



# Nordic Business Forum **GROWTH**

Seminar summary *2012*

## **The Makers of FUTURE GROWTH**

**Sir Richard Branson:**  
**Make a Positive Change to Other People's Lives**

## NORDIC BUSINESS FORUM 2012: GROWTH

### Partners of Nordic Business Forum 2012 seminar



### Summary magazine of Nordic Business Forum 2012 seminar

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# NORDIC BUSINESS FORUM 2012

20.9.–21.9.2012  
Jyväskylä Paviljonki

Nordic Business Forum 2012 in Jyväskylä gathered over 2,300 top business names from all over Finland. In addition, participants came from many other countries, especially from Northern European countries. Many areas of industries were present, as well as companies in various sizes, together with sportsmen, researchers and other entrepreneur-spirited people who actively develop themselves.

The main theme of the seminar was growth. Sub-themes were personal growth, business growth and the growth of well-being. According to seminar feedback, special highlights of the seminar were Professor Hans Rosling's and business author Brian Tracy's presentations. In the feedback, 88 % gave Hans Rosling the highest rating 6, and 71 % gave it to Brian Tracy. Such high feedback averages\* are rarely seen.

Nordic Business Forum's responsible way of operating was shown in many ways at the seminar. The meals at the seminar consisted of mid-Finland's food grown nearby, and the partners were selected according to emphasis on responsibility. Regarding Inspiration for two commitment, during 2012 Nordic Business Forum offered one day of entrepreneur-

ial education for one student for every 2,300 seminar guest.

In addition to speeches, networking and exchanging ideas with others played a key role in the seminar. For the first time, a new networking tool mBrlla was used to support networking.

\* You may look at seminar guests' feedback at [www.nordicbusinessforum.com/2012/feedback](http://www.nordicbusinessforum.com/2012/feedback)

## Summary

Seminar started with a great show by an artist Saara Aalto. The official opening of Nordic Business Forum seminar was done by founders Jyri Lindén and Hans-Peter Siefen. The moderator of the seminar was a famous Finnish television personality Jaakko Saariluoma.

In this summary, every speech is summarized in chronological order. The summaries have been written by entrepreneur Mari Hakkarainen. The visual notes of speeches are done by Linda Saukko-Rauta. We hope this summary supports seminar guests' own notes and memory prints. We hope the summary offers new ideas also to those who did not visit the seminar.

## Speakers of the first seminar day

Brian Tracy, world's leading sales trainer

Leena Mörttinen, Confederation of Finnish Industries

Panel discussion:

- Peter Vesterbacka, CMO, Rovio Entertainment Oy
- Mika Anttonen, founder of St1 Ltd
- Anne Berner, CEO, Vallila Interior Ltd
- Taneli Tikka, serial entrepreneur
- Moderator Mika Mäkeläinen, founder of GTW Group

Daniel Pink, author

## Speakers of the second seminar day

Jyri Häkämies, Minister of Economic Affairs

Hans Rosling, co-founder of Gapminder Foundation, professor

Jari Sarasvuo, founder of Trainers' House Plc

Esa Saarinen, philosopher, professor

Sir Richard Branson, founder of Virgin Group



Parts of speeches are published as video clips before the end of 2012 at [www.nordicbusinessforum.com/videos](http://www.nordicbusinessforum.com/videos)



# Brian Tracy LEADERSHIP

## Brian Tracy

- Written dozens of bestsellers about sales, leadership and personal growth
- Has been working with several Fortune 500 companies
- One of the world's most known sales and company trainers

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The most valuable work we do is thinking. The quality of thinking determines the quality of decisions. The quality of decisions determines the quality of actions, which then is shown as quality of results.

One of the most important words is *consequences*. In time management the most important thing is to think about consequences. Successful people do things that have consequences. Successful people also have a different vocabulary. A word is a condensed thought; a word has many meanings. The more words you know, the broader you can think. The more words you use, the better you think and the better results you get.

All new businesses start with high expectations and then plunge. I myself started by career in practicing sales: I sold my house and my car. 80 % of businesses fail, because they run out of money before they learn where the money comes from. But 90 % of the companies of which entrepreneurs have experience in entrepreneurship, succeed.

Entrepreneurship has its ups and downs. During the growth you have to be careful and start developing new products. You may not

be afraid that new products decrease the interest in old products. As an example of companies that have not developed new products in time are Kodak and Nokia. Gillette renews itself every 3-4 years, before its competitors get ahead of it.

The most important thing in this seminar is what happens after it. Successful people are action oriented; others always have a reason not to act. When trying something new, one feels that nothing works. But when you try 5-10 times, you may succeed. Successful people try, and learn by trying. Nobody likes to lose, but without losing you can't succeed.

Taking the first step rewards in three ways: you get immediate feedback, ideas that help you be more effective and self-confidence and energy. When you take the first step, you see the next one, too. You may eventually succeed in a different way that you have actually planned, but success is a consequence from taking the first step.

I performed less than average in every school. The only works I was good at were washing different things: dishes, cars and floors. More from school, I learned from business literature I was reading at the same time. I especially studied leadership.



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## THE MOST IMPORTANT THING IN THIS SEMINAR IS WHAT HAPPENS AFTER IT

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### Manager's seven skills

The best managers have seven skills that help a company succeed.

1. The skill to set and achieve business targets. The targets have to be absolutely clear.

*A test according to this: if employees set the same targets as the manager has set for them, the manager gets to keep his/her job.*

2. Innovation and marketing faster and more effective. Don't end up in a comfort zone but set even bigger targets, so that you can think big.

*A question according to this: what skill would help you the most to grow your success and how could you achieve such a skill?*

3. Solving problems and making decisions. Every manager is a problem solver – when you solve a problem, you get bigger problems to solve. Concentrate in seeking solutions, not guilty ones.

*A practice according to this: on a piece of paper, write your challenge, for example growing your business and list at least 20 means. Choose one of them and realize it.*

4. Prioritizing. What is it you do first, what after that and what not at all.

5. Focusing and concentrating energy in the most important thing until it's done. The biggest obstacle to success is shattering. I can publish four books a year, when I concentrate and set all distracters aside.

6. Being a role model. A manager sets the tones and means of the company. The employees want to admire their manager.

*Also think, how your company would be if everyone were just like you.*

7. Action and its analysis. Success is measured by how much you put effort into it.

### Manager's seven tasks

Managers have to realize seven tasks to make a company succeed.

1. The product has to be high quality. Many products are not high quality at first, but after that the companies develop them to be better. The most important deal is the second deal to the same customer. Constantly develop your product – don't stay put, because the world develops around you anyway.

2. Build your products so well that you get recommendations for it. Your success is determined by the number of users praising your product and company to others. Ask your customer what you should do to get highest score to your product. Try to get higher from your clients' point of view all the time. Develop your operation constantly and endlessly.

3. Create a great business plan. It forces to think about the most important factors of business: the product, the client, pricing, profit, costs, marketing, sales, delivery and service. It's not enough to be enthusiastic about your product. Turn the profit and loss statement upside down and calculate how much sales you have to make to reach your target profit. Companies have approximately 35 figures, but you have to follow the right one. You may for example measure how much you make an hour. If you want to be effective, do only the things that are profitable. From all the things you do in your work, there are only three things that make 90 % of your profit. Eliminate things in your mind. Do fewer things, do them longer – and make more money.

4. Recruit right people. Don't hire nice people, but effective. Employees must have skills and a track record when they come to your company. Personality should be positive and gratifying. Don't recruit at the first meeting, but wait for 30 days. Interview at least three people. Interview your favorite candidate in three different places, and let three different persons interview him/her.

5. Create a marketing strategy. Every big mistake is a marketing mistake. Your product or service must be excellent to your customer in at least three ways. Don't decrease your prices, but think what your competitive advantage is. For example, world's biggest private company is Wal-Mart, whose target group is people living from a payday to payday – a 70 % of all Americans.

6. Develop your sales process. I have developed a 7-step sales process that guarantees the results. In this seminar, we concentrate on this process in my speech about sales.

7. Build a great customer experience. Make your customer happy about choosing your company. Your customers are your best salesmen.

The most important question that determines your success is: how would your client evaluate the experience with us? Aim to get a good grade. Every company that asks this question from its client is rising in the market.

A photograph of Brian Tracy, an older man with white hair, wearing a dark suit, light blue shirt, and a patterned tie. He is standing on a stage, holding a pair of glasses in his right hand, and looking upwards and to the right. The background is dark with some stage lights.

# Brian Tracy SALES

Economy, work and trends go up and down in seasons. Yet people believe that the downturn lasts forever – as well as good trends. The predictor of growth is eventually always right.

Always predict growth in your own life, because your attitude predicts more than anything what's going to happen to you.

Sales is a default job in which many people end up. Every one of you is a sales person. 20 % of sales persons notice that sales is a great opportunity and way to earn even more than a lawyer or a politician. 5 % of millionaires are salesmen.

I started my sales career at the age of 25. I went from door to door collecting no's –

and only after 30 days I made my first deal. During six months I barely made enough money, although I worked very hard. In the same company worked a man who made ten times as much, without working so hard. When I asked his advice, my life changed.

The master salesman asked what kind of sales process and sales pitch I have. I hadn't thought about those things at all! Now I started to ask myself more questions and study. I decided two things:

1. When I hear about a new way of selling, I try it right away.

2. Nothing works. Not even the best ideas work in the beginning: you don't learn

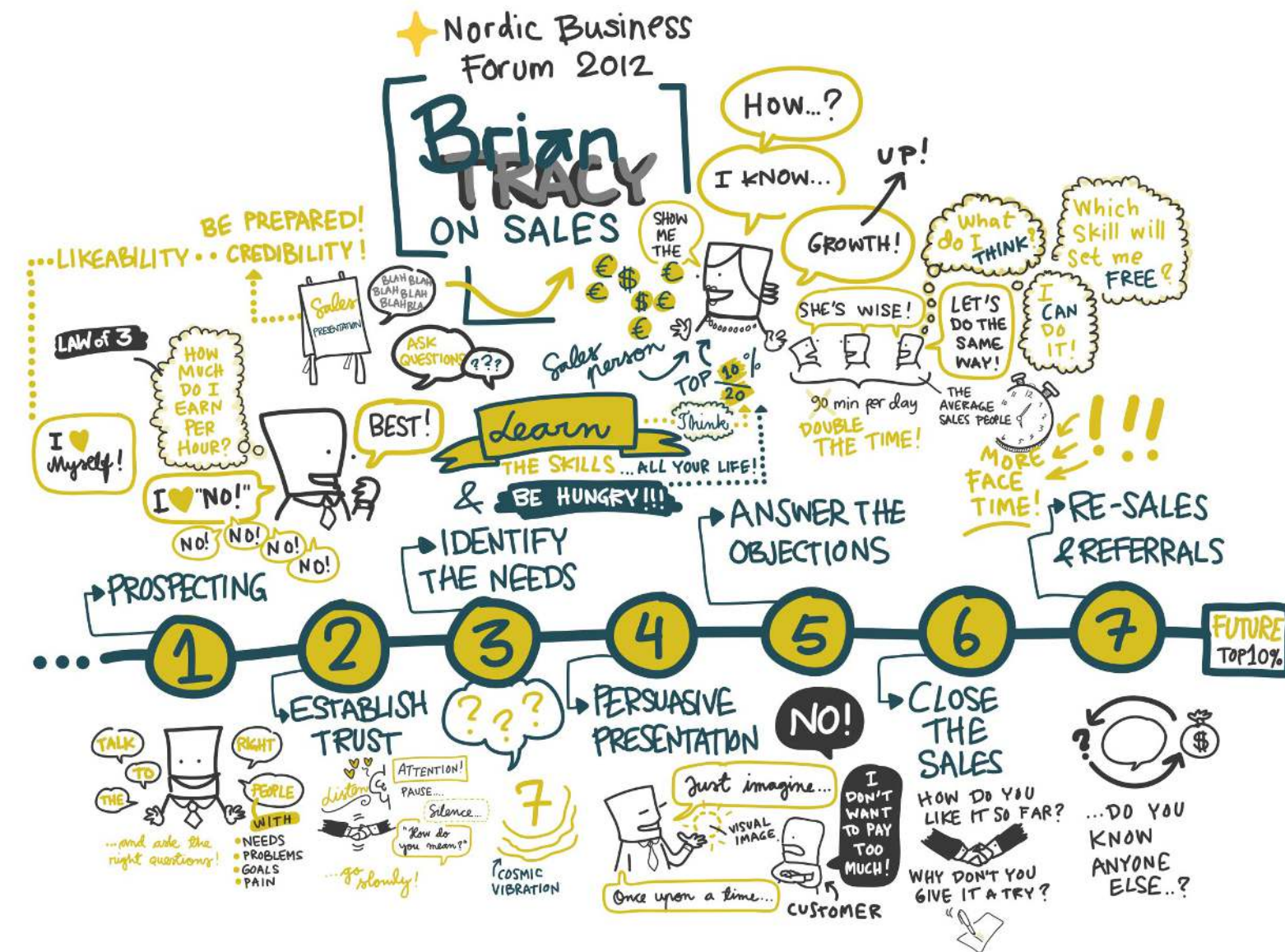
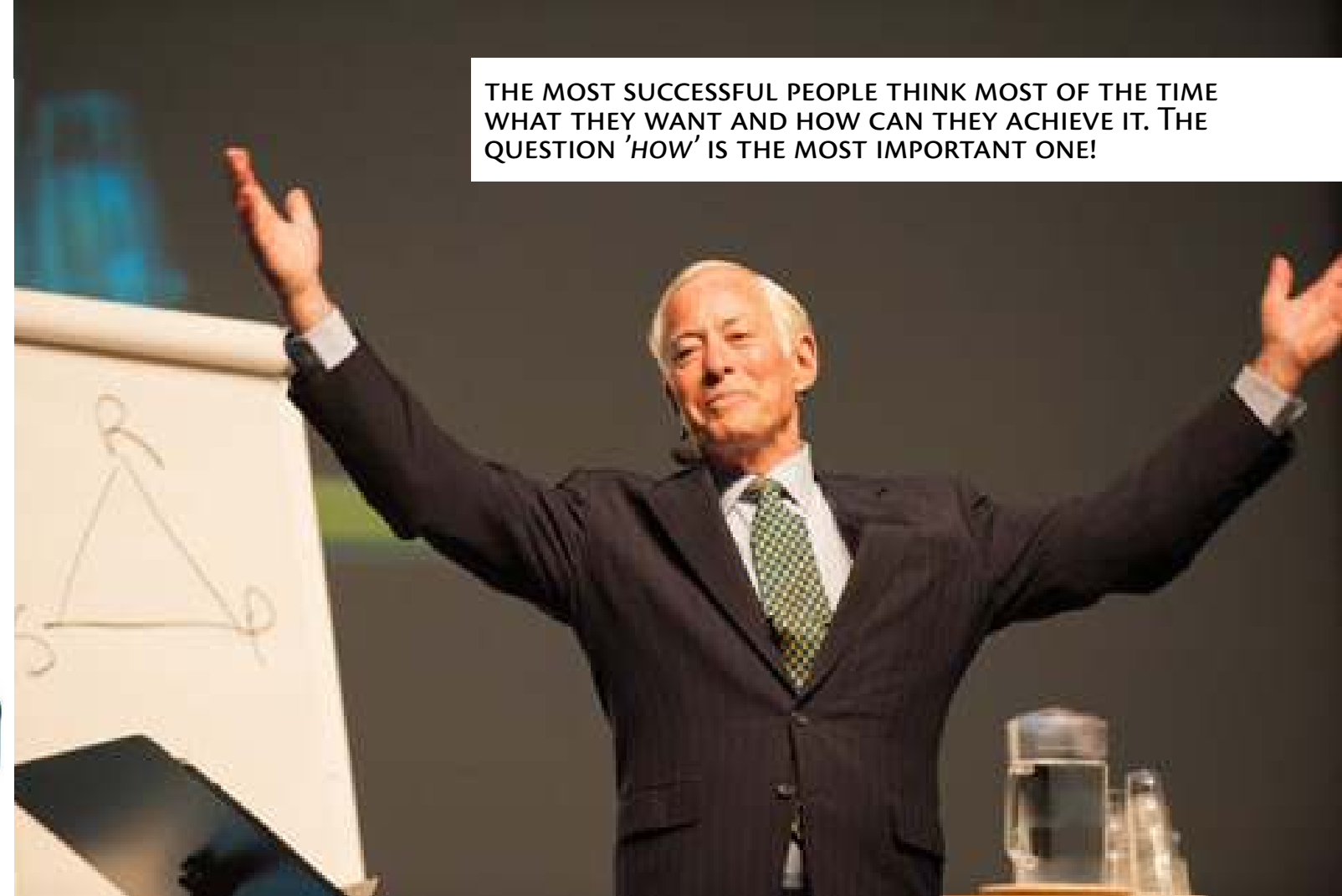
to ride a bicycle immediately. That's why I tried a new thing 5-10 times.

When you practice many times enough, you automate your actions. All skills are learnable. You can learn anything to achieve your targets. Follow the footprints of successful people and act like them. When you learn this, nothing can stop you!

Thoughts are reasons and conditions consequences. You become what you think about most of the time, and the external world is a reflection of your thoughts. The only things in the world you can control are your thoughts. Future intentions determine what you do at this very moment. That's why it's important where you are going, not



THE MOST SUCCESSFUL PEOPLE THINK MOST OF THE TIME WHAT THEY WANT AND HOW CAN THEY ACHIEVE IT. THE QUESTION 'HOW' IS THE MOST IMPORTANT ONE!



where you are coming from. The most successful people think most of the time what they want and how they can get it. The most important question is how!

An average person seeks the guilty ones where a successful person seeks for solutions. There are successful people in this seminar – the rest have reasons not to come.

Successful people think different than others. They think how much they make an hour rather than a month. When you think about monthly salary, there's a lot of slack in a day. On average, a sales person only sells 90 minutes a day. Increasing this time increases success. The clients are not in your office – go meet them.

### Success factors of sales

There are seven success factors in sales.

1. Ambition. Many people are lazy, but successful people are not. Nothing else can

stop your success story but yourself. Successful people have good self-confidence. When you lean forward, you move faster and control better.

2. Courage. Fear of failing is an obstacle to success. Your customers have practiced many ways to deny, but a successful person learns to love the word 'no'. Every 'no' is a step towards a 'yes'. Every time I hear a 'no', I get even more positive. If you are afraid of something, go towards it and your fear gets smaller. If you turn away, your fear grows. When you do more sales, you become better – or at least you can't get any worse.

3. Commitment. It's obvious to best companies that they want to make their clients happy. Don't think that you work but that you do the things you like. Commit to your company and clients.

4. Preparation. Many people sell like Columbus: without knowing where they're coming from, where they are at the mo-

ment or where they're going to. Preparation increases motivation and self-confidence. By asking questions you can prepare better. Preparation also increases your clients' trust. See yourself as a professional, not as a sales person.

5. Delightfulness. World's best sales persons are delightful and trustworthy. They like their clients and their clients like them.

6. Continuous learning. All skills are learnable. Maybe you're just one skill away from doubling your income. What skill would help you the most in your career at this moment? Make a plan to achieve it and aim for it every day.

7. Responsibility of your own life. Most people think that other people are responsible of their lives, but successful people know it's them who are responsible. Don't be a child anymore, take a step towards adulthood and take responsibility of your life.

### The steps of a sales process

Sales is a logical process, which proceeds like dialing a phone number: the right things have to be done in the right order to get to your goal. I have divided sales process in seven phases.

1. Carefully find out, who are your right customers. Talk to the right people. Wrong people find faults and complain. Real customers have immediate need, a problem, a goal and pain that your product can take away. First, find out by asking, whether the customer is right for you. Don't try to sell at first but ask questions. Be a helper, not a sales person. Doctors don't diagnose before making an examination.

2. Build trust. Best clients are those that you personally like and who like you. Think every question beforehand: the spine is formed of questions, each of which takes to the right direction. If you want to build a customer relationship quickly, start slowly with the customer.

Listen to your customer carefully. Lean forward and don't interrupt. When your customer gets to impress him/herself, he/she becomes happier.

Have breaks before your turn to speak. Buying happens during silence. If you're not quiet, your customer does not have a chance to buy.

Ask for definitions. That way you get your customer to tell even more.

Repeat the things your customer has told you, by your own words. That way you show your customer that you listen and respect him/her.

3. Right questions that lead to right direction. First you clarify your customer's situation. Don't tell about your product before you know if it fits him/her. Show that you have made an agenda for the meeting with your customer's name, timetable and important questions in it. This adds respect in your customer's mind.

4. Presentation of your product and a happy story. Customers don't care about you or your product but what it gives them: a change and improvement in life. Talk about how it's to be at the destination, not on the journey. Holiday trips are not sold with details about the flight. Talk about the change, which will occur in your customer's life because of your product. Customers only buy improvement, which is bigger than the trouble caused by the change.

Tell happy stories about happy customers. Plant a seed: promise to tell something that the customer will like, after which visualize your client using the product. Always end your presentation about a happy customer.

5. Answering objections. Collect the most common objections and prepare to answer them. Handling objections reduces the risks of buying.

6. Close the deal. When you have presented your product and handled objections, ask your customer what he/she thinks. If he/she likes your product, ask him/her to give it a chance. If your customer refuses, ask what is it that you should change in your product in order to him/her buying it. The most important is to ask. If you get a 'no', it's only 10 seconds of your life.

7. Re-selling and referrals. You get referrals by asking satisfied customers.



# Leena Mörttinen

## SOCIETAL PRECONDITIONS OF GROWTH

### Leena Mörttinen

- Head of competitiveness and growth, Confederation of Finnish Industries
- Formerly in directorial positions in e.g. Nordea, Bank of Finland and European Central Bank
- Holds 18<sup>th</sup> place on Nordic Business Report's Finnish Thinkers 20 list

Growth requires immediate actions. We have to stop talking about a normal economic downturn. Now it's a question of significant structural change both globally and in Finland. Euro crisis is a true threat to Finland's growth. We have to fix short-sighted political mistakes to ease the sudden structural change.

We have to create a new, healthy market economy model. 'Degrowth' is not an option, and we have to stop talking about such a thing. Sufficiency of thin resources is only a problem if companies stop innovating and seeking solutions. We still have many options. We have to act now instead of complaining.

There's a structural change in global economy. It's not a question about an economical pothole. It's been realized in the finance market that future's risks have been given a wrong price tag.

It seems we've lost our understanding about the economy. Debt is considered as distress, because we don't understand that we can create economical growth. Debt will become a big problem with a bad attitude.

Re-parting of global economy, debt crisis of Euro area and Finland's longevity shortfall challenge the views of potential growth path. Finland's interest requires that Euro crisis is solved quickly, and Euro area stabilizes. The means of solution are political stability, financing of banks and states, and economical growth.

In politics, we have to understand that protectionism does not create growth. Growth is done only via trade. More challenge is brought by increased aggressiveness between countries meanwhile saving programs choke the growth.

To clarify the finance situation, the bank sector of the countries in trouble must be cleaned and the necessary parts capitalized.



### FINLAND WILL ALWAYS BE A LAND OF THIN RESOURCES. ENTREPRENEURSHIP AND HEALTHY RISK-TAKING MUST RISE TO GLORY.

To protect the economical growth, structural change of Euro area is inevitable. We have to grow ourselves; it's not enough for the rest of the world to grow. All Euro countries must fight against internal industry politics.

Finland's competitiveness has been through a perfect storm. Our current account impends to plunge to the level of crisis countries. Finland's traditional cornerstones of economy are cracking: for example, the downhill of Nokia's and the forest industry's competitiveness. Now we have to avoid political mistakes.

We need counter cyclic means against sudden structural change, and we may not stay behind our competitors. We need to know every moment how we get along compared to our competitors and why. Best practices have to be implemented in Finland. We have to fight against obstacles in trade: tax competition is completely acceptable. Transparency must be increased. Cost competitiveness must be increased.

In severe structural change the costs of political mistakes are multiplied. We should not get involved with normal trend variations, since it's a part of a normal economical change and healing process. Because we now have a big ongoing global structural change, we must damp the uncontrolled actions due to shock, asymmetric affect to Finnish companies and political mistakes. Energy tax cutters and sulfur directive compensation must now be taken into use.

The dynamic of Finnish economy must improve. Entrepreneurship and healthy risk-taking must rise to glory. Finland will always

be a land of thin resources. We have to think where and how the value is created in service business. Services do not mean low productivity.

Improvement of productivity must be encouraged by entrepreneurship-friendly taxation, not solidarity. Operation of capital market must be strengthened. Business angel operation must be enhanced. We need a clear and low taxation. We have very little those who can invest, and we need to have this money moving. Euro crisis also affects tediously, because it increases risk aversion. The will of risk-taking has to be restarted.

The main principal is that a private owner steers the strategy of companies and the public sector helps to increase the effectiveness of financing by giving an extra finance with the same conditions as the public finance.

The networking of Finnish companies, officials and education system must be improved. We have to have the courage to give up ineffective operators and structures. A good operating model is that the private sector produces and public sector places orders. That's why public services' service promise should be defined: Finland's 'service responsibility debt'.

We have to continue to grow the markets and add the supply of workforce. EU has to strengthen its economy policy and realize EU's internal market.

By Edmund Burke: Don't plan your future according to your past. Those who don't know history, have to repeat it.

BACK IN THE DAYS, ONE INDIAN USED TO MAINTAIN THE FIRE WHILE ALL OTHER INDIANS WENT TO THE FOREST TO GET FOOD. NOW ONE GETS THE FOOD AND OTHERS ARE AT THE FIRE.

# BUILDING A GROWTH COMPANY



## Panel discussion

Moderator Mika Mäkeläinen, panelists (from left to right) Mika Anttonen, Peter Vesterbacka, Anne Berner and Taneli Tikka.



**M**oderator Mika Mäkeläinen asked first if the actions of the government are enough to create growth.

Anne Berner said we need growth, courage and own choices. We have to trust in market economy. To ensure growth we need a different taxation structure and rhetorics. Finland has all the preconditions to succeed.

Peter Vesterbacka stated that he's given even the ministers advice to support growth. There are too few people in Finland who want to be rich. Rovio instead grows faster and does things better than others. Don't aim for a two percent growth if ten could be possible. Yet there's no growth if we don't do things differently. Then we can't be home at four every day.

Taneli Tikka has criticized financial company supports. Taxes are collected from people, after which the money is put in a pile for the officials to dispense them. There are too many assumptions in the model – if the capital investors can't hit the bull's eye when seeking growth companies, how could the government officials? What if the financial supports were not collected from taxes as much as now, but the companies got to choose themselves?

Mika Anttonen said in Finland things are too well. Back in the days, one indian used to maintain the fire while all other in-

dians went to the forest to get food. Now one gets the food and others are at the fire. Our growth has not depended on taxes or supports but in the fact whether we're hungry enough to conquer the world.

### Growth mechanics

Mäkeläinen asked how much the panelists have realized their own visions.

Berner said that she's the one to leave the campfire. When you're an example, you can get the whole band with you.

According to Vesterbacka, all people in Rovio understand the target of being the biggest entertainment brand in the world with a billion fans. Customers are all around the world, as well as the sales. If Rovio can do it from Finland, so can others.

Anttonen said motivation must arise from other things than financial incentives. Around 2k, they were thinking in St1 what significant is it that they want to do and where would they find the growth from. An idea of making fuel from garbage was found. Today world's cleanest biofuel is manufactured in Finland. Another direction of growth was found from wind energy. In terms of the support issues, wind power is still problematic, but forms of energy independent of carbon must in any case be found.

Tikka told me that his first company went bankrupt and left its owner 100,000 Euros worth of debts. A growth company's mechanics may only be learned by doing. It's useful to list your own assumption where you can create growth. That way you find your illusions, and the ideas that are worth developing, get to be realized.

Tikka said investors like the fact that an entrepreneur has a learning story. Active top teams heading for the diamond may get financing, whereas passive teams concentrating months in planning do not get.

According to Anttonen, financing is the crucial bottleneck in investments. Banks are clearing houses, which tighten the conditions to their customers when their own conditions are tightened. Financing of Talvivaara mine had to be collected from London.

Anttonen continued that recruiting the first five people is critical, although you don't realize it at that time. First people cre-

### Mika Mäkeläinen

- Ernst & Young's Entrepreneur of the Year award in 2011
- Founder and CEO of GTW Group. GTW Group employs ca. 1,000 employees via its subsidiaries and share ownership companies
- Partner of Boardman Ltd.

### Mika Anttonen

- St1's founder and chairman of the board
- Responsible Leader of the Year 2011
- Holds 8<sup>th</sup> place on Nordic Business Report's Finnish Thinkers 20 list

### Anne Berner

- CEO of Vallila Interior
- Finland's Businessman of the Year 2011
- Chairman of the Finnish Family Firms Association in 2009-2011

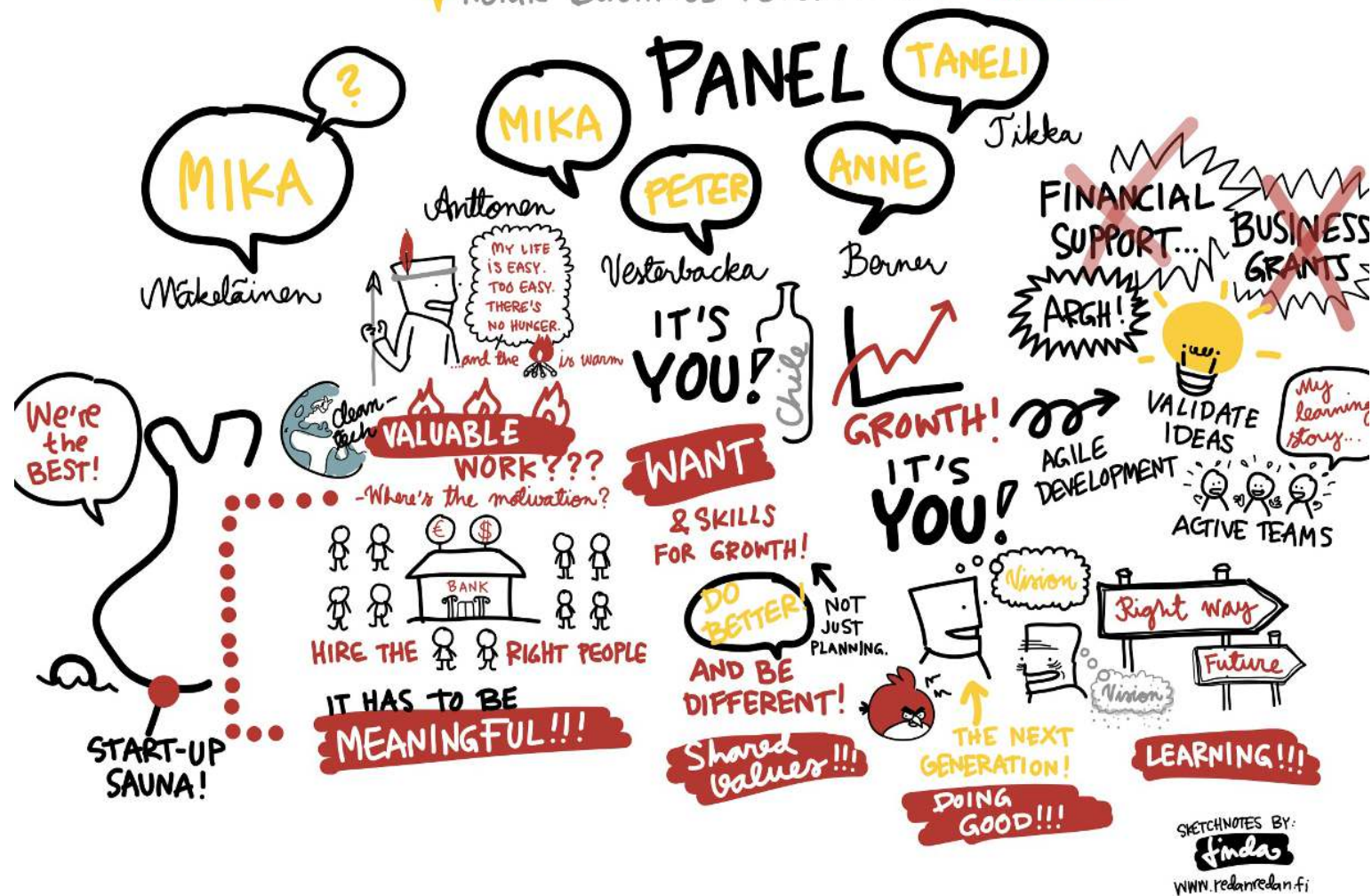
### Taneli Tikka

- One of the best known IT serial entrepreneurs in Finland
- Amongst all, has been IRC Gallery's CEO in 2006-2007
- Active societal speaker in matters of growth and startup entrepreneurship

### Peter Vesterbacka

- Rovio Entertainment Ltd's CMO, Mighty Eagle
- In 2011 Time magazine's list of 100 Most Influential People
- Holds 10<sup>th</sup> place on Nordic Business Report's Finnish Thinkers 20 list





ate the core group, which will take the company forward. Tikka added that a company needs to grow the number of people thinking owner-like. A company can be taken as a tour bus, which is co-owned and the direction is decided together.

Vesterbacka said the people at Rovio have an enormous will to grow. Every process in the company is constantly examined with dissatisfaction. Every day they compete to win every contest. Everybody can make plans but not everybody can take action for them. In Finland we want too much to do things like the others.

### Finding the right business

Mäkeläinen stated half of the companies end their business during the first three years. Don't we know in which business we should have been?

Tikka thinks the operation must be measured and developed constantly. An experiment should last four hours rather than several months. One should know what causes success and failures. Vesterbacka added that the members of board should bring added value to the company. Anttonen said the competition forces companies to seek knowledge into boards. Don't settle in friends sitting in each others' companies boards. Expertise should be acquired from abroad when needed.

Berner said that in a long-span family business they constantly think about how to commit the owners. When leading, one should have his/her freedom to make decisions and bear responsibility. Generation changes have been done in time – you have to pass the baton to the next person when you stop interpreting the time right. Don't be afraid of the conflicts because new things are born in them.

Anttonen said one of the best decisions in his life was giving up CEO position in 2008. Today Anttonen spars his CEO's and lets things go wrong to let the CEO's learn. Sometimes it's wise to invest in mistakes.

Tikka stated a programmed death of a manager is a good thing. If a cell lives forever, it becomes a cancer cell. If the manager has a right role, he can stay in his position for long.

From employees' motivators Tikka highlighted autonomy, learning and development, while Anttonen put emphasis on the meaning of work and incentives, Vesterbacka the will of winning and Berner sense of community and willingness to succeed together.



The opening of sold out Nordic Business Forum seminar was done by founders Jyri Lindén and Hans-Peter Siefen.



Seminar started with a great show by an artist Saara Aalto singing Je Suis Malade by Jacques Brel.



# Daniel Pink

## WHAT CAN SCIENCE OF MOTIVATION TEACH YOU ABOUT HIGH PERFORMANCE?

PEOPLE ARE NOT ROBOTS. THEY DO THINGS THAT THEY'RE INTERESTED IN.

### Daniel Pink

- Worked in several different tasks in the US politics
- Been the head speech writer for Al Gore in the White House in 1995-1997
- Written 4 provocative books
- Number 29 on the Thinkers 50 list of the 50 most significant business thinkers of the world

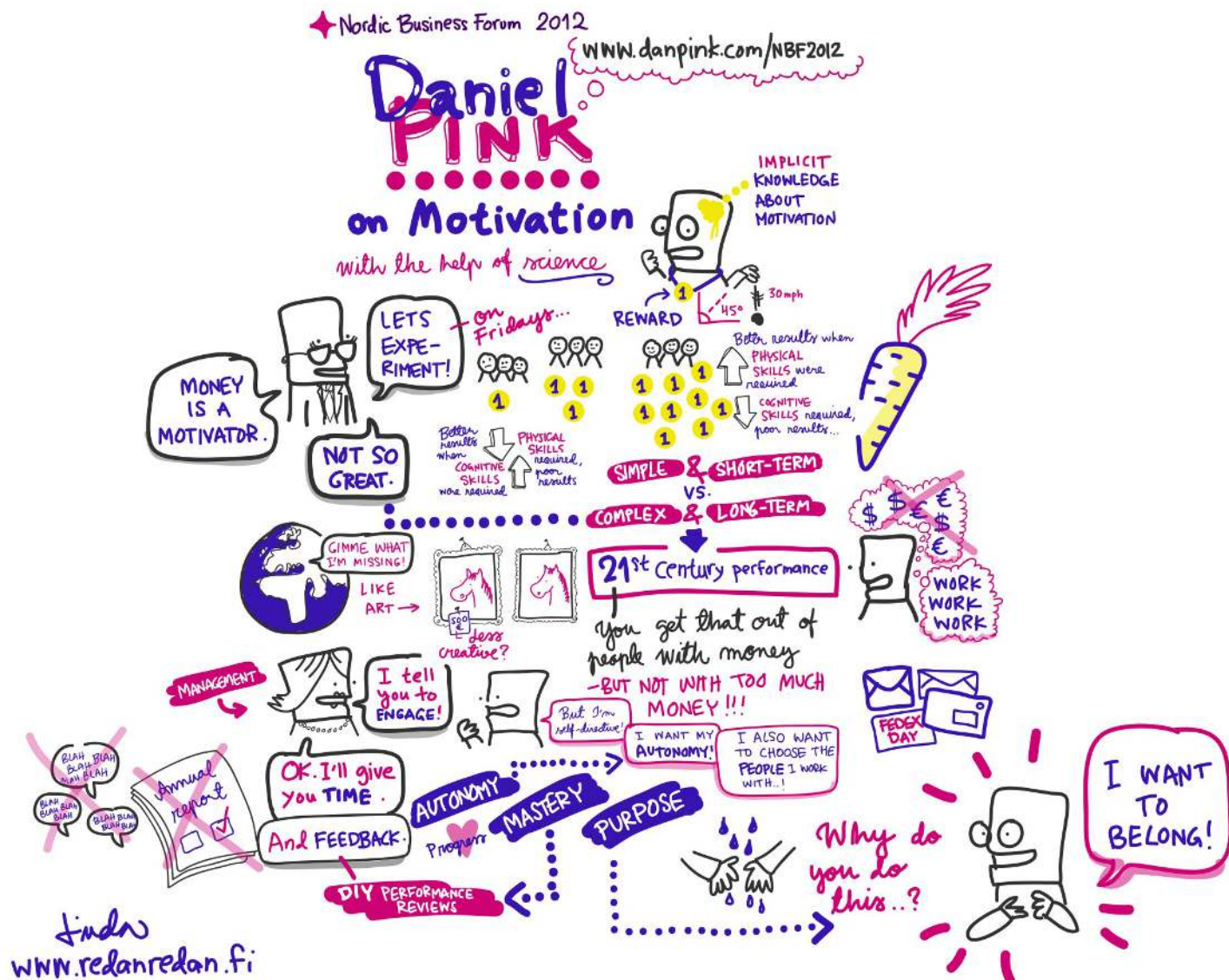
Today, we will be talking about the science of motivation. I will not be talking about what motivates a man to score in ice-hockey or to climb on top of Mount Everest, but about what science says about the motivation of a human being.

Here in this seminar, everyone is an expert of motivation. We have implicit knowledge of motivation. Everyone knows also the most important laws of physics even though they wouldn't even be conscious of that: you have to know the laws in order to be able to e.g. swim or ride a bike.

We are aware that if you are rewarded for something, you'll do it more. Once you are punished for something you do, you will do it less. But what kind of reward motivates you the best? In tasks requiring mechanical skills, an immediate and direct reward works well, but when it's about complicated tasks requiring cognitive skills, increasing the reward will lead to worse results. Several research groups have ended up in this conclusion.

If/then -logic is a good way of motivating for simple goals in tasks that base on routines and rules and are executed in a short period of time. But when the answer isn't obvious, you shouldn't tie up your mind to the reward.

Artists work more creatively when they make their art according to their own will and not ordered pieces. Also the ordered pieces can be high-quality, but not as creative. But in the working life, all work



is ordered work. So, how to encourage people to creative solutions also in the working life?

Money does matter. People like fair policy: everyone gets the same rewards for the same work. If paying isn't fair, also working decreases to the minimum level. You need to pay the people the amount that they're satisfied with.

### The key factors of motivation

The three key factors of motivation are autonomy, mastery and purpose.

People are not motivated by managing and controlling them. When you think of what's the best manager you have had like, you won't remember those who have controlled hard but instead those who have set a high level of demands, but also given autonomy. The self-direction of people is the way to commitment.

In some successful companies, the new employees get to choose themselves what they start to do in the company after the orientation period. In others, the teams decide where the new employee takes place in.

The software house Atlassian took in use the 'FedEx' days that were later re-named as 'Ship It' days. During the week, the employees can concentrate on the tasks they want to, but everything needs to be reported on FedEx days on Fridays. This has led into great results.

In 2010, the Nobel price of physics was given to Andre Geim and Konstantin Novoselov who invented the graphene, a thin flake

of ordinary carbon, just one atom thick. Graphene was the result of the researchers' Friday afternoon experiments. On Friday afternoons they were meant to research only interesting things, that shouldn't include any paper work or funding applying.

Time has to be arranged for creative work without commissions.

Becoming more skillful in work is rewarding itself. It's important to place people in positions where they can achieve improvement. But one cannot know the right direction if one doesn't get any feedback.

The kids nowadays are used to constantly receiving feedback via phones and computers while for example playing or communicating via them. But at work places, feedback is given once a year in development discussions. So, feedback systems must be improved at work places. You can learn for example from athletes, who constantly focus on their performance. Good feedback is informal, constant and spontaneous – the opportunity to give it can be for example in the open hour of the manager, when the employee can discuss with him about what he/she wishes to.

To be successful at work requires being aware of meaning of the work. Teachers and managers tell how things are done, but not why they're done. Nurses started to wash their hands more often when they were told, that washing hands decreases patients' illnesses.

People are not robots. They do things that they're interested in. When you go to your office, discuss about why the things that are done, are actually done.

You can test your own level of autonomy in [www.danpink.com/NBF2012](http://www.danpink.com/NBF2012)



THE MISSION OF DECISION-MAKERS IS TO CREATE A SYSTEM THAT ENCOURAGES AND ENHANCES GROWTH – NOT PREVENTS OR DEPRESSES.

# Jyri Häkämies

## WHAT ACTIONS WILL TAKE FINLAND TO NEW GROWTH PATH?

### Jyri Häkämies

- Minister of Economic Affairs
- Member of Parliament since 1999
- Has also worked as e.g. Minister of Defense, 1st deputy chairman of the National Coalition Party, a member of the Parliament's Financial committee and a member of Yleisradio's administrative council

◆ Nordic Business Forum 2012

SKETCHNOTES BY:  
Johannes  
www.redanredan.fi

[Jyri HÄKÄMIES]

Minister of  
Economic Affairs

"GROWTH  
IS DONE BY  
ENTREPRENEURS."

"IT'S OK  
TO  
FAIL!"

Especially  
to young  
entrepreneurs!

Encouragement!

TAXES  
THERE!

START-UP  
BUZZ

COMPLAIN  
WHINE  
COMPLAIN  
Highway to success

CLEAN  
TECH  
€  
€  
€

WE'RE  
A TEAM!  
GOT TO  
ACHIEVE  
NEW SKILLS!

Entrepreneurs are the creators of growth. I don't believe in governmental-directed market economy. The mission of decision-makers is to create a system that encourages and enhances growth – not prevents or depresses.

We have to tolerate failures better. There are always risks and failures in entrepreneurship, but you learn from them and develop. Revealing mistakes may save you from a lot for example in software companies or air force – that's why telling about failures should be rewarded. Especially young entrepreneurs should be encouraged after failures.

Encouragement should be increased. Traditionally formula one drivers' success is accepted, but we need other examples also. I'm satisfied that the present government was able to make a decision that encourages investing in growth companies.

### Encouragement factors of growth

Encouragement can be boosted by taxation. In Sweden, societal tax has been lowered to 22 percent. In Estonia, the money to be used in developing the company does not end in taxman's pocket. We should consider this model at least in growth companies.

Start-up buzz is also elsewhere than just Aalto University. It's good to notice start-ups are indeed established in universities, which up to this date have not been considered as developers of entrepreneurship.

In Finland, slowing down renewals is easy – we're a wonderland for whiners. It's ok to complain, but the complaints are not handled quickly enough. Big investments need a speed lane to handle the complaints.

Cleantech is one of the locomotives of growth in Finland. We have high-class technological know-how, and the laws force us to solve things in a way that saves the environment. We probably have the cleanest forest industry in the world. The level of environmental requirements in Finland forces us to come up with solutions that have a growing need around the world. For example, mining industry's environmental requirements must be fulfilled with 100 percent.

Team Finland thinking supports companies in export. The team constantly thinks what could be done more to boost export, how to listen companies more carefully. Global situation is being observed with one eye on the companies. The Minister for European Affairs and Foreign Trade, Alexander Stubb said: utilize us; we're cheap labor to enhance sales.

Finland is open for foreign investments. I believe that e.g. the workforce laid off from Nokia can be a good catch.





Professor Hans Rosling

# GROWTH OF WELL-BEING

## Professor Hans Rosling

- Medical Professor of International Health
- Co-founder and chairman of Gapminder Foundation
- TIME 100 most influential people list 2012
- One of 100 most creative people in business by the Fast Company magazine 2011

When I was born in 1948, there were less than one billion children in the world. Today there are two billion children. In 2100 there will still be two billion children. The number of children is no longer growing. The number of people in the world will grow for a while, because fewer children die and life expectancy has increased.

50 years ago families in poor countries had many children, but they did not grow to adults. Now all countries are in the same situation: there are not many children, but they live until adults. Short life expectancy is only in the countries with civil wars.



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findex  
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WE JUST STARTED  
GROWING EARLIER.

80 % of the families in the world have two children. We think Muslim families have many children, but they have as few children as Christians. Religious and political leaders are not in the bedrooms – the actions in bedrooms are steered with a lot more powerful forces.

We have outdated impressions about people in developing countries. Ability to read increases and the number of children decreases, but we're not told about the change because it's slow and therefore not news. We should not even talk about developing countries anymore.

TRADITIONAL IMAGE OF WESTERN WORLD WILL BE A SMALL MINORITY IN THE FUTURE.

Life expectancy rate of pre-industrial time was bad: there were six children in the family, and four of them died before they formed a family themselves. This situation is now only valid within families in the rain forest. In the 1800's the situation got better: out of six children, four stayed alive. Now the sizes of families are smaller, but the number of people keeps growing. The de-

velopment may be explained, for example, with a toilet paper roll example: those who are now born will live longer. The number of rolls increases as long as today's small children live their lives.

The number of children in the world has stopped growing. Life expectancy does not grow significantly. The number of people keeps growing during one generation. Until



2100 the number of people born and died will be the same. Demographics have been able to predict the development of people well, so this will most probably happen.

### **Traditional western countries as minority**

The number of people will grow outside of traditional western countries. In 2050 there are 1 billion people in Europe, 1 billion in the Americas, 2 billion in Africa and 5 billion in Asia. We don't understand this in globalization: traditional image of western world will be a small minority. The market will concentrate around the Indian Ocean. In Asia, the number of children is already settling but in Africa the number of people will be doubled.

The world has become a better place, but not yet good enough. People still die too young in Afghanistan. We have to take care of the poorest people. Even Paavo Saarijärvi taught us that the poorest people need the food to be the least.

Today world's countries are differentiated by their wealth. Poverty means bad productivity: household water is carried from a well on one's head. Economical development is like a wheel-barrow, which carries a lot of water at once.

In the 1970's too many people went to bed hungry. Now many people have moved above the one-dollar daily wage, but barely above the extreme poverty line. And too many people still earn less than a dollar a day.

In a country, both basic conditions and development possibilities have to be organized, in order to move forward. Basic conditions include education, infrastructure and health care. For African women, the possibilities to develop mean equal rights, microloans and jobs.

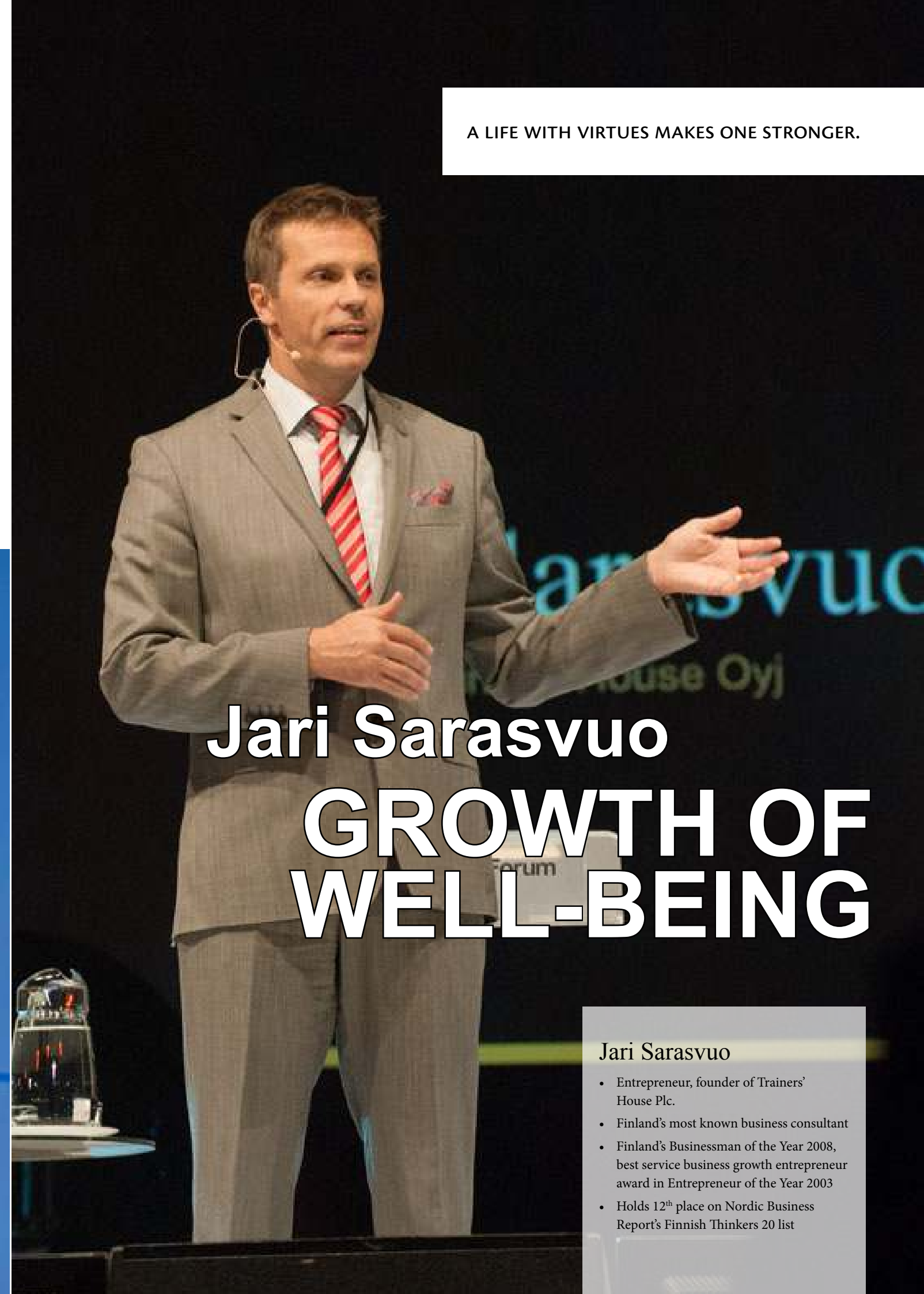
The profits of companies investing in poor, growing countries are bigger than others. The investment targets can yet not be picked from a computer screen, so you have to go to the site. For example, China

develops at a steady pace all the time, but we don't see the development yet as China has started from such a low level. Independent Japan has developed faster than other Asian countries.

Climate change is a great threat to the future of poor countries. I don't care so much about animal species that die, as I care about poor countries. When the level of income rises, so does the energy consumption. We have to be able to limit the energy consumption.

Change your impression of the world. Even George W. Bush could do that, when he no longer could get financing from other traditional economy powers. Eventually he found help from Brazil, after being able to understand to broaden his network of friends.

A LIFE WITH VIRTUES MAKES ONE STRONGER.



# Jari Sarasvuo

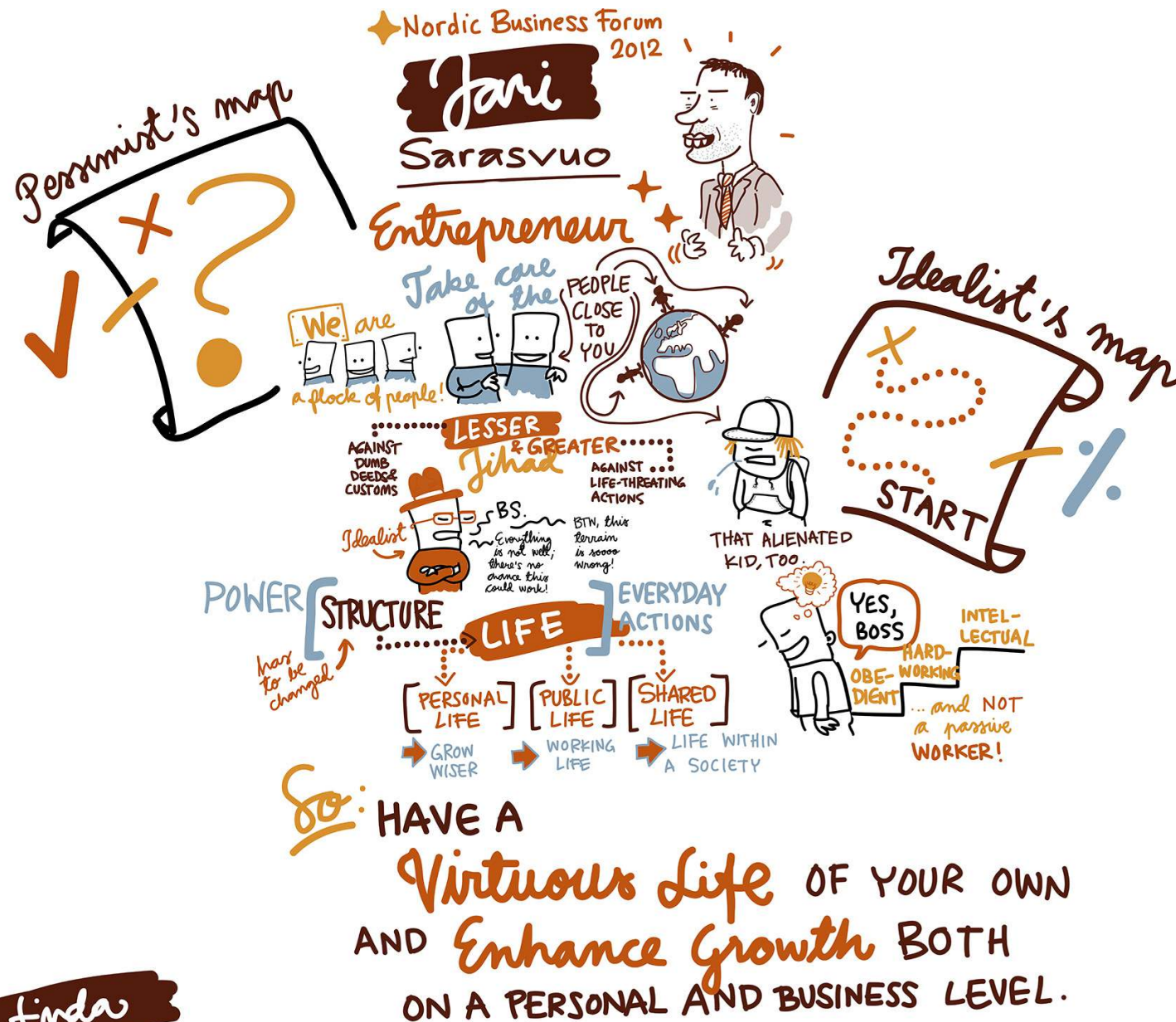
## GROWTH OF WELL-BEING

### Jari Sarasvuo

- Entrepreneur, founder of Trainers' House Plc.
- Finland's most known business consultant
- Finland's Businessman of the Year 2008, best service business growth entrepreneur award in Entrepreneur of the Year 2003
- Holds 12<sup>th</sup> place on Nordic Business Report's Finnish Thinkers 20 list



Jari Sarasvuo



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I'm a born downbeat healing idealist. I tend to insult people and poison with pessimism. I confess that I feel wild hope in my chest because of the things I have seen in this seminar.

My third daughter was born last week's Monday. It's not out of the question to wish that a girl born this year sees her 100<sup>th</sup> birthday. It's possible that children are already born, who will see their 150th birthday.

We have a mission to accomplish in 87 years and 3 months. In 2100 no more children are born than people die. If we can hold the world in one piece and livable until then, my daughter can see the century, from which probably begins a golden era of mankind.

How will we act in a relationship with our close ones and with nature? A close one is anyone who has had the privilege to be born in this world. This thought is one of the most important ones. It gives security and hope when things inevitably change.

### Idealism as superstition

World's true enemy is superstition a.k.a idealism. I hope you join me in Jihad. Jihad does not mean bombing the innocent, putting your own shame in terrorist acts. There are two kinds of Jihads, from which neither encourages hatred. Smaller Jihad means that via virtues, a person objects damaging of manners. Bigger Jihad means that we object thinking, which is in war against life.

When president Sauli Niinistö within his mandate wanted to decrease the young being marginalized, a great amount of hatred and anger arose. An idealist thinks everyday level solutions are in fact an insult, mockery and evil, because a whole system was not introduced and there are many things in society still to be fixed. If an idealist gets lost orienteering in the evening, he thinks the land is wrong and the map is right.

The father of idealism was **Platon**. He believed ideas are primarily true, others are just an illusion. In his opus 'State' he states that first one must build a perfect system, under which people are then subjected. That's National Socialism: supreme intelligence that creates a structure under which people are subordinated!

An idealist thinks practical solutions are not relevant, because they are not perfect. The last attack of idealism is against Tiimari's sex division for birthday parties. The raging attacks of idealists created despair until I realized superstition is such dominant feature in people that you may react to it more gently and more amusing. Not every subject has to be politicized, but rather look at how they could be solved.

### Own life

Our life consists of three lives:

1. Own life
2. Public life
3. Common life

A human is not a species, which initially would be an individual. The basic unit is we. We were born as a part of a herd and herd behavior is deep in us. We're animals. It's so deep in us that we can't pass it.

Two things affect our lives: structure, i.e. power and life, i.e. everyday life. If the steering is from the structure towards life, people get passive and depressed. If in a company, for example, a development project comes from the organization, it creates lose of touch. Instead, the direction should be from life, i.e. reality towards the structure, and the structure gives power to life.

Managerial work's response is always on the subordinates' responsibility. What we get out of managerial work depends on how much the subordinates are willing to give their best.

How can we get the most out of human potential so that it is good for others?

- The lowest level is obedience. Obedience is necessary but totally insufficient.
- The next step up is diligence. A diligent person wants to work more than necessary.
- You get to the next level when intelligence and comprehension step in, and you get to control the details, too.
- On the fourth level a person is leaning forward: he/she gives initiatives.
- When a person is creative, he/she has the ability to improve things. Improvement originates from Latin and means introduction of a new value. Innovation is not an invention, but an improvement that customers are willing to pay for.
- On the highest level a human experiences passion – we feel it as passion, but it is suffering.

The first reason, causa prima, is moral. **Aristotle** criticized Platon's impression of the world. He did not think that the ideas are a starting point. Aristotle thought a human has the capacity to live ideas true, but only via virtues. Everything has a meaning, and if you serve your own meaning with virtues, things tend to go right way. By living with virtues a human becomes stronger.

In his book the Ethics of Nikomakhos, Aristotle writes about a life with virtues to his son. Everybody here seeks for one's happiness. The good succeed and the bad are left without. The bad will have to settle with the cheap substitute of happiness; lust. Evil is weakness. Weakness is the opposite of becoming strong.

Becoming strong and wise in own life originate from suffering. Things continue as they are, thus collapse soon, unless you allow two things: learning and the affection of other people. Better ideas insult your image of the world. That's called learning, and it feels like suffering. While learning, one expands his/her image of the world. If the image of the world is broad, it's truer as well. Better people mess with your game. You have to accept that an external person can do things for us.

### Public life and common life

Public life means working life. Degrowth and self-sufficient economy are dangerous ideas and will lead to increase of poverty and stopping of development. Our chance lies in market economy. Things will get better if the companies grow. All wealth is from the wealth generated by the growth companies. Those who are able to export, keep the whole society up and running. Success is not a right but a duty. Every one of you who can grow business: start doing it to keep us others alive.

Last year **Esko Aho** spoke about risk and sweat. If you don't take a risk, there's no chance to grow. If you don't take a risk, it's more shameful than avoiding a risk. In today's world risk is underrated. Risk and sweat are only realized via other people: you have to sweat for other people. Growth comes from facing the pain and fear. Successful companies constantly hunt for new challenges.

Common life means societal life. We need a societal reform. In order to realize it, we need growth. We have to accept the income gap, because the more active people have to have their share of the growth they've generated. Taxes may be increased only by increasing economic activities, and taxes finance education, health guidance centers and the income transfers for those in poorer positions.

By all means, within the next 25 years we have to influence in Finland's population to be over 15 million. Everyone who can grow business has to do it. We all should live a life with virtues to be able to help the ones who truly are in trouble. Then all three lives are going along.



# Professor Esa Saarinen

## GROWTH PHILOSOPHY AND VALUE-BASED ENTREPRENEURSHIP



RISE ABOVE THE ORDINARY. RISING IS POSSIBLE FOR US AS HUMAN BEINGS.



### Esa Saarinen

- Professor of system sciences, applied philosophy and creative problem solving in Aalto University
- Doctor of philosophy and a popular lecturer
- Holds 9<sup>th</sup> place on Nordic Business Report's Finnish Thinkers 20 list

There's a gentle and dynamic atmosphere in the seminar, which gives us permission to expect affections to future. Daniel Pink's speech showed us that if you aim for the very best, we need the power from a human within.

We have to be open to other people's comments. A winner of Nobel Prize in economics listens when his wife tells him he's had enough wine to drink. Actually we refuse to grow. Yet we can't deny that we couldn't change something; for example, I can refuse to drink the eight glass of wine.

The topic of my lecture is growth philosophy and value-based entrepreneurship. It means that what's possible is breathtakingly more than seems possible at this moment.

In a show artist's life, it's great to make new versions from classics and bring new levels to them. Unfortunately I don't play any instrument but I can

make new versions of the occasions of the New Testament, for example. Let's think about the robbers hanging on both sides of Jesus. The other one of them pays attentions to Jesus' dignity; the supporters seem to love him. The robber asks Jesus who he is. Jesus says he's the son of God and that he's chosen love to his life path. Jesus says the most successful moments in his life are those that he can love. A robber is convinced and thinks about successes in his life. He makes a choice, which is different from the robber hanging on the other side.

The interview of Lady Gaga in Time magazine on March 11th, 2012 opened her view about love. Lady Gaga said she'll do anything with experts to make friendliness and love become stylish or normal. This is an extraordinary choice from a rocker.

Why wouldn't we Finns want to realistically look at what people can accomplish with others, when they let others grow with encouragement? A gentle, dynamic



and loving spirit is here in Nordic Business Forum. Our ability to see love shimmering helps. We see shimmering in ordinary things that don't have coating on them.

During his Nokia years **Jorma Ollila** and I pondered together how much Finnish culture has explosive power in the context of international leadership. At that time people thought it does not matter much. Yet I thought that authenticity, truthfulness, expressionless championship; the fact that you are what you show has explosive power in this context. **Väinö Linna's** second lieutenant Koskela illustrates Finnish leadership at its finest: firm, powerful, without sentimentality. When describing Koskela, Linna could as well talk about **Mikko Koi-vu** or **Matti Alahuhta**.

### Seeds of growth

When we see something big, our tiny internal voice seeks ways to show it's not actually big. Our ability to take seeds of growth is dumbfounding small. **Reagan's** lifeguards threw themselves in and took the bullets in their own bodies. This can be easily under-rated.

In 1997 I held a speech at the annual party for war veterans. The wonder of the WWII was stopping the red army. It was a breathtaking miracle, which was underrated at USSR's neighbor after the war. Therefore the generation who made the miracle never got the recognition they deserved. I held a speech that I was very strongly committed to: my father spent 3 years in the war. I had underestimated the fact what that situation would mean in a powerful emotional state. I broke down when I tried to read the speech.

A few days later I received a letter from Mrs. **Askola** who had been in the party. Due to our friendship I visited her 90-year birthday. Mrs. Askola took the leadership when we met. She held my hands and told me she prays for me because I speak for human warmth in a way that people listen.

Yesterday in the seminar we were reminded of the miracle of being a human. I have got myself great knowledge in writing from a lady who coaches authors and writers. She has made me write 15 minutes a day. With such a trivial advice, I have opened up my writing again.

What one skill would make you dramatically better? A small change may have great consequences.

### Systems of thinking

Our thinking has two systems. System 1 is automatic and it does not seem to be based on will or choices. System 1 is a whole and creates impressions, feelings and tendencies. It's easy and fast and does not strain the working memory. It connects the thoughtful easiness with the illusion of truth.

System 2 has volitional effort and trouble. It has the ability to create rules and analyze. System 2 is slow; it requires energy and strains the working memory. It is able to abstract, evaluate and make hypothetical conclusions.

Although you develop within system 2 thinking, system 1 does not follow and changes are not created. I want to create impressions in the direction of system 1, make a person to rise. It's good to have situations where a person does not feel being threatened. My operation is based on a broadening comfort zone. In my Pafos seminar a person rises and sees things possible, which would not otherwise see. When you're not in this state, you're not able to imagine what you could see when arisen. Flow is not this: it's focused and concentrated doing.

We have a lot of things that are automatic. In certain environments automatic does not serve. The drive to grow is via system 2, thinking it's enough. Then we see little growth but not the huge growth, which was not generated. I want us to utilize the whole miracle.

### Creating positiveness

Initially negative is three times stronger than positive. A person at his/her most creative state is tuned in a way, which is not realized automatically. Therefore we must generate positiveness to each other and we can reach new levels of growth. We feel positive when we are interested. That's why this seminar is so great. In addition, it's considered positive when somebody is interested in the same thing as you are.

The possibilities to create positiveness are nearly limitless, but it requires will. Facing each other is mostly unbelievably lame. We think there's something installed in the negotiation room that sucks away our energy. No, there's not. It's in us people.

A relationship is a fruitful theme to create positiveness. There are two people with great expectations. A relationship starts to fade rather than flourish. The reason is that many small things happen, which take the

relationship to a wrong direction. An average-Adam who mocks his woman and a pretending-to-be-sleepy wife are in a skimp circle. Neither one thinks being the first but both are skimpy in things that they can't really be caught. There are plenty of such things. Where you aim for the best, nobody can be skimpy.

Show that you have learned something valuable on system 1 level. Take yourself to environment where you can be impressed. Then your humanity will develop to the right direction. **Ari Vatanen** drove the best time in Jyväskylä Rally to respect the memory of deceased brothers. Rise above the ordinary. Rising is possible for us as human beings.



The moderator of the seminar was a famous Finnish television personality Jaakko Saariluoma.



Tiina Saukko told about World Vision.



SUCCESS ISN'T VERY LIKELY, IF YOU'RE JUST IN SEARCH OF MONEY.  
BUT YOU MAY ACHIEVE SUCCESS IF YOU WANT TO HELP PEOPLE.



Sir Richard Branson

- The founder of Virgin Group that includes over 400 companies
- Knighted by Queen Elizabeth II for his skills and entrepreneurship
- Started many charity projects. Member of Nelson Mandela's group 'The Elders'

My nick name is Doctor Yes. I cannot resist challenges. That's why end up doing many things, and sometimes I also end up in trouble.

I have founded 400 companies. The number includes also companies that have not been successful. For example Coca Cola was too big to be challenged. Virgin has a great reputation and big challenges for success. I practically have a mania to increase the Virgin brand. For example Virgin's bridal products and condoms have been areas where we couldn't expect huge success.



I like challenging monopolies. For example British Airways was really distracted. It had a habit of buying away all its competitors. When Virgin Airways bought front page ads and placed itself on the map, British Airways started the campaign of dirty acts. We won in court and got a nice Christmas bonus from British Airways.

I have always been supported by my parents. My mom for example arranged me out of jail after a fight. When I got into trouble with the customs with my record importing, I had to develop my business quickly to cover the fines. I have rewarded my mother with a great amount of love and holidays.

I founded my first company, the Student magazine, at the age of 16. I wanted to make students rise against the Vietnam War. To cover the printing costs, we managed to sell ads. My dyslexia didn't stop founding the magazine. I was provided with so much love from home that I didn't lose my confidence because of my dyslexia. The love you get from home is one of the carrying powers of human life.

I started to found the record label because Mike Oldfield couldn't find a publisher for his song Tubular Bells. He was 15 years old at that time, and I was 16. I started to study the business and because Mike's record was my only record, I put all my energy into it. I wouldn't be sitting here without that song. Virgin became the name of the label because of my very little experience of entrepreneurship.

### A positive change in people's lives

I have business in many directions. In order to manage it, you need to think about what business is. It is making a positive change in other people's lives.

In my opinion, a business person and an artist don't have that much difference. A business person creates the base for people to have the best possible experience. Every detail must be well thought in every business.

A business person creates something that is as close to perfection as possible. Success isn't likely, if you're just in search of money. But you may achieve success if you want to help people – the economy follows behind when you have created something special. If you still can't pay the bills, you can do some other kind of business.

Top 20 brands usually concentrate on one thing. Virgin is a way-of-life brand, and its origin is in my personality. I love to learn new things and constantly want to see how things could be done in a better way.

Our new employees are the best people. They know the Virgin brand and culture. They learn things fast and vary between fields of operation.

I myself don't want to be manager, but an entrepreneur. It's rare that a good entrepreneur is also a good manager. An entrepreneur comes up with something new and sees the big picture, but needs a good manager. I have been holding on small units, where everyone knows each other.

I have seen people who lose their families thinking about business. I myself want to find someone better than me to execute a business once I have started it. Very rare people do this, but those who have given leadership to someone more qualified than them, lead a better life.

### Unforgettable adventures

I have tried to break all kinds of records. When I tried to travel around the world by a hot air balloon, I was saved by helicopter 5-6 times. I'm lucky to have survived from that. Flying across the world's highest mountains wasn't nearly as bad as losing half of the fuel above the Pacific Ocean, and death seemed almost certain for three days. As an

adventurer you need to fight for your life. You need to do your best to save your business when it is in danger.

Afterwards I forgot that I wouldn't be going to that kind of adventures ever again. Last week I climbed on Mount Blanc with my children. My daughter thought it was the best day of her life. You shouldn't take any unnecessary risks, but adventures have provided me with the greatest moments of life.

Virgin Galactic is going to start space flights next year. I searched around the world for an engineer, who is capable of building a craft and an airline like this. Many people wish to go to space, if you can also get back. I don't wish to make any profit, but rather to provide people with their dream come true. In 10-20 years the prices will come down so much that also the attendees of this seminar will have the chance to go to space.

### Searching for the good in people

I only do things that affect positively on people's lives. Come up with a good name for your business and surround yourself with good people. Search for the good in people and pay them compliments – that's how you make them to flourish. You must create a culture, where people are one hundred percent committed to the common goal.

When I was child, I had to go to see myself in the mirror when I said something bad about someone. When I hear my own children talking bad about others, I interrupt them. When you speak well about others, you get it back a hundred times. I want to be humane.

Dismissal should be the last way. After the 9/11 attacks dismissals had to be executed in Virgin Atlantic airline. First we looked for volunteer to leave and then employees that agreed on a part-time job. The dismissed employees were promised that they would be taken back as soon as it was possible, and we got them all back in a year.

No one should have to be unemployed. There are many people that would like to work less or do some other work that they are currently doing. For example, for the parents of small children, a part-time job is a good solution.

### Making the world a better place

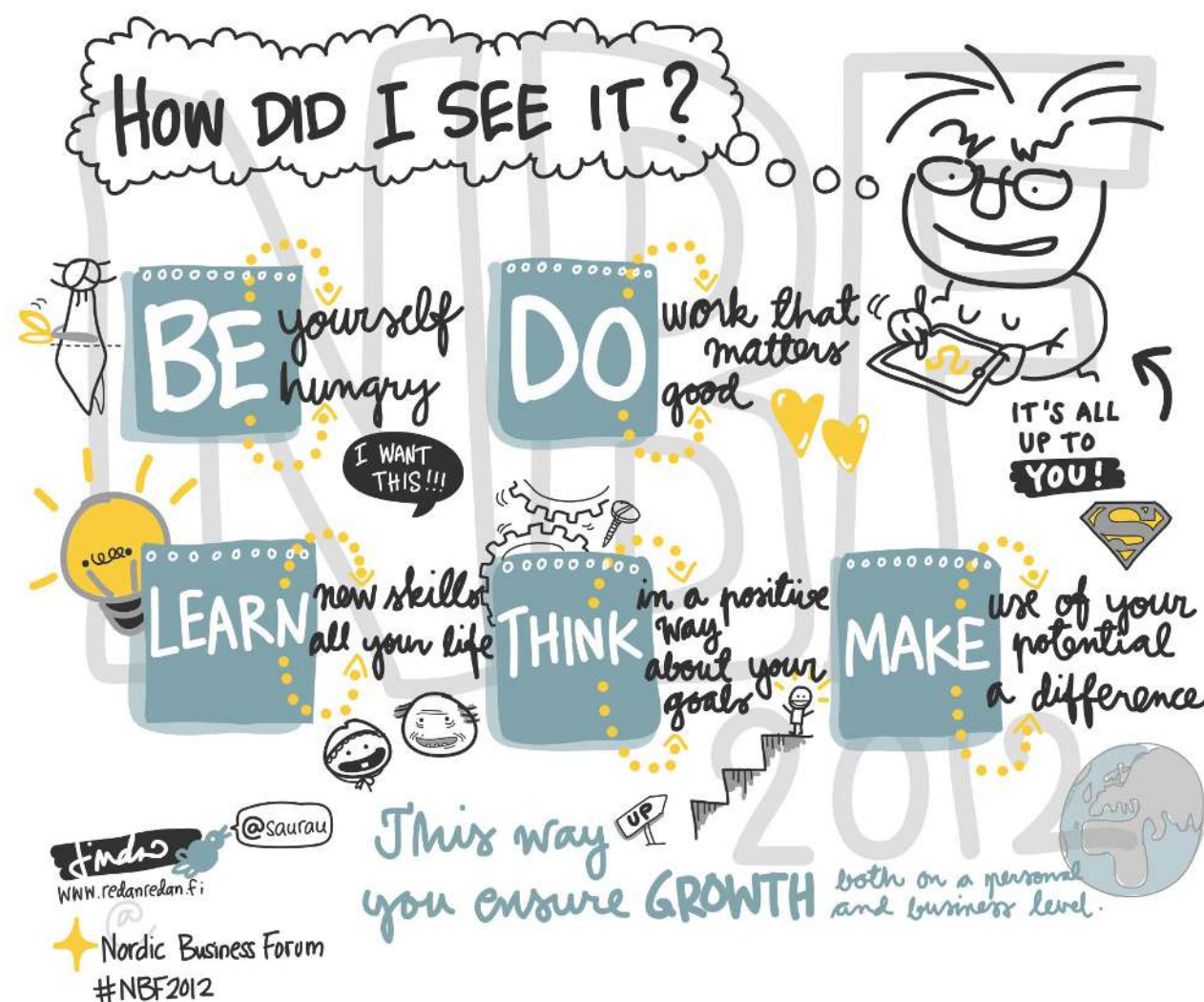
Virgin wants to change the world into a better place. I don't see it as charity. Born in the 1960s, I have been raised in an understanding, but also a poor era. That's when people finally started to care about the minorities. Now we have real possibilities to help others. Founding new organizations in order to help people isn't different from founding profit-seeking companies.

Virgin Unite is responsible for several acts that handle the most difficult problems in the world. My reward from this seminar goes for the action of Virgin Unite. The people working for Virgin know that the company really changes the world. That's why doing well is also good for our own business.

'The Elders' group, founded by Nelson Mandela, concentrates on finding a solution to world's most difficult problems. In addition to me, the other members of the group include Kofi Annan, Desmond Tutu and Martti Ahtisaari. Virgin Unite supports the group's action.

Global warming is a problem to which we're partly looking for solution. Work must be done especially with the industries polluting the most. That's why for example the airline traffic must be made carbon neutral. The income of my own airline is therefore used to create a new fuel. We can already make the fuel, but we need to be able to make more of it.

Final words: Enjoy life. Do everything in a positive way. You have the chance to make a change.



Parts of speeches are published as video clips before the end of 2012 at [www.nordicbusinessforum.com/videos](http://www.nordicbusinessforum.com/videos)





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# LEADERSHIP

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