two employees, we hired two and continued like that. Our growth has been very measured, but the measurement has been along the same line as what our capital structure allows us to do. So today we have no debt, no investors, no venture capital, no nothing. So we run the company in a way where we make good decisions about what is right for the company and what is right for employees and what is right for our clients and what is right for the community that would serve instead of what we have to put on a piece of paper at the end of a quarter to make our investors happy.”



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**- Mark Molinari on  
School for Startups  
Radio**