

Nordic Business Forum 2014

Executive Summary

by **NORDIC**
Business Report

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#NBForum2014

Nordic Business Forum 2014 – Forward

October 9–10, 2014

Exhibition & Convention Center, Helsinki, Finland

The fifth Nordic Business Forum seminar was the biggest production of all the NBForum seminars so far. In just a few years the seminar has become a distinguished event among both speakers and business people around the world. It is certainly a forum for ideas, inspiration and networks, but it would be nothing without the ingenious people willing to share their visions and the ever curious people ready to develop themselves and their businesses. The presentations and the atmosphere throughout the seminar echo the same fundamental principle – it is all about the people.

FORWARD

October 9-10
Helsinki, Finland

5,300 entrepreneurs and business executives

from over 20 countries joined Nordic Business Forum 2014 for two full days to learn from the world's top thinkers about excellence, purpose and the future of business, as well as to build valuable networks with each other. There were also over a thousand people following the seminar through the live stream. Nordic Business Forum has never before brought together so many people with such a thirst for knowledge and inspiration.

The seminar focused on reaching the next level and forward thinking. The brilliant minds and business leaders from diverse fields led us to discover what the future of business would and could be like, and how we could affect it. They challenged us to reach for excellence and success and inspired us to find the purpose on which to build our businesses.

We have gathered in this magazine the summaries and sketchnotes of each presentation and the grades given to the speakers by the seminar attendees. We hope the magazine will complement your own notes from the seminar and give valuable ideas and insights for any curious mind who is looking for inspiration. ●

Nordic Business Forum 2014

”Simplicity is the most powerful force in business

- KEN SEGALL

Speaker Rating 2014

GRADING SCALE 1 = WEAK – 6 = EXCELLENT



Jim Collins



Matti Alahuhta



Hot Seat Session



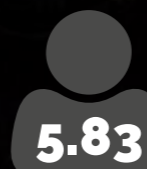
Arnold Schwarzenegger



Dambisa Moyo



Soulaïma Gourani



Tony Fernandes



Sir Ken Robinson



Sir Alex Ferguson

How the Mighty Fall

– 5 Stages of Decline

BY GINA-MARIE CHEESEMAN

No one wants to think about how a company fails, but by doing so you learn about what not to do. Also, you might even recognize your company is in the early stages of decline.

Jim Collins, the author of numerous books, an American business consultant, and popular lecturer, discusses the decline of a company. He starts his presentation by declaring, *"It's a great honor and privilege to be with you."* His time in Finland marked only his second time in a decade traveling outside of North America.

Collins tells us about the intellectual journey he went on where his views on leadership changed. *"The irony is that I didn't used to believe in leadership. In fact, I was a leadership skeptic,"* he says. He mentions his book *Built To Last* that looked at companies that endured at a high level. It can't be a single leader that makes a company great when they have endured for that long at that level. Eventually, leaders go away. *"So, it must be something about the enterprise, its culture, the company,"* Jim presents.

” The irony is that I didn't used to believe in leadership. In fact, I was a leadership skeptic.

But then his views started to mature. He asked himself if a good company can become great. He started another work after that which led to the book *Great By Choice* that looked at vulnerable entrepreneurs who started out as small start-ups and became great companies. *"They started out in environments characterized by change and disruption."* What he found is that the more uncertain and chaotic the environment, the greater swing variable of the effectiveness of the leadership. In other words, a chaotic environment alone does not mean a company will fail.

Why do some once great enterprises bring about their own senseless self-destruction? How do once great companies fall? Jim admits that it is not something very inspiring to study or even look at. One leader, no matter how great, can't make a company great and enduring. Great leaders understand it can't be just them. However, one really bad leader can bring a company down. Jim declares that *"every single, major problem we face is at some core a leadership problem."*

Jim warns that some of the greatest companies in history brought about their own senseless self-destruction and if it can happen to them, no one is immune. *"If you think you are immune, you are already on the path to decline."*

The five stages of how a company fails

He describes the fall of a company as a stage disease. It's a disease that is easy to cure if detected early. However, it's very hard to detect the disease in the early stages. It's harder to cure later, but easier to detect then.

There are five stages of how a company falls. Arrogance and regarding success virtually as an entitlement are signs of Stage 1, *"Hubris born of success"*. In this stage people lose sight of what made them succeed in the first place and start to consider that they can succeed in anything.

It's a short way from Stage 1 to Stage 2, *"Undisciplined pursuit of more"*, in which companies pursue more growth with undisciplined moves that do not fit into their core business. Either it's the area the company leaps into or the fast pace of the growth that hinders the company to excel, or even both.

In Stage 3, *"Denial of risk and peril"*, the things look good on the outside, but internal signs of decline are appearing. Companies tend to amplify positive data and discount, or explain away, negative data.

Denial may lead to Stage 4, *"Grasping for salvation"*, in which the decline becomes visible to all. It's instinctive to do everything the leaders can think of to reverse decline in this stage. But the key is not to do everything at a frantic pace, but think what not to do with a focused approach.

” Success does not inevitably lead to failure.



Stage five is “*Capitulation to irrelevance or death*”. In this stage all the repeated unsuccessful attempts have drained both the company’s finances and leaders. There’s no turning back from this stage.

Jim warns listeners that although it's possible to come back from stage four, he would rather have them avoid the stages, particularly the latter ones. The knowledge of the five stages serves as a diagnostic tool kit. You just might recognize your company is in an early stage and be able to fix the problem before you get to stage four. ●

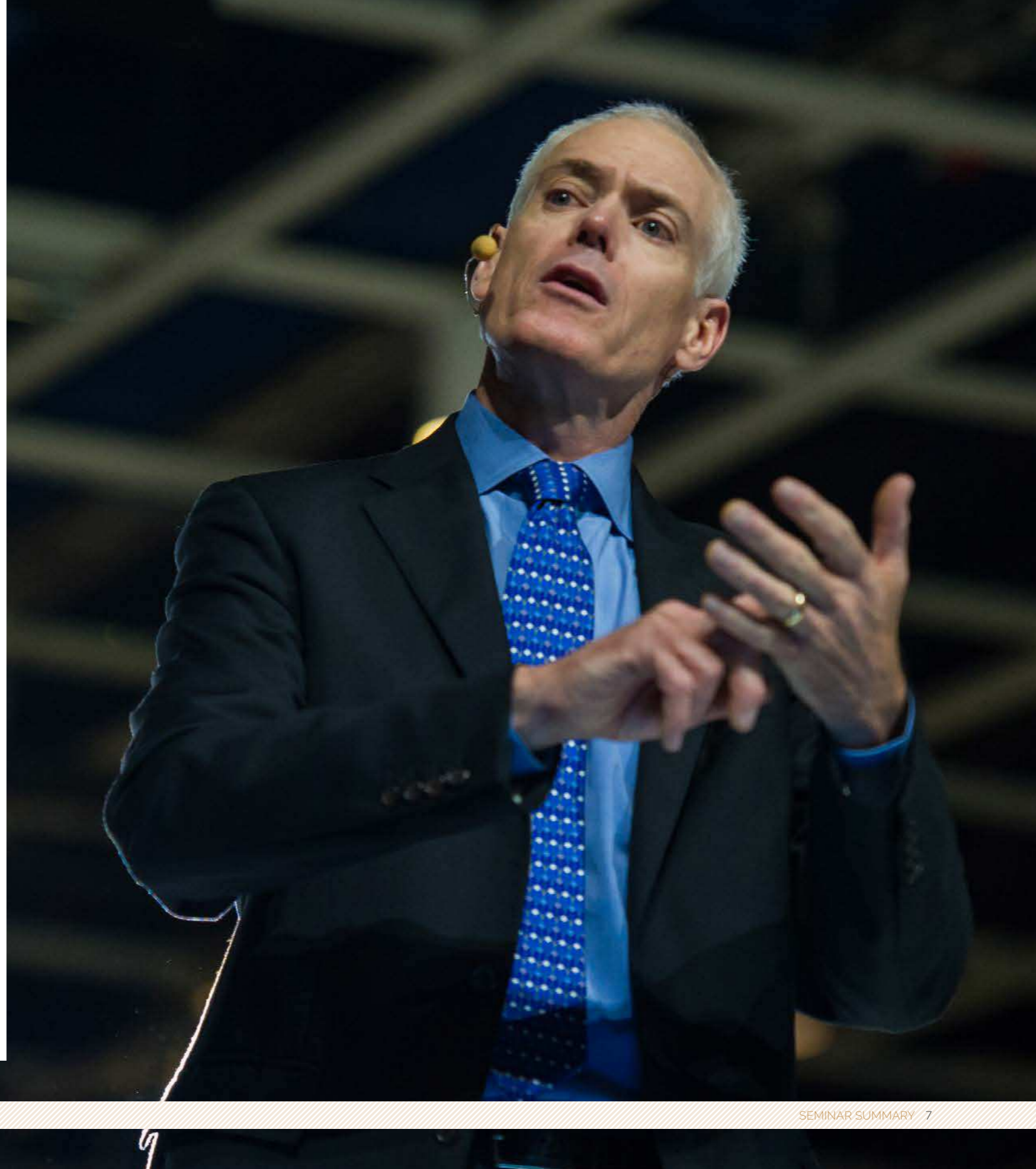
Key points:

1. **No one wants to think about how a company fails, but by doing so you learn about what not to do.** Also, you might even recognize your company is in the early stages of decline.
2. **Know what the five stages of a company’s decline are and where your company falls.** You just might be able to stop your company from sliding into decline.
3. **If you recognize your company is in an early stage of decline, act now to stop further decline.** It’s possible to stop decline in the early stages, but it’s virtually impossible to stop decline in the last stage.



Justin Stephens

Collins is the author of many international bestsellers like *Built to Last* and *Good to Great*. All of his books are based on research and they have sold more than 10 million copies worldwide. Many consider Collins as the greatest business author alive.

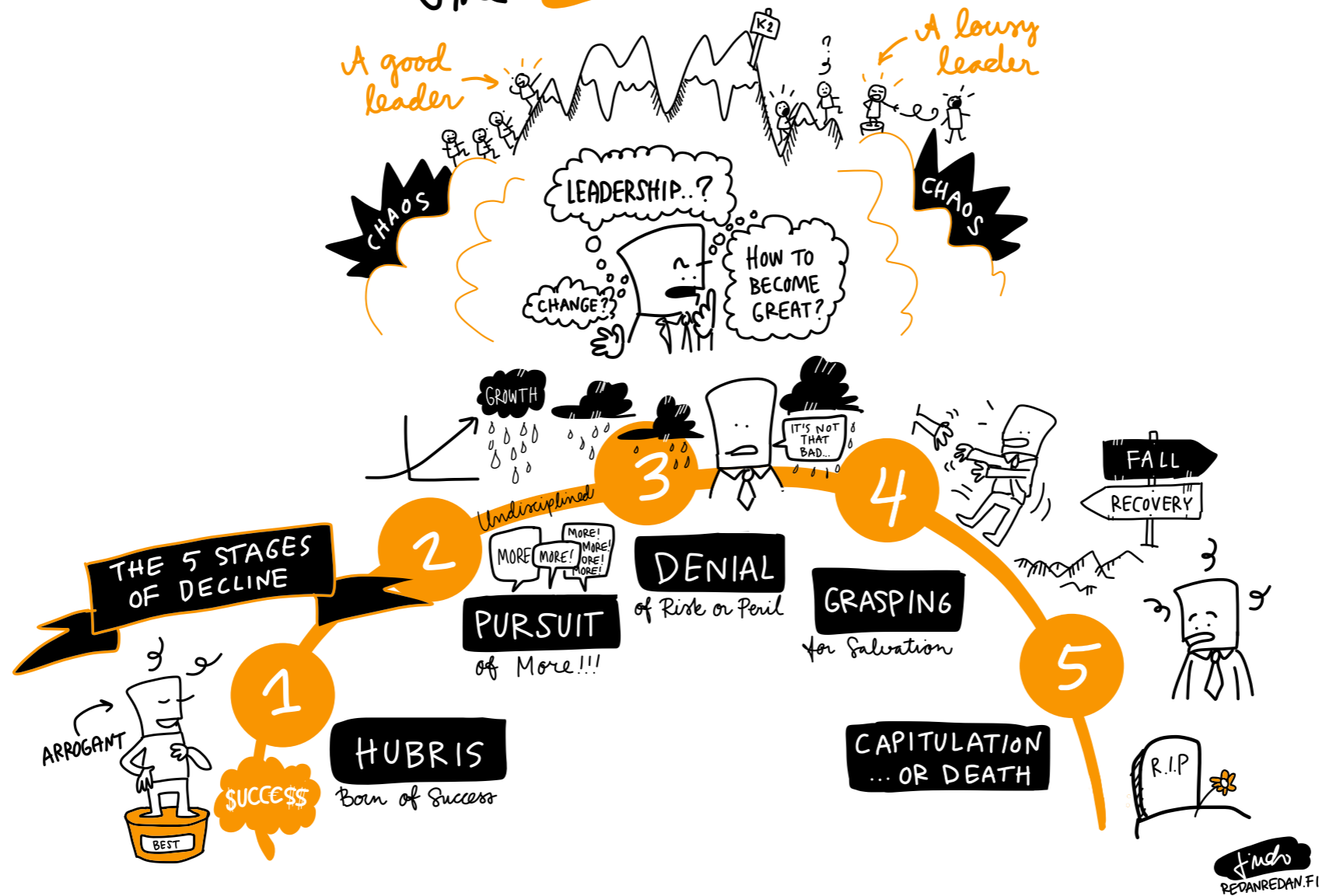




Nordic
Business
Forum
#NBForum2014

JIM
Collins

The **VIP** Session



The Process of Building Great Companies

BY GINA-MARIE CHEESEMAN

"Good is the enemy of great," declares **Jim Collins**. He would know as he is the man who has spent 25 years looking at what makes a company great.

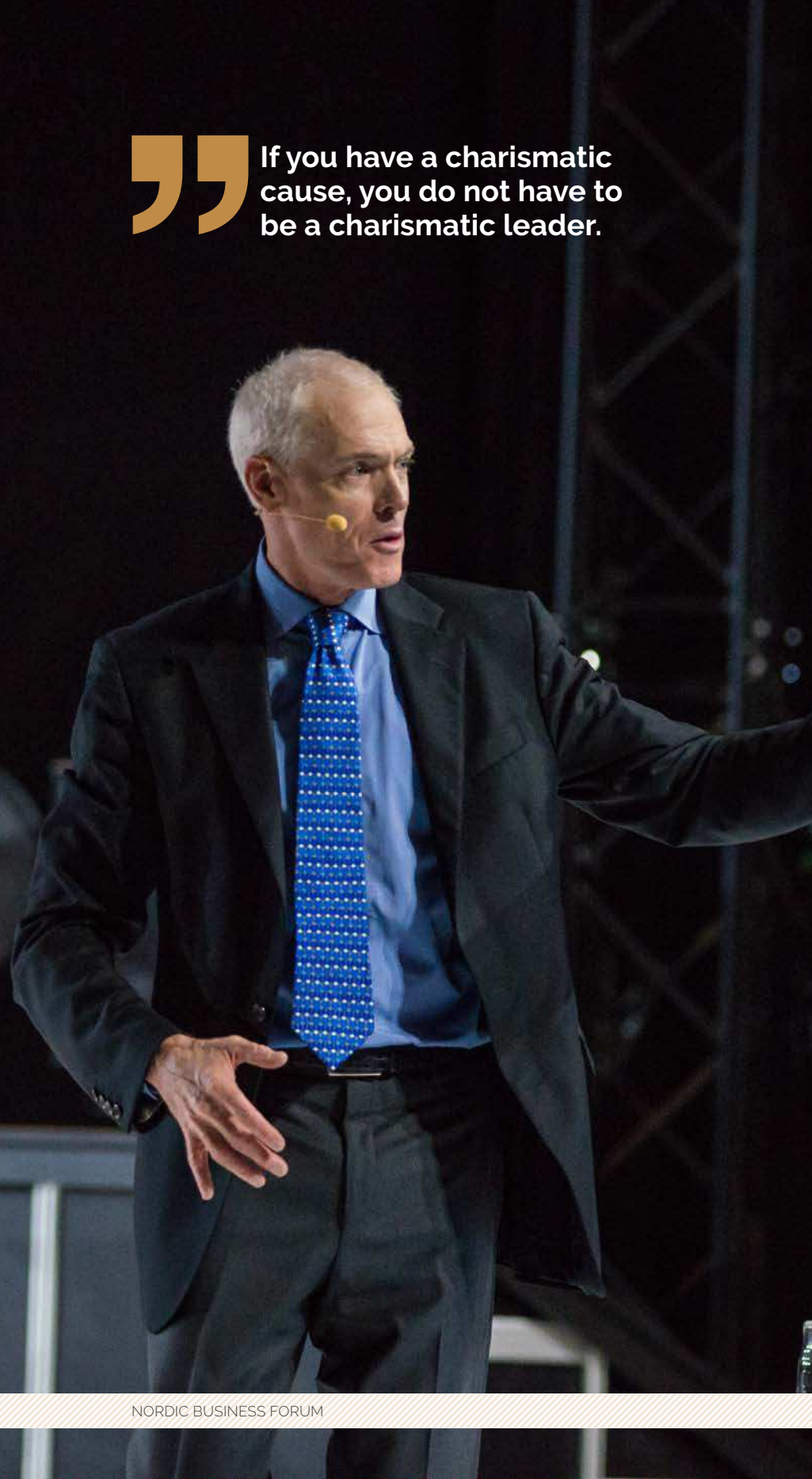
Jim Collins has over 6,000 years of combined corporate history in his corporate history database. He has compiled that research into numerous books that include *Good To Great* and *Great By Choice*. Clearly, many attendees of Nordic Business Forum are acutely familiar with these works as many hands shoot up when he asks who in the room has read his books.

Jim organizes his talk around 12 questions that he has distilled from his canon of work. The questions are his way of helping leaders take what he has learned and instill the principles needed for success by asking and wrestling with the questions.

1. Are we willing to strive for Level 5 Leadership, and to embrace the 10X behaviors needed to build a great company or social sector enterprise?

In his book *Good To Great* Jim discusses the five levels of leadership. Level one is having good individual skills. Level two is having good team skills. Level three is having good management skills. Level four is becoming an effective leader. The fifth level represents the highest level. Someone does not need to be charismatic for great leadership – it is not about personality. Also, they don't have to be powerful, for power is





” If you have a charismatic cause, you do not have to be a charismatic leader.

not great leadership either. *“If you have a charismatic cause, you do not have to be a charismatic leader,”* he says.

What makes a level five leader? A level five leader is humble. Level five leaders have as much ambition and drive as level four leaders. However, for level four leaders all of that ambition and drive is about them. It's about what they get, how they look, and what they make. A level five leader channels energy outward. Level four leaders are good at getting people to follow them, but level five leaders are good at getting people to follow a cause. *“They lead in a spirit of service and consume themselves in sacrifice.”*

2. Do we practice the principle of First Who, with the Right People on the Bus and in the right seats?

When he first conducted his research for *Good To Great*, he expected level five leaders might come in and set a new direction and motivate people to go in that direction. Instead, he found the opposite. They came in and said, *“I'm not going to figure out where to drive this bus until I have figured out who should be on the bus, who should be off the bus, and who should be in the seats.”* In other words, first get the right people and then figure out where to go.

3. What are the Brutal Facts, and how can we better live the Stockdale Paradox?

The process of going from good to great is one of disciplined people who engage in disciplined thought and take disciplined action. Jim noticed while doing research that level five leaders have a particular kind of disciplined thought that he calls the Stockdale Paradox. It's named after **James Stockdale**, who was a U.S. Navy Vice Admiral and one of the most highly decorated officers in

the history of the U.S. Navy. He was the highest ranking military officer in the Hanoi Hilton prisoner of war camp in Vietnam. He was shot down in 1965 and was there until 1973. He was tortured over 20 times.

Jim got to know Vice Admiral Stockdale and wondered how he did not capitulate while in Hanoi Hilton. When asked by Jim, Stockdale answered that he never capitulated to despair because he never wavered in his faith that he would not only get out but turn his time as a prisoner of war into the defining event of his life. He said that the optimists were the ones who did not make it out of Hanoi Hilton. They were the ones who said they would be out by Christmas, and Christmas would come and go. They died of a broken heart. He learned that you can't confuse the need for unwavering faith that you will prevail with the discipline to confront the most brutal facts.

4. What do we understand so far about our Hedgehog Concept—what we are fanatically passionate about, what we can (and cannot) be the best at, and what drives our economic or resource engine?

There is an essay called “The Hedgehog and the Fox” by **Isaiah Berlin** who said there are two types of thinkers: hedgehogs and foxes. The foxes love complexity and all the moving parts. They love showing how smart they are by making things so complex that other people can't understand them. Hedgehogs tend to take the approach of saying, *“I know the world is complex, but we can't function if we don't simplify it.”* Hedgehogs get one big idea and focus on it. They simplify a complex world down to a fundamental, simple idea that is essentially right. *“In the world of leadership the hedgehogs win,”* Jim declares.

5. How can we accelerate clicks on the Flywheel by committing to a 20 Mile March?

In 1910, two men led teams to explore Antarctica: **Roald Amundsen** and **Captain Robert Falcon Scott**. Amundsen's team was successful while Scott's team died. Both had the same conditions, but had different approaches. Scott responded to the conditions. If the conditions were good he would do really big pushes, but he would sit in his tent complaining about the weather when it was really bad. Amundsen had his team march 15 to 20 miles a day. He had his team moderate their pace by discipline and not conditions.

6. Where should we place our big bets, based on the principle “Fire Bullets, then Cannonballs”—blending creativity and discipline to scale innovation?


When looking at entrepreneurs, Jim explains to us that he was puzzled by the concept of innovation and the role it plays. He expected the best leaders to out innovate the others. He discovered that was not necessarily the case. Great leaders do innovate, but they don't out innovate. *“Pioneering innovation is great for society, wonderful for the economy, but statistically lethal for the innovator,”* he says. The key thing is not innovation but how they innovate. Great leaders have the ability to scale innovation.

7. Do we show any signs of How the Mighty Fall, and do we have enough Productive Paranoia to stay far above the Death Line?

Some of the greatest companies in the world ended up falling. What's scary is that they were once great and then fell. If they can fall, anyone can fall. How can a company stay great and not fall? What

” True discipline begins not with what we do, but what we have the discipline to not do.



A man with grey hair, wearing a dark suit, blue shirt, and patterned tie, is walking on a stage and speaking to a large, seated audience. He is gesturing with his right hand. A white podium with a glass of water on it is in the foreground. The audience is blurred in the background.

” In the world of leadership the hedgehogs win.

Jim found is that you need a healthy dose of what he terms “*productive paranoia*.” According to Jim, productive paranoia means, “*channeling your anxiety and your worry into preparation that keeps you alive*.” Productive paranoia means worrying about everything that can go wrong and putting preparations in place that allow you to have options to deal with problems.

8. How can we do a better job at Clock Building, not just Time Telling?

The great entrepreneurs are clock builders not time tellers. The really great entrepreneurs don't want to be the time teller, the one everyone depends on to tell the time and set the direction. Instead, they want to build a clock to tell the time even when they are not around. They want to build a culture of people who can do amazing things, a culture that outshines them.

9. Do we passionately embrace the Genius of the AND—especially the fundamental dynamic of “Preserve the Core AND Stimulate Progress”?

The idea is that the best leaders are the ones that are really good at holding two seemingly opposite things in the mind at the same time. Jim noticed in his research that really great leaders are “and” people and do not succumb to the tyranny of the “or.” There is a sort of yin/yang principle going on in great businesses. On one side you have preserving the core, or staying true to something, and the other side you have stimulating progress. “*This is the big picture of why some endure as great and some do not,*” Jim says.

10. What is our BHAG – our Big Hairy Audacious Goal – and do we have the SMaC to achieve it?

You have to keep setting big goals in order to succeed. Every time you are about to get to the top of the mountain, every time you are about to summit, you say

to yourself, *"What's the next mountain?"* You want to keep setting bigger and bigger goals. That's how you stay away from complacency. Big goals will make you better. *"A meaningful life is full of BHAGs,"* Jim declares.

11. How can we increase our Return on Luck (ROL), making the most of our good luck and bad?

Throughout his research, Jim noticed that many of the greatest leaders believed they were exceptionally lucky along the way. The more successful people were, the more they attributed luck as a factor to their success. If you are intellectually honest, you have to ask, *"How much of this just comes down to luck?"* Asking that question is a form of humility and a form of productive paranoia.

Successful leaders got a good return on luck. It doesn't matter whether you get good or back luck. What matters is what you do with the luck you get.

Be attuned to the good luck that you have and never squander it.

12. What should be on our Stop Doing list?

This is a question about real discipline. Most of us have "to do" lists, but most of us don't have stop doing lists. *"True discipline begins not with what we do, but what we have the discipline to not do."* So what's the first thing on your stop doing list? ●

Key points:

1. **Good is the enemy of great.** Don't be satisfied with where your company is at. Instead, strive for more.
2. **Make sure you have the right people in place.** First get the right people and then figure out where to go.
3. **Have a Big Hairy Audacious Goal (BHAG).** You have to keep setting big goals in order to succeed.



A GREAT COMPANY:

- SUPERIOR RESULTS
- DISTINCTIVE IMPACT
- LASTING ENDURANCE
- DOES THE COMPANY NEED YOU?

Key PRINCIPLES:



How will you change the lives of others?

Indur
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Reaching the Next Level by Engaging Everyone

BY JUKKA NIEMELÄ

Matti Alahuhta, KONE Corporation. 10 years. Doubling the company's global market share. Over 600% growth in the market capitalisation. There's a Finnish success story that is hard to beat at least in this global economic situation. The success story is about engaging everyone. By listening to Alahuhta, one may find resemblance to former NBForum speaker **Jack Welch** and his total grip of every single person in the company.

Alahuhta walks to the stage in front of 5,300 guests like he would to a meeting room with a handful of board members, "*in a proper manner*" one would say. Not cheering the audience nor making a big number of himself. He takes his position and takes a glance at the audience before commencing his presentation.

Alahuhta starts by asking a big question: "*When can you be satisfied with your company's development?*" Is it the moment when you have reached a certain operating profit percentage? If you only look at the financial figures, at the same



time your customer and employee satisfaction may have started to decline. He says that sooner or later, the declining satisfaction will lead to the situation where the company starts to decline also financially. What can you do about it? Follow your company's development from all key dimensions.

At KONE they used five factors to follow the development: 1) Customer satisfaction, 2) Employee satisfaction, 3) Grow faster than the market, 4) Further development in finance and performance compared to competition, and 5) Strong development in sustainability. If they had succeeded in all five factors at the end of the year, they considered highly probable that they were stronger than in the beginning of the year. Not 100%, but highly probable. This kind of approach shows that they were never really 100% satisfied, but always willing to aim higher. Especially if one of the factors was not satisfying, they focused on that particular factor the following year.

The audience sits quietly and listens to Alahuhta's presentation. Very typically Finnish by style, one would say. Once he took his square meter on the stage, he hasn't left it yet. His tone of voice shows he is excited and proud of the story he is talking about. He gives us hard facts, moves straight forward not really trying to touch the emotions of the audience.

KONE's five factors are not in any specific order. But, if you were asked to pick two that matter to you most, what would they be? Alahuhta was always most excited about customer and employee satisfaction. Isn't it obvious that these two underpin the rest? Satisfied customers tend to buy more, and satisfied employees are more profitable, right?

Alahuhta's second big question is: *"What are the key factors in leadership?"* Alahuhta finds build-

ing trust between people the most important. He says that in a situation where you enjoy trust, you will also have a lot of positive energy. But how can you generate trust? By listening, being open, having consistency and being straightforward. *"Listening in leading people is clearly more important than speaking,"* he says. When you listen to other people, show respect to them. *"When leaders are fair, people like demanding objectives and demanding targets."*

In 2005 Alahuhta and 25 key leaders held a workshop. Its target was to understand the current situation. Although financial performance showed KONE Corporation was in good shape, certain developments worried Alahuhta. They realized that change is inevitable if they want to be the winner in the market. During the same week

they defined a strategy and major development programs. Quite an achievement for a global organization, as this kind of thing tends to take months rather than days! *"Most companies have good strategies, but often they are distant from real business activities."* KONE defined five 3-year programs to make their strategy alive. Three years is long enough to see the results – but, on the other hand, it is short enough for KONE people to understand that not only every week is important, but every day as well. Top that with the monthly business review how the programs develop and you are on the right development track.

Taking the programs into practice in a 26,000 employee corporation in over 1,000 locations required a global facilitators' network. The facilitators' task was to ensure that every manager at KONE had a face-to-face meeting with his or her team member about the change and why it is needed and what the purpose of his or her job is

” **Set the direction.
Work very, very
hard in order to
engage everyone.**



and how it contributes to the development of the company. Now, if you have read and heard about Jack Welch's management, this may sound familiar to you because he in fact ran the same type of project at GE.

As the next step they restructured the management to give it more clarity. They rotated people to get the right people in the right places, and recruited nobody from the outside. By doing this KONE showed the employees that they have every reason to be proud of their past. *"The more people you have in jobs they are interested in, and where they have the probability to grow, the more power you have in the company,"* says Alahuhta. Well said.

In December 2005 it was time to define values for KONE. At the time, the company had a good and healthy culture. Alahuhta emphasizes the importance of company culture a lot during his presentation: *"The culture is so important, because it sets the basis for good atmosphere and good energy level."* Culture itself can be developed by defining values and developing the values in the company. Everywhere, all the time. Values have to be simple, they have to have clarity, be inspirational – and most of all, they have to be easy to remember. How many of us remember the company values when asked? Gotcha!

In addition to values, a company needs a vision. Alahuhta says that, *"Like values, a vision needs to have clarity, be inspirational, easy to remember and it has to empower people."* A traditional KONE-like company would probably have a vision like, *"We make world's best elevators,"* where modern KONE has a vision, *"We deliver the best people flow experience."* There's a huge difference between these two. One involves people, and the other one is, well, just technical stuff.

Every now and then, after Alahuhta gives the audience something to think about, he pauses. Waits for the reactions. Takes a sip of water and continues. In my opinion, his presentation style is very welcome. Finns in general love this kind of an approach.

In 2008 KONE started the second set of the five development programs. Again, their purpose was to bring KONE closer towards their vision. There were important areas that



” The more people you have in jobs they are interested in, and where they have the probability to grow, the more power you have in the company.

were continuously developed, not only during the three-year programs. After some years of development Alahuhta realized one very important thing: *"The more advanced the company becomes, the more you see possibilities for further development."*

Like many successful leaders, Alahuhta speaks about the importance of people for a company's business. He mentions diversity as an asset. Have young, have experienced people. Male and female. People with different working history and different cultural background. That helps the people to see the complex environment and complex problems from different angles and create simple solutions for the problems.

“ **The culture is so important, because it sets the basis for a good atmosphere and good energy levels.** ”

It seems that when bad times are ahead, many companies start to hold back the operations and lay people off. What KONE did was quite extraordinary. They started to invest heavily in people's leadership skills. Why? Alahuhta sees the bad times as an opportunity to develop business faster compared to competitors, if people are motivated. Bad times for business are good time for developing people.

Alahuhta ends his presentation with a great advice for any leader: *"Set the direction. Work very, very hard in order to engage everyone. Thank you."* The 5,300 guests reward him with a standing ovation. ●

Key points:

1. **Set a clear direction to your company.** Take care that all the people understand how they can contribute to the development of the company towards its objectives.
2. **Build trust between people.** Listen, be open, consistent and straightforward. When people see that the leaders are fair, they are willing to take demanding objectives. Demanding targets inspire people.
3. **Focus on company culture.** It sets the basis for a good atmosphere and good energy levels. You can develop the culture by defining values and further developing these values in your company.



The former CEO of Kone and also a former member of the NOKIA "Dream Team". KONE is ranked by Forbes as one of the world's most innovative companies. In 2009 European Business Press recognized Alahuhta as The Business Leader of Europe.





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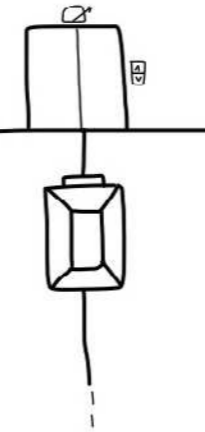
MATTI

Alahuhta

THE NEXT
REACHING

by
Engaging
everybody

LEVEL



WHEN CAN YOU BE
Satisfied
WITH THE DEVELOPMENT OF
Your company?



LEADING
People



KONE
Story

- DEVELOPMENT PROGRAMS
- PEOPLE in JOBS
RIGHT RIGHT

VALUES

GREAT, I CAN REMEMBER THE VALUES!
KONE HAS 2

CUSTOMER in focus

MEGA-TRENDS that affect KONE

KONE offers THE BEST people flow EXPERIENCE

PEOPLE PROCESSES

Now about a GLOBAL company?

Learn!
Diversity!
Invest in People!
Timing!

WORK hard!

Indo
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#nbforum2014 young panelists: What are the main topics in Nordic business forum 2044?



Hannu Halkola
@hannuhalkola

26 minutes ago

The Young That Change the Future

BY JUKKA NIEMELÄ

What would a business seminar be without **Alf Rehn** at least in some role? Rehn really gives his all as the Hot Seat Session moderator to challenge the panelists while making sure everybody is having a great time. His opening line *"Once upon a time I was young and promising"* welcomes the audience with laughter.

Before introducing the Hot Seat Session panelists, Rehn briefly tells how he first found out about the NBForum founders, **Hans-Peter Siefen** and **Jyri Lindén**: *"Two men – I hesitate to call them men – because they were nearly boys, called me and said: 'Listen, dude, we are planning this event, and we have **Al Gore** and top speakers to come. It's going to be fabulous! Huge! We want you to speak, but we have no money left..."* Since then Rehn has had a huge respect for them.

The panelists are also young, respectable entrepreneurs. Rehn first introduces us to Finnish businesswoman **Linda Liukas**, who is well-known for her groundbreaking work among school kids teaching them how to code. The second panelist is young Finnish businessman **William Wolfram**,



” We are going to see a lot more disruption ahead.

who according to Rehn “runs a small company called *Deal Dash*.” Sarcasm is heavily involved in Rehn’s introduction because in fact, Wolfram has, to some extent, revolutionized the e-Commerce business. Rehn introduces the third panelist, **Anna Nyboe** from Denmark, as a person who “re-invented the way how we look at unemployment.” Finally Rehn welcomes the final panelist “last, but not the least”, **Vladimir Funtikov** from Estonia on stage with a declaration “what Vladimir does not know about games, is not worth knowing.”

The panel discussion starts with Rehn’s simple question: how afraid should the old businesspeople be of the young? Liukas gets the first turn and says that they should not be afraid, and further explains with great enthusiasm that basically the only thing young people have is the energy, along with the idea that they don’t know what could or should exist. “*The greatness of this era is that the cost of starting something new is close to zero*,” she says. She knows it in practice, as she started her book project as a Tumblr project without investment. Rehn pours gasoline on the flames and asks if the people who have invested humongous amount of money should not at all be afraid of the young who revolutionize it by zero cost? Still, the answer is “no.” Wolfram jumps in to say that the chairman of the board of his company is 67 years old, he has learned a lot from those who have 10 to 20 years more experience than him. Wolfram continues that one of the major things is that the young structure their working environment differently. The company operates in six countries and the employees work from home.

“*How big can the age of disruption become?*” Rehn asks and gives Funtikov his first turn. “As big as you want,” he says and continues that we should not talk about IT as an isolated industry, as IT links and connects with everything. Funtikov

agrees with Liukas that the old should not be afraid of the young. He pulls up an anecdote of ancient warriors, where the young came, chopped the old warrior's head off and took over the business. *"We are not in the middle ages anymore, so there is no reason to be afraid,"* he concludes.

When it comes to Nyboe's turn, the opinion changes. She says that in certain circumstances the old should fear the young: *"If you do not welcome us in your companies, and if you are not willing to learn from us like we are from you, then you should be scared."* She tells about her client, to whom she has made a great deal of money only because the manager welcomed her in his company. And then there are the other type of clients, *"who have had a very annoying young girl in their office,"* she says. It appears that she has listened to **Soulaima Gourani**, as she considers it to be far more important to create a job than find one.

Rehn can really pull these kinds of things through with his knowledge of business, presentation skills and practical jokes. The guests truly seem to enjoy themselves, and often reward both Rehn and the panelists with laughter and applause. A debate like this could be called *"practical entertainment"* instead of the more banal 'panel discussion.' Nyboe's comment about job creation makes me wonder if NBForum has a strategy that all speakers' presentations through the years bind together in a unique way. So many little things are connected together that it cannot be a coincidence. Therefore, it is wise not to miss a single presentation over the years.

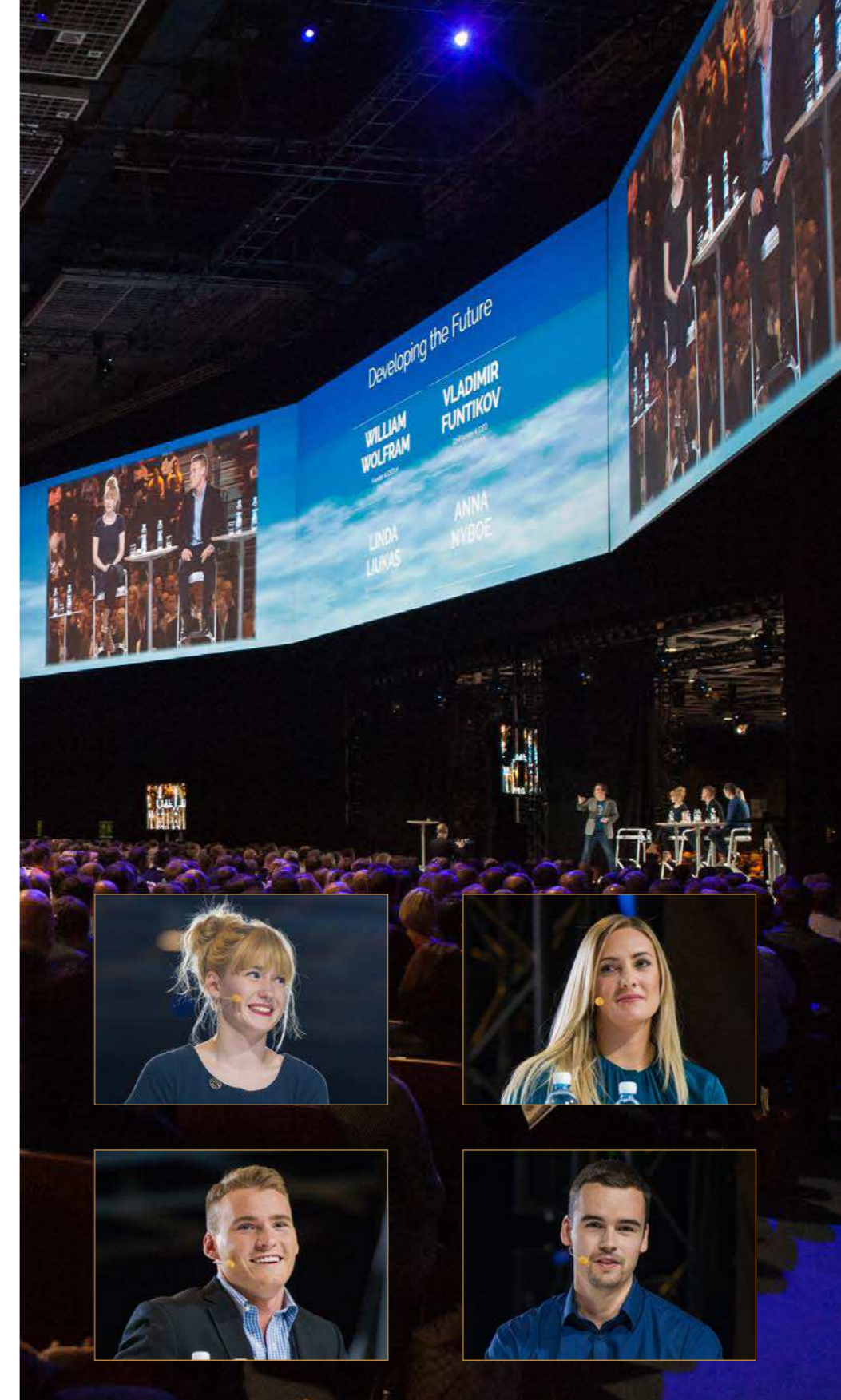
The next topic is whether the ongoing disruption and chaos is the new normal, or is it just a phase between two stable eras. Liukas gets to start again. She tells about her business, which would be quite impossible to start and run by traditional means. The

technology enables her to reach individuals from all around the world, not only Finland where the market is practically close to none. Wolfram says that we haven't seen anything yet; most of the world's population is not on the Internet, and e-commerce accounts for only about 6% of US retail sales. *"We are going to see a lot more disruption ahead,"* he says. Funtikov adds to that a great piece of advice: *"The domestic market is not enough. You should say 'let's conquer the world – or die trying'."* Liukas concludes the topic with something to think about: *"I think the disruption doesn't come from technology. It comes from people with vision."*

As the discussion continues, the group comes to the point of discussing about people retiring all over the world. That is one of the potential markets for Wolfram's company. He says, *"There are massive amounts of new retirees every day all around the world, quickly moving to shop online. We want to be where they need us to be."* Disruption and the big generations retiring certainly means loss of business for some companies, and a gold mine for others.

Rehn also brings up education for discussion and directs a question to Nyboe, should his son drop out of school or not. Again Rehn's question is loaded with sarcasm but during the discussion it turns out that both Nyboe and Wolfram were once university dropouts. Funtikov introduces an interesting term, *"self-education."* People have all the possible information with them at all times, and can educate themselves at any time – so why wouldn't they? If you are studying in a university, nobody really cares if you succeed or not. All the panelists agree that the education system should be changed one way or the other; for example involve companies more. *"Education comes and goes, but learning stays,"* says Liukas.

” Education comes and goes, but learning stays.



While on the topic of education, Rehn takes a question from the Twitter feeds: *"Why should all kids understand programming? When will this be included in the elementary school curriculum?"* Liukas proudly answers, *"The good news is, it is going to be included in the elementary curriculum in Finland in 2016."* Applause, a lot of yays and whistling. For those who don't know, whistling in Finland is a very positive thing.


Probably the biggest laugh of the whole day comes from Nyboe's answer to a question many people tend to ask nowadays: how can we help people to find their thing, their passion faster? Nyboe wonders why should it go so fast? Although the panelists are young and have done it fast, this doesn't mean that everybody should or could. Now, here's the catch that Nyboe says with a big grin: *"We are not like you. Look at how many you are. You are the normal people."*

The audience also seems to love Funtikov's style. When asked about how big corporations should support young entrepreneurs like the panelists, Funtikov could not answer more succinctly: *"Financially."* The audience laughs and applauds yet again. When Rehn asks, *"What is behind your success?"* Funtikov replies, *"I was a fool. Like William here, we are a bunch of successful fools."* He briefly tells the reason for his comment; they started a game development company in a country, where nobody had started a game development company. Oh well, somebody has to be the first.

I have to admit; NBForum has done a great job in picking the panelists. As the discussion continues, the panelists get more and more excited, the audience laughs and praises the opinions of each and every one – and the ever-professional Rehn ties the whole thing together brilliantly. Fabulous!

Before wrapping up the panel, everybody gets the chance to say what their next great thing is go-





” The disruption doesn't come from technology. It comes from people with vision.

ing to be. Liukas wants to set up an art show where kids can crawl into a computer and see how it works – or she could be a kindergarten teacher in Japan. Nyboe is planning an online course like the MBA programs in the U.S. Wolfram is going to stay on his path, as *“they still have at least a decade of hard work left.”* What about Funtikov then? The user count has grown a lot, but the company hasn't. His next big thing is to make the company a better place for everyone. Applause and thank you. ●

Key points:

1. **You can start with zero investments.** The Internet makes it possible for many businesses to operate from anywhere, and reach people all over the world.
2. **Be open for learning.** The young can learn a lot from the long experience of the old – and the old can learn how the modern and digital world operates nowadays.
3. **Somebody always has to be first.** Don't be afraid to try new things. They may lead you to succeed or fail. In both cases, you will grow and learn.

Linda Liukas is the author of Hello Ruby, a children's book that teaches programming fundamentals through stories and kid-friendly activities.

Vladimir Funtikov is the co-founder & CEO of Creative Mobile – a Tallinn-based independent game developer/publisher founded in 2010.

Anna Nyboe has run her own company, ANNAWAY since 2011. Her main business is to help especially academically educated people find new jobs.

William Wolfram is the founder and CEO of an e-commerce company DealDash.

Alf Rehn is Professor of Management and Organization at Åbo Akademi.

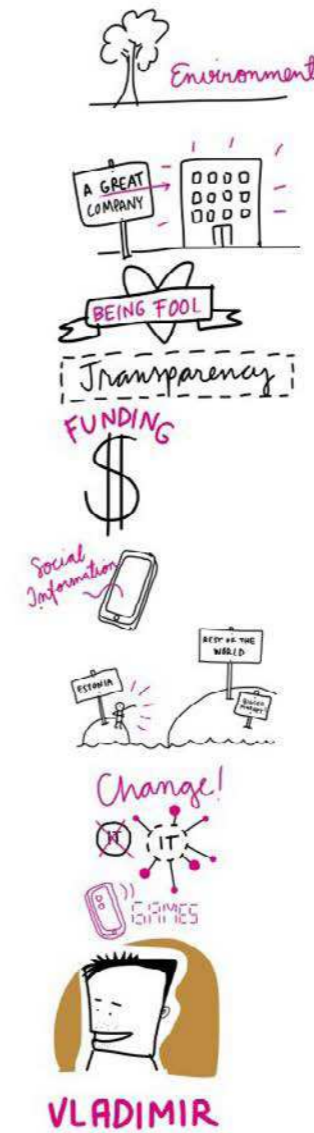
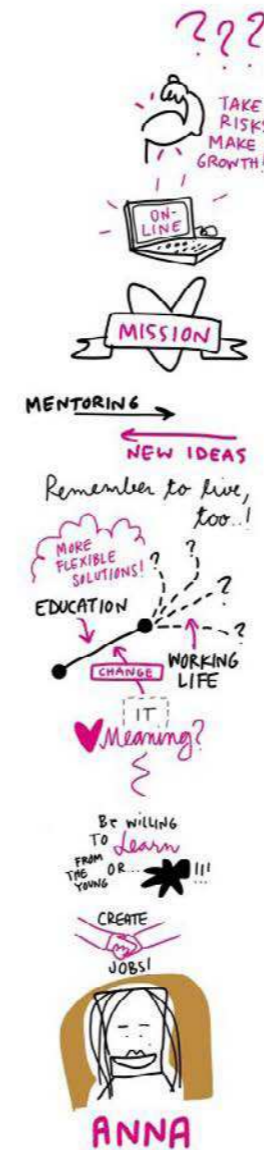
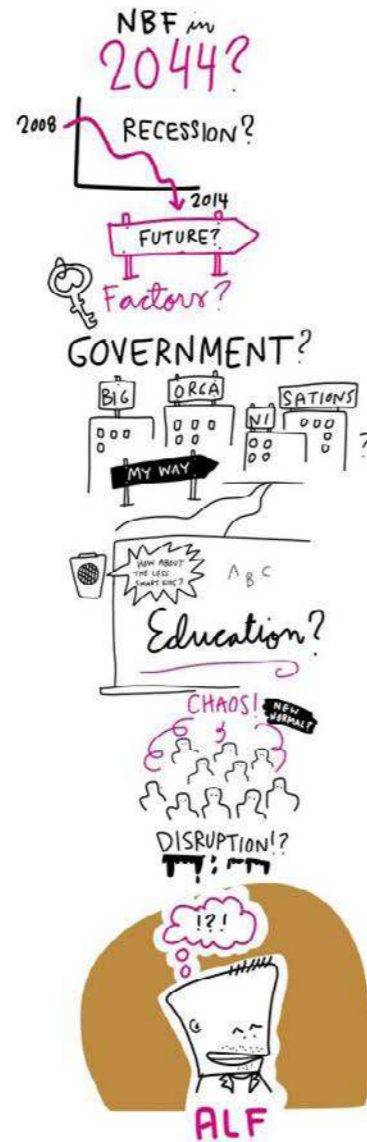
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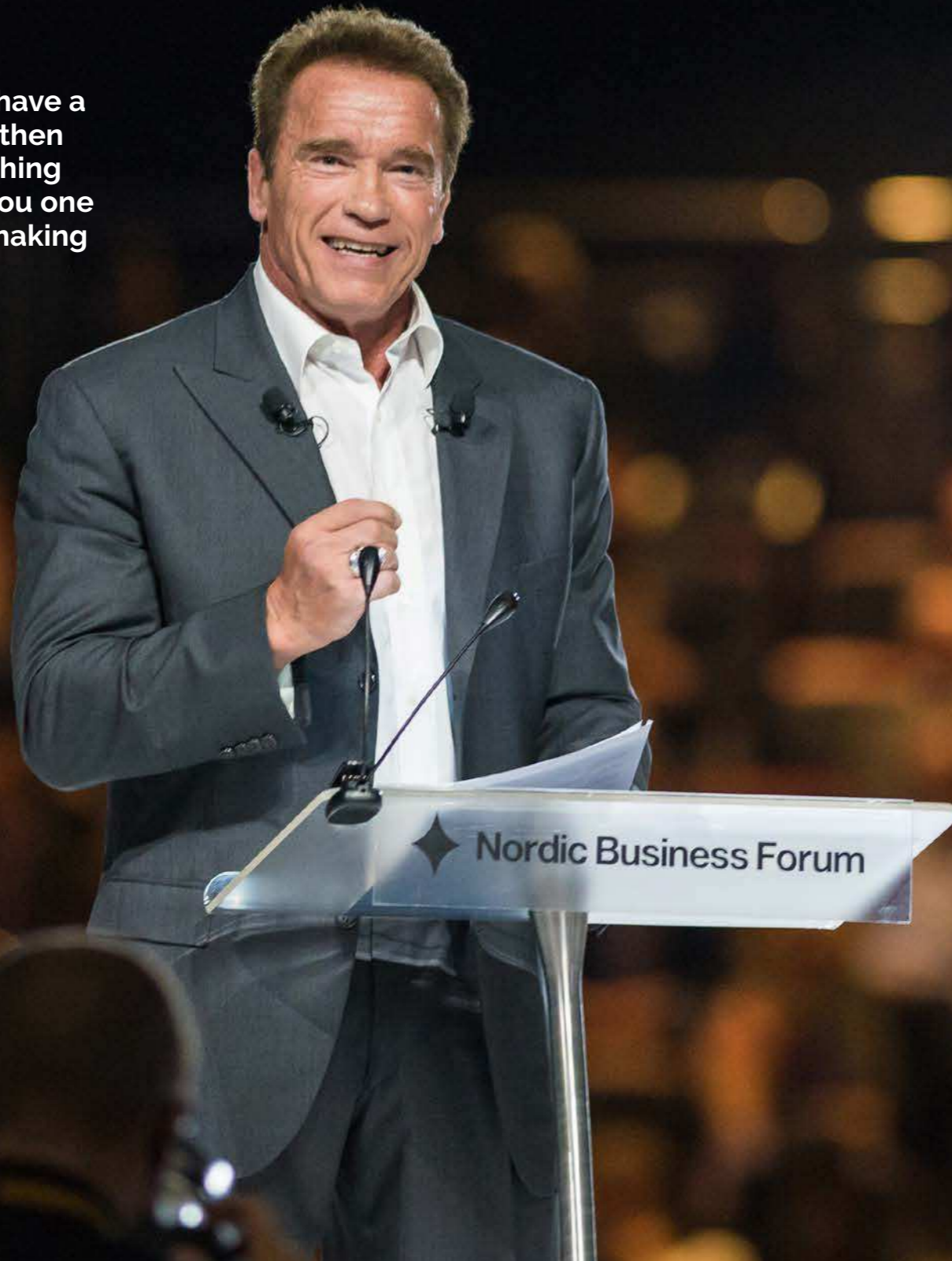
LINDA LIUKAS
 WILLIAM WOLFRAM
 ANNA NYBOE
 VLADIMIR FUNTIKOV

& Alf
 Rehn



+ makes
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“If you have a vision then everything you do brings you one step closer to making it a reality.”



5 Rules to Being Successful

BY ANDREW SCHOLFIELD

It might be the title of one of his first movies, but it is also his philosophy in life! We heard from **Governor Arnold Schwarzenegger** and why he always strives to STAY HUNGRY.

As Arnold enters the spotlight with the presence of a heavyweight champion, he is met with the rhythmic applause normally befitting a rock star. Whatever he is about to say the guy definitely looks like a winner. And not just because he is built like a Sherman Tank but because being successful is what he does. Other actors, other politicians have the charm, charisma and conviction to give powerful speeches. One simple difference – Arnold speaks with total authority. Bodybuilding, politics, business, acting, real estate – the guy has done it all. (Check out our info box on page 28 for some amazing facts.)

As the wave of star fever flooding the room begins to subside, the audience settles down to hear Schwarzenegger's *5 rules to being successful*.

Rule no.1 – Find your vision.

"If you have a vision then everything you do brings you one step closer to making it a reality."

You will never get anywhere in life if you don't have a vision; you will be a boat that never reaches its destination sailing

” The biggest obstacle people face is small thinking.




around the ocean aimlessly. Arnold tells us that even though he got lucky with his vision, he always knew he didn't want to live in occupied Austria post second world war. *"Everybody was pissed off because we'd lost the war – I felt small and restricted there, I couldn't wait to get out."* He knew he wanted to go to America, the land of opportunity. Then he saw the 'blueprint' for what he wanted to do with his life. **Reg Park**, the bodybuilder and successful businessman became his inspiration. Becoming a movie star became his galactic ambition.

Like the rest of the audience I am totally engrossed as Arnold delivers some inspiring rhetoric: *"If you don't have a vision, if you don't have a goal, if you don't see your future laid out in front of you – every day will be a struggle."* It's simple, I say to myself, but it makes so much sense. We create a vision for our companies and our organizations, but how often do we do it for ourselves? With his booming voice and iconic Austrian accent Arnold exclaims that, *"74% of people in America don't like what they are doing."* It was a statistic that shocked me, but as I listened more I realized that if you have a vision and a long-term goal, even doing something you hate will become bearable if it takes you to that goal.

Rule no.2 – Think big.

"The biggest obstacle people face is small thinking."

I think to myself, yeah, that's me – and I know I'm not the only one. We think we are being humble and mindful of our limitations but actually we're just restricting ourselves, putting up unnecessary boundaries. We need to tear down the walls we have created in our minds. Arnold embodies this philosophy. As he tells us, he didn't just want to be in movies, he wanted to be the star. He didn't just want to go into politics to be a city councillor or mayor. No! He wanted to be Governor – and not just any governor but governor of the 8th largest economy in the world. Laughter turns to applause, which then turns to a standing ovation. The whole room acknowledges this wonderful determination and ambition. *"Wennschon dennschon!"* – Hey, if something's worth doing, it's worth doing properly. As he points out, it takes

A photograph of Arnold Schwarzenegger smiling, wearing a dark blue jacket over a white shirt. The background is dark with out-of-focus yellow and blue lights.

**” You can’t
climb the
ladder of
success with your
hands in your
pockets.**

the same amount of energy to have small goals as it does to have big dreams.

Rule no.3 – Ignore the naysayers.

To illustrate his point Arnold quotes **Nelson Mandela**: “*People always seem to think it is impossible until someone does it.*” As I listen I start to think about how envy is a powerful emotion. People don’t like to imagine someone with the courage to do what they can’t, or won’t. People don’t like extreme confidence either. They see it as arrogance or naivety.

Arnold, on the other hand, feels like a boxing coach firing up our adrenaline before a big fight. His pep-talk to the audience is that, if you are going to have the big dream people are naturally going to think you’re crazy or stupid. Don’t listen to them. “*Just think how many times my career would have ended if I had listened to the naysayers.*” Bodybuilding champion? No Arnold, try being a ski champion. Movie star? Arnold, come on! Are you kidding? Look at your body – you’re overdeveloped! And your accent. No one has ever made it big with an accent. The audience erupts with laughter, but as the noise dies down his words continue to resonate. I think to myself how proving everybody wrong must be the best feeling in the world. Arnold points to the irony that not only did his body become an iconic symbol of the action movie industry, the words “*I’ll be back*” became ingrained on the lips of movie-goers forever because his accent made him sound like a machine.

Rule no.4 – Work your ass off!

“*You can’t climb the ladder of success with your hands in your pockets.*”

“*None of my rules will help you if you don’t work hard.*” No excuses – get to work. Arnold told us the only thing he was scared of was losing a bodybuilding competition or an election because he didn’t work hard enough. Lack of time? There’s 24 hours in a day. In that time Arnold ran a brick laying business, went to the gym, took acting classes and went to business school in the evenings, and then still had time for 6 hours of sleep. Need more sleep? You know what Arnold’s

response is – sleep faster! Arnold recalls a favourite quote from **Ted Turner** of CNN that goes – *“Early to bed, early to rise, work like hell and advertise.”*

**Rule no.5 – Don't just take!
Give back to change the world.**

“We all know at the end we will be judged not by what we have made but by what we have given.”

Like a true American patriot Arnold proudly reminds us that everything he has achieved he has achieved because of America. An immigrant with big dreams working hard against the odds and climbing to the very top. As I write I think this could be the movie trailer slogan for the film about his life. In his speech he remarks about the great work achieved by his father in law, **Robert Sargent Shriver**, and quotes the Yale commencement speech, *“Tear down that mirror in front of you and see the millions of people who need your help.”* This was his inspiration to make a difference with philanthropic work such as promoting health and fitness throughout America alongside the George Bush Snr administration. Then there are the after-school programs and work with the Special Olympics – all of which he continues to champion. However, in 2003 he wanted to do more so he abandoned his movie career and ran for Governor of California. *“Those 7 years were the most exciting, the most rewarding and the most gratifying of my life,”* he reminisces.

Arnold believes that, *“we must serve a cause that is greater than ourselves.”* You might ask how does this make you more successful? Well, it doesn't. From what I understood of Arnold's speech, that's not the point. If you are lucky enough to be successful then you are lucky enough to leave a legacy and decide what that legacy should be. Take Arnold's green initiatives, some of the biggest achievements of his life, but certainly during his term as Governor of California. Like his other causes this is one he refuses to let go and is continuing to fight the good fight through the Regions20 organization and the Schwarzenegger Institute at the University of Southern California. Arnold signs off with the audience



in raptures as he sums up the motivation behind his environmental and social crusades with the inspiring words from **Mikhail Gorbachev**: “If not me, who? If not now, when?”

5 rules to success.

5 rules to a better, more fulfilling life.

5 rules to change the world.

So what are you waiting for? ●



Mr Universe. Mr Olympia. The Terminator. The Last Action Hero. Governor Schwarzenegger. Arnie! He goes by many names and has played many roles: bodybuilder, actor, businessman, investor, philanthropist and politician. As well as being a multiple champion bodybuilder, Governor of the 8th largest economy in the world and the most well known movie star on the planet, Governor Schwarzenegger has created The Schwarzenegger Institute at USC to find solutions to global environmental issues.

Arnold's Achievements

- The youngest person to win Mr Universe
- 5 Mr Universe titles and 7 Mr Olympia titles
- His movie *Terminator 2: Judgement Day* grossed over half a billion dollars
- The movie *Twins* actually made Schwarzenegger more money than any other
- His proudest achievement was becoming 38th Governor of California
- He signed the bill creating America's first cap on greenhouse emissions

“We all know at the end we will be judged not by what we have made but by what we have given.”



The Q&A session included some great insight that backs up Arnold's advice...

...on safety nets and having a plan B.

"So many times people say to me, 'Well if this doesn't work, what are you falling back to, do you have a plan laid out for failure?'" When you read the words, doesn't it seem odd? Who would plan to fail? As Arnold points out, if there is no plan B then plan A must work. If there is no safety net then you better not bloody fall. If failure is not an option then all your focus will be on succeeding.

"The climb in life and the struggle to get there is really the most important thing. There will always be a winner and loser in things but the difference between the two is that the winner always gets up."

...on monetising opportunities and the real-estate business.

After making money working hard in the construction business he invested \$37,000 in a 6-unit apartment house, trading it in for bigger and bigger units until he had several 100-unit apartment buildings.

"I wanted to go and build a career and be a leading man and for that I really needed to say no to a lot of parts that were offered to me. I could have only done this because I was financially independent and I had made money in real estate."

So it was all part of the vision, he just happened to become a millionaire before he got there. Nice.

...on finding people to share your vision.

If acting agents brought him roles that were too small or insignificant he would just say no. He is greeted with laughter and a round of applause from the audience when he says, *"It was the word 'Starring', I wanted people to get used to that word, 'Starring'."* However, there is a serious point here. If you promote yourself as a teacher that is what people will think you are. If you tell people you are shy they will treat you as such. Arnold told people he wanted the starring role because he wanted to be the leading man. The message - brand yourself positively.

...on becoming the President of the USA.

"I would never work on changing the constitution because it would be self-serving and that doesn't go down well in America." The constitution will probably be changed at some point in the future because it is very old. *"It's not something I will dwell on because you have to understand that everything that I have accomplished in life is because of America, because America gave me the opportunities, so I'm not going to complain about the one thing that I can't do."*



ARNOLD Schwarzenegger & MY RULES FOR SUCCESS



1. FIND YOUR VISION!

The Hills Are Alive

OR

A BETTER FUTURE

GOAL

MR. UNIVERSE!
2. DON'T THINK SMALL, THINK BIG!

SCHWARZENEGGER

THE Conan Terminator Governor
3. IGNORE THE NAY-SAYERS!

IMPOSSIBLE!

until someone does it!

I'LL BE BACK!!!
4. WORK YOUR butt OFF! = WORK HARD!!!

"Sleep FASTER!"
5. GIVE SOMETHING BACK!

YES to life!

→ Serve the People!

YOU have the power to be the change! we!

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What's It Going to Take to Be Successful

BY GINA-MARIE CHEESEMAN

Back in 2008 the global economy began to suffer recession. While things have greatly improved, some economists say we are heading for another recession. **Dambisa Moyo** is one of them. She spoke about what it is going to take for governments to succeed in the world that is heading towards another global recession.

Dambisa begins her talk by telling the audience that she is going to be the bearer of bad news. *"I'm afraid I'm going to be the person who is going to come and be a bit of a downer and tell you what I see is the biggest risk to the world economy, which is that I think we're entering into a very severe global recession and possibly a depression,"* she says.

A hush fell over the room. The words recession and depression when used in conjunction with the





word 'economic' tend to bring stunned silence. Dambisa acknowledged that everyone knows what happened in 2008, when the global economy fell. *"What is it that's happening around the world that we're kind of ignoring? And in five or maybe ten years we are going to hit our foreheads and say, 'How could we not have seen it, it was so obvious?'"* she says. What we will not have seen is the global economy falling like it did in 2008.

She believes that most people will not see the depression in the economic global economy that is coming. She also believes that democracy is on the decline and there will be significantly more geopolitical risks around the world. Across the emerging markets, where 90 percent of the world's population lives, growth rates are on the decline. She cites examples. In places like Russia and South Africa, where populations are at least 50 million, growth rates are hovering around 1.7 to 1.9 percent. That is significantly lower than the seven percent minimum economic growth rate that is needed to make a dent in poverty. *"This, ladies and gentlemen, is why if you look around the world today, there's a lot more political volatility,"* she declares.

Dambisa backs up her claims with evidence that the *"world is becoming increasingly unstable."* The Horizon 2050 report predicts that 80 percent will live in a fragile or politically unstable state by 2020. The Economist Intelligence Unit predicted this year that 64 countries will experience political and social unrest.

Emerging markets are not the only regions where the economy is sluggish. She tells the audience that many of them know that the European economy has been at high risk of entering the third recession since the financial crisis in 2008. Recently, British Prime Minister David Cameron warned of a second global economic crash.

It's all about creating growth.

Public policy makers struggle with the pressure of populations that want to see economic growth and improvements in living standards and reduction in poverty at a time when governments are not able to do so. The reason is that the tools that have been used in the past to drive economic growth are not working. *"They are impotent,"* in the words of Dambisa.

So, what does this all mean for the world and particularly for developed countries? It means that governments need to stop looking for short term solutions to long term problems. It means that western leaders must first deal with the problem of growth before they can tell emerging economies to adopt a democratic form of government. It means governments must adopt longer terms of office so that re-elections don't punctuate policy implementation. It means that politicians and elected officials should meet higher entry standards to prove their capability to lead complex administrations. In short, it means that western governments need to reform their elective processes to retool and rediscover democracy. ●

” World is becoming increasingly unstable.



Key points:

1. **Know that the world is becoming increasingly unstable.** Democracy is on the decline and there will be significantly more geopolitical risks around the world. Across the emerging markets, where 90 percent of the world's population lives, growth rates are on the decline.
2. **The world is heading for another global recession.** Across the emerging markets, growth rates are declining. The European economy is showing signs of another recession.
3. **It's all about creating growth.** Western governments need to reform their elective processes to retool and rediscover democracy. Governments must adopt longer terms of office so that re-elections don't punctuate policy implementation.



Zambian native Dambisa Moyo is one of the world's leading economists. She worked for Goldman Sachs, and worked almost a decade as a consultant for the World Bank in Washington, D.C. Time Magazine named her One of the 100 Most Influential People in the World. She is the author of three books: *Dead Aid*, *How the West Was Lost*, and *Winner Takes All*.



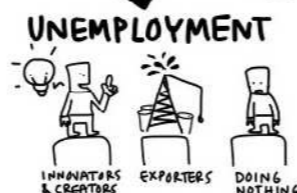
What's It Going to Take to Be Successful?



Why is it different this time?

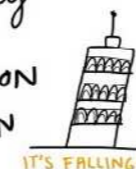
BECAUSE OF:

1. TECHNOLOGY

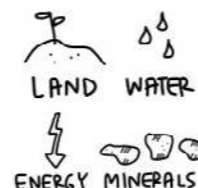


2. DEMOGRAPHICS

Quantity & Quality of the Employees
→ AGING POPULATION + POOR EDUCATION



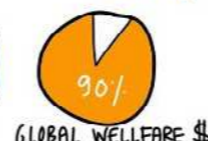
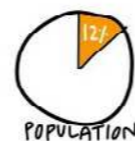
3. NATURAL RESOURCES



4. INCOME EQUALITY



Europe & USA:




WE NEED **NEW** tools!

(BECAUSE DEMOCRATIC CAPITALISM DOESN'T WORK THE WAY IT USED TO...)

— in the West — for today's challenges —



finch
REDANREDAN, FI



” You really have to dig deep to find out how you can create these shining eyes among people.

Make Your Customers Your Fans

BY GINA-MARIE CHEESEMAN

The world is constantly changing thanks to technology. Ten years ago Facebook and iPhones didn't even exist. How can you stand out? How can your product attract attention and loyalty? **Soulaima Gourani** urges us to create a purpose for our company that causes consumers to take notice.

“**M**oney can actually destroy the purpose of your company,” says Soulaima Gourani, who works with organizations all over the world. She started out working for companies such as Hewlett-Packard and the A.P. Moller-Maersk Group. She has worked with 1,000 organizations since 2007 as an adviser. Soulaima hears excuse after excuse why they can't be successful. One of the excuses is lack of money. She advises that focusing on money is not the way to grow in business. Her example is personal. She runs a non-governmental organization (NGO) called Global Dignity in Denmark that doesn't have money, but is the fastest growing NGO in Denmark.

You can't pick the winners

Many people think they can pick the winners. *"The thing is, it's impossible."* No, you can't pick the winners. Sometimes the most unsuccessful people in their youth are the most successful ones. Soulaima certainly would not have been someone people would pick as a winner. Thrown out of the school system in 7th grade, fired three times, she declares, *"I'm unemployable."* When she was 15 her dad bet her uncle that she would be a teenage mom. Born in Morocco, she couldn't get citizenship in Denmark, despite having a Danish mom, until she was four years old. She barely learned to speak English in 2005 and is fluent now, fluent enough to speak out at business forums.

The most successful people in the U.S. right now are the children of immigrants. A Pew Research survey last year found that children of the great wave of immigrants in the 1960s place more importance on hard work and career success than the general public. One famous example is **Steve Jobs**, the son of a Syrian immigrant. Actress **America Ferrera**, daughter of Honduran immigrants, is another example.

Soulaima cites three reasons why children of immigrants are more successful:

1. They know what hard work looks like because they see their parents work full time, seven days a week.
2. They put a lot of time and investment into education.
3. They have low self-esteem and want to prove people wrong.

How can a company survive?

When you looked at Fortune 500 companies 15 years ago, you expected one percent to turn 100 and 40 percent to die after 40 years. Today it is drastically different. Companies are only expect-

” You have to create a sense of hunger.

Business Forum

ed to survive up until seven years. What can a company do to survive?

- Think of innovation in a new way. Innovation is not about creating happy people satisfied with their jobs.
- Think multi-generational. By 2020, there will be five generations working side-by-side in the workforce.
- Consider the company's image. Work with your company's image or younger people will no longer buy your products.
- Think about how the company can help the environment. Young people are very concerned with the environment and they will put a lot of effort into honoring companies who care about the environment.

Some words are tossed around frequently in business circles. Not every word is a good one to use. Benchmarking is one of them. Soulaima advises against using the word benchmarking. *"It means the same shit. You will never become better than the competitors. Stop saying that."* In other words, be different and stand out.

Look at what you have and create hunger

A study was conducted on apes. They were given an apple and were happy to get it. Then, they were given two apples. They only had the second apple very briefly and it was taken away. They went crazy and destroyed the whole room. *"Apes are just like us. They don't look at what they have but what they've lost. That is what we have to change."*

Hunger is something a company needs to create. *"We are not hungry enough. You have to create a sense of hunger."* How do you create hunger in a western country where people have never

known real hunger? Look at your clients or customers in a different way and start calling them fans. *"Can you see how it changes?"* Soulaima asks.

Change the way you do business

People are emotional and lazy. We have many thoughts but not many of them are original. Eighty percent of people's thoughts are reproduced from yesterday, Soulaima says.

Communicate the purpose of your company and its product to potential customers. Think basic. Ask yourself: How can I create a strong culture of purpose so that people are willing to pay more for my products? Or in Soulaima's words, *"We have to change the way we do business. We have to use the knowledge we have on business behavior and decision making."*

How do you market and sell products today? Fifteen years ago you could go to an agency and buy a campaign. *"That is no longer possible. You have to create fans."* Soulaima urges business people to change their expressions. Instead of referring to clients or customers, she recommends calling them fans. Next time you have a client meeting, try saying, *"I'm having a fan meeting."* Next time you write an email to an angry customer say, *"I'm writing an email to a fan."*

Calling a customer a fan reflects the fact that we are living in a social networking world. Chances are great that your customers have liked your Facebook page. They are fans of your company and your products.

Create a purpose

People are willing to pay 20 to 30 percent more for a product if they understand its purpose. *"It's called emotional intelligence. Creating an emotional feeling towards your product."* Cre-





ate strong feelings among your fans. Create a strong culture of purpose so people are willing to pay more for your products.

A good example of products with purpose are the “pink” products whose proceeds benefit the Susan G. Komen Breast Cancer Foundation. Featuring a little pink ribbon on the packaging, the products are easily recognizable in the U.S. as benefitting breast cancer research.

The majority of people surveyed aren’t passionate about their jobs. “You really have to dig deep to find out how you can create these shining eyes

among people. It’s all about leadership.” There needs to be a unified feeling of being a part of a community. “This is where leadership gets really important.”

She cautions against being stuck in the same place too long. “If you stay in the same position, in the same company for more than four years, you are 70 percent more likely to not be ready for change.” Not that she is telling people to leave their jobs, but to get access to new knowledge. “It’s all about attitude. It’s all about how you go to work on Monday, and how you look for opportunities.” ●

Key points:

1. **Create a purpose for your company that makes it stand out.** The world is constantly changing thanks to technology. Ten years ago Facebook and iPhones didn’t even exist. Figure out how your company can get attention in such a changing landscape.
2. **You can’t pick the winners.** Many people think they can pick the winners. Sometimes the most unsuccessful people in their youth are the most successful ones.
3. **Change the way you do business.** Communicate the purpose of your company and its product to potential customers.



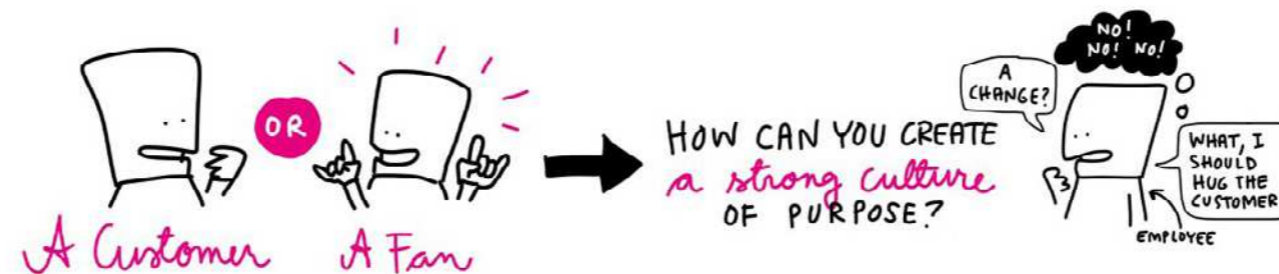
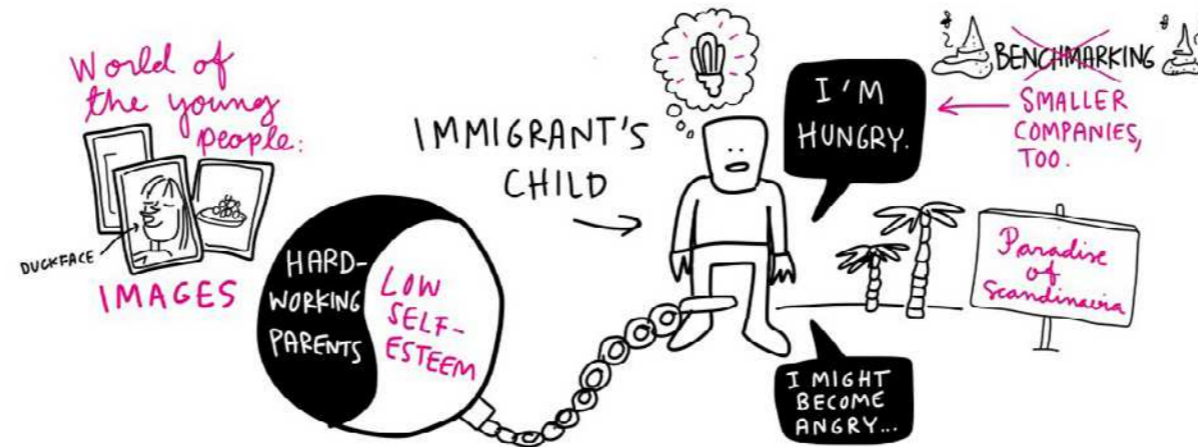
Soulayma Gourani is a Danish speaker, author, board member and special adviser to ministers, task forces, government think tanks and demanding private companies.

Gourani has received a number of awards for her achievements including Young Global Leader 2012 (World Economic Forum).



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Soulaima Gourami: GROWING with Purpose



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Choosing Excellence

BY JUKKA NIEMELÄ

André Noël Chaker introduces **Tony Fernandes** to the stage as “*The Sir Richard Branson of Asia*,” which describes him well. If a 12-year boy dreams of an airline company, a Formula 1 team and a football club – and makes his dreams come true, we expect to hear something extraordinary. And we did.

If you saw **Sir Richard** at NBForum 2012, you know it's not only the entrepreneurial success story that Fernandes has in common. It is also his natural, down-to-earth appearance. The guy can be a multi-millionaire, but still look like an average Joe. Not to mention that the two distinguished gentlemen are both Sirs; Fernandes is “*Dato*”, which means the same thing in Malaysian. Both Sirs are revolutionary – Fernandes revolutionized the airline business in Asia. Surprisingly, one thing you might not know is that Sir Richard once was Fernandes' employer at Virgin Records and Virgin Atlantic. When Fernandes returned back home to Malaysia, he had an idea of a low-fare airline. The success story saw its dawn.

As the rock music starts together with loud applause, Fernandes walks on stage in his red baseball cap. He tells us that he has spoken around



” There is a
very fine line
between
brilliance and
stupidity.



the world, but has never seen a Mexican wave in a business forum before. How unique is that? Oh yes, we can do that here in Finland. That shakes the image of us being shy, quiet introvert mobile phone engineers.

Fernandes charms the audience in seconds. *"I've been waiting to come to Finland for a long, long time. Last night I flew in from... actually where... oh, Jakarta!"* He talks about his very first night in Finland, wanting to go to a Finnish restaurant – which was probably the biggest mistake of his life. *"Because I had something called 'Kossu',"* he says and thinks it's **Heikki Kovalainen**'s pay-back for selling the F1 team.

Similarly to Sir Richard, Fernandes started in the music industry. He says he thought he would never have the courage to be an entrepreneur. After three mergers in his career he decided that's it. He was sitting at Rockefeller Plaza, New York and listening to AOL's strategy after the merger. After a short time he said to the owner of AOL: *"Please give me some of the drugs you are taking."* He left the room, sold his stock options, quit his job and flew to London, not knowing what he would do. So, he went to a bar to have a beer and met **Sir Stevios**, who owned EasyJet. Yes, he got the idea from him. Fernandes went to Luton airport to see what's going on and liked what he saw; affordable prices to nice destinations and happy people. *"There is a very fine line between brilliance and stupidity,"* he says and continues, *"I called my wife – who is not my wife anymore – and told her I was going to start an airline company. After she stopped laughing she said that I should open a bread shop."*

From London, Fernandes flew back to Malaysia with the big dream in his mind, and wrote to three other people about it. The audience laughs out loud when he describes the situation when the founders were surfing the Internet, building

an airline model and realized they need an airline license. What they also realized was that they needed political connections. *"Umm... we have none,"* Fernandes tells and makes the audience laugh again. Fernandes tells the detailed story about getting the license from the Malaysian prime minister – after everybody they had met prior to that practically just laughed in their faces. Although the prime minister was having a bad day at the time of the presentation, he loved it. *"This is great. You have my blessing. You guys will succeed, because you are not from the airline business and you have a lot of passion."*

Fernandes moves on to the point where they had to establish the airline company. A precondition for the license was that they have to *buy* one. All of them had about 500,000 USD – not enough to buy an airline company. Here he tells us something that we all should remember: optimism takes you a long way. So, after a bit of research they bumped into AirAsia and went to see the CEO. When they told him that they want to buy the company, the CEO replied: *"Ok, you can have it tomorrow."* That took the guys by surprise for sure. But the negotiation about the price was even more surprising. Fernandes offered 25 cents as a joke, and the CEO replied again: *"Ok, you can have it tomorrow."* Among with the airline came 10 million dollars of debt, and the new owners had to sign a contract subject to due diligence. The contract was signed on September 8th, 2001.

Since buying AirAsia with two planes they now operate a company with 180 aircraft. When Fernandes sums up all the awards and numbers over the years, the audience acknowledges the success story with a round of applause. Like many other successful entrepreneurs, he says the success comes from the amazing people and the company culture they have created. Fernandes



himself *"runs around"* in a t-shirt and jeans, and sometimes is mistaken as an illegal immigrant, as he says – causing great outbursts of laughter among the audience. He emphasizes the fact that the biggest asset in your company are the people you have. They are the ones who make the difference between an ordinary company and a very special company.

Still, once a month Fernandes carries bags, once in two months he works in the aircraft cabin, and once in three months he works at the check-in. Wow, what a great way to see what is really happening at the operational level, rather than reading reports in an office!

Fernandes tells about his will to help Malaysian children to educate themselves; for example, he helped 11 boys to go through a flight academy, and now they are all pilots at AirAsia. Those are great success stories as well – you start by carrying bags, four years later you are a 1st officer and six years from that you are a captain in a brand new Airbus. Fernandes gets a huge applause when he tells a story about a girl whom they educated to be a pilot – and now AirAsia employs 42 female pilots. Top that with the fact that AirAsia is the only airline in the world which has Miss Thailand flying for them!

It is hard to believe there's a man like Fernandes on the stage. I feel like I have known him for a long time. He talks about his crazy marketing campaigns during SARS, *"the killer disease"*, giving away 10,000 seats to fly to Bali right after the bomb attack – all kinds of things that every other airline company would not do, and did not do at that time. He advises us to remember branding and marketing also when the times are bad. One of the breaking points in AirAsia's story was the time when they sponsored Manchester United. *"That was hard for me, because I hate*

that club!” says Fernandes. They only had seven planes at that time – but gained a lot of credibility among the other sponsors like Budweiser and Audi. “So, don’t be afraid even if you are a little brand. Sports marketing has been fantastic for AirAsia.”

Fernandes revs it up every now and then by joking about Malaysian businessmen bribing, Sir Richard Branson dressing up as a woman, and him having a good time here in Helsinki with beautiful women and Kossu. He ends his presentation by urging, *“Believe the unbelievable, dream the impossible, and never take no for an answer.”* The audience immediately jumps up, yelling and giving a standing ovation before **Henkka Hyppönen** takes over the cozy conversation with Fernandes as well as letting the audience ask questions.

Hold on! There’s an eager woman waving in the audience, wanting to ask Fernandes a question. Here’s something that in fact made it to the national news:

- *I have an 11-year old daughter. Ever since she was four, she has wanted to be a pilot. Now she runs her own enterprise at Pikku Yrittäjät, a junior enterprise organization. My question is, can I contact you for advice on how to become a pilot?*
- *I love your enterprise. Why don’t you and your daughter, on me, fly to Malaysia and she can go visit our training school.*

Applause. Yelling. The lady running and screaming towards Fernandes. She jumps on stage, gives a hug to Fernandes who just says that her name is very complicated – and puts his red AirAsia cap on the woman’s hair. The woman walks back to her seat, overcome with joy and gratitude. ●

” Believe the unbelievable, dream the impossible, and never take no for an answer.





Key points:

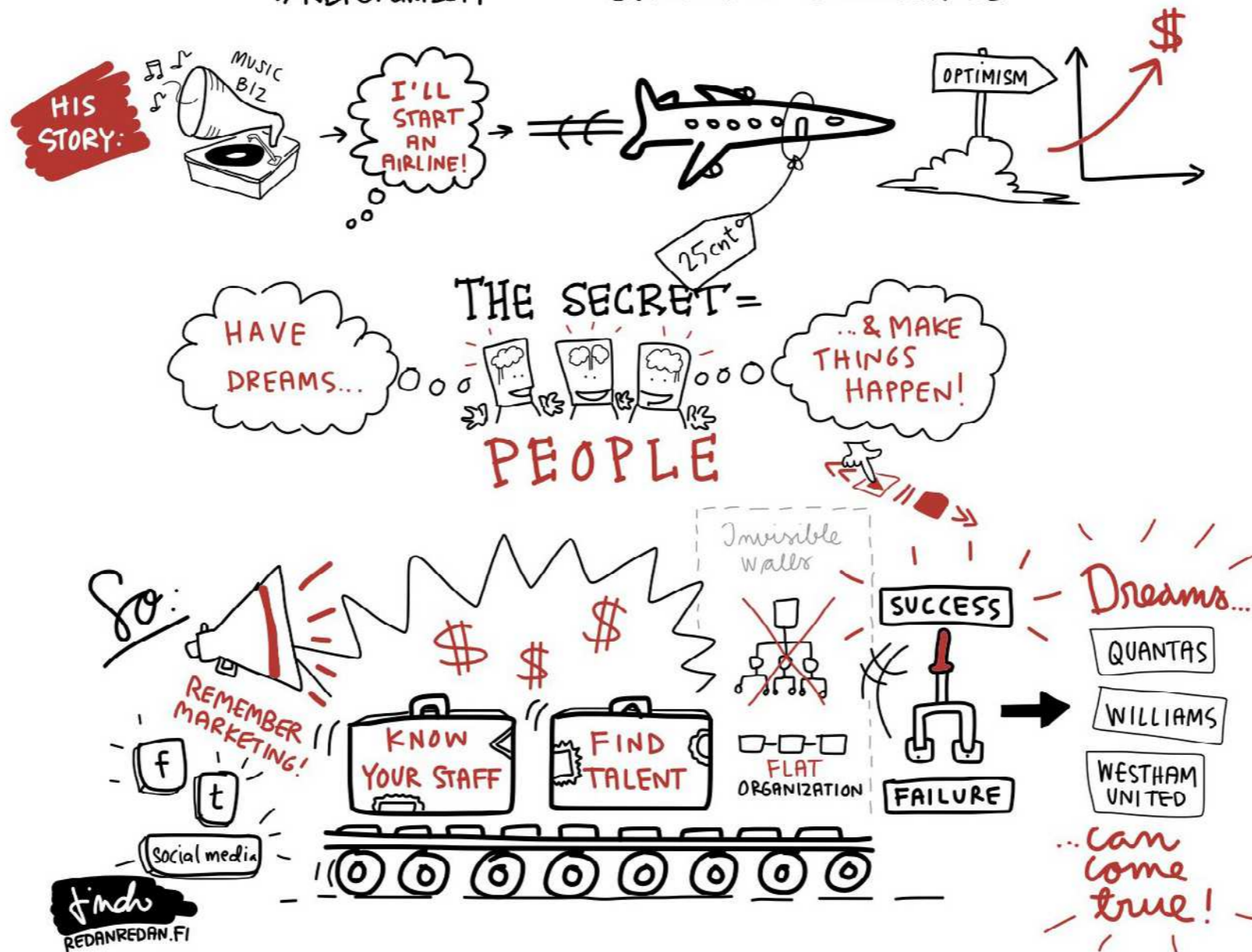
1. **Believe in your dreams and work hard to make them come true.** It is perfectly ok for a 12-year boy to dream about an airline company, a formula 1 team, and a football club – because there is proof that such dreams can come true.
2. **Remove all unnecessary organizational levels.** Make it easy for the employees to meet and talk to the management. If you are a manager, work every now and then on the shop floor and you learn so much more about your staff and operations.
3. **It is always a good time for marketing.** Even when times are bad, you should market your company and services. Don't be afraid to do that even if you are a small brand.



Tony Fernandes is a Malaysian entrepreneur and the founder of AirAsia, Tune Group and Caterham F1 Team. For many years, AirAisa has been recognized as the World's Best Low-Cost Airline. Tony is also 2010 Forbes Asia Businessman of the Year.

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TONY FERNANDES:
 CHOOSING EXCELLENCE



Creating Our Own Destiny Through the Element Within

BY ANDREW SCHOLFIELD

People often ask the question, if you could choose your perfect dinner guest, who would it be? After only five minutes most of the audience had **Sir Ken Robinson** at the top of their wish list. Witty, charming, thoughtful and highly engaging, the audience sat comfortably whilst Sir Ken revealed *How Finding Your Passion Changes Everything*.

Adapting to change

"Human systems keep changing... nothing stands still for very long so you have to keep updating things."

The world and our lives are constantly changing. We all know this and yet it seems to be human nature to act in a way that is incongruous to the reality. Not for the first time the auditorium erupts with laughter as Sir Ken jokes about his famous TED talk in 2007, *"I wasn't born at TED you know! I was alive before that."* He explains that most people became familiar with his ideas through the online video, spread around the world via the Internet (the point here being the power of technology helps us to engage with millions).



“John Dewey once said that ‘every generation has to rediscover democracy.’” This reference really strikes a cord, especially with the negative perception of democracy posed by **Dambisa Moyo** earlier in the day. *“People take things for granted very quickly [and] habits of mind... become seductive.”* This provides a more constructive outlook, highlighting the need to take responsibility for making constant improvements to our systems otherwise they will become obsolete or even detrimental to our existence.

The audience listens intently as Sir Ken presents his analysis of the challenges we are facing:

1. We are living in times of revolution
2. We have to think differently
3. We need to do things differently

Technology is changing the world constantly and more dramatically than at any point in our existence. Most people underestimate their impact and potential or do not understand properly their own talents and abilities. To ride the revolutionary wave humans have to adapt faster and more creatively than we are doing at present.

The complimentary cycle of technology and imagination

“Human creativity and human culture have progressed hand in hand with our capacity to develop technology.”

Fire, the wheel, the printing press, the steam engine, the aeroplane, the Internet – just some examples of technology that has catapulted human progress forward as breakthrough innovations suddenly set our imaginations loose on a whole new world of possibility. Sir Ken summarises the two critical impacts technology has on our reality:

1. *“that technology has always extended our reach physically.”*

” Human systems keep changing... nothing stands still for very long so you have to keep updating things.



” Human creativity and human culture have progressed hand in hand with our capacity to develop technology.



” The point I’m making is that our relationship with technology is critical to how we think and feel.

2. *that technology has extended our intellectual and emotional capacity, our imagination, our perception of ourselves and the planet.”*

Sir Ken eulogizes about the wonderful way in which technology has enhanced our capabilities as human beings and “*unleashes other forms of creative capacity*,” the consequences of which we cannot ever predict.

The evolving synergy between organism and machine

Sir Ken really has the audience engrossed as he expands our comprehension of the relationship we have with technology. “*It doesn’t just extend our reach, it affects our sensibilities, our sense of time, our patience and everything.*” A picture of ‘Google Glass’ appears on the screens in front of us. Whilst Sir Ken is a techno-fan, for him this seems a step too far. His link to **Ray Kurzweil**’s concept of ‘singularity’, where “*information systems...merge with human consciousness*,” goes some way towards explaining his apprehension. “*The point is that [technology] is accelerating, becoming more pervasive, cheaper, less predictable, but also totally transformative.*” His concerns continue as he reminds us that throughout history our curiosity has always led us to exploit technology in any way imaginable. Given this, “*the potential merging of [computers] with genetics, neurology and the human mind presents an entirely different horizon.*” I have to say that Sir Ken comes across as calm and assuring about such an eventuality, albeit with a glance towards the shadow of uncertainty.

Mo’ people, mo’ problems

“*All of the challenges we currently face on earth... are the result of human creativity.*”

As well as the technological aspect of the revolution Sir Ken is describing, there is the fuel of demographic change accelerating the whole process. Although there is no certainty, most researchers believe there to have been around 100 billion people ever to have lived on Earth – nearly 10% of which are on Earth right now. This population explosion means that associated learning is multiplying exponentially, and the proliferation of imagination is spreading like wildfire, coupled with new and hidden challenges from the pressure we put on our environment. Sir Ken points out the danger that if everyone wanted to live as people living in North America do, the world can only support a population of 1.5 billion – oops! Now put that alongside the massive shift that is taking place in the populations of the developing countries and you've got a serious problem.

Creativity + diversity x environment = our world

Now we are treated to Sir Ken's blueprint for a better world. It's only a summary so if you want the detail then you need to buy his books – they're fantastic, apparently. At the heart of this philosophy is of course creativity, or how we apply our imaginations. Sir Ken is at pains to stress three important principles. These are: 1) Creativity is not an *"exotic power"*, we are all capable of being creative, 2) Diversity is critical, we are all different and our diversity is an enormous, unrealized resource, and 3) Life is organic, not linear, meaning that the conditions we live in will affect our decisions and behaviours, making the future entirely unpredictable.

Sir Ken incites us to search for our 'element', his term for the activity in life that combines our true passion with our natural talents and abilities. Sir Ken explains that, *"if you do something that you*

” All of the challenges we currently face on earth... are the result of human creativity.

” Imagination to me is the fountainhead of every sort of distinctive human achievement.



love to do then an hour feels like five minutes.” Sir Ken reinforces the point that our lives are what we make them – they are organic. There is an important message here for business as companies also behave like organisms. Too often we think of them as like machines, ignoring the fact that they are full of living, breathing individuals who are making decisions everyday that will affect if the company dies, thrives or survives. This is why Sir Ken thinks that leaders need to radically change their approach. “If you want innovation in an organization – and it’s really innovation that’s the pulse of a company’s growth – you have to lead differently.”

Sir Ken brings his inspiring and insightful talk to an end, gracefully concluding with the following remarks:

Key points:

1. Humans are creatures of habit and we are not adapting quickly enough or being proactive in the face of change.
2. Technology gives us the possibility to unlock our creative potential but many of us have no idea where that potential lies - how are we creative? What is our element?
3. The world is dealing with challenges never faced before, both demographic and ecological. Our creative capacities hold the key to meeting these challenges.

“Education, our communities and our companies and the interactions between them, together they have a joint responsibility to create the conditions for human flourishing.

I think the challenge has never been greater, which is why I invest so much of my time and effort trying to promote the idea of human creativity at the heart of our human education systems and the way we do business. However, even if we do get it right, we still won’t be able to predict the future, but at least we will have a future and it may well be a future that we’ll want to live in.” ●

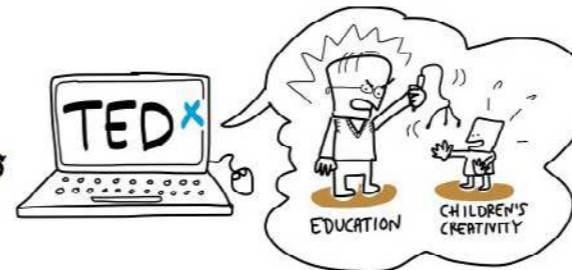


Sir Ken Robinson is an internationally recognized thinker and leader in the development of education, creativity and innovation. Despite catapulting into the worldwide consciousness with his TED talk in 2006, he has been communicating his thoughts and ideas on these issues for 40 years. An author of multiple books, the works entitled *The Element* and the follow-up *Finding Your Element* expand on the ideas behind his presentation at the Nordic Business Forum.



Sir Ken Robinson

Nordic Business Forum
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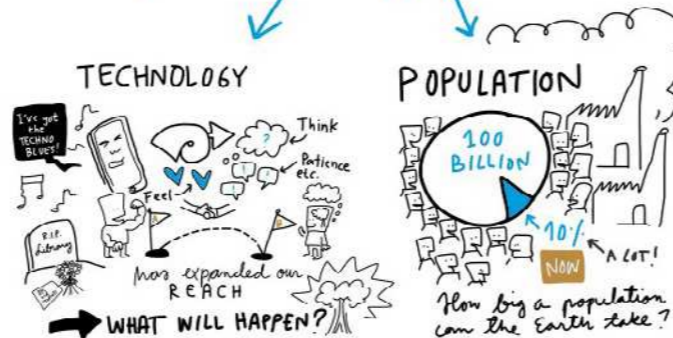
HOW FINDING YOUR PASSION CHANGES Everything!!!

1.



Change!

2.



HUMAN ACTIONS



3.



REMEMBER: We can't predict the future...
(but we're going to live it...)

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Sustainable Success

– It Takes More Than 90 Minutes

BY ANDREW SCHOLFIELD

Sir Alex Ferguson strides to the stage, the vision of a tough competitor, a ferocious motivator and a ruthless decision-maker crystallizing in the minds of the audience. Sir Alex then delivers his unique insight into the culture, care and consideration that formed the cornerstones of Manchester United FC, and his blueprint for *Creating a Winning Organization*.

Build wisely

“My biggest achievement at Manchester United was consistency. Not a trophy.”

This quote perfectly encapsulates the attitude to success that Sir Alex promotes. True success is not a ‘flash in the pan’ or one particular moment of glory, it is the culmination of many years of meticulous planning that have given rise to a sustained period at the top.

“When I came to Manchester United I knew I wanted to build a football club, from the bottom

up.” These words echo as he passionately explains to the audience his approach to youth development. Crucial to success not only so players become familiar with coaching methods, styles of play and each other, but also so they feel a sense of identity and worth about being given their first opportunity at Manchester United. As Sir Alex describes this strong bond with the club he fosters in all his players, I begin to think of how organizations could benefit from such greater employee commitment initiatives. Sir Alex explains how the youth system was indelibly linked to the club’s long-term strategy – developing young, talented, committed players who would eventually supply the first team, the main product and focus of the club. Sir Alex’s strong belief in development makes me wonder if companies are embracing this today. Is enough being done to create a committed workforce, to build trust and inspire loyalty?

Communicate effectively

Although Sir Alex didn’t employ a conscious strategy of communication, it was clearly a skill that came naturally. *“From the laundry girls, to the ground staff, to the kitchen staff, to the general office – to know their names and recognize them.”* I can’t help but feel this is a rare situation for the leader of an organization to be so familiar with every employee. For Sir Alex this was a crucial element, not only in the early days to ingratiate himself with other people at the club, but to continue this approach and level of respect all throughout his career. He wanted to create what his great predecessor, **Sir Matt Busby**, called *the family spirit*.

Like other Man Utd fans around the auditorium I am intrigued as Sir Alex tells us of his long-standing relationship with former CEO **David Gill**. This demonstrates the importance of communication between decision-makers, with their mutual re-

” My biggest achievement at Manchester United was consistency. Not a trophy.

” What would I have liked to have known 30 years ago that I know today? The answer is ‘communication.





spect for each other based on their passion for making Manchester United successful. Healthy arguments were a regular occurrence but always led to the best decision in the interests of the club. Like a managing director with the board, how vital that relationship must have been for the ongoing success, a partnership that provided a balance to the club's leadership.

The audience is allowed behind the ambitious exterior of Sir Alex's public persona as he explains his deep consideration of player psychology. From his former days as a player himself he knew how important it was to look a player in the eye and tell him your decisions. An enduring trust flourished through this respectful feedback. His experience, he explains, allowed Sir Alex to skilfully delegate responsibility for certain games to certain players and have them focus effectively on the challenges that lay ahead. Trust and respect were critical to his ability to plan for the future.

Prepare thoroughly

"Assistants... had the mandate to make sure the training session was 100% to my liking. That means... intensity, concentration and a work ethic." As the audience listens to Sir Alex describe the cold, harsh and unforgiving environment in which he grew up, we begin to understand what forged the mentality he expected of his teams. That acceptance of and attitude towards hard work was an essential part of the club culture. *"Work ethic is vital. Implementing and instilling the working class mentality into the players was continuous."*

Sir Alex describes for us in detail his game preparation. First came the tactical part and this would have formed the focus of all the training sessions in the lead up to the game. Then came the motivational aspect where he often used elements from everyday human lives to inspire the



” It was that constant need to adapt that was important, to improve yourself all the time, even if it's just 1%.

players. He describes how coal miners used to put their lives in colleagues' hands, and he would ask of the players, *“Do you trust each other? Because out on the field we'll find out if you trust each other and stand by one another.”* The word 'trust' reverberates around the room. My mind thinks about the company doomed to failure because the employees lacked trust in one another.

The final element, he concludes, was concentration. In sports concentration is often the difference between winning and losing. Manchester United were famous for last minute goals that could only come through intense concentration for the entire period of play. I begin to think of how the mind and body form an often-neglected partnership that is so critical to effective performance in our daily activities. How we could learn to hold our well-being in as high a regard as athletes do?

Adapt constantly

Like a grandfather telling stories to attentive children, Sir Alex reminisces on how in his early career he tried to do everything, to be at the centre of every training session. After some persuading he finally agreed to relinquish some control and said it was the best thing he ever did. The observational role he put himself in gave him much greater insight into the behaviour of individuals and the team dynamic. I pick out an important lesson here for all leaders and managers (one echoed in the talks given by Sir Ken Robinson and **Jim Collins**). Don't put yourself at the centre of what you are trying to achieve. Build a culture and cause that everyone wants to be a part of and doesn't rely on you.

Sir Alex admits that he needed to make some important lifestyle choices over the years as well. He was proud of the way he would always attend training sessions and he knew that as he got older

he would need to maintain his energy levels otherwise he would set a bad example to his players. He changed his diet and cut out any late night activity.

These experiences made Sir Alex realize that he had to know when to change and what to change in order to improve. He explains how he saw this as an ongoing process, the best example of which is the medical centre at the Manchester United training ground. *"It stands as a testimony to our philosophy of making United better, because we cannot stand still at United."* It took a long time before the owners agreed, but the medical centre allows the club to really protect the clubs physical assets – the players – and at a cost of €76 million for just one player, that is a worthwhile investment.

Key points:

1. Sir Alex's strong belief in player development makes me wonder if companies are embracing this today. Is there enough being done to foster a truly committed workforce, to build trust and inspire loyalty?
2. Trust and respect were critical to his ability to plan for the future.
3. Formula for an inspirational team-talk – solve problems, motivate and concentrate

Extra time – final thoughts

The Manchester United teams run by Sir Alex were renowned for never giving in. They played until the dying seconds and usually scored. Sir Alex sees himself as a risk-taker and as the manager believes this was his responsibility. He believes that leaders need to be decisive and have courage in their convictions, even if their decisions sometimes turn out to be wrong. He inspired his players by reminding them of the bigger dream they were a part of. Of the greater cause of Manchester United, carrying with them the hopes not just of themselves but also of their family, friends and every fan across the world. ●



Sir Alex Ferguson is regarded as *"a candidate for the title of greatest coach...in history – not only in soccer"* (New York Times). 26 years as manager of Manchester United

FC brought unparalleled achievement. Sir Alex now tours the world imparting his knowledge and experience to those hungry for success. He currently holds a teaching position at Harvard Business School as well as being an ambassador for UEFA and a director at Manchester United.



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 Sir ALEX FERGUSON
 (CREATING A WINNING ORGANIZATION)



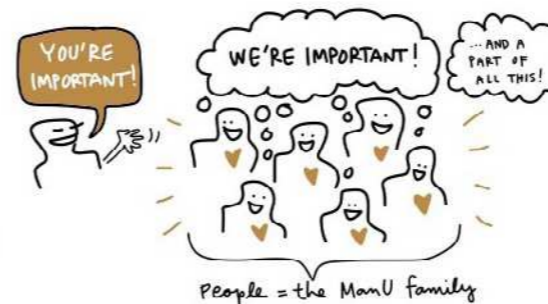
1. FOUNDATION

↳ BUILD A CLUB, NOT A TEAM!



2. COMMUNICATION

↳ IN AN EFFECTIVE WAY

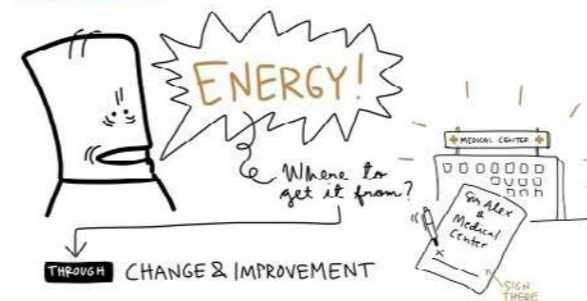


3. PREPARATION

↳ THOROUGHLY!

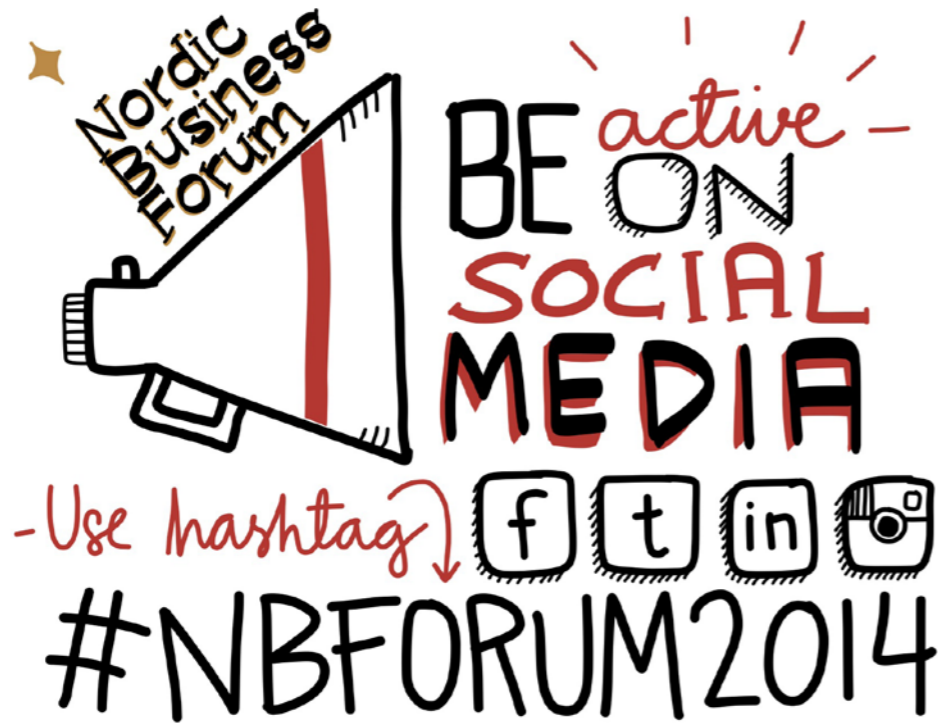


4. ADAPTING TO CHANGE



AND: ATTITUDE & CHARACTER of the team!

Jinde
 REDANREDAN.FI



Nordic Business Forum 2014 got Twitter buzzing for the two seminar days. According to Meltwater Finland, there were 16 056 tweets posted with the seminar's official hashtag #NBForum2014 during the seminar days. All in all 3229 tweeters took part on Twitter. Thank you all for joining the event also online! Here are some of our favorite picks from the tweets.





Petri Rajaniemi
@petirajaniemi

There @virpiutriainen goes off to Malaysia with the pilot to be daughter and @tonyfernandes #NBForum2014 Ihan perus.

3:01 PM - 10 Oct 2014

10 RETWEETS 30 FAVORITES



EnfoGroup
@EnfoGroup

Great result for #EnfoCycleChallenge: 5280,11 € raised for the New Children's Hospital at #NBForum2014 #uls2017

6:37 PM - 10 Oct 2014

4 RETWEETS 6 FAVORITES

Reaktor
@ReaktorNow

"If I had listened to all the nay-sayers, I'd be still yodling in Austria." -Arnold #nbforum2014

7:13 PM - 9 Oct 2014

16 RETWEETS 6 FAVORITES

Jari Sarasvuo
@SarasvuoJari

"There is no path. Find your natural inclination and conditions that support your talent. Rest is organic." Sir Ken Robinson. #NBForum2014

4:23 PM - 10 Oct 2014 Helsinki, Suomi

17 RETWEETS 30 FAVORITES

Sami Honkonen
@SamiHonkonen

Alahuhta: It's the people. Collins: Life is people.
@lindaliukas: In university the most important thing was the people I met. #NBForum2014

5:16 PM - 9 Oct 2014

21 RETWEETS 18 FAVORITES

Susanna Rantanen
@RantanenSusanna

Jim Collins says big successes have higher return on luck. It's not about getting lucky, it's about what u DO with it. #NBForum2014

3:00 PM - 9 Oct 2014

6 RETWEETS 4 FAVORITES

Taneli Tikka
@tanelitikka

Sir Alex is in essence talking about how to achieve extraordinary results w ordinary people. Even the brightest star can't solo #NBForum2014

5:55 PM - 10 Oct 2014

12 RETWEETS 13 FAVORITES

Lauri Jarvilehto
@laurijarvilehto

You cannot be an effective CEO, unless you go down to the ground to see what your company really does.
-Tony Fernandez #NBForum2014

1:45 PM - 10 Oct 2014

37 RETWEETS 28 FAVORITES

Heikki Rotko
@HeikkiRotko

Economist Dambisa Moyo: "there are too many politicians that have never worked elsewhere than in politics". #NBForum2014 #uusiMTV

10:48 AM - 10 Oct 2014

20 RETWEETS 9 FAVORITES

Timo Lappi
@Tilapit

Innovation dilemma in the Nordics: how do you create sense of hunger in paradise? -Soulaima Gourani #NBForum2014 #welfarestate #innovation

11:27 AM - 10 Oct 2014

10 RETWEETS 17 FAVORITES

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