

UPFRONT

MARK ROBERT HALPER

BE FLEXIBLE OR FOLD

management

by Karen E. Klein

**When sticking
to your
business plan
is a bad idea**

Too many entrepreneurs fail to cash in on their brilliant ideas because they don't do enough planning. Martha C. de la Torre, owner of the Los Angeles-area Spanish-language weekly, *El Clasificado*, had the opposite problem: The former accounting manager and CFO stuck so closely to her business plan during the start-up

phase, she didn't change gears when it became clear her distribution model was flawed. De la Torre, named 2000 Hispanic Business Woman of the Year by the U.S. Hispanic Chamber of Commerce, talked to *MyBusiness* about how success finally came when she learned to be flexible and creative in her business approach.

"When I started *El Clasificado*, I wanted to
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