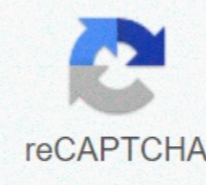




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## Lean in graduates pdf

On the Rocks, NYC. Photo Patrick Allan.When I met Patrick Marran, it was a cold December night in New York. My girlfriend and I had given up trying to get through the crowd at Rockefeller Center to see the big tree and we were in desperate need of a drink. We went down 49th Street to escape the masses, we skirted the corner of 10th Avenue, and there she was, our saving grace, a whiskey bar. Whiskey can be a bit intimidating, especially when you don't know terms like Single Barrel and Read More We were immediately attracted by its discreet lighting and relaxed atmosphere, so we went in, we took off our coats, and Patrick, the bartender, immediately greeted us with a warm Welcome to the Rocks. The bar itself is not a big place, but it is overflowing with all sorts of whiskey you might want served clean, up, on the rocks, or even in special cocktails. And their goal at On the Rocks is simple: they want you to try whiskeys you've never tasted before. Marran will ask you what you had and what you liked, so try to show him a better version of your affordable go-tos. After tasting a few glasses of Japanese whiskey and American rye that I had never heard of, I was sold, so I asked Patrick if it would help me offer some useful recommendations to other whiskey fans out there who are looking to upgrade. Like Maker's Mark? Try w. L. Weller AntiqueWhat most people don't understand about your bourbon preferences is the percentage of ingredients. Marran explains that Maker's falls into the wheat bourbon category, which means that after the 51% of corn needed, wheat makes up most of the other grains used during the distillation process. It makes wheat bourbons a very mild and affordable drink. That's why Buffalo Trace Distillery's W. L. Weller Antique (Old Weller Antique) is the perfect upgrade for Maker fans, and it's a big step toward the mythical Pappy Van Winkle. It's not too expensive either. Can you find bottles for about \$30.G/The Media can get a commission like the 12 Year Macallan? Try the Yamazaki 12 YearJapanese have been making award-winning whiskey for decades, forcing Scottish drinkers to take notice. Marran says yamazaki almost always gets the blind tastings he does at the bar if someone asks for a scotch whiskey flight. I even ate a few bottles of the Yamazaki 12 and Can attest to its superior quality. Grab a bottle for about \$100.Eu I used to get into debates almost every time I drank whiskey about whether it was appropriate or not... Read moreLike Jameson? Try Some Green SpotMarran describes Single Pot Still whiskey as a bridge between mixed Irish whiskey and Scotch whiskey, and Mitchell &amp; Son's Green Spot is a way to dip your fingers in improving quality compared to regular mixed whiskeys. Marran Marran River many people enter a bar and dismiss Irish whiskey as somehow inferior. That's as wrong as the snow in July. This is my favorite option to break someone's misconceptions. If you want to go up in price from there, Midleton's Redbreast is also not a bad option. Can you find bottles of Green Spot for about \$70, like Bulleit Bourbon? Try Michter's Us 1 BourbonA many people like Bulleit bourbon and consider it one of the best, but Marran suggests that Michter's Bourbon US 1 is a bit more balanced in its taste. It's going to cost a few more dollars, but Marran says it's ideal for bourbon fans who know that a high proportion of corn in the bill of puree is their problem with whiskey. And if you're interested in a whiskey education, he recommends your rye and American varieties to give you a good example of how different whiskeys taste. You can usually find bottles between \$50 and \$60.Like Four Roses Yellow Label? Try Sons of Liberty Uprising or Stranahan's Yellow LabelSE you're always looking for a super smooth whiskey, Marran suggests you stay away from bourbons and go for some single American malts. Both Sons of Liberty Uprising and Stranahan's Yellow Label will have you covered in younger, fuller whiskeys that always go smooth. You can find a bottle of Sons of Liberty Uprising for about \$50 a bottle (hard to find in the West), and you can find Stranahan's Yellow Label for about \$65 a bottle. Japanese varieties of whiskey. Photo by Patrick Allan.Como Laphroaig 10? Try Bruichladdich OotomoreAccording to Marran, Laphroaig whiskey seems to be the meeting point for most novice peat drinkers (smokiness type), but there are a dozen other islay distilleries that deserve your attention. Bruichladdich Ootomore is a high end smoking whiskey that comes in some styles and shows the artistic shape that distillers make the flavors burst. Marran recommends that you have cleaned it or with a few drops of water (even a whole ice cube is too much for peat). You can find a bottle of Bruichladdich Ootomore for about \$60 to \$80.Like Dewars or Johnny Walker? Try the Shackleton WhiskeyEsto blended whiskey is easy to spot thanks to its blue egg box and label. Marran describes it as a blended whiskey that is designed to taste like a single malt, so it's the perfect whiskey to help ease your transition to a single malt palate. It has a whole body, but it is smooth on the tongue and easy to get down. Also, the recipe has an interesting story behind it. It is based on the whiskey Sir Ernest brought with him during his expedition to Antarctica in 1907. You can find it for about \$40 a bottle. Like old Overholt? Try RyeIf you're a kind of rye face (or gal), Marran says the jump from a basic well to a three-year rye will knock your socks off. Ragtime Rye of the New York Distilling Company is part a new whiskey movement in New York City, where nine different distilleries are launching rye stakes that are 75% rye compared to the 51% needed. This is your chance to upgrade to a real rye, as Marran says. You can find bottles for about \$45.Se you've never really explored this before, drinking whiskey can be intimidating. Deciding what... Read more Like Bulleit Rye? Try whistlepig farmstock According to Marran, people like Bulleit Rye because it's an affordable and smooth rye that makes it easy for them into the world of decent whiskey after their college whiskey shooting days. If you're ready to upgrade to something that's so smooth but with more rye and a better bite. Whistlepig's Farmstock is the way to go. There are vanilla and roasted honey bills, and it costs about \$90 a bottle. Already like Yamazaki 12 years? Try Amrut Single Malt Cask StrengthAnd you have already proved the greatness that is the Yamazaki. Amrut must be your new best friend. Marran says it's something all whiskey enthusiasts should try: Whether you're in it to show you know more about whiskey, or you simply want to keep building your exotic single malt collection, this unique malt from India is a must to see why so many companies are taking the scotland barley approach and giving it a spin. Amrut whiskeys are a little younger than others, but they have full flavor and have won prizes. You'll probably have to order it online (prices can range from \$60 to \$100 a bottle), but it's a tasty international whiskey that you can definitely show your friends. Slainté, slainté! Photo Patrick Allan.At the end of the day, though, it's hard to go wrong with most whiskeys. Marran notes that there is no bad whiskey—just different options for the individual budget. If you like your usual go-tos, there's no need to change if you don't want to. But if you want to expand your whiskey horizons, give these recommendations a chance. Tell me, what are you drinking these days? This story appears in the March 2001 issue of Entrepreneur Start-Ups magazine. Sign up » When Jeff Tannenbaum and Brett Cohen reached the age of 25, they were already serial entrepreneurs. Still in college, the duo formed two successful businesses. So, after what Tannenbaum calls an inadvisable and ultimately unrequited period, working as employees, the duo teamed up once again in 1999 for a new company called EnhanceNow. His Philadelphia-based company publishes a series of digital detectives that is focused on the young adult market. We intertwine traditional books and the Web in a way that makes our books interactive, tannenbaum says. The duo developed two books that direct readers to a website to search for clues and assume the role of the researcher. Then the reader moves back and forth the Web and the book to solve the mystery. The couple credit friends and family, including their fraternity brothers at Sigma Alpha Mu and Tannenbaum's mother, for raising the initial \$400,000 to fund their business. But the stakes are higher now. We need to expand our brand, promote our concept and expand our operations, tannenbaum says. We're beyond the stage where \$5, 000 here and there can help us. As a result, Tannenbaum and Cohen are now targeting institutional venture investors. Having met and talked to some of them, Tannenbaum observes dramatic differences between professional investors and angels. And he realizes that to succeed, he and Cohen need to play by a different set of rules. The differences between angels and institutional investors Before we delve into the differences between angels and institutional investors, we understand that venture capital is just a certain type of money that comes from different sources. Angels are a source. And institutional venture capitalists, or professionals who manage organized funds, are others. Now, then, what are the differences between angel VCs and institutional VCs, and how do you overcome them? Just take a look. The OPM factor: If you've never heard the term OPM, it means other people's money. It is exactly what institutional venture capitalists are managing, and has a profound and dramatic impact on their behavior. For Tannenbaum, the contrast has been stark. Our friends and family believed in our dream, he says. Individuals would understand our history and run with it - even if they didn't initially, we could be persuasive and conquer them. This is not the case for institutional venture capitalists: These investors seem to have in mind a set of criteria that they want to get very close. Tannenbaum's intuition is about money. Professionals are managing other people's money. The funds have investment criteria that professionals have a fiduciary responsibility to meet. In addition, they operate with an investment committee, so if the partner you meet is unable to persuasively communicate your business or how it meets your investment criteria for the committee, it is an insurmountable barrier. In this regard, the best defense is a good attack. Independent resource guides and research can help you target institutional venture capitalists interested in your type of company or industry. Just don't waste your time looking for them until you've done your homework, or you'll be on the bounce stack from the start. Learn the Pitch elevator it can take you to the investors you need. The 20-minute pitch is standard operating procedure in the world of finance, but the launch of the is making money in the new accelerated economy. It refers to a sales pitch that can be delivered in the time it takes to take an elevator ride. But you need two lift pitches: elevator: for institutional VCs and one for angels. The institutional discourse should tell the investor how much he or she can earn and how fast he or she can get out. The field of angels provides the same information, but leads to business problems. Rising? Networking And Experience It's who you know: Another challenge faced by Tannenbaum and Cohen: Professionals are looking for more business and are being pursued more actively by entrepreneurs. That means they're more likely to say, I saw one of those yesterday-no thanks. Another side effect of high demand is to get and maintain the attention of the VC. You don't have the opportunity to present your agreement for an hour and a half, tannenbaum says. You get the feeling that you have about five minutes, and if you don't capture your imagination, it's over. The solution to this dilemma is to get an introduction. The fact is that professional investors will be more courteous and more likely to offer quality time for the opportunities referred to than for the cold ones - even if it's just to stay on the good side of their own contacts. Tannenbaum's initial experience confirms this. Who you know is vital, and that's why we spend time trying to expand our network. When we received introductions, this led to a much better initial meeting. Levels of experience: Individual investors believe in you and invest in you as a person, Tannenbaum notes. But on the other hand, professionals make a living evaluating business and making offers. There is a lot less excitement and a lot more process involved, which can be a good thing because it is often good business practice. However, the difficult part is that all this professional experience can make investors rigid in their thinking about how a business should be structured and closed. There are some solutions to this dilemma, but you will find them warm at best. First, swallow hard and go with the flow. Second, try to find out in advance how the company structures its business. Armed with this information, you are in a better position to get certain things off the table before they even become part of the negotiation. A good way to find out how past business esashed is to get in touch with the founders of companies vc has funded. (You can find this information on almost any VC website.) You might be surprised at their willingness to speak. And when VCs find out that you're researching their business structures, it can be helpful. Goals And Funds Available Different Goals: Both sets of investors are looking for a healthy return, but the required angel rate may be a little more moderate. Because? Professionals are interested in managing the fund and reporting to their investors. Tannenbaum says that professional investors ask about their previous ventures, they are only interested in the final result. They don't care that companies served a purpose or that jobs created. They judge us by our previous monetary success. In contrast, however, individual investors often finance companies for reasons that may not be purely financial. Some reasons include the desire to put something back into the industries that have made them successful, a desire to provide the resources they would like to have starting, the desire to be mentors, and the opportunity to relive their past successes. The difference between these two types of investors can be equivalent to the difference between a former student booster at a welcome football game and a nuclear power plant inspector. There is little you can do to overcome this reality except wait and not take offense at it. A happy difference to be hold for is that professional venture investors have a pool of capital set aside to make initial as well as additional investments. When they're in, they're in. But individuals have less to invest in, and their situations are often much more complex. Remember, individual investors probably already have money invested elsewhere. They may have to liquidate; if so, there are tax implications that they have to consider. This means that angel and individual investors are considerably less liquid and have much less tolerance for putting more capital on the way. As a result, your strategy with angels and individuals should be to get as much funding as you can in advance. But with professional venture investors, you shouldn't raise much more funds than you really need. There is still a lot of money in their cash and if you succeed, you will get it for the second time at a much better price. Contact Sourceramente: (215) 487-3842. www.enhancenow.com www.enhancenow.com

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