

# Index

- AA 136  
Accenture 140, 141, 142  
advertising 146, 147  
Allen, Paul 214  
alternative investment market  
    (AIM) 93  
AOL 148  
*Apollo 13* 120–22  
Apple 14, 60, 88, 90, 140, 141, 142,  
    157–8, 160, 162, 163, 164, 190,  
    208, 214, 221, 230–31, 246  
Armstrong, Michael 155  
AT&T 155–6  
ATMs 132–3
- Barclays 221  
Benioff, Mark 63–4  
Benn, Tony 175  
Bennis, Warren 214, 215, 217, 221  
Berners-Lee, Tim 7–8, 11  
Biffen, John 175  
big hairy audacious goals (BHAGs)  
    26–7  
Bilimoria, Karan 6, 43, 66  
Birkinshaw, Julian 96  
Black, Ben 64–5
- Blair, Tony 138  
Bold and Inspiring Future 27–33,  
    115, 119, 161, 181, 183, 213,  
    240–41  
Bonfield, Sir Peter 156  
bootstrapping 86, 93–4, 100  
brainstorming 143, 226–8, 242  
brands 131–2, 246–7  
    brainstorm possibilities for 143  
    and culture 135–8  
    designing 140–44  
    identify central idea 140  
    need for a name 142–3  
    power of 132–4  
    promise or guarantee 141, 160  
    reality check 143–4  
    run-through of design 149  
    values 141–3  
    visual identity 143  
Branson, Richard 50, 93, 137, 138,  
    157, 204  
Brin, Sergey 157, 214  
British Airways (BA) 221  
British Telecom (BT) 30, 37, 112–13,  
    133, 156, 221  
Brown, Tim 63, 69



- Buckland, William 96
- Buffett, Warren 4, 131
- bureaucracy 161–4
- business coaching 33, 229–30
- business culture 151–4, 247–8
  - at Egg 166–70
  - be big with bureaucracy 161–4
  - creation of 159
  - enthusiasm 160–61
  - getting it right 157–8
  - implementation of 164–6
  - organizational 154–7
  - worst-case scenario 161
  - see also* culture
- business economics
  - cash 192
  - company profitability 193
  - going public 193
  - long-term value 192–3
  - product profitability 193
- business model 101, 104
- business plan 23, 101–2
  - financial 103–5
  - pitching 105–6
- business strategy 108–11
  
- Cable & Wireless 30, 32, 178
- Calcraft, Stef 12, 24
- Carnegie, Dale 6
- Cassani, Barbara 12
- Celtel 11, 13, 63, 88, 114, 199
- challenges 21–4, 29
- Citibank 211
- Cobra Beer 66
- Collins, James 26, 183
- commitment 83–5
- communication
  - affiliates 146
  - and culture 159
  - direct marketing 146–7
  - distribution partnerships 147–8
  - face-to-face selling 148
  - non-TV advertising 146
  - PR 145
  - TV advertising 147
  - web search 145–6
  - word of mouth 144–5
- Compaq 156
- competition 189–91
- confidence 25–6
- control 20–21, 22
- CPP 148
- criticism 101, 241–2
  - attitude toward 37–8
  - critics as designers 41–2
  - immunity from 39
  - listening to 40
  - personal 39–40
  - prevalence of 40
  - reaction to 39–40
  - that'll never work 38–9, 41–2, 46–7, 48, 49
  - tyranny of experts 42–6
  - using intelligent insights 46–51
- Cross, Nick 23
- culture 135–8
  - see also* business culture
- customer insight 54–5, 78, 79, 243–4
  - quantitative research 58
  - using 55–7
  
- Darbee, Peter 50, 123, 180–82, 194
- Davis, Sir Peter 151–2
- decisions 200
  - 'bet the company' 206–9
  - big unavoidable choices 200, 201–2
  - hot teams 222
  - optional avoidable choices 201
  - optional investments 202–3



- DeForest, Lee 44  
Dell 156  
Dennis, Felix 14, 29, 43, 93  
Direct Line Insurance 92  
Dixons 96  
Docherty, Tommy 25  
Doughty Hanson Technology  
    Ventures 89, 215  
drama 19–21  
Dylan, Bob 235  
dynamic action planning 109–11  
    accountability 128–9  
    approach 118–19  
    changing perspective 119–20  
    interim end 124–6  
    invent means as you go along  
        113–18  
    key conditions 126–8  
    as practical 122–4  
    producing initial plan 124–30  
    reasons for adopting 112–18  
    reassessing 130  
    start with end game 123–4  
    when in a hole, stop digging  
        112–13  
Dyson, James 24, 44, 93, 94  
  
eBay 14, 246  
edge of reason 172–3, 182, 232  
Edison, Thomas 254  
Egg 5, 18–19, 21, 32, 48–9, 59, 62,  
    67, 83, 92, 96, 123, 125, 127,  
    133, 134, 135, 137, 140, 141,  
    142, 145, 148, 151, 166–7, 176,  
    202–3, 205–7, 209–11, 221, 222  
Ellison, Larry 63  
ends and means *see* dynamic action  
    planning  
Enron 178–9  
enthusiasm 239  
  
    company culture 160–61  
    expressing 7  
    getting started 9–10  
    personal views on 6  
    recreation of 23  
    sharing 5  
    you not idea 8  
European Union (EU) 98  
experts  
    dealing with 45–6  
    dismissal of new ideas 44–5  
    tyranny of 42–6  
  
Facebook 192  
financial plan 103–5, 244–5  
    business model 104  
    customers 103  
    exit route 104  
    implementation issues 103  
    operation, sales, marketing 103  
    opportunity 103  
    people 103  
    product 103  
    projected financials 104  
Fiorina, Carly 156  
Firstdirect 8–9, 10–11, 14, 21, 25–6,  
    46–8, 54, 59, 61, 63, 73, 96,  
    132–3, 135, 138, 140, 141, 142,  
    145, 201–202, 205  
Ford, Henry 55  
funding 244–5  
    bold commitments 83–5  
    bootstrap route 93–4  
    borrowing from the bank 97  
    business plan 101–6  
    choice 94–5  
    government and EU grants 98  
    growth route 85–93  
    inventuring 96–7  
    long shots 96–8



- practical ideas 81–3
- size matters 98–9
- Garlik 62, 85, 87, 110, 123, 125, 126, 128, 132, 145, 148, 149, 152, 168, 185, 187–8, 215, 235–9, 240–41, 243, 246–8, 251–3
- Gates, Bill 4–5, 7, 11, 42, 162, 214
- General Electric (GE) 160
- Glassesdirect.co.uk 66
- Go airline 12
- goals 26–7
  - interim 125–6
- Goethe, Johann Wolfgang von 9, 83
- Google 14, 59, 87, 88, 90, 114, 140, 141, 142, 146, 148, 160, 214, 246
- Goss, Tracy 18, 29, 218, 219, 222
- Government 98
- Gratton, Paul 210
- Grierson, Nigel 89, 215
- Grossman, Lev 164
- growth route 85
  - bring in the angels 86–8
  - developing the concept 86
  - IPO or trade sale 90–91
  - professional VC 88–90
  - variations of 91–3
- Hayes, Christine 166
- Hewlett, Bill 156
- Hewlett Packard (HP) 156–7
- Hoberman, Brent 155
- hot teams 213
  - in action 230–31, 233
  - brainstorming 226–8, 233
  - breakdown meetings to solve problems 223–6, 233
  - and consensus 222
  - context as decisive 218–20
  - create enemy outside the company 221–2, 233
  - creating/maintaining 194–7, 217–18, 231–2, 252–3
  - decision making 222
  - definition 215–16
  - feedback in design reviews 223
  - focus attention on what happened 220
  - give time to relationship meetings 228–30, 233
  - as obvious 216–17
  - one-to-one meetings for light coaching 229–30
  - practices of 220–30
  - regular progress meetings 223
  - what’s missing that would make a difference 220
  - see also* team
- Howell Henry Chaldecott Lury (HHCL) 54, 135
- Howell, Rupert 54, 135–6
- Hurd, Mark 157
- IBM 27, 42, 140, 158, 221
- Ibrahim, Mo 13, 88
- ideas 108
  - big but simple 13–14
  - and change 19
  - dampen down 82–3
  - enthusiasm for 4–8
  - generating 53, 243–4
  - generation 70–72
  - get a reaction 72–8
  - Goldilocks 81, 83
  - hot or cold 81–2
  - just right 82
  - making them happen 3
  - searching for 61–2



- start with an industry 63–5
- start with emerging technology 67–8
- start with yourself as consumer 65–7
- unmet needs 68–70
- workable 59–61
- Ideo 12, 69
- Imagine programme 29–33, 37
- improvise 118
- incentives 23
- initial public offering (IPO) 90, 91, 96
- Innocent Drinks 12, 65, 111, 160, 165
- Intelligent Insights 41, 101, 241–2
  - create list 51
  - statements of intent 51
  - using 46–51
- Internet 2, 5, 48, 61, 88, 114, 134, 145–6, 206–7
- inventuring 96–7
- Ive, Jonathan 60
  
- Jacomb, Sir Martin 173
- Jobs, Steve 60, 68, 157–8, 162, 163, 214, 230–31
  
- Kelley, David 12
- Kelley, Tom 226, 228
- Kennedy, John F. 3, 28
- Kleiner Perkins 214
- Kranz, Gene 120–22
  
- Lardner, Dionysus 45
- leadership 33–5, 171, 248–51
  - in action 183–7
  - create Power Gap 184–96
  - creating hot team 194–7
  - maintaining balance on edge of reason 172–3, 182
  - need for 176–83
  - regularly recreate empowering culture 184
  - seminar question 197
  - Thatcher as example of 173–5
- learning from others 10
- living the dream
  - be bold 9, 15
  - beating the odds 1
  - big ideas, simple ideas 13–14
  - create a statement 15–16
  - creating a business 3
  - enthusiasm for idea 4–8
  - everyone can be extraordinary 11–13
  - experience of 2
  - first steps 8–9
  - learn to infect others 15
  - reaping the rewards 10–11
  - step-by-step guide 2
  - stop dreaming, start it now 9–10
  - writing down your dreams 8
- Lube, Tom 5, 62, 110, 145, 152, 188, 215, 248, 249–51
- London 2012 20
- Lukies, Alistair 12
  
- Macmillan, Harold 177
- Magliano, David 20–21
- Marconi 178
- market research 61
- marketing 54–5, 146–7
  - communications 55
  - customer insight 55
- Mayers, Steve 11, 61
- Mercury Communications 29–33, 37, 62, 112, 115, 133
- Microsoft 4–5, 7, 88, 90, 114, 140, 141, 142, 160, 214, 221



- Midland Bank (now HSBC) 8, 10, 61, 73, 132–3, 201–202, 205  
 mindset 17–19  
 MoniLink 12  
 Moritz, Michael 214  
 Mother advertising agency 12, 24  
 motivation 28–33  
 Murray, Jamie 42  
 Murray, W.H. 84  
 My Family Care 64–5
- National Health Service (NHS) 179  
 needs  
     functional and emotional 59–60  
     Maslow’s hierarchy 54  
     unmet 68–70  
 Newcomb, Simon 45  
 NeXt 158  
 Nokia 39, 160  
 Northern Rock 139
- Ocado 92  
 Olympic Games 20  
 One2One 43  
 Oracle 63  
 Orange 140, 141, 142
- Pacific Gas and Electric (PG&E) 123, 180–81  
 Packard, Dave 156  
 Page, Larry 68, 157, 214  
 partnerships 147–8  
 passion 58–9  
 patents 79  
 Pauling, Linus 53  
 planning *see* business plan; dynamic action planning; financial plan  
 Pole, Seb 11, 12–13  
 Porras, Jerry 26
- Power Gap  
     brainstorming 188  
     condition of satisfaction 106  
     create hot leadership team 194–7  
     creating 184–7  
     prepare for competition 189–91  
     principles in action 187–97  
     take risks with care 193–4  
     watch the cash 192–3  
 power of the gods 16  
 principles  
     art of customer insight 243–4  
     create Bold and Inspiring Future 240–41  
     create/maintain hot team 252–3  
     critics who count 241–2  
     culture is critical 247–8  
     embrace brand, reputation, publicity, promotion 246–7  
     enthusiasm 239  
     get business funded 244–5  
     intelligent insights 241–2  
     know ends from means 245–6  
     principles of leadership 248–51  
     produce financial plan 244–5  
     smart risks 251–2  
     star in own soap opera 240–41  
 problem solving 223–6  
 Prudential 18–19, 32, 96, 151–2, 177, 207, 211  
 public relations (PR) 145, 223  
 publicity 133, 246–7  
 Pukka Herbs 11, 12–13, 154
- QDOS 251, 253
- Racal 96  
 Raddice, Vittorio 23  
 rallying the troops speech 168–9



- Ratcliff, Mark 58, 75  
Reed, Richard 12, 65, 95, 111, 137, 165, 195  
reputation  
    importance of 134–5  
    lost in an instant 138–9  
Rhodes, Terry 11, 13, 199  
risk 193–4, 251–2  
    assessing 212  
    decision-making 200–203, 206–9  
    managing 212  
    not-so-smart 209–12  
    smart 203–6  
    taking/avoiding 199–200  
Roddick, Anita 6  
Ronseal 136  
Roosevelt, Theodore 37  
Royal Bank of Scotland (RBS) 92  
  
Salesforce 64  
Samsung 160  
Schwabb, Charles 6  
Scully, John 158, 208  
Selfridges 23  
Senior, Robert 100, 136  
Sequoia Capital 214  
Shakespeare, William 17  
Siemens, Sir William 45  
soap opera 21–4  
Sony 162  
Starbucks 160  
Starr, Gordon 33, 229  
statements of intent 15–16, 48–9, 51  
Stockdale, James 183  
strategy 108–10  
    *see also* dynamic action planning  
Sugar, Alan 93  
Sunderland, Nick 140  
  
T-Mobile 43  
3M 160  
team  
    bonding 23  
    building 194–7  
    recruitment 99–100  
    versus individual 214–15  
    *see also* hot teams  
technology 242, 243–4, 249  
    emerging 67–8  
Thatcher, Denis 173  
Thatcher, Margaret 173–5  
Timmons, Ben 31  
Toyota 160  
  
Utterback, James 190  
  
value of company 102  
values 141–2, 192–3  
venture capitalists (VCs) 46, 86–7, 88–91, 92, 244, 245, 248, 251  
Virgin Atlantic 115–17, 134, 160, 221  
Virgin Group 67, 96, 137, 140, 141, 142, 154, 160, 203  
Virgin Trains 134, 138  
Vise, David 214  
Vodafone 96  
  
Waitrose 92  
Walden, Brian 175  
Watson, Thomas J. 45  
Wells, Jamie Murray 66  
Whitehorn, Will 67, 204  
World Wide Web 7  
Wozniak, Steve 214  
write the final chapter 18–19, 21, 25–6, 34, 35, 109

