

Abstract for the 10th INSME Annual Meeting Session I

“Entrepreneurship as a key driver to innovation”

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Our World Success Survey discovered how successful people innovate, design and sustain high performance for at least 20 years or more. We focused on those leaders who achieved decades of superior results despite inevitable periods of struggle and setbacks so as to screen out short-term luck or serendipity. With our team of researchers at Stanford University in Silicon Valley and Wharton Business School, we studied high achievers in 110 nations globally. Among the conclusions that we will share:

A. Good is the Enemy of Great. (Good to Great, Jim Collins)

- 1. Ambition: You deserve to reach for greatness.** When you push to become great at something, you’re bound to make mistakes, but you’re also going to outperform your competitors who lack the motivation to win and keep customer service high. When you’re good at something it’s easy to become complacent, arrogant and risk averse.
 - a. Watching the Olympics you’ll never see an athlete say that he or she could not go faster or do better in the next race. Sustainable success is about continuous improvement and innovation—not a one-time event.
- 2. Recruiting: Nobody does anything worthwhile alone.** All sustainable design and innovation comes from recruiting smart people who share your vision to build an organization. Entrepreneurship is not just about you—it’s about winning the hearts and minds of great people who share your incredible dream and giving them some authority to make that dream their own.
- 3. Humility: High achievers believe they gain more knowledge from their failures than they often do from their successes.** Challenges force you to learn faster and improve your skills and processes. Successful people embrace the opportunity to learn with a sense of urgency. In fact, successful people talk about their failures so much you would think they were losers!
 - i. Steve Jobs was fired from his own company and Apple teetered on bankruptcy.
 - ii. Walt Disney was fired from his newspaper for “lacking imagination” and “having no original ideas”.
 - iii. Richard Branson’s “biggest business failure was when I thought I could topple Coca-Cola off their pedestal with Virgin Cola.” He had to abandon that idea and pursue other business plans that enabled him to build a portfolio of more than 350 firms.

B. High Achievers Define Success Differently. There are three essential parts of success that are easy to understand, but difficult to accomplish. Every high performer embraces all three of these dimensions to capture success that is built to last.

- 1. Purpose:** You're focused on service to others—this could be a market, a community or a customer—whose needs become your mission. You are dedicated to make your customers successful first, and in turn, they will make you successful.
- 2. Passion:** You're focused on doing something you personally care about. If you don't love it, it's difficult to put in the long hours necessary or survive the inevitable setbacks and struggles of creating a lasting service. Love it or leave it!
- 3. Performance:** You're focusing on delivering results for your customers and for you employees and for yourself. It's great to follow your passion and have a great purpose, but you've got to deliver on your promises.

The highest achievers in the world—from billionaires to Nobel laureates, to Academy Award winners—have found a unique secret to sustainable high achievement. It's a concept that's simple to say, but difficult to accomplish: The key to Success that's Built to Last is to create a Life that Matters to you and the people you serve.

The world's greatest entrepreneurs have faced resistance and rejection from powerful leaders for ALL of the most historic innovations...even in Silicon Valley! When one of the world's top venture capitalists heard the business plan for an online company that would sell things like "Stamps? Coins? Comic books? You've GOT to be kidding," he thought. "No-brainer pass." He had declined the opportunity to invest in **eBay!** Incredibly, they passed on **Federal Express** seven times. They had the opportunity to invest in **Apple**, but thought it was "ridiculously overpriced!"

When a college friend rented her garage to **Google** founders Sergey Brin and Larry Page for their first year. In 1999 and 2000 she tried to introduce legendary venture capitalist David Cowan to meet "these two really smart Stanford students writing a search engine". When he heard they were "Students? A new search engine?" No way! Cowan asked her: "How can I get out of this house without going anywhere near your garage?"

See more at: <http://www.bvp.com/portfolio/antiportfolio#sthash.tD8YKebN.dpuf>

More examples of how experts reject sustainable innovations!

1878

"What use could the company make of an electric toy?"

Western Union turned down the rights to the telephone.

1895

"Heavier than air flying machines are impossible."

Lord Kelvin, President of the Royal Society

1899

"Everything that can be invented, has been invented."

Charles H. Duell, Commissioner of the U.S. Patent & Trademark Office

1901

"The horse is here today, but the automobile is only a novelty—a fad."

President of Michigan Savings Bank voted against investing in Ford.

1923

"There is no likelihood man can ever tap the power of an atom."

Robert Milham, Nobel Prize winner in Physics.

1927

"Who the hell wants to hear actors talk"

Harry Warner of Warner Brothers Studio, Hollywood

1946

"People will soon get tired of staring at a plywood box every night."

Dayrl Zanuck of 20th Century Fox dismissed the potential of the TV.

1977

"There is no reason anyone would want a computer in their home."

Ken Olson, President of Digital Equipment Corp.

2005

"Next Christmas the iPod will be dead, finished, gone, kaput."

Billionaire computer mogul, Sir Alan Sugar, Founder of Amstrad

The 10th INSME Annual Meeting and Forum is leading the way toward a greater vision for Sustainability, Innovation & Design. Come join us for an exciting dialogue about how to create Success Built to Last! I will share what I've learned from my journey with remarkable innovators like Steve Jobs (Apple) and Jeff Bezos (Amazon). We will talk about how Bill Gates created a sustainable global Microsoft platform and how did my dear friend Richard Branson (Virgin) struggled, bounced back, and ultimately built a portfolio of 350 growing Virgin businesses that continue to innovate and reinvent their industries? I'll tell you how the hottest growth companies from around the world accelerate the momentum and how they avoid the mistakes that derail the biggest competitors. I look forward to seeing you there!