SEE, SOLVE, SCALE

How Anyone Can Turn an Unsolved Problem into a Breakthrough Success

DANNY WARSHAY

DANNY WARSHAY is a professor at Brown University. For the past sixteen years, he has taught the *See, Solve, Scale* entrepreneurial process to more than 3,000 students at Yale, Tel Aviv University, and Brown University. To date, this course has spawned startups which have made their founders hundreds of millions of dollars, as well as being used to generate great solutions for numerous nonprofits which are tackling food waste, the deforestation of the Amazon, illiteracy, and the Middle East's transition away from having oil-dependent economies. Danny Warshay has co-founded and sold several companies in software, advanced materials, consumer products, and media, which have been acquired by Apple, Medline, Time, Belo Corporation, Sealed Air, Penton Media, and others. He is a graduate of Harvard Business School, Brown University, and the Hebrew University of Jerusalem.
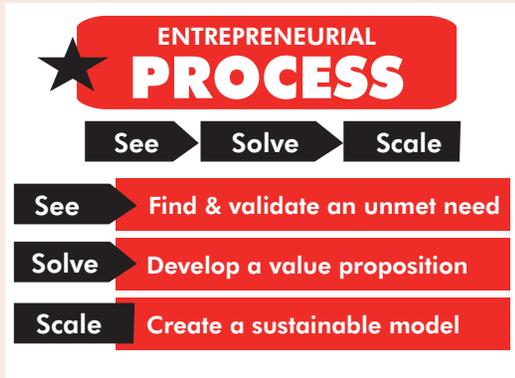
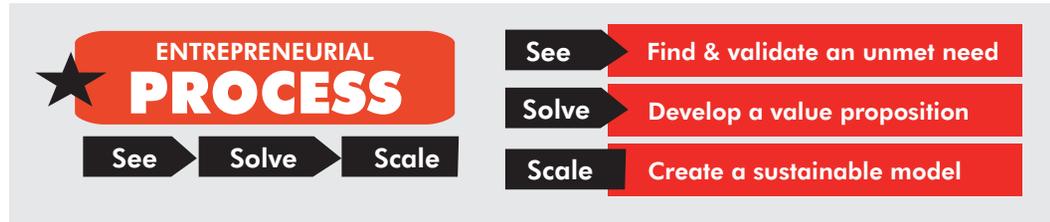The author's website is at: www.DannyWarshay.com.

MAIN IDEA

Entrepreneurs are not all swashbuckling heroes, unbound by the rules, who just go on the hunt for markets to storm and unicorns to find. Rather than being born with the right stuff, success as an entrepreneur comes from applying the correct structured entrepreneurial process, which is:

ENTREPRENEURIAL PROCESS

See → Solve → Scale

See	Find & validate an unmet need
Solve	Develop a value proposition
Scale	Create a sustainable model

The reality is anyone can be an entrepreneur. You don't have to have a business background. You don't have to be born in the right country. You just have to be armed with the right tools, and know the right process to apply.

"This does not mean that the process is easy. It's challenging, and it can be frustrating and even intimidating. It also does not guarantee you success. But my experience teaching entrepreneurship to thousands of students has shown me that there is a vast, untapped entrepreneurial layer of society that has been neglected because of strong biases the conventional world of entrepreneurship sustains. Too often when we think about entrepreneurship, we think about only shiny new tech gadgets. There is nothing wrong with those things. But there is another layer. See, Solve, Scale is a 'Swiss Army Knife' that has utility in both expected and unexpected ways. It is everyone's entrepreneurship. Including yours."

– Danny Warshay

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Being an entrepreneur is a process, not something you either have or don't have. There are a set of common principles and a series of steps which will increase the likelihood of success. Every entrepreneurial venture might be different, but they all have a beginning, middle and end: See, Solve, Scale.

Most people start with top-down research – finding out how big an existing market or niche is, and then targeting it. Successful entrepreneurs do bottom-up research instead. They observe and listen to consumers and others in a supply chain, and identify a problem worth solving. They look for unmet, strong, and enduring needs.

Once you've defined the problem you want to solve, you then pilot a solution on a small scale. Put another way, you develop a value proposition for a potential solution, with clear benefits you can explain and communicate. You also need to deliver these benefits in a way which is dramatically and clearly different from others who promise the same.

Scale is where you start thinking big. Once you've defined the problem you want to solve (See), developed a robust and interesting value proposition for your solution (Solve), you then have to identify how to deliver that solution on a long-term and sustainable basis. Companies talk about a profitable business model to achieve that but if you're thinking big, being able to make long-term impact might matter more. How will you deliver?

ENTREPRENEURIAL PROCESS

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