

PG-40

*Why People are Successful
Later in Life and Their Secrets*



AJ Halkes

May not be suitable for children under 40

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This book started life as a number of conversations with my brother in early 2008, when I laid out the concept of making it later in life as a book; hopefully one that would inspire many people who today are losing their jobs and careers or who felt that they were banging their heads against a wall in their work lives. As a lawyer who writes a fair bit, knocking out a book would be easy I thought; doing more of the same when your day job is over however turned out to be harder than I expected.

So thanks to my brother Nick for his endless badgering to put into print what he felt was a book for our turbulent times, to John Burns for his unwavering dedication to the concept and insight that saw what could have been a tangled thesis on “late success” left on the shelf distilled to a hopefully readable core, and Mike Ellis for his encouragement, plus a couple of “late maker” additions who were off my radar.

A special mention goes to Nury Vittachi who over the years gave encouragement and advice as to how I could get a book out into the world, to Alexander King and John Brewer for reading and commenting honestly at the last gasp and my son Mike who together with Adrian Lee, Alice Chau and Dorothy Chan wrangled my words into a website, an

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My father John and mother Violet deserve special thanks as they never really stopped me talking when growing up and what's more they were seldom unwilling to reply to the question "Why?"; often at length in my father's case. I learned from him that there was no real difference in the value of work but simply that there are many kinds of it and from my mother that community is important.

To all those who have listened to me over the years and encouraged me to take just a few of the many concepts I discuss constantly to a wider audience; thanks.

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INTRODUCTION

Many books promise to reveal “*The Secret for Success*”. But how many of them deliver on that promise? How often have we all read the blurb and bought the book only to end up feeling swindled and asking “*Is that it?*”

So I’m going to be very clear about PG-40 upfront; there is no one “secret” of success, no magic formula and no one reason why people “make it” later in life. If I’m not giving you “The Secret” though, if I’m not going to be pulling the rabbit out of the hat, what am I giving you?

There are as many “secrets”, formulas and reasons for success as there are people who have enjoyed or are journeying to success. Those journeys have been undertaken in every field of human endeavor and involved many different routes, not all of them as the crow flies. No bookstore could hold all their stories and even if it could who would have time to read them and still be a success themselves?

Just as there is no one secret, so there is no single definition of “making it”. As you will undertake your own journey to success you will also set your own destination and write your own definition of success, of making it.

The twenty-four “late makers” featured here made it in very different endeavours and have literally sung, joked, cooked and photographed their way into the pages of this book, while others have sold their way in with vacuum cleaners, Big Macs, soap, sex toys and skinny Venti caramel lattes with double shots to go.

From writers to actors, and entrepreneurs to inventors, there is no practical limit on how people make it late in life or in what area and there are very few rules that we need to abide by; although I do take a shot at distilling a few of the principles that worked for them later in the book.

Many of the people featured here are globally famous and have made it really big. That doesn’t mean that we all have to become famous or make it to the billionaire leagues in order to have “made it” and in these pages you will read about more than just a selection of the very obviously successful. The great thing about making it is we get to decide our own goals.

How old do you have to be to have made it late? Again there is no line in the sand; I have drawn it at 40 for historical and cultural reasons. Growing up middle agers were always offered consolation with the line “life begins at 40” so I picked quite a few people who hit it around that age or after it. These are the late makers of the world or “PG-40ers” as I call them; people whose “adult” lives overshadow the achievements of their younger years.

This is not a new phenomenon. A 50-year-old Charles Darwin had a first day sellout with “On the Origin of the Species”, eat your heart out Harry Potter. More recently Colonel Harland Sanders, the creator of the business formerly known as Kentucky Fried Chicken, now rebranded KFC, didn’t even start the journey to his own personal big time until he was in his 60s.

There are so many people who truly made it after 40 that I could be writing this until I was 80. If we nudged the limiter down to 35 we would be even more swamped.

What I have tried to do though is give you a brief appetizer of the lives of 24 amazing people from a wide range of activities. Many of them

are at the top of their game right now, and they all had to wait until later in life to make it.

Their stories give 24 proofs that we all can make it and show that time is either not a factor or is “the factor”, in a glass half empty or glass half full sort of way, depending how you look at it!

By learning from their stories you will see that being young is not always what it’s cracked up to be. A lot of people haven’t even got rolling by the time they hit 40 and many probably didn’t have whatever they needed to have made it any younger. Many try and fail. Many haven’t tried yet.

Any view that age is a barrier to success or that we are “past it” at some arbitrary point in time is just plain wrong. We all have just one, unknown, expiry date and, as the featured PG-40ers show, anything goes at any time up to that date.

Many stories of success and making it are yet to be told. Perhaps yours is one of them; it could be a work in progress right now or it may start after you gain inspiration from this book.

Enjoy the journeys related in these pages, read them in any order you like and I hope you extract as much from these inspiring stories as I learnt from writing them.

And if you take away only one thing I hope it’s this: it doesn’t matter if you’re really old or just old, if you have money or you don’t have money, if you’re in sickness or you’re in health. You too can make it, you can make it late, and you can make it as big as you want.

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JACK CANFIELD

1944

Inspiration

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CHAPTER 1

JACK CANFIELD

“Mr. Chicken Soup”

Jack stands out so much even his name, Can-field, screams potential in a way that makes him a good place to start our tour of mature achievers.

Jack Canfield is a perfect example for everyone of how to re-define the so-called down slope of life as the ramp where you build up the speed needed to soar into the next exciting phase.

Jack’s life is a swashbuckling tale of achievement piled upon achievement:

- The man behind a billion dollar empire that encompasses licensing, merchandising and publishing activities around the globe described by *Time Magazine* as the "publishing phenomenon of the decade".
- *Guinness Book World Record* holder for having seven books on the New York Times Bestseller list ... at the same time!

- Newspaper column syndicated nationally in the USA and in 150 of the world's leading newspapers.
- Featured guest on over 1,000 of the world's leading radio and television shows.
- Winner of awards honouring both his outstanding writing and book marketing.

But what makes him of real interest to us is the fact that his journey down the runway was so long that he didn't reach take-off speed until he was 49 years old, with the 1993 publication of the first "Chicken Soup for the Soul®". And even then it would take years of sustained effort by him to turn his great idea into the phenomenal success it is today.

Born in 1944 in Texas, the US' Lone Star state, Jack earned his BA in Chinese History from the prestigious Harvard University in 1966 and an M. Ed. from the University of Massachusetts Amherst. He spent his early years in education showing a particular interest in the importance of self-esteem among young students. In the 1970's, the potential bad luck of losing his job turned into the good fortune of meeting W. Clement Stone who became an influential mentor to the young Canfield.

Before he made it, Jack had a perfectly respectable career and had been marked out as a individual with outstanding potential, including being recognized by the US "Jaycees", the Junior Chamber International, a worldwide organization for young business people aged from 18 to 40, as 1978's Outstanding Young Man of America.

Jack had the concept for the Chicken Soup for the Soul book and was already well on the way to finishing it when he explained the idea to Victor Hansen, who was to become his collaborator in the series. The book was emblematic of the idea that you catch more flies with honey than vinegar and he set out to provide the nourishing value of chicken soup to soul's who were in need of sustenance and uplifting. The first book was published in 1993 which tags Jack squarely as a potential mature achiever. But simply publishing one book, as noteworthy and satisfying as that achievement may be, doesn't qualify anyone as being

the kind of mature maker that has the inspirational *oomph* to make this book that features many mature makers who made it to the stars.

What made sure that Jack (and Victor) made it big time were the extraordinary lengths they went to to ensure that their book had every chance to succeed. They practiced what Jack called *The Rule of 5* and after seeking advice from best selling authors and other publishing experts they set about a relentless campaign of doing 5 things a day to promote the book, including:

- Radio interviews
- Giving seminars to potential purchasers
- Sending review copies to editors
- Cold sales calling to marketing companies who might be interested in buying multiple copies as a motivational device for staff
- Giving free copies to religious ministers
- ... and on, and on, and on – you can read more about *The Rule of 5* in another of Jack's bestselling books *The Fundamentals of Success*.

That's another thing about Jack, and another reason why he's at pole position in PG-40; he just keeps on keeping on. The original *Chicken Soup for the Soul*® has grown into dozens of titles selling over 100 million copies, along with a product range including *Chicken Soup for the Soul*® nutritional products, pet foods, greetings cards, music, collectibles and other licensed merchandise. He's published other bestsellers that have morphed into courses, seminars, training materials and spin-offs. Not bad for a guy who was too old to hang out with the kids in the *Jaycees* by the time he got his big idea.

Jack's in the business of inspiring people to succeed and it's clear that his own life story is high octane fuel for PG-40ers. We can all take heart and learn from Jack that :

- You're never too old to have a great idea.
- A great idea is only an idea. It still takes hard work to make it a success.

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- Learn from mentors, industry experts, whoever.
- You don't have to go it alone and your own "Victor Hansen" might be just what you need to give your project momentum.
- If you love what you do, you may never want to stop no matter how much money you've got in the bank.



MARTHA STEWART

1941

Lifestyle

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CHAPTER 2

MARTHA STEWART

“A Recipe for Success”

Let's start by dealing with the crime; Martha Stewart admitted insider trading, she sold shares to avoid a relatively small loss and was sentenced to five months in a minimum security jail. She's been judged and in doing her time has “paid her debt to society” and her story of mature making is just too good not to include in this manual for PG-40ers. Besides, if Mob Boss Lucky Luciano can make it into the Time 100 Most Important People of the Century, I can include Martha in PG-40.

We have to take our hats off to this woman who single-handedly revolutionized the lifestyle business at the time of her life when conventional “wisdom” tells us we should, depending on the status of our retirement plans, be putting our feet up and taking it easy or clipping coupons and eating early bird specials. Martha's story puts that myth firmly in its place. Not that she needed to work at all.

Born in 1941, from a middle-class Polish American background in New Jersey, Martha was a straight “A” student who had a little trouble with her early career direction. Starting in chemistry, dropping out for a successful foray into modeling and returning to school to study art before finally graduating in architectural history. Martha's career turned sharply after graduating when she became a successful stockbroker from 1967

until 1973. Then as a mother wanting to spend more time with her young daughter, she decided to restore the family home, a Connecticut farmhouse built in 1805, that would later feature in her television shows.

By 1976 Martha had established a thriving home-based catering business, managing and creating a successful local gourmet food store. With a husband in a prominent position in publishing and, no doubt a comfortable income, Martha had a choice between living a relatively stress-free married life with a “hobby career” or pushing on to satisfy her ambitions.

Martha chose to publish her first book, a cookbook for which she commissioned a ghost writer, and “Entertaining” hit the New York Times bestseller list remaining a best-seller for the next 20 years; Martha’s career in the lifestyle business was launched.

Between the release of “Entertaining” in 1982 and the turn of the century the “Martha Stewart” phenomenon just got bigger and bigger. Cook book followed cook book; quick cooking, pies and tarts, weddings and Christmas recipes. Syndicated newspaper columns, the “Martha Stewart” brand and numerous appearances on TV quickly followed, including the Oprah Winfrey Show and Larry King Live. Martha’s involvement in TV then changed significantly in 1993 with the launch of her own TV show that mushroomed from a weekly half-hour into a wide range of lifestyle programs.

1990 saw the publication of her flagship lifestyle magazine “Martha Stewart Living”, a joint venture with Time Publishing Ventures with Martha as chief editor. The initial run was a very respectable 250,000; a figure that would later be dwarfed by more than 2 million copies per issue at the magazine’s peak.

Merchandizing under the “Martha Stewart” brand became yet another profitable business, confirming the value of a brand that was so closely linked to a woman called “the definitive American woman of our time” (New York magazine, 1995) and the third most powerful woman in America (Ladies Home Journal, 2001).

Martha just kept going, and is *still* going; in 1997 she took control of her various ventures through Martha Stewart Living Omnimedia taking

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the company public in 1999. Released from prison in 2005, she went straight back to work taking hold of the reins of her empire, expanding the product range into furnishings and launching yet another new book about starting and managing a new business. A host of joint ventures with blue chip brand names from winemaking and marketing through to Wal-Mart to the design of over 2,000 products for Macy's. Perhaps most amazing of all was her segue from home building to building homes in a joint venture to build Martha Stewart-branded houses.

Martha Stewart is a classic story of a person who becomes a brand; a brand so powerful that it was able to sustain itself during the turbulence caused by her brush with the law and still provide the platform for her return to public life and continued success.

Martha Stewart's career was built off one published book "Entertaining" and the 20-year-old classic started with this anecdote:

"My introduction to grown-up entertaining came when I was in college, at a dinner party Andy's sister gave to celebrate our engagement. I remember roast chicken, corn on the cob, and chocolate cake, but more vividly, I remember white damask cloths, silver candlesticks, and a tiny crystal bell that was tinkled after each course and whenever I dropped my napkin."

Back in 1982 she went on to write:

"The principle behind each dinner was the same; the desire to please someone in a personal way.

Entertaining is as simple as that."

Martha Stewart is now a powerhouse in publishing, television, home decoration and cooking, a driven one-woman force whose whole business is encapsulated by *the desire to please someone in a personal way. Entertaining is as simple as that.* Her business based on bringing style, elegance and pleasure into people's everyday lives has resulted in hundreds of millions of dollars of value.

Martha Stewart was clearly a very focused and determined lady but she wasn't always like that, floundering for direction in college and

taking a career break to have a child. Her background was comfortable and she didn't need to prove anything. Her story tells us that we can make it in an area where we don't even have the launch pad of an existing business, professional status or qualifications. If you can't write, or don't have the time to write or master some other skill for your chosen area, focus on your strengths, work around your weaknesses and search out the skills or resources you need *and just keep going*.

Like Martha Stewart, every mature maker featured in this book is testimony to one thing; when it comes to making it age does sometimes matter. Maybe sometimes you're just too young to cut it.



PAUL TEUTUL SENIOR

1949

American Chopper

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CHAPTER 3

PAUL TEUTUL SENIOR

“Full Throttle at 40 plus”

It doesn't matter whether you love him, hate him or don't even know who he is, once you know his story you're bound to agree that Paul Teutul, best known to his fans as “Paul Sr.”, is a prime example of making it big, late and quick.

Paul Sr. roared into the public consciousness through the hit Discovery Channel show “American Chopper”, which chronicles daily life at Paul Sr.'s motorcycle company Orange County Choppers (OCC). The show first hit television screens around the world in 2002 and is now a core platform of the Discovery's “TURBO” channel. The testosterone filled machinery-based line up of shows is perfectly suited to the antics and goings-on at OCC.

Born in 1949, Paul Sr. founded OCC in 1999 after serving in the Merchant Marine during the Vietnam War and founding Orange County Ironworks, a fabrication shop still owned and managed by the family. Paul Sr. was in the business of fabricating custom motorcycles as far back as the 1970s after being inspired by films like Easy Rider and he also introduced his sons to the world of the “biker”.

The totally unapologetic screen persona of Paul Sr. is at the very heart of his success as a larger-than-life character who cares, rants, lives

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and breathes motorcycles; he's a man's man who works with his family in a way that any business owner or family entrepreneur understands and can relate to. The other side people rarely seem to see is the Paul Sr. who fully appreciates the benefits that celebrity has brought to him and the thoughtful, intelligent and articulate individual who is both a brand custodian and traditional family patriarch.

From running a fledgling start up in a well-populated niche, Paul Sr. has quickly become a multimillionaire. His well-worn face is recognized everywhere he goes and his own personal brand alone is worth a fortune with OCC core business and spin-offs also being very valuable assets. As well as selling the real things; OCC motorcycles are in toy shops globally, on DVD and in books, the OCC brand is also emblazoned on clothing and equipment.

In 2007 OCC broke ground on their stunning 92,000 square-foot facility that allows them to develop production motorcycles and draw more customers to a "destination facility" that even houses a TV and film production space for the American Chopper series itself.

Paul Sr. didn't start out to be a television star and he didn't seek to be famous but ended up the unlikely beneficiary of the reality TV boom that swept the world in the late 90s and early 2000s. That boom propelled him into the ranks of the truly famous and truly successful for doing little more than allowing the world to watch him "do his thing", the same thing he'd been doing for decades.

"Making It" for Paul Sr. didn't involve a major shift in what he was doing for a living and didn't involve a change in the man he was; though some may say he's become more of an actor now as the line between "reality" and "the TV show" blurs. It would be surprising if he didn't ham it up sometimes for the cameras, it's entertainment after all, but the general feel of the shows remains very real as Paul Sr. comes across as the honest individual who even acknowledges his own drug and alcohol related problems; things he overcame by 1985, a personal victory in which he credits the assistance provided the AA program. His confidence and self belief is summed up best by him:

“... I think that people have read into who we are now and they either like us or they don't like us that's just the way that that is. ... I think that people appreciate... that if you can be who you are I think people respect that; I think that a lot of people want to be something that they're really not.”

It's difficult to imagine a bigger contrast than Paul Sr. and our previous featured mature maker, Martha Stewart; Paul Sr. may not have made it as big as Martha but his acceleration from a standing start has been exceptional.

I would never characterize a successful business operator as a “zero”, no matter how small the business is but I'm sure Paul Sr. would agree he seems to have appeared in the public's rear view mirror from nowhere; much like his beloved motorcycles do on roads around the world.

Paul Sr.'s story illustrates two important principles for potential mature makers. First, we don't **have** to come up with “the big, new idea”; we can make it doing what we're doing now. Secondly, we have to be “in it, to win it”. It's well-known that there was a shortlist of companies being considered for that new motorcycle reality TV show and who knows what would have happened to Paul Sr. and OCC if they hadn't snagged their spot. One thing is for sure; they would never have even got there if Paul Sr. hadn't thrown his helmet into the ring in the first place.

Paul Sr. was doing his own thing for decades and has now become famous and rich by just doing it. The good fortune of being selected for a major reality TV show was the reward for accepting the very risk of rejection when applying for selection and of failure when it took to the air. Getting the show didn't mean much, it was just a chance to make it, a chance Paul Sr. grabbed with his two giant, work scarred hands, and rode.

60 year-old Paul Teutul looks like he's having the ride of his life ... at an age when many communities around the world are getting ready to grant concessionary public transport to his peers.



RICKY GERVAIS

1961

Entertainer

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CHAPTER 4

RICKY GERVAIS

“Another Day at The Office”

Jack Canfield, Martha Stewart and Paul Teutul Sr. have high media profiles but media was not their initial core business, just a resource to lever the success of their core businesses. Ricky Gervais however started out and made it in the mass media of radio, TV, publishing and movies. But he didn't make it to the PG-40 list because he's a media star. He's here because he qualifies. Born in 1961 the glass ceiling began to crack for Gervais in 2001, putting him in serious contention to be *the* poster boy (person?) for PG-40.

Ricky's interest in “show biz” became apparent when he was studying at University College London when he and a friend released two singles that made it to a lowly 117 and 70 in the British pop charts. He also managed a couple of groups and worked as the events manager for the student union at the University of London. He jobbed around for a while until he snagged his “proper” job as “Head of Speech” at a London radio station; a job he lost in 1996 when the station was taken over by a competitor.

Throughout the 90's while making progress as a comedian, writer and character actor Ricky was certainly not making it. During this period he showed the very commitment and self-belief that is the cornerstone of many of our featured mature makers as he continued to search for an

outlet for his creativity and talent. His major breakthrough came with “The Office” a slow-burning TV series that was to become a huge international success on TV and DVD, being remade for the US, France and Germany. Gervais was involved in the program co-writing and starring throughout, directing and producing.

Building on the platform provided by “The Office”, Gervais then really started to make it with an award winning series of “The Office”, and his second award winning TV series “Extras”. He also wrote children’s books, went touring as a stand-up comic and started appearing in movies. Beginning in 2001 he has been recognized with a host of awards for his acting, writing and the production of the two hit TV series, including Emmys, Golden Globes and BAFTA awards.

The Relativity of Making it Late

“I suppose I felt guilty about walking into a great job like 'The Office,' you know? Most comedians slog around for 20 years before they get a part in a sitcom or a chance to write something.”

Ricky Gervais is famous as a comedy actor and to a certain extent being famous was important for him to make it. More so than for a business person who uses the media to promote a business, Ricky Gervais *is* the business. Gervais continues to produce new work, moving from supporting roles to starring in movies and exploring new avenues to distribute his work with a series of free podcasts. However he is conscious of not overexposing himself or being diverted from his “core” business, particularly by doing the wrong kind of work. He has, by his own estimates, turned down millions of pounds of work’ including one day filming a beer ad for which he was offered US\$2 million!

Gervais on Overexposure

... he won't appear on the English TV shows he likes, like the BBC's QI and Have I Got News For You. "I think you get given a pile of goodwill," he says, "and you use that up with exposure and I don't want to use it up on frivolous things," To that end, he's been rejecting film roles since 2001, when The Office was first shown.

By developing a rather dislikeable little man who became a character that resonated with audiences around the world Ricky Gervais broke through at the age of 40 after persisting in one industry. He has it all now; money, fame and control and he appears to be thoroughly enjoying it. Like most mature makers however, he hasn't put his feet up or even slowed down after making it. Right now he shows every sign of ramping it up including writing, directing and starring in *The Invention of Lying* with Jennifer Garner and Rob Lowe and he's planning an animated movie of his best-selling kid's book Flanimals; that's all got to be because he's simply doing what he loves.



RAY KROC

1902 - 1984

McDonalds

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CHAPTER 5

RAY KROC

“Supersized Late Making”

I have to fight the constant urge to say one or other of the featured mature makers in this book is “my favourite”. You will probably have the same reaction, it’s just the way we’re all somehow programmed to constantly look for a “winner”. In fact I like them all for different reasons but when researching and summarizing the story of Ray Kroc, the man behind McDonald’s, that urge was strong, very strong.

Multi-national fast food chains get a lot of stick these days but it wasn’t always like that and while I can never be described as a total fan of McDonald’s there’s a lot to admire about a company that consistently delivers simple, economical products day in day out. You know exactly what you’re getting when you go to a McDonald’s anywhere in the world from Los Angeles to London, from Moscow to Melbourne.

The Ray Kroc story is a great one. Ray was basically in a middle-class rut, quite comfortably getting by, but always on the look out for something better. Selling paper cups, he was intrigued by a manufacturer of milkshake mixers who was buying an unusually large amount of his company’s cups. In the capital-poor version of Victor Kiam’s famous “I liked the shaver so much, I bought the company”, Ray liked the potential so much he secured marketing rights for the mixers and spent the next few years promoting and selling them across the US.

The customer, the original McDonald's, was a one outlet hamburger operation which caught Ray's eye for potential as it was using eight of the mixers when most others were using just one. Kroc visited the outlet and seeing a potential sales route for more mixers convinced the McDonald brothers to expand and open more outlets. In 1961, after several years of cooperation, Kroc convinced the brothers to sell him the business for \$2.7 million dollars.

Feel you've Missed the Boat?

"I was 52 years old. I had diabetes and incipient arthritis. I had lost my gall bladder and most of my thyroid gland in earlier campaigns, but I was convinced that the best was ahead of me."

The rest was history. We've all read the statistics: billions of hamburgers sold, one of the biggest owners of retail property in the world, one of the most recognizable symbols globally; more American kids know about Ronald McDonald than know about the US President; more than 10% of Americans are said to have their first job at McDonalds.

However this story is not about McDonald's; it's about the man who at the age of 52 and in poor health saw the idea he had been searching for all his life. The most important word in that last sentence is "saw". For like another mature maker featured in Chapter 22, Wayne Gould, who found and popularized Sudoku, Ray Kroc didn't invent anything at all. McDonalds existed and fast food had been around for many years; he just saw an idea, refined it, sold and just kept on selling it.

Another reason I like Ray's story is the fact that it's a good an old fashioned one. He made it in the decades when mobile phones, social networking, websites and 24-hour TV news channels didn't exist. Kroc made it by building a company from the ground up, sourcing the talent he needed and giving hundreds of ordinary people the chance to make it themselves through a McDonald's franchise.

Ray Kroc became a multimillionaire and died aged 81 as head of the company he built. He was selected by Time magazine as one of the most

influential people of the 20th Century alongside 19 other “Builders and Titans” like Henry Ford, Bill Gates, Walt Disney and Estée Lauder. But for the likes of you and me, at the age when we are encouraged to think about down-sizing, time-shifting and early retirement, Ray stands head and shoulders above the other 19 titans listed because he made it late and he made it despite pretty poor health with a new slant on an old idea.

So we know what we need to do next time we wonder whether it’s worth it “at our age”, thinking maybe we should be more realistic about our aspirations. Maybe we should be following the advice we’re giving to our kids or our grandkids: “Act your age”. Just dismiss those doubts and think of Ray, starting to chase his dream.



HOWARD SCHATZ

1940

Lensman

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CHAPTER 6

HOWARD SCHATZ

“The Importance of Focus”

If your reaction to the name Howard Schatz is “Who?” then I’m delighted. All the featured PG-40ers are in this book on merit and by including Howard Schatz, the internationally recognised New York based photographer, I’m showing you that it is not necessary to be leaping off TV or cinema screens every day in order to make it. Exposure is good and it’s necessary to succeed, but Howard’s incredible story shows that there is exposure and there is exposure. As a keen photographer myself I take great pleasure in including someone who most definitely has made it in that field and made it late.

Although best known as a photographer, Howard first succeeded with a scalpel rather than a camera in his hand. He became a doctor and in an interesting synergy, worked on eyes, saving and restoring his patients’ sight as a retinal surgeon. He became a renowned eye specialist with a successful practice in San Francisco and a Professorship at the University of California San Francisco Medical Center.

That’s a pretty impressive life by anyone standards and it’s not difficult to imagine the positive impact that Howard’s skills as a surgeon would have had on his many patients and their families. But Howard’s artistic side was not giving up without a fight. By the mid-1980s he was taking more and more photos, putting his work out for judgment in

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competitions and winning a few. His commitment grew and he began spending most of his weekends taking photographs; in effect already operating as a professional, albeit on a part-time basis. Success as a photographer was sneaking up on him almost unnoticed as he secured assignment after assignment in competition with “real” professionals.

Howard published his first book “Gifted Women” in 1992. His publishing efforts continued as his technical grasp of light and his dedication to detail, coupled with an amazing ability to empathize with form, especially the human form, brought increasing public attention. People have been the subject of most of Howard’s 17 books which cover subjects as diverse as redheads, the homeless, actors and athletes. Howard also returns a number of times to the theme of achievement and success, celebrating “The Virtuoso” in a diverse range of occupations and champion athletes in “Athlete”.

As the story goes, in 1995, Schatz, and his partner Beverly Ornstein, decided to move to New York where he would have a go at the photography business full-time for a year. Taking a leave of absence from his “real job”, the move to New York heralded a complete change in lifestyle and “employment” in his 50s. As that first year neared its end, apparently a call was placed to California explaining that he would not be returning for a while, a scenario which one may guess was repeated a number of times as Howard secured advertising assignments for a wide range of international brands.

Success after success meant ever-increasing demand for Schatz the photographer until at some point Schatz the retinal surgeon was no more.

Howard Schatz took his talent with a camera and transformed that into a complete career change, a lucrative business and a whole new lifestyle. Like many of us, he had what it took to make the transition. He was perhaps fortunate in being able to hedge the risk by taking a year off with the security blanket of a return to his old job but it was still a real gamble, a big leap into the unknown. The leap was grandly successful for Howard but there was no guarantee of success when he jumped into the fire.

Howard’s example, like that of many others who change direction later in life, shows it’s often necessary to distance yourself from the day-

to-day grind of what you're doing in order to do what you want. In his case that represented leaving a well-paid, highly respected career and moving away from an established, comfortable lifestyle. He did that to take a jump off the deep end and to be judged by the toughest city in the world for professional photographers.

That he made that move is testament to his determination and sheer love of photography as much as his talent. Determination and passion helped him parlay his talent into a world renowned career at a time when many of his peers are gracefully getting off their career ladders and spending increasing amounts of time on the golf course or their boats.

You Gotta Have Fun

Howard quoted on his relocation to New York and the pleasure it gave to him and his partner;

“We'd go to bed at night giggling about our adventures”

Howard Schatz has spent his 50s and 60s capturing image after stunning image for his books, his clients and posterity. Internationally recognized and respected, his work is on show in museums and galleries around the world and features in many art lovers private collections. Entering his 70s, Howard published his 17th book “H₂O” in 2007 and to date shows no sign of letting up on his efforts. He continues in the rich tradition of many talented photographers who work and work their whole lives, doing what they enjoy and getting paid very well for doing it.

For we PG-40ers he is a prime example of how determination, commitment and a willingness to “just do it” can transform something you love into a world class career that delivers you fame, fortune, adventure, and the sheer joy of doing it every day.



HELEN MIRREN

1945

Actress

www.PG-40.com

CHAPTER 7

HELEN MIRREN

“A Refined Craft”

Dame Helen Mirren, Jennifer Aniston, Julia Roberts, Angelina Jolie, Halle Berry. The contrast is stark. Four actresses for whom success came young and one seasoned professional who, after receiving her first major award at the age of 39, just kept improving, scooping award after award during her PG-40 career.

Although she has Russian aristocratic ancestors Dame Helen’s upbringing was decidedly modest. After school she went straight into acting where her potential was recognized early by the National Youth Theatre. That led to the Royal Shakespeare Company and onto London’s West End and a very solid professional stage career starring in a wide range of productions and receiving critical acclaim. Like many PG-40ers Dame Helen has absolutely nothing to be ashamed of in her pre-PG-40 life and could justifiably claim to have been one of the leading stage actors of her generation at that point.

Helen also appeared on TV and in film throughout her early stage career, notably in *Caligula*, *The Long Good Friday* and *Excalibur*. Her performance in the British movie *Cal* resulted in her first major screen award, Best Actress at the Cannes Film Festival 1984, a pre-echo of the success she was to attain as a PG-40er.

Following Cal, Mirren had a relatively unsuccessful pre-40 spell in Hollywood, appearing in *101 Dalmatians* and *White Nights*. However her focus was always to be a great actor rather than a star, and she was prepared to sacrifice to achieve her goal. She was certainly not going to compromise for “stardom”. In the 1970s, for example, she stepped back from work, engaging in a learning experience with an experimental acting troupe. Speaking of the period in a 2001 Sunday Times interview Dame Helen said:

"I wanted to be a great actress. I thought the next step on that path was to step away from being successful to do a learning, experimental thing. It was a bit of a nightmare, but it was fantastic, I did incredible things."

Mirren obviously wanted to succeed in Hollywood, why else would she go there, but she instinctively understood the difference between being a great actress and being a star and knew that the two may not always coincide. She remained true to her sense of what was important and returned to England and the role that was to provide the breakthrough in film that she sought; in her mid-40's.

Dame Helen's breakthrough came with one of her most famous roles as Detective Chief Inspector Jane Tennison in *Prime Suspect*. She played another of the flawed “real women” she has portrayed throughout her career and the show was a great success in Britain and received critical acclaim in the US. Seven installments of *Prime Suspect* were filmed and Dame Helen was nominated for an Emmy Award as Outstanding Lead Actress in a Miniseries or Movie for six of those installments, winning the award for two.

Mirren on Tennison

"I think I just showed what happened to a lot of women in a lot of different professions - doctor, teacher, lawyer - they'd all gone into work at the age of 20 as I did when I became an actress. And they'd been dealing with all

this for twenty years, fighting through it. Now they're in their forties and successful and powerful and no one really told their story and suddenly there it was on television. It struck a chord with women in all professions."

Recognition for Mirren's PG-40 film work came with three Oscar nominations; Best Actress for *The Queen* (2006) and twice for Best Supporting Actress in *The Madness of King George* (1994) and *Gosford Park* (2001). She won the Best Actress award for *The Queen*, her only Oscar success. So far.

Dame Helen demonstrates very clearly the before-and-after-ism of making it late. One of the most respected actresses of her generation she was cruising comfortably below the sound barrier until circumstances combined to give her the impetus required to break through.

Like most PG-40ers Dame Helen now shows no sign of slowing down. At the time of writing in addition to starring opposite Russell Crowe in *State of Play*, Mirren had no less than four movies in post-production working with established headliners like Joe Pesci, Tom Wilkinson, Christopher Plummer and Paul Giamatti. Her career continues to be a sparkling bouquet of straight up commercial work and more serious endeavour.

Dame Helen shows two of the most important traits of the person who makes it big PG-40 style. She kept working and she kept on being herself. Rather than compromise and become what others wanted, she remained true to her own beliefs, maintained her craft and picked the roles that were right for her as opposed to just the right looking ones.

Integrity means that you sometimes have to wait, but when you finally get it just right you reap significant rewards when you do make it.



LEONARD COHEN

1934

20th Century Minstrel

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CHAPTER 8

LEONARD COHEN

“The Dice are Loaded”

While writing PG-40, I was discussing progress with a friend over a cup of hot, very black coffee and I mentioned that I was working on a Leonard Cohen chapter. My friend immediately challenged me, querying his inclusion and claiming that Leonard Cohen had been around, and successful, for decades. (A conclusion my friend reached on the basis he'd bought a compilation set of CDs and seen a documentary about Cohen, in a British art house cinema, in the 1970's). Our subsequent discussion helped clarify in my own mind the difference between being successful and “making it”, and that convinced me even more that Leonard Cohen fully deserved his place in PG-40.

Cohen was born in 1934 of Jewish immigrant parents in Canada's French-speaking province of Quebec. He's been described variously as a singer-songwriter, musician, actor, poet and novelist. His first creative published work was literary, and he produced several volumes of poetry between 1956 and 1966. He then moved into music, the field in which he was to achieve most monetary and popular success, in 1967 his first album *Songs of Leonard Cohen* was released.

For 40 years, from 1967 Cohen bobbed in and out of the popular consciousness; he appeared in an episode of the hit TV series *Miami Vice*, his work featured in a number of films including Oliver Stone's

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Natural Born Killers and he even provided the title for *Bird on a Wire*, the hit Mel Gibson / Goldie Hawn action comedy. At the same time he maintained a faithful band of devoted fans and his growing body of work received continuous critical acclaim and perhaps the ultimate accolade from fellow musicians; it's estimated that over 2,000 cover versions of his songs have been recorded including Hallelujah, Famous Blue Raincoat and Suzanne. *Tower of Song*, a 1995 tribute album to Cohen, featured 13 top artistes singing his songs including Bono, Elton John, Willie Nelson and Billy Joel.

So how does Cohen “qualify” for a place in the PG-40 Roll of Honour? It would be easy to lazily justify this solely on the fact that the bulk of his catalog as a musician was released after he was 40; however Cohen has always had a slow burning career which flared brightly from time to time before banking down again. He makes it though due to his incredible recent resurgence; since the turn of the century Leonard Cohen has become a phenomenon.

Emerging from five years in seclusion at a Zen monastery in 1999 Cohen released a new album in 2001, *Ten New Songs*, and in quick succession he released another album, a book and then embarked on a sell-out world tour. The most stunning symbol of Cohen's surge in popularity was the fate of one of his most-loved songs *Hallelujah*. In 2008 the song created a sensation when it became the fastest-selling digital single in European history (not bad for the song of a 74 year-old-artist from the days of vinyl and eight track) **and** three separate versions charted in the UK top 40 **at the same time** ! It was No. 1 and No. 2, again at the same time, and gave Leonard his first-ever hit single in the UK. Sales statistics indicated that by the end 2008 more than five million copies of the song had been sold.

I admire Leonard Cohen and enjoy his music. Yet I can see some of his more die-hard fans may criticize his inclusion in PG-40, claiming perhaps that Leonard Cohen was never about “fame and fortune” or making it. It's indisputable however that Leonard has been much more commercially oriented recently and there is absolutely no contradiction for me in a serious artist who meets with financial success and enjoys popular recognition. Cohen has always been a study in contradictions though; a proud Jew who spent five years in a monastery; a Zen “monk” who sued his ex-manager for millions of dollars.

Success found Leonard Cohen; yet he never actively sought it out by tailoring his “brand” or product to any mass market tastes. He is a prime example of that particular sub-genus of late makers who are just doing “their thing”, are highly respected, make a good living and get a good life out of it. When Leonard Cohen’s big wave of success came, it found Cohen ready and he has now embraced his late popularity. He’s making hay while the sun shines and it’s not setting for him for a good while yet.



FRANK MILLER

1957

Graphic Story Teller

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CHAPTER 9

FRANK MILLER

“The Late Knight of Success”

Until recently Frank Miller was very well known only in the world of “grown up” comics (as opposed to “adult” comics); his story is an excellent example of how commitment to a dream can pay off late, even after a long journey. Miller’s voyage was a great career with both Marvel and DC comics, pillars of the comic world that saw Miller grafting away on a host of characters that have since burst into mainstream public consciousness.

This journey played a major role in Miller eventually making it, allowing him to build up a loyal band of fans and hone his vision and skills, in much the same way as the writer Malcolm Gladwell, another late maker who features later in PG-40, established his platform.

You could say that Miller took a “risk-lite” route to making it, learning and building on someone else’s dollar; enjoying a great career and developing a market for his own vision was a pretty shrewd way of going about making it and is not to be knocked at all.

The world of the “comic book” has itself gone through a considerable renaissance in recent years, being shifted, from an interest for geeks, to a respected art form, reflected in the term “graphic novel” widely used nowadays. It was a world Miller entered as a 19 year old,

going to work for Marvel on the Daredevil series and creating the character of Elektra, a relatively minor comic heroine who would make it to the silver screen as Jennifer Garner opposite Ben Affleck's Daredevil in the title role. He also did a mini-series for the X-Men character Wolverine; the latest of the many characters he has been linked with to appear in a movie.

Miller also worked extensively on Marvel's Batman series, being responsible for its dark and menacing ("noir") makeover including the penning of the groundbreaking "Batman: The Dark Knight Returns". "The Dark Knight" was of course to be in the monster 2008 hit movie starring Christian Bale.

Interestingly Miller was himself to address the issue of being successful later, he reportedly could accept that his younger brother was older than Spider-Man but not that Batman was permanently frozen at the age of 30, making him younger than Miller himself. The result? The Batman featured in "Batman: The Dark Knight Returns" is now a 60 year-old crimefighter!

Miller also worked on the Robocop series of comics, wrote the stories and co-wrote the screenplays for the Robocop 2 and 3 movies and Miller's own comic creations were also now appearing; "Ronin" being a nod to the significant influence Japanese manga had on Miller's development; published by DC in the 1980's.

The Importance of "Comics"

"When I was a child I was a dreamer. I read comic books, and I was the hero of the comic book."

Elvis Presley, singer

Frank Miller's Commitment to "Noir"

"I was always into noir. When I lived in Vermont I was drawing stuff that looked like an amateur doing Sin

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City. When I first got to New York I was swiftly informed that they only did guys in tights.”

At this stage Miller was, like many of our pre-blastoff PG-40ers, doing very well thank you. He was successful and respected but with much more to come. His commitment to his original noir vision and his determination to fight for artists rights were probably the most significant factors in him breaking away from the golden handcuffs of the corporate comic world with “Sin City”.

“Sin City” was to go on to both commercial and critical success as a movie, closely followed by another giant hit movie “300”; based on Miller’s graphic novel rendition of the Spartan-led stand by allied Greek states at Thermopylae. Though his movie “The Spirit” may not have been treated too well by either the box office or critics, it again confirmed Miller’s breakthrough with an adaptation of a character created by another artist and featuring Hollywood superstars like Samuel L. Jackson, Eva Mendes and Scarlett Johansson.

The creativity and skill that goes into producing “graphic novels”, to satisfy a demanding, mature audience is high and the talent of the artists who create them takes years to hone. I certainly don’t subscribe to the view that comic-reading adults haven’t grown-up; they just grew up to like comics and graphic novels and that is absolutely alright in my (non-comic) book.

Frank Miller’s initial achievements as an artist for DC and Marvel provided the launch pad for his success rather than becoming the type of gilded cage that successful “careers” can prove to be for so many people.

We can take a lot away from his story. Be true to your original vision, hone your craft and keep working on what you believe in. Look for and be ready for your chance and when it comes swing for it. Like Miller’s Dark Knight, you can still do it, no matter what your age.

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TREVOR BAYLISS

1937

Inventor

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CHAPTER 10

TREVOR BAYLISS

“Inventor and Philanthropist”

As an inventor Trevor Bayliss has much in common with Sir James Dyson and he merits his place in this pantheon of late makers. He stands alone however because of the philanthropic nature of the motivation that led to him making it late. Seeing a need in developing countries and filling it with a low-tech, cost-effective solution rather than a search for fame or riches was the impetus for Trevor Bayliss’ later surge towards the tape.

You couldn’t imagine a starker contrast though than Trevor Bayliss’ life and career and that of today’s cookie-cutter MBA’s and law school graduates. A near-Olympic standard swimmer Trevor spent several years as a British Army physical training instructor before working for a company building swimming pools. He ended up in the water demonstrating the merits of the merchandise itself, then he somehow morphed into a traveling water stuntman high diving into a glass-sided swimming pool. A spell as an underwater escape artist in a Berlin Circus provided the liquidity to finance a start up company selling and installing learner swimming pools in English schools, a company which is apparently still going strong and has installed almost 300 of them.

That could have been it for Trevor; a fascinating early life leading to comfortable middle-age security and the long drift to the finishing line

perhaps. Maybe it was his past as an escape artist but he somehow managed to break that trend by establishing Orange Aids, a company aiming to help improve the quality of life for disabled people in 1985. However it was not until 1991, when he was well into his fifties, that Trevor was to develop the idea that sets him apart as a true late maker.

Watching a TV documentary on the spread of AIDS in Africa Trevor was struck by the difficulties preventative education efforts faced due to the lack of infrastructure and widespread illiteracy. He came up with a brilliant and yet elegant solution, a cheap wind-up radio that could carry potentially life saving messages. He set to work immediately and produced a prototype only one step up from chewing gum, string and paper clips. The essential components were an electric motor from a toy car and the clockwork mechanism from a music box. With a working prototype he set about producing a marketable product.

***Hard Work and Tea; The Essentials
for an English Inventor***

“I’d work eighteen-hour stretches and fall asleep in my clothes. Then I’d wake up in the middle of the night, brew a pot of tea, and start work again. I was tired, but work had become pure enjoyment.”

Trevor hasn’t stood still since his breakthrough moment. In addition to walking 100 miles across a desert to publicize his electricity generating shoes, his windup radio has been constantly upgraded and other commercial windup products have been produced, including a 2GB MP3 player that plays 40 minutes of music in return for only one minute of winding. He is a relentless campaigner for inventors and for “personal power” generation and has set up a company, Trevor Bayliss Brands, designed to help inventors protect and develop their inventions. This initiative was inspired by the problems he himself faced getting his windup radio into production.

Trevor on Supporting Invention and Inventors

“As they say, art is pleasure, invention is treasure, and this nation has got to recognize that. If they can spend a fortune on dead sheep and formaldehyde, then it can spend a bit more of that money on inventors.”

Trevor Bayliss’ story is truly heartwarming and inspiring at a general level let alone his well rounded good humor shown in the above quote at the art of Damien Hirst and “Away from the Flock” that reportedly sold for £2.1 million!

For any aspiring PG-40ers, searching for inspiration and living in hope that our achievements will reach tipping points, his story emphasizes some of the same principles we have seen, and will continue to see, in successful PG-40ers.

Most importantly, Trevor’s identification of, and then the filling of, a true niche at the ripe young age of 54 for all the right reasons reaffirms the value of maturity. If you think you’re too old, you probably are. But if you don’t, you’ll never be too old to make a big difference to the world and that’s making it by any definition.



BEATE UHSE-ROTERMUND

1919 - 2001

Pioneer

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CHAPTER 11

BEATE UHSE-ROTERMUND

“Sex Educator and Entrepreneur”

Larry Flynt, Hugh Hefner, Beate Uhse-Rotermund. The last one on that very short list is not a household name in the English speaking world, however in Germany and other European countries Beate Uhse is very well known indeed. Like Trevor Bayliss she had the kind of life that seems impossible to imagine in today’s sterilized, organized and career-guided world, in her case also trespassing gloriously and early in areas generally recognized as the domain of men. Starting out as a stunt pilot, she went on to fly planes for the Luftwaffe during the Second World War before establishing one of the world’s most successful sex businesses.

Her story is truly exceptional. However, simply having an exceptional “story” doesn’t guarantee an appearance in PG-40; Beate gets in because she didn’t start the business or make the move that would lead her to make it until she was 41 years young.

Beate’s father made a futile attempt to repulse his daughter’s first assault on “the world of men”, trying to stop her becoming a pilot. She prevailed despite his objections showing the determination that would later drive her to make her later business such a success. Not content with just flying, however, she went on to become a stunt pilot and a test pilot and featured in a number of German movies as a “flying double”. Initially unable to fly in the Second World War she yet again persisted

and flew planes in a transport squadron, coming under attack from enemy planes a number of times.

At the end of the war Beate noticed the potential for a massive number of pregnancies; men were returning home to do what men and women do, at a time when their economic prospects were very bleak. Drawing on her own experiences, when her parents discussed sexual matters openly with their children, she started a small company selling “Pamphlet X”, outlining a rhythm method of contraception. By 1947 she had sold 32,000 copies of the pamphlet through mail-order and by 1951 she had four staff and was already selling condoms and other “marital hygiene” publications.

41-year-old Beate started the business which was to ultimately bring her fame and fortune-after a spell of notoriety-opening what is believed to be one of the world’s first sex shops, in 1962. However, when her first shop opened pornography was illegal in West Germany and remained so until 1976. This led to extensive unwelcome attention from the police plus a degree of social ostracism. The police reportedly raided her business over 2,000 times, she was also denied membership of a business association and membership of her local tennis club for example. Despite this, her business prospered and when pornography was legalized it was well positioned to grow, with her known and respected brand plus a well-established mail order business. Expansion was swift with the number of employees, premises and countries of operation all growing rapidly. Now at hundreds of employees and dozens of shops and cinemas, the elements of this business can be counted in the millions; a customer base in the millions and annual sales of €253 million in 2008.

Nobody familiar with her life story could accuse Beate of being motivated simply by profit or, as a woman herself, being indifferent to allegations of the exploitation of women. Her sex shop was an extension of her pioneering work in birth control and “marital hygiene” intended to educate and liberate both men and women and her decision to give her shops her own name shows clearly that she was proud, not ashamed, of what she was doing.

Looking back from today’s “enlightened” times we can only guess at the determination which must have driven the young Beate to become a stunt and Luftwaffe pilot. That same determination however clearly also

kept driving her business through many years of police raids and social ostracism.

Beate Uhse-Rotermund was committed to a goal and ultimately the very nature of her business meant that controversy or conflict came hand in hand with it. What set her apart was her willingness to take on the challenges that she faced and push her vision forward against what must have seemed, at times, almost insurmountable odds. When the whole world seems to be against you it's easy to give up; however in this story we see that the person who achieves later in life is often more determined, has greater resolve, and holds a deep-seated belief in their chosen mission.

Eventually, respectability came to Beate's business and herself. The company listed on the Frankfurt Stock Exchange in 1999 and a decade earlier, in 1989, Beate was awarded the Order of Merit of the Federal Republic of Germany, the country's only general state decoration.

She fulfilled a long-standing ambition in 1996 when she saw the opening of the Beate Uhse Erotic Museum in Berlin. Beate Uhse-Rotermund died in 2001 "in harness" as the figurehead of the company she founded. Not only did Beate make it late, but like many of our PG-40ers she kept on making it in a business she passionately believed in.



ANDREA BOCELLI

1958

Tenor

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CHAPTER 12

ANDREA BOCELLI

“The Voice of God...?”

Andrea Bocelli is such a success as one of the best known classical singers in the world it's amazing to think that his professional singing career didn't even begin until he was 35 years old. Always keen on music and singing, Andrea qualified as a lawyer in his native Italy however the desire to develop his voice remained so strong that he underwent training with one of the world's leading operatic tutors of the day and sang semi-professionally in piano bars to pay for his tuition.

Bocelli was catapulted into the limelight almost immediately after Maestro Pavarotti recommended him for a role singing “Miserere”, a song co-written by the Italian rock star Zucchero and U2's Bono. Zucchero approached Pavarotti to sing the duet with him, presenting him with audition tapes of Bocelli and other tenors. On hearing Bocelli's voice Pavarotti reportedly said:

"Thank you for writing such a wonderful song. Yet you do not need me to sing it, Let Andrea sing Miserere with you, for there is no one finer."

Miserere was however eventually performed by Pavarotti and Zucchero though on tour Pavarotti invited Bocelli to sing the song with

him. The performances were so well received that Bocelli was then given a solo spot in Pavarotti's concerts.

There is no doubt that Bocelli was the recipient of an incredible opportunity at the very beginning of his singing career, the kind of opportunity that so rarely presents itself in life to anyone. But the fact remains that opportunity is always a double-edged sword. If you've got it you can make it, but if you haven't, then opportunity can expose weaknesses and swiftly terminate a promising career that could have flourished if developed a little more slowly. We know now how it worked out for Andrea Bocelli; he didn't look back.

Good things just kept on happening to Bocelli, most of them after his 40th birthday: several World Music Awards, awards for the Best Selling Classical Album, Grammy nominations including for Best New Artist—the first time a classical artiste had been nominated—and eleven albums released including “Sogno” with sales of over 10 million copies worldwide. Then he added performances with the world's leading pop performers in front on heads of state, sell-out concerts and sales, sales, and more sales of albums and singles.

One of the most interesting things for us PG-40ers is that Andrea Bocelli may not actually be a very good opera singer, judged on the more technical aspects of the art. His singing has been seen by many leading critics as being marked poorly on breath support and they have detected a thinness of his voice. However, this would hardly be surprising, even if true, given that he missed out on the early and rigorous training that most professional opera singers undertake.

On the other side of the scales we can place the endorsements of Pavarotti “*there is no one finer*” and Celine Dion: “*I heard someone say. If God had a singing voice, he would sound a lot like Andrea Bocelli.*”

Perhaps even more important is the opinion of the paying public, whose a verdict is summed up by New York Times music critic Bernard Holland when he wrote about one of Andrea's performances “music critics had no business at Avery Fisher Hall on Wednesday. Mr. Bocelli's every gesture invited warm, resounding approval. Accusing audiences of being gullible won't wash. The music public can be conned for only a short time, and Mr. Bocelli's success is of reasonably long standing.”

I think the fact is that if we are completely honest, not many of us really like full-blown opera let alone ‘get it’. We do however enjoy great songs and melodies and Andrea Bocelli serves them up in an accessible, enjoyable way. You can never go wrong giving your customers what they want, rather than what you think they should have.

Bocelli is one of our grey-area PG-40ers. Nobody could deny that he’d been successful before his 40th birthday but a number of reasons demand his inclusion in the late makers Hall of Fame. Firstly, the age of 40 is more of guideline or principle in my book, not a rule. Secondly, he didn’t even begin his second career until he was 35. Thirdly, Andrea aimed high, taking the risk, when he had already established a viable, respectable career as a lawyer. Fourth, and finally, his post-40 achievements put his pre-40 achievements firmly in the shade.

The inspiring story of Andrea Bocelli tells us you don’t have to be perfect at every aspect of your chosen endeavor; just hit the right note with your most important audience. But you’ll never hit that note if you don’t go out and do it, leaving the safe harbour of your accomplishments to date, and any modest-but-secure future prospects that go with that. Regardless of your age, your best days always lie ahead, not in the rear view mirror.



PHOTO: Dame Anita Roddick



PHOTO: The Body Shop



PHOTO: Dame Anita Roddick



PHOTO: KFC Corp.

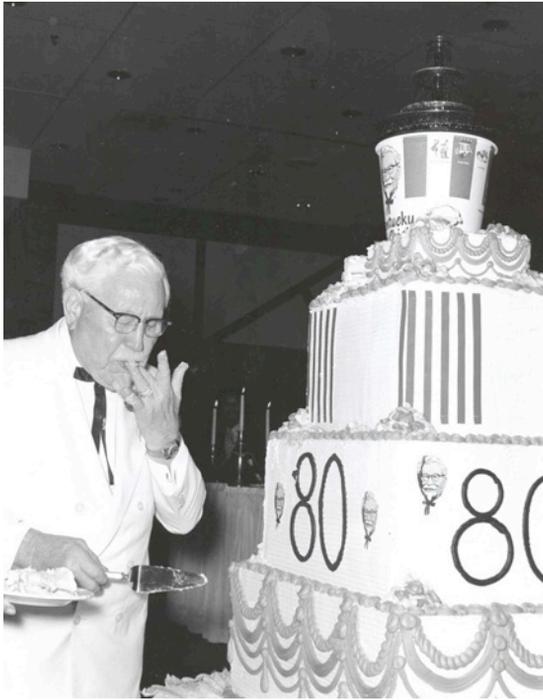


PHOTO: KFC Corp.

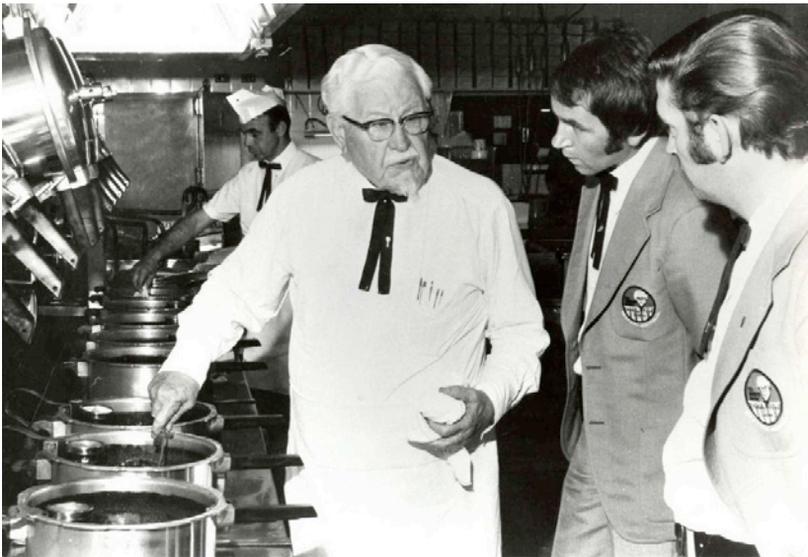


PHOTO: KFC Corp.



PHOTO: Brian Maxwell Fellows



PHOTO: Brian Maxwell Fellows



PHOTO: Trevor Baylis Brands

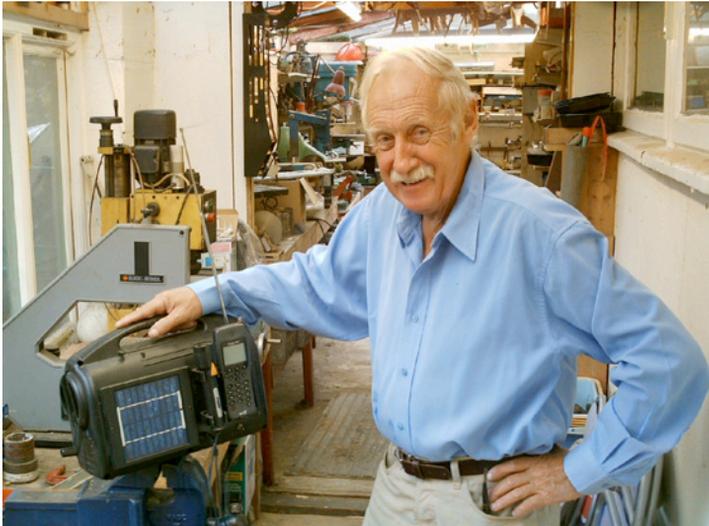


PHOTO: Trevor Baylis Brands



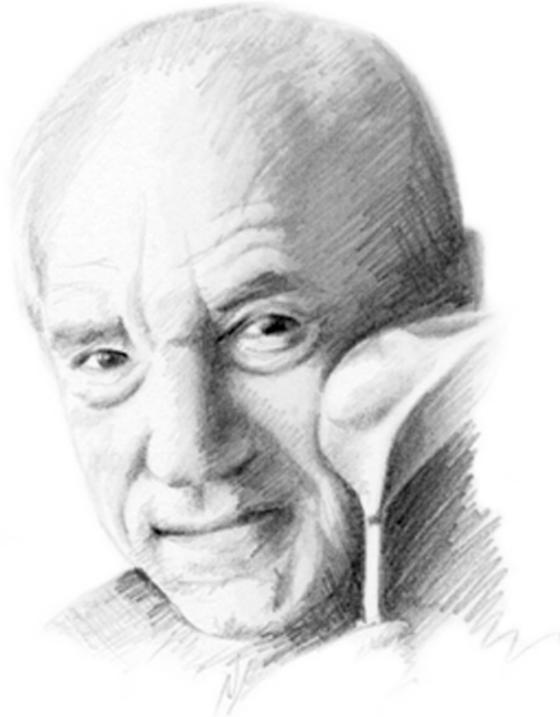
PHOTO: Bill Wadman



PHOTO: Howard Schatz ©Schatz Ornstein 2007



PHOTO: Howard Schatz ©Schatz Ornstein 2007



ELY CALLAWAY

1919

Golf Innovator

www.PG-40.com

CHAPTER 13

ELY CALLAWAY

“The Father of the Big Bertha”

Among PG-40 ‘Hall of Famers’ Ely Callaway stands out for making it not once but at least three times in three industries, as different from each other as it’s possible to be; textiles, wine and golf. Each success is worthy of study but for present purposes we’re going to focus on his third venture, as it didn’t start until 1982 when young Mr. Callaway was already 63.

Following service in the Second World War, Callaway went into the textiles industry, rising to the top of the tree. He worked in that area until 1973 when he left to concentrate on the wine business at the Callaway Vineyard and Winery which he had founded in 1968 at the age of 49. He developed that business so successfully that he reportedly sold it for US\$14 Million earning a US\$9 Million profit in 1981.

Like a few of our other PG-40ers he now had the option of retiring in luxury and enjoying his golden years in leisurely pursuits but Callaway decided that rather than just play golf he would revolutionise the way everyone else played the game and bought a half-share in a company that manufactured golf clubs he was fascinated by. He bought the other half of the company a year later and renamed it Callaway Golf Company in 1988.

It became obvious very quickly that Callaway had not bought the company as a vanity toy; he meant business and, as is often the case with cross-overs from other industries, Eli Callaway didn't intend to do business the way everyone else in the industry was doing it. A billiard cue designer was retained as a consultant, computer controlled manufacturing was introduced and much later when he decided to reinvent the golf ball the company approached that task with the thoroughness applied to the space race. The new ball design involved engineers recruited from Du Pont and Boeing, aerodynamics programs and the examination of more than 1,000 ball cores and 300 dimple patterns.

The financial numbers were big too. Although Callaway's initial investment in the company was relatively modest (said to be US\$400,000 in 1984 to acquire the remaining 50% of the company) the production of an all new golf ball years later was to eat up about US\$170 million for design and production facilities.

Callaway has been "accused" of being a genius in marketing, a characterization he took exception to, preferring to describe himself as someone who could create a great product and was then able to move people to it. Claiming he was not a good enough salesman to be able to sell a mediocre product he held that his products should be "demonstrably superior and pleasingly different"; the Big Bertha, Callaway Golf's most famous product, was certainly that.

The Big Bertha driver has been called "The Golf Club that Made Callaway Famous". Introduced in 1991 it broke the mould for drivers, metal replacing wood and the club head seeing a massive increase in size. It instantly improved the game of thousands of amateur golfers giving them longer, straighter drives. His innovation and investment were soon rewarded with sales. In 1994 for example, Callaway's sales rose 77% to \$449 million with profits rising 89% to \$78 million. Not content, the company has since introduced a series of upgrades including the Great Big Bertha, the Biggest Big Bertha and lighter titanium versions.

Golf club development is heavily dependant on the rules set by golf's governing bodies. From the original Big Bertha's head size of 190grams, the largest model now has a head of 460grams, the maximum allowed.

However Callaway was not sitting around waiting for rule changes to be handed down from Mount Olympus; he campaigned actively for two sets of regulations, one covering professional golfers and one for amateurs who needed, and wanted, more assistance from their equipment. Even during his last year of life, Ely Callaway was still in negotiations with the US Golf Association seeking to get one of his latest innovations authorised.

Ely Callaway was wealthy before his golf business adventure and I admit he's a pretty good illustration of the old saying that it takes money to make money. I'm guessing that buying a vineyard and then a golf club manufacturer may be beyond the means of many, if not most of us potential PG-40ers. But we shouldn't let that blind us to the clues left by this extraordinary three-time maker.

Firstly, if you can't come up with a new idea, then developing a superior version of an existing product will do just as well. Callaway's wine was chosen for a bicentennial luncheon attended by England's Queen Elizabeth II and reportedly caused a stir among wine cognoscenti when Her Majesty asked for a second glass. The big Bertha was welcomed with open arms and by the open wallets of tens of thousands of amateur golfers because it helped their game.

Secondly, commit. In addition to risking his own funds Callaway gave his name to both his winery and to his golf clubs. There didn't appear to be any good marketing reason for that decision; he wasn't a famous name and there was no obvious connection to either product. But by committing his name to his products Callaway was committing himself to them. He was identifying very personally with their quality and any success or failure. That personal commitment has two powerful effects; it's a reminder that your credibility is linked to the venture and it also stands as a guarantee to your customers of your own real commitment to both them and your product. That's a powerful message.

Finally, and most importantly, let's marvel at and be inspired by a 63-year-old who was willing to enter into such a long-term venture. He may not be the oldest starter-upper featured, he's just pipped by Col. Sanders for that honour; but Callaway's involvement in what he must have known would be a long haul endeavour, at a time when his peers

were doing well just to be playing golf, holds a powerful message for us about the attitude you need to have to “getting old”.

Ely Callaway enjoyed 20 good years “playing” with the golf club company that he was involved in almost to his last year at 82. By my calculations that gives any 40-year-old an amazing 42 more years to go; maybe that’s why they say ‘life begins at 40’.



JACKIE CHAN

1954

Action Man

www.PG-40.com

CHAPTER 14

JACKIE CHAN

“Master of All Entertainment”

Jackie Chan is now almost as well known in “the West” as he has been for many years wherever Chinese people have lived or travelled to in search of a better life. But it wasn’t always like that and, as well as being interesting in its own right, the Jackie Chan story illustrates for us that no matter how much success you’ve enjoyed, how much money you’ve earned or how many millions of people adore you; if you yourself don’t think you’ve made then you haven’t.

Jackie was born in 1954 in the then British colony of Hong Kong. His future career was almost predetermined when his parents moved to Australia to work and decided to send Jackie to the famous China Drama Academy where he received a sound grounding in a wide range of Chinese arts, acrobatics, music, dance and, of course, *kung fu*. His training lasted ten years and was extremely arduous and strictly disciplined.

Jackie then enjoyed a pretty rapid ascent in the Hong Kong film industry which, although based in a town with a population of only a few million, had access to the huge markets of South East Asia and of course the tens of millions of ethnic Chinese living around the world. Within a few years his 1971 debut as a stunt man in films starring the legendary

Bruce Lee, Jackie was already appearing in movies himself, had been given responsibility for his own stunt work and had even co-directed.

Jackie has gone on to star in over 90 movies, writing, producing and directing many of them. He's a successful businessman with reported interests in real estate, restaurants, gymnasiums, food and more; he's also a successful recording artist singing in Cantonese, Mandarin, Japanese, Taiwanese and English. Heavily involved in philanthropic work, tithing profits from his business ventures plus devoting his time, name and money to a wide range of causes including educational charities, conservation work, natural disaster relief and development of the arts he is a role model for many.

However, despite his early success and legions of devoted fans throughout Asia and around the world, there was something missing from Jackie's achievements; success in Hollywood. Success and making it are uniquely personal and it was clear that Jackie was not going to be content until he cracked the actors "Holy Grail", something he had tried and failed to do in the early eighties with the "The Big Brawl" and "Cannonball Run", starring Burt Reynolds Roger Moore and Dean Martin. Both movies failed to spark a sustained run of success in the US for Jackie, and he returned to Asia, picking up where he had left off.

Jackie would have to wait another 15 years before his western movie career actually started to roll. In the meantime though he wasn't sitting around waiting for it to happen and was frenetically busy with his phenomenally successful Asian-based career. He was also careful to insist on roles which he thought were right and would give his career "legs", turning down a good role as the villain in Sylvester Stallone's "Demolition Man" for example. The first tremors of success in the west came with 1995's "Rumble in the Bronx", a typical Jackie Chan action effort based in New York that scored very respectably at the US box office.

"Rumble in the Bronx" led to Jackie's becomes appearance with Chris Tucker in "Rush Hour", an action comedy which netted over US\$240 million at the world box office, a number which is even more "respectable" set against a modest production budget of around US\$35million. "Rush Hour" was the break he needed, that single chink in the bamboo curtain that Jackie had been seeking for years, and from

there he went on to make a series of highly successful action comedies, including two “Rush Hour” sequels and Shanghai Knights with Owen Wilson. His status in Hollywood was finally and “officially” confirmed in 2002 when he was awarded a place on the Hollywood Walk of Fame; an achievement described by Jackie on his own website as a "dream come true".

Jackie is still going strong, maintaining one foot in Asia and one foot in Hollywood, even having a home there. At the time of writing he has a Chinese movie in post-production and he was starring in Kung Fu Kid, a reworking of the popular Karate Kid series set in China; with kung fu replacing karate and Jackie replacing Mr. Morita.

Jackie Chan finally made it in Hollywood at the ripe young age of 43 and he shows us that we each set our own goals and write our own definition of making it. To any observer, Jackie Chan had it all, fame, fortune, respect and adulation; yet he didn't think he'd made it, so he went back to Hollywood and eventually won the day.

Like Jackie Chan we don't have to rest on our laurels, we don't have to worry about being too greedy and we don't have to listen to other people who query why we don't “take it easy and enjoy life”. Striving to make it, to our own destination, can mean an enjoyable life en-route to having it all if we want. At any age.



SIR ALEX FERGUSON

1941

Team Builder

www.PG-40.com

CHAPTER 15

SIR ALEX FERGUSON

“Probably The Greatest Football Manager (Ever)”

Sir Alex Ferguson, the manager of Manchester United Football Club (MUFC), is generally recognized as one of the most successful football managers of all time, if not the most successful. But as readers know all too well by now nobody appears in this book simply because they're successful, their success has to come late, and this is doubly true for Sir Alex Ferguson.

Few sports people can ever be eligible for late maker status as unlike games, hobbies and pastimes, sporting prowess is usually the province of the young. Of course occasional exceptions and blips exist, like Major League pitcher Leroy Robert “Satchel” Paige who debuted in the Major League at the age of 42 and Tom Watson’s near-miraculous near-win of golf’s 2009 British Open at 59. However, for the most part sportspeople peak young and then slide gently into the obscurity of after dinner speaking or perhaps TV celebrity.

However in football, the world’s most popular game, many managers are former players who don’t even begin their managerial careers until their playing days are over, usually in their 30s. So it was with Sir Alex; after a good career as a player he moved into what was to become a career studded with honours and achievements. As manager of Aberdeen FC he destroyed the century long success duopoly of Scotland’s two

largest football clubs, winning nine major honours in eight years, exceeding the club's honours over the 75 year's of it's history BSA (Before Sir Alex); including the club's only European tournament win over Real Madrid; one of the biggest and most successful clubs in the world.

Success with Aberdeen resulted in Sir Alex being appointed as the manager of MUFC in 1986, a job he still holds at the time of writing in 2009. Pages could be filled with his achievements at a club which could have been described as a sleeping giant when he joined; it had won only one major trophy in the 20 years prior to his arrival. In the 23 years since Sir Alex joined "Man U" has won 22 major trophies; more than in the whole of the club's 108 year history before his tenure.

Sir Alex's individual honours are equally impressive and include

- BBC Sports Personality of the Year Coach Award 1999
- IFFHS Coach of the Year 1999
- Onze d'Or Club Coach of the Year three times
- FA Premier League Manager of the Year nine times
- World Soccer Magazine Manager of the Year four times
- Officer of the Order of the British Empire 1983
- Commander of the Order of the British Empire 1995
- Knight Bachelor 1999

There can be no doubt that Sir Alex made it and that he made it late, winning his first trophy with Aberdeen when he was 38 and the first of 22 with MUFC when he was 48. But in one sense the game in this case is rigged: by definition football managers are simply very unlikely to make it before they're 40. But as we'll see later, even that type of enforced late making holds an important lesson for all potential late makers. For now let's look at the other reason why Sir Alex has been singled out.

The 2001-02 football season was a poor one for Sir Alex and MUFC; he was due to retire at the end of it and the club didn't appear to be handling things well. Eventually the team finished the season without a major trophy and yet Sir Alex then decided he would not retire after all. The recovery from "staring into the abyss" clearly qualified Sir Alex for a place in the PG-40 pantheon; turning his back on putting his feet up after a career that fully justified him retiring with honour and respect.

On returning “from the dead” Sir Alex set about rebuilding his team and went on to win three consecutive league titles and a European Champions League, becoming only the third British manager to win the top European honour twice and one of only three managers to ever win three consecutive league titles (a feat he has achieved twice). Sir Alex himself described defeating Chelsea FC for the 2006-7 league title, a team supported by the fortune of the Russian billionaire owner, as his greatest achievement at MUFC.

Sir Alex Ferguson’s Current View on Retiring

“I don’t even think about it any more. It’s all out of my mind. I am not even going to put myself in that situation where I am saying to myself, ‘Should I [retire] this year, should I next year?’ I have completely forgotten about it.”

Sir Alex is still going strong. At the time of writing he’s 67 and would be an ideal character to appear alongside the bunny in those Duracell battery ads.

For us PG-40ers we can take away at least two crucial lessons from his story. Firstly, like sports stars, we can consider a segue from one part of our field to another. Jack Welch is now more famous as a management guru than he was as a manager, surgeons can excel later as hospital administrators and lawyers make great educators. Secondly, it doesn’t matter at all if you’ve retired or are approaching retirement. We can all take a leaf from Sir Alex’s playbook and just keep on keeping on, making it better than before, until we are physically incapable of making it any more.



BRIAN MAXWELL

1953 - 2004

Power Bar

www.PG-40.com

CHAPTER 16

BRIAN MAXWELL

“Hitting “The Wall” Leads to Success”

The story of Brian Maxwell’s success is simple, elegant and truly inspiring. It’s a story of an elite athlete spotting an undeveloped niche and developing a product that grew to become a whole new industry, personally pushing that product inch by inch and mile by mile and eventually selling the business for US\$405 million. I’ve left this story to near the end because amongst all the stories in PG-40 this one resonates with me at a personal level, for reasons that will become clear shortly.

Maxwell was born in 1953 and was a keen athlete who went on to become one of the best marathon runners of his generation. A simple statement that becomes achingly profound when we learn that he was diagnosed with a congenital heart problem when he was a teenager. I can only wonder at the strength of character, determination and fearlessness that carried such a teenager to the top of one of the toughest events in athletics.

In 1983 Maxwell ran out of energy in a marathon hitting “The Wall”. That experience made a deep impression on him, sparking the concept of a low fat, high carbohydrate, medium protein, vitamin and mineral-filled energy bar capable of producing the energy that athletes need for all endurance events.

Ideas are great, I know that because in 1980 I was a reasonable middle distance runner and made my own “bars” mainly to snack on at work. However, unlike Maxwell, I didn’t realize that there was any commercial potential for the idea at all.

Maxwell’s big idea remained just that also, until he met the woman who was to become his business and life partner, Jennifer Biddulph. Jennifer was both a keen runner and a nutrition and food science student and the couple set about experimenting with home-made energy bars. Their experiments were however both longer running and destined for a wider customer base as it was to take around three years before they felt they even had a product that they could take to the market.

The early days of PowerBar, marketing seem rather quaint from our current web-based view of the world. Trading on Maxwell’s reputation and credibility as an elite marathoner the couple basically went on the road touring athletic events and pushing the product, offering trials plus mail order options and discount coupons. Sales began to pick up and as revenue increased they were able to finance more traditional marketing methods but in the early days, Maxwell’s status as an elite athlete was crucial to his fledgling venture.

By outsourcing production, the development of the company went well; in 1989 its own production facility was established and by 1994 sales were around US\$30 million. The problem was that the company was now on a treadmill that was speeding up, Maxwell had to run faster to find the increasing amounts of investment and marketing dollars to finance yet further growth; particularly as success had now attracted competition, from the startup food bar businesses of food giants like Quaker and Mars.

The company was expanding its product range and increasing its advertising and marketing footprint plus R & D and celebrity endorsements all of which required major expenditure. Eventually a part of the company was sold to provide finance. Maxwell had a company that was doing well but it was eating up increasingly large amounts of revenue to maintain its position in a sector where, as PowerBar’s own success had shown, the costs of entry were pretty low.

Maxwell was however able to perform an amazing final lap in 2000 when aged 46 he was able to stand back from the company and the industry that he had created and made the decision to sell his baby to Nestle for US\$405 million. We could look back at PowerBar's timeline and trajectory and argue that Maxwell had made it at a number of points on that journey. Maybe he had, maybe he hadn't. But nobody could argue that he made it when he and Jennifer walked away, him at the age of 46, with the lion's share of US\$405 million.

Brian Maxwell died of a cardiac arrest in 2004, aged only 51. Some people might say that his story has a sad or tragic ending. It's certainly unfortunate that he didn't have longer to enjoy his fortune and his family. On the other hand if you judge a life by its content rather than its longevity then Brian had a great life. Saddled with a serious heart problem he still became an elite marathon runner. Blessed with a great idea he followed through and turned it into a whole new industry and stood out as an inspiring success. His was a wonderful life and he left a great legacy for those helped through his philanthropy, his wife and partner and their six children.

Perhaps he also stands as a warning for any potential PG-40ers who are pondering about making a move: it's never too late to make that move but don't leave it too long. None of us know how long we've got, so we shouldn't waste any of what time we have left. Brian Maxwell didn't.



AKIO MORITA

1921 - 1999

Mr. Sony

www.PG-40.com

CHAPTER 17

AKIO MORITA

“Made in Japan”

Akio Morita, the co-founder of Sony, was named in “The Time 100”, (a list of the 100 most influential people of the 20th century) as being one of the 20 “Builders and Titans” who “changed the way the world works”. He stands among such distinguished company as fellow PG-40er Ray Kroc; and enjoys the company of people like Bill Gates, Henry Ford and Walt Disney on that list. Morita made it big and he made it late; his life story is a rich encyclopedia of lessons on how to do both.

Morita was born into a family dynasty which had been producing Japanese food staples like sake, miso and soy sauce for over 400 years. As the eldest son, Morita was destined to take over the family business yet after studying physics and war service he broke with tradition and formed the company that was to become Sony, with his partner Masara Ibuka. This event marked Morita out as very special indeed as incredible strength of character would have been needed to overcome the sense of obligation a young Japanese man would feel towards his father and family. Not only did Morita manage to escape this obligation but he was able to do so apparently without leaving any bad feelings, as his family became one of the main investors in the fledgling electronics company.

Originally called Tokyo Tsushin Kogyo Kabushiki Kaisha (Tokyo Telecommunications Engineering Corporation), the company targeted

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the new consumer electronics market and it quickly showed the partners' penchant for innovation by developing magnetic recording tape and, in 1950, selling the first tape recorder in Japan. Seven years later "TTEC" produced the first fully-transistorized radio which was proudly marketed as being "pocket-sized". Morita was to show his early genius for creativity in marketing those radios; slightly too big to fit a standard shirt pocket he cunningly arranged for shirts, with larger pockets, to be tailored and had them worn by company executives!

The two partners decided to rename their company in 1958 and while Ibuka focused on research and product development Morita took responsibility for marketing, globalization, finance and human resources. Morita also led the search for a name that would resonate not only in Japan but around the world. He was also keen to invent an all new word that would allow the company to protect what he planned would be a very powerful brand. The partners eventually came up with Sony, reportedly a combination of sonus (Latin for sound) and sonny, an English word in use in Japan at that time with connotations of youth. Morita's determination flashed yet again, driving home the name change and the unheard of use of Roman letters rather than Japanese characters for the brand; against strong opposition from the company's bankers.

Morita had his own vision of a Japanese company producing quality products under its own name rather than make to order for famous western brands, the dominant business model in Japan at that time. Three present day household names for example Pentax, Ricoh and Sanyo, were producing products for Honeywell, Savin and Sears respectively. Sony was producing the goods but Morita realized he still would have to go out into the world to promote them himself, so he moved with his family to the US in 1963, where he was to become the face of his company, of his industry and, in many ways that of his country.

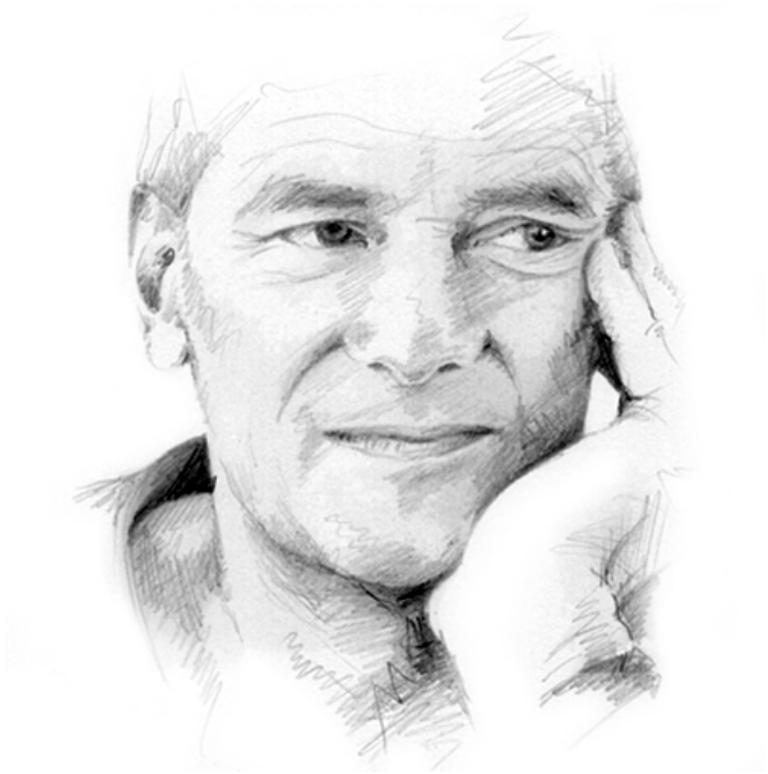
Morita networked tirelessly promoting Sony as he continued to fuel innovation being responsible for the development of the Walkman, leading Sony to be the first Japanese company to offer shares on the New York Stock Exchange and taking the company into the entertainment industry, buying out Columbia pictures and records. He was also involved in the promotion of Japanese culture and, like many iconic businessmen before him, ultimately made the transition to management guru by publishing his autobiography. Morita worked to make Sony a

global brand and in doing so he became Sony. He did it so well that Sony was eventually recognized as the No. 1 consumer brand in the USA, ahead of companies like Coke, McDonald's and Levi's.

When did Akio Morita make it? He made it when Sony made it worldwide and probably the single most important decision in Sony making it was when he jumped into the deep end and moved to the USA in 1963 at the age of 42. His creativity, decisiveness, determination and commitment to a long term vision were all instrumental in the success that both he and Sony then enjoyed.

We can all acknowledge that both Morita and Ibuka made it and both contributed enormously to the success of Sony. But a moment's reflection will confirm that they made it in very different ways. Many of us will not even have heard of Ibuka before but we instantly recognize Morita's name and the name of Sony. Morita made it internationally, becoming a cultural icon, because he was prepared to become Sony and to devote his professional and personal life to the development of his brand.

We can take our pick of what can be learned from the story of "Mr. Sony" whether it be choosing your career, working to your strengths, finding the right partner or taking risks in lands far away from home. For me the way that Morita devoted himself to create a brand and the tireless energy that he applied to his chosen mission resulted in Sony and Morita making it big, but still making it late.



SIR JAMES DYSON

1947

Reinventor

www.PG-40.com

CHAPTER 18

SIR JAMES DYSON

“Cleaning Up”

With Sir James Dyson we stay in the hard, cold world of the electronics business, a world we just visited when we explored the success of Akio Morita of Sony fame. Dyson however is a very rare species indeed; a successful inventor / designer who took the Dyson dual cyclone vacuum cleaner, his own product, to the market and succeeded spectacularly in his 50s.

The route taken by Dyson contrasts sharply with Frank Miller’s “risk-lite” approach though; while both showed belief in their vision and commitment to succeeding, Dyson was to take off on a 15 year, basically self-financed journey, that brought him perilously close to bankruptcy and financial ruin. With an estimated worth of around 500 million pounds today he is now enjoying the late fruits of his creativity, risk taking and hard work.

Plain-old-James, as he was then, showed early promise as a designer and inventor. While still a student at the Royal College of Art he jointly designed the Sea Truck, an innovative working boat that has now racked up around GBP500 million in sales around the world and is still being manufactured today. He also went on to design, manufacture and market the “Ballbarrow” replacing the wheel used in the conventional wheelbarrow with a ball creating a barrow that couldn’t get stuck in the

mud, a theme his vacuums have recently incorporated. While the product was a success and sales of the Ballbarrow overtook sales of conventional wheelbarrows in Britain within three years of launch, Sir James left the company due to business rather than creative differences with his partners.

Dyson yet again then had freedom to develop another product to address shortcomings in a different area. Dissatisfied with the performance of high-priced vacuum cleaners he worked out that their suction simply deteriorated as the dust bag filled. Dyson set about resolving the problem and in 1993, after 15 years and 5,127 prototypes, he launched his patented Dual Cyclone™, bagless vacuum cleaner on the world. Amazingly Dyson set out on that project when he was 31 years old and didn't even have a decent product to market until he was 46!

Sir James was not locked into manufacturing and selling his own vacuum cleaners when he was developing the product but was unable to strike a deal with any of the major appliance manufacturers. The main stumbling block was reportedly the fact that the new 'bagless' machines would endanger the very lucrative trade they enjoyed in selling replacement bags; it's even been reported that Hoover considered buying the dual cyclone concept so that it could be shelved, just to protect the bag selling market.

The development of the Dyson vacuum cleaner was not plain sailing; it absorbed his Ballbarrow buyout funds and saw Mrs. Dyson work as a teacher to help support the family. Dyson was later to say that the straw that almost drove him into bankruptcy was the need to pay substantial fees to renew patents every year and to fund legal actions to protect his patents from infringement. (Hoover was to pop up in the Dyson story again in a legal action for patent infringement won by Dyson).

For Dyson though, the struggle paid off. Launched in Japan in 1993, Dysons later became the fastest selling vacuums in Britain and the best-selling vacuums (in terms of sales value) in the US. Millions have now been sold vindicating and rewarding Dyson's creativity and hard work and the support of his family and fans. Dyson was so intimately involved with the success of the cleaner that he even did the voice over for TV commercials himself; urging viewers to "*say goodbye to the bag*". Yet for all that progress so far he remains a seeker for the next challenge:

Dyson on the Quest for Perfection

"Ideally it should weigh nothing, make no noise, and require no effort. There's a long way to go before it's perfect."

Dyson is a serial inventor who has continued to develop innovative products rather than sit back and enjoy his success and the wealth it has generated. A projected US\$6,000 robot vacuum cleaner was created and shelved and a new concept washing machine, the *Contrarotator*, was released into the market only to fail in commercial terms and be withdrawn. That's all part of the game of innovation though as Dyson continues to search for products to replace things that don't work as well as they should or as well as he thinks they need to. The new Dyson *Air Multiplier*, a bladeless fan, has yet again set the world talking about Dyson who is now in his 60s.

Sir James Dyson is an unmitigated late maker. Wealth, awards and public recognition, all flowing from the development of his innovative vacuum cleaner which didn't even exist until he was approaching his 50s. The takeaways from his story are as visible as the dirt in the viewing windows on his best selling machines. If you love what you're doing you'll never work another day in your life. Look for a niche, find a new or better product or way of doing things; and commit. Fight for your baby and if it really is *your* baby you'll be proud to put your name on it, just like Dyson did and so many other of our late makers have done.

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HARLAND SANDERS

1890 - 1980

The Colonel

www.PG-40.com

CHAPTER 19

HARLAND SANDERS

“Finger lickin’ good”

I really enjoy the story of Harland Sanders, the “inventor” and developer of Kentucky Fried Chicken. Born in 1890 he was the oldest of our featured PG-40ers when he made it and his life story, like that of Beate Uhse and Trevor Bayliss, hails from of a very different era to the one we live in today. A brave world where life perhaps held greater possibilities, where people were larger than life and getting things done just seemed so much easier. It may all be an illusion of course, but the life of Colonel Harland Sanders suggests otherwise.

The Colonel’s culinary career began when he was five, cooking for his brothers and sisters when his widowed mother was working. He dropped out of school young, leaving home to work as soldier, railroad fireman, steamboat crewman, insurance salesman and farmer. He sold tyres, or as they say in the USA “tires”, and worked in service stations; a job list that even gives the stunt diving Trevor Bayliss a good run. At the age of 40 he found himself serving up home cooked chicken in his own living quarters to customers of his service station in Corbin, Kentucky.

His home fried chicken’s popularity grew, leading him to move the operation to a nearby restaurant as he continued to perfect both his recipe and cooking methods, utilizing a pressure fryer that cut cooking times

significantly; a vital development for the fast-food franchise empire that awaited him down the road.

Sanders' early contribution to Kentucky's' culinary repertoire was recognized by the 1935 award of the honorary title of "Kentucky Colonel", an award that has been around since 1813 and which has been conferred on statesmen, sportsmen actors and business people including Muhammad Ali, Winston Churchill, Lyndon B. Johnson and recently even Johnny Depp. Sanders adopted the title in his business life along with his "Southern Gentleman" attire as a promotional tool but that doesn't detract from the fact that he was an Honorary Colonel and was entitled to use the rank.

The Colonel would probably have remained a minor footnote in history but for the construction of an interstate highway which diverted customers away from his restaurant where he had been happily cooking and serving his chicken for 20-odd years. He was suddenly a 65-year-old out of business businessman living on welfare; but rather than cut back and cut coupons Sanders decided to go out and franchise his wonderful chicken, letting others do the cooking while he collected a small piece of the action. But as any successful high volume middle-man will tell you, those small pieces can add up to a very nice portion.

From 1952 to 1964 the Colonel marched across the USA and Canada personally making his chicken for restaurateurs, showcasing his secret recipe and explaining his methods. Using a business practice that I can't imagine succeeding in today's world he struck deals for 5 cents a portion sold, deals based solely on a handshake! Amazing. By 1964 the Colonel had over 600 restaurants "signed up" to his franchising deal and at the age of 74 probably decided it would be a good time to cut back so he sold the USA operation to a group of investors for US\$2 Million; estimated at more than US\$13 Million in today's money.

The Colonel might then have slowed down but he didn't stop. He had retained the Canadian business rights and moved there to oversee and develop that market. He also remained the figurehead for the US operation, making personal visits and appearing in advertisements, a role he kept until near his death in 1980, at the age of 90. Even today he remains the powerful and friendly symbol of the very company he founded, one portion at a time.

As heartwarming and inspiring as Harland Sanders' story is, we can only marvel at the determination that would drive a 65-year-old to start a nationwide business, it also shows how important "the nudge" can be in stimulating success. Comfortable in a small niche, it was only when external events irreparably damaged that business that we saw Sanders set off on the adventure which would lead to him making it very big, and very late. Once he got moving however the Colonel did it with a vengeance and demonstrated, once again, that few late makers are motivated by cash, they usually keep on going even after they have a nice chunk of change.

So why wait for an external "nudge"? Now may be a good time for you to sit down, honestly review your circumstances and decide whether you've got, or can get, the idea you need and if you have it to follow in the Colonel's footsteps. Instead of asking yourself what you've got to lose, why not ask yourself what you've got to gain.



JENNY CRAIG

1932

Weightloss

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CHAPTER 20

JENNY CRAIG

“Your Great Idea Right In Front of You”

Making it and making it late are the two things that unite all of our featured PG-40ers. However Jenny Craig’s story demonstrates again how other common threads link our heroes and heroines. Jenny points to one defining moment that pulled her into her field and shows how a crucial difference of opinion with business partners led to a breakout and the big time.

We have seen repeatedly how supportive partners can be crucial to success; Brian Maxwell and his partnership with his wife Jennifer for example was fundamental to the success of PowerBar. In this story we reverse the role of the sexes and focus on Jenny Craig, while acknowledging her success grew from a great partnership with her husband Sidney.

Over 40 years ago, Jenny was looking in the mirror following the birth of her second child and, like the mirror in Snow White telling the Wicked Queen she was no longer “the fairest one of all”, it wasn’t reflecting too much good news. 45 pounds overweight, she decided to take action and joined a local fitness centre.

Although the term was not coined when Jenny started out in the business in 1959, she instinctively focused on “wellness” rather than

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fitness, realizing that fitness and what you eat were as important as how much you ate. Her development through the industry saw her passion, commitment and drive rewarded with ever-increasing responsibility at work until she was appointed National Director of Operations for Body Contour Inc., a fitness operation that would eventually have 200 locations throughout the USA.

Body Contour was significant for more than one reason as it was there that she met the man who was to become her husband and partner, Sidney Craig. Joined in matrimony as well as in business, the couple pushed the other partners to place greater emphasis on a more holistic approach to wellness, focusing on both exercise and nutrition but met with stiff resistance, articulated along the lines of “if it ain’t broke, don’t fix it”. However Jenny sensed changes ahead and the need to adapt before that change and, unable to resolve the conflict, the business was sold to a competitor giving each partner a nice chunk of change.

Both in their early fifties, in good health and now well off, the Craigs were at a crossroads; one fork led to a relaxed, comfortable lifestyle while the other led to the fun and excitement of starting another business with the possible reward of inclusion in the PG-40 hall of fame. In 1983, blocked from the industry in the US due to a two year non-compete clause on the sale of Body Contour the couple headed off to Melbourne, Australia’s second city, determined to prove that Jenny’s holistic approach was the way to go.

The rest appears almost alarmingly simple although it clearly involved a lot of work. From start-up, the Australia operation proved an almost immediate success and was even more successful on being launched in the US in 1985. Jenny sold the company in 2002 after almost 20 years of successful operation. The private equity company that bought from Jenny then sold the company in 2006 to Nestle for US\$600 Million.

Jenny Craig’s story shows us that a great business idea can be right in front of you. You don’t always have to travel to Japan to discover obscure number puzzles or go to Italy to discover coffee culture. Jenny moved into the wellbeing industry when she saw her own very personal weight problem in the mirror and was then given “the push” to form her own company when her partners didn’t agree with the direction she saw for the business. Forced into idleness in America by a non-compete

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clause she headed off Down Under to prove her concept and proved it worked well. Returning to the US and starting up all over again with yet more hard work, perseverance and her unique approach, led to great growth and ultimately the successful sale of that business.

Jenny's story could just be another interesting story of "how she made it" but of course for us, the punch line lies in the fact that Jenny didn't start her own company until she was 51. She showed her commitment to the idea by investing what would have been a nice nest egg in traveling to a foreign country to test out an idea, a country which just also happened to be one of the most geographically isolated countries in the world. It helps to have funds and industry experience but that alone doesn't guarantee success.

Jenny made it by acting on the fact that less really can be more in the weightloss business. It's got to be fulfilling to make it by making your customers healthier and having them feel better about themselves.

Her story is a great example of how both the problem and the solution can be in front of you right now and gives us plenty of food for thought as we ponder on how we're going to make it ... late.



ANITA RODDICK

1942 – 2007

The Body Shop

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CHAPTER 21

ANITA RODDICK

“Business with a Conscience”

Dame Anita Roddick is globally one of the best known of our PG-40ers, although it’s probably not so well known that she made it late. While she has been widely credited with revolutionizing the cosmetics industry, opposing animal testing and encouraging sustainability, her legacy has recently been subject to intense scrutiny and questioning. What is unquestionable though is that despite first stumbling out of the starting blocks at the age of 34 she went on to build a hugely successful business, proving yet again that the early bird isn’t the only one that gets the worm.

From her birthday in 1942 Anita moved around a bit before zeroing in on her success vehicle. Born in England to immigrant parents, she had early memories of what she called “legitimate child labour” when she worked in the family café every spare hour. She trained as a teacher and then wandered the world for a while living in; and being kicked out of, a kibbutz in Israel and visiting Tahiti, the New Hebrides, New Caledonia, Australia and South Africa. Returning to England she met and married Gordon Roddick. The couple then ran a restaurant and a hotel before Gordon decided to take a sabbatical and travel from Buenos Aires to New York by horse. On his return to England he was to find that his wife had reinvented herself, opening the first The Body Shop in Brighton, a seaside town on England’s south coast.

Far from being the seed of a multinational operation Roddick's first "Body Shop" sounds decidedly kooky. Situated between two funeral parlors; The Body Shop indeed!? It stocked hand made products, with handwritten labels and on opening for business offered customers only five products. Anita also prepared five of each of them just to make the shelves look stocked and customers were charged 12 pence (US\$ 0.19) for a bottle or they could bring their own in and save money; that also saved the cash strapped business from buying more bottles

The Body Shop was the right idea at the right time. Growing concerns among many consumers about ethical business and sustainability plus the homespun appearance of The Body Shop, and its products, resonated with that sector of the public; tapping into a huge latent market. Business was good and another shop was opened and eventually, responding to requests, Anita started selling franchises.

The Body Shop was off and running and between its 1976 start up and 1984 business expanded swiftly; so well that the company floated on the Unlisted Securities Market (USM) in London, an incubator bourse designed to encourage start ups like The Body Shop to raise capital. The stock listed at a lowly 95 pence but the company continued to flourish and its shares became known as "the shares that defy gravity" when they increased in value by over 500% on listing on the main London stock exchange. By 1991 there were around 700 branches of The Body Shop, increasing to 1,980 with a customer base of 77 million in 2004. Business was so good that in 2006 the company was sold to L'Oreal for a reported £652 Million. Without access to internal financial information it's a bit of a guess but I'm pretty confident that Anita could be said to be well on the way to having made it by the time the company first listed on the USM, when she was the very young age (for a PG-40er) of 42.

Like all businesses where a high profile entrepreneur is synonymous with the company and the brand, the woman who was to later become Dame Anita Roddick was very much the face of the business, even though she didn't use her own name on products in any way. It's of course always difficult to say when an owner makes it, though in this case her success was the growth of the business itself. The success of The Body Shop is interesting in another way, given that just like Wayne Gould of Sudoku fame, its founder may have got the inspiration for the

business during her many travels. True or not, her story reinforces a point that every PG-40er should bear in mind; it's one thing to have a great idea but it's more important that you then recognize its potential, run with the idea and take it as far as it will go.

Anita Roddick is a great yardstick to measure our goals, ambitions and dreams against as she nurtured one small shop into a global business valued at £652 million and created a multi-million dollar fortune for herself along the way. And she made the business world a better place whilst doing it.

So we can take away at least two things from the story of Dame Anita Roddick. Firstly, like all our featured PG-40ers it doesn't matter at what age you start. After or before 40 is OK as long as you know you can never be too old to get going. Secondly, don't underestimate the potential of your idea; think of Anita Roddick, Ray Kroc, Colonel Sanders and the rest of the gang. The sky or billionaire status doesn't have to be the limit.



WAYNE GOULD

1945

Sudoku

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CHAPTER 22

WAYNE GOULD

“Judge to Sudoku Guru”

Wayne Gould is another of our featured PG-40ers who will provoke the question from a lot of people “Who?” However if you say “Sudoku” the reaction will be completely different and Wayne Gould is the man who single handedly first popularized Sudoku in just about every country outside Japan; the country where it first became popular. Wayne’s amazing story is one of turning the tables on Japan, a country whose post-Second World War economic success was built on taking other’s inventions and making them better, quicker and cheaper to contract; his tale has a lot of value for any “old-timer” looking for inspiration.

Wayne Gould was born in a small town in the distant country of New Zealand in 1945. After qualifying as a lawyer he moved to Hong Kong to practice, staying there until 1997 and retiring as a higher court Judge when Hong Kong was returned to China by Britain. Like many civil servants at the time of the handover of Hong Kong, he took “early” retirement at the ripe old age of 52, after a good life in one of the last outposts of the British Empire.

In the same year, Gould is reported to have visited Japan where he discovered some strange number puzzles while browsing in a book store. He was drawn to the puzzles because, surrounded by a sea of books written in Japanese, they stood out as independent of any language. The

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very thing that drew Wayne to Sudoku was probably to later prove the single most important contribution to its astounding popularity globally.

Who invented Sudoku? My initial response is to say “Who cares?” but that’s not really what I mean. I think “It doesn’t matter” is probably closer. You can always do a simple internet search and find the facts if you want to know the story but what is important is that it was Wayne Gould, a 52-year-old Wayne Gould, who popularized it around the world and then reaped both the satisfaction and monetary rewards.

Gould was “lucky” as he discovered an idea with great potential and as a “retiree” he had the time and economic security to try and exploit it. He set off on a unique journey to develop and exploit his initial insight, spending six years sharpening his computer skills and designing a program that created Sudoku puzzles. Crucially, he was then able to produce puzzles at different levels of difficulty, allowing them to engage both young and novice players yet also keep his “customers” interested and engaged as their ability to solve the puzzles improved ... resulting in a craze that’s now become a worldwide obsession.

Gould latched onto an entertaining and educational pastime that everyone could enjoy. It was free of any need for linguistic ability or general knowledge and one which doesn’t even need equipment apart from a good brain and a pencil. Having had the insight, Gould was perceptive in marketing the puzzles, counter intuitively giving them away free to newspapers and taking the buzz that was generated to sell books and games from his own website “Sudoku.com”. The millions of dollars of free publicity then created a worldwide phenomenon and drove people by the million to his website to look and to buy.

Numbers have played a big part in Gould’s life. He used to hand them to criminals convicted in his court and then he sent numbers back out into the world with his Sudoku puzzles. Happily for him they are now coming back into his bank account. In late 2005 he was reported to have claimed that his firm had received “well over \$1 million” in revenue in less than a year from the game itself. Gould’s Pappocom Sudoku puzzles were said by Time, in 2006, to have resulted in sales of four million books and the story cites over 400 newspapers around the world as carrying the puzzles; impressive numbers indeed.

Like many people who find success later in life Wayne Gould had a successful first career and also enjoyed a comfortable lifestyle that allowed him to exploit his killer concept. Perhaps most importantly though Gould kept his eyes wide open when he traveled, was equally open to a quirky idea when it came to him, and was able to see the potential Sudoku offered. That potential was rich enough to motivate him to then invest six years of his time and money before seeing any real possibility of a payback.

Gould differs from many of our other PG-40ers in that he has to large extent been behind the scenes and let the numbers do the talking for him. He has in effect created a niche where he owns no patent or significant intellectual property in the “game” itself but he has prospered despite that and in the face of competition out there cashing in. However, in any market there is always a leader, and very often the person who seizes the first mover advantage can reap significant rewards.

Wayne Gould made the first move; he had the vision, time, energy and desire to see that the simple number game he discovered in a far-off land could take world by storm, if presented simply and effectively. In addition to personal wealth and a rich vein of satisfaction, Gould has gained worldwide recognition being named one of the world's most influential people of 2006 by Time magazine. Not at all bad, for a man from a small New Zealand town who was supposed to be riding off into the sunset in 1997.



MALCOLM GLADWELL

1963

Pop Sociology

CHAPTER 23

MALCOLM GLADWELL

“The Writer and His Tipping Point”

From one end we go to another, from Wayne Gould who didn't start doing what he is known for until he was in his 50s, to Malcolm Gladwell, who was well on the road to success before he hit 40. Gladwell is almost a premature PG-40er who was close to, and almost on the wrong side of the line I'm using, when he made it. Still we won't hold near-precociousness against him and we'd be shooting ourselves in the foot if we didn't take the opportunity to learn from his life and experiences.

Born in 1963, Gladwell graduated in history and kicked off his career as a writer at *The American Spectator*. He spent nine years as a science writer and New York bureau chief for *The Washington Post* before joining *The New Yorker* in 1996 as a staff writer, a post he stills holds down today. His beat at *The New Yorker* has been wide ranging and eclectic with a tendency to write on “pop sociology”. Apart from spreading his name, his writing in *The New Yorker* led to the American Sociological Association's Award for Excellence in the Reporting of Social Issues for “his contributions to *The New Yorker* which expound and elaborate in novel ways the works and ideas of distinguished sociologists”.

However, in the public eye Gladwell is famous for the stunning success of his three books *The Tipping Point*, *Blink* and *Outliers*, all

dealing with contemporary issues and drawing on a wide range of social science research. The sales of these three non-fiction books from someone known only for writing outside the world of books have been astonishing. When interviewed on the launch of *Outliers*, his third book, which hit bookshops in 2008, his first two books had sold two million copies each in the USA alone.

There is no doubt that Gladwell's own professional "tipping point", his personal breakthrough moment, was when his literary agent was able to sell *The Tipping Point* for a reported US\$1 Million. There should be absolutely no doubt in any reader's mind about the significance of that deal; I speak from my own experience in touting PG-40 to number of "agents". To a man, and a woman, they told me flatly that there is almost no chance of a non-fiction deal on any terms, let alone for US\$1 Million, unless the author is already famous or had a "platform". So how did Gladwell manage it?

First of all, he's an excellent writer; by the time he wrote *The Tipping Point* in 2000 he'd dialed in 13 years of writing at a high level and before his first book hit the shelves he had written on numerous topics from sociology to psychology and human communications. He had covered many of the hot topics, trends, policies, and politics of the day plus many aspects of business and consumer behavior as a published writer. Secondly, he'd developed a solid following for his works like graphic artist Frank Miller. Gladwell's success is firmly grounded in his investment of both time and hard work before striking out; time which helped him become well known among a potential audience and developed a following. He was paid to research and then paid to put what he had learned down on paper so that people could read about it, and read they did. The hard yards of practice had honed his craft and gave him the potential circulation for further written work. This created "the platform" which allowed his agent to secure such a lucrative first contract for what appeared to be a relative unknown.

Gladwell's success is based on a series of events which produced a "naturally" gifted writer and placed him in a position to build a keen audience for his output. He then put in the hard work to develop an eye for a good story and had the skill to present it in a compelling way. While he may not have made it as late as some of the other PG-40ers featured in these pages he's no overnight success either; even after

securing a deal for *Blink* he could have sunk back into comfortable but relative obscurity. However Gladwell followed up on his initial success and is now a global literary phenomenon. Three non-fiction best sellers, up to US\$40,000 for public speaking engagements and a reported film deal for *Blink*, sold to Leonardo DiCaprio in 2005 for US\$ 1 Million; and no doubt another book or two in the pipeline. The recently published *What the Dog Saw*, a compilation of twenty two stories from The New Yorker is probably just a placeholder in his story.

Did Gladwell make it at 37 with the publication of *Blink*? There's no doubt that it helped. Massively. But I'm certain that we wouldn't be talking about Malcolm Gladwell today if he hadn't followed through on *The Tipping Point*. What he did after *The Tipping Point* has helped make *The Tipping Point* and Gladwell himself the real successes they are today and moved that phrase into our vocabulary.

And that's what I think we can take away from Gladwell; work hard to hone your craft for a specific audience and when your break does come take it and follow through. Your bandwagon might start rolling a little before you hit 40 but keeping your shoulder to the wheel will make sure that it keeps going and picks up momentum. A good start can be made infinitely better by what comes after it, building the critical mass needed to truly make it though sometimes just takes time.



HOWARD SCHULTZ

1953

Starbucks

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CHAPTER 24

HOWARD SCHULTZ

“Grinding out a Venti-sized Business”

Howard Schultz joins us as another example of man, along with Ray Kroc, Colonel Sanders and Brian Maxwell, with an idea that revolutionized a sector of the food and beverage industry, in Schultz’s case that was building the monster business called Starbucks. Schultz has now made it so big he has reached the ranks of the billionaires and was even able buy and sell an NBA franchise (Seattle Superersonics). But the story of how Schultz raised himself by his bootstraps from a poor background and his going on to make it late strikes a number of familiar chords, including a great idea discovered during travels, commitment and persistence in the face of opposition, the ability to attract support and sheer hard work.

Born to a solid working class background, Schultz was the first member of his family to graduate from college. Looking back, it’s obvious now that he was a man looking for success. And he had the temperament to jump from one good place to another whenever he saw a better place or opportunity. He left the Fortune 500 company “Xerox” after three years to join Hammerplast, a small Swedish manufacturer of housewares.

Schultz was well-settled in his hometown and earning a respectable salary of US\$75,000 in 1982. However, with compelling resonance to

Ray Kroc's story at McDonalds, Starbucks, then a small Seattle coffee bean operation came to his attention because they were buying out-of-the-ordinary quantities of coffee filters and espresso machines from Hammerplast. Intrigued, Schultz visited the company and managed to get himself a job there, as director of retail operations. The opportunity looked so good to him that Schultz not only uprooted his family but took a significant pay cut to join.

The next and most significant tremor in Schultz's career came on a fact finding mission to Italy, generally seen as the home of what has become known as coffee culture. Like Wayne Gould in that Japanese bookshop where he discovered Sudoku, Schultz had an epiphany when he saw the role of cafes in the daily lives of Italian people, acting as a "third place" between home and work, a location where people socialized. Frothed up, he returned to Seattle determined to convince Starbucks' owners that there was a bigger, brighter future in selling the coffee itself, rather than just beans and equipment.

Schultz's vision didn't match that of the Starbucks people and after banging his head against a brick wall for long enough he did what any self-respecting entrepreneur does; he put his money where his beliefs were and set up "Il Giornale", his own coffee shop. In 1987, two years after setting up Il Giornale, Schultz had the chance to buy the Starbucks' Seattle operation consisting of a roasting facility and six shops. He then set about raising capital privately among local wealthy investors and convinced enough of them to finance the purchase. The investments were made on the basis of a business plan that envisaged very aggressive expansion; proof itself that at heart Schultz was a true entrepreneur who just happened to believe in coffee.

Expansion was indeed rapid and within five years of purchasing the company Schultz led a 165-store Starbucks all the way to Wall Street with a successful IPO providing cheap finance for the next phase of his master plan for a company that, at the time of writing, has 16,291 stores in 50 countries, perhaps.... 16,292 in 51 countries, no wait ... you get the picture! At one point Starbucks' rate of expansion was so rapid and so well publicized that the award-winning fake "news" organization *The Onion* published a story about the latest Starbucks opening in ... the rest room of an existing Starbucks!

Schultz has definitely made it and looking back in time by separating the man from the company, he definitely made it late. In the early years from 1987 until its public listing and beyond, the company was basically a machine for eating money. The planned aggressive expansion required all operating profits and additional investment leaving little return for investors; any pay day was well down the road and it was uncertain in the early days whether one would ever be reached. Schultz and his investors were engaged in a high risk / high return strategy and although it's paid off very handsomely now, Starbucks was probably never too far from disaster in its early days.

Howard Schultz has made it so big you now have to squint to see his humble origins. In making it he also reveals many of the same characteristics we've seen in other featured PG-40ers; hunger, a great idea, fierce commitment and a spouse who worked to support him in the early, lean days. Schultz played for very high stakes, risking failure and spurning good returns for one great one, thereby qualifying him as a man who made it late and giving us a very interesting bookend to this collection of the species.

CONCLUSION

I started PG-40 thinking, (hoping?), that there would be “an answer”, a secret responsible for the success of all late makers. The task looked pretty simple to me; mine a cross-section of people who made it late over a good selection of activities, process all that data and extract the secret.

PG-40 would offer the magic formula for anyone who wanted to make it late. Just apply it, sit back and then wait for success. That would be a route map worth paying for and justify a hefty cover price!

Unless you’ve jumped ahead, maybe just checking to see if there is a secret at the end which you don’t have to pay for, you will already know how our 24 made it and you will now know as much as I do in a way. And therein lies the rub, the problem with me giving you “the conclusion”. You’ve probably already have formed your own conclusion or conclusions and perhaps in a throwback to Philosophy 101, you will cry out “The conclusion is there is no conclusion!”

In a book of tales or fables, with a moral to each one, we don’t always get a nice packaged final chapter that pulls everything together, to give us one bit of wisdom that overarches all the stories. Well it’s a bit like that here as well. However I'm not going to let that deter me. I’m the author, it’s my book and I get the final say. The rule is “There is no rule”.

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What I can say with confidence is that late makers do share a few things in common. No one late maker shows them all, but all of them show some of these traits and the really good news is that they're free, you don't have to be born with them, you can just go out and develop them yourself, at any stage of life.

No fear (of failure)

Young people generally don't seem to fear failure as much as we ... more mature people. Time appears to them to be on their side so they can and do squander it, unconcerned with wasting what they learn later is the single scarcest resource we all have. They rarely have reputations to risk either and there aren't so many people around to tell them to "act their age". At our stage of the game we are less spontaneous, we need a clear plan, we can and do over think and we're often more concerned about keeping what we've got than getting what we want.

We can also be over concerned with criticism, real, anticipated or imagined. The young are urged to "go for it" yet a parent with an established career is far more likely to be urged by a peer group or significant other to "look before you leap" or even be mocked for just having a mid-life crisis.

Late makers don't exhibit what most people may call "maturity" when it comes to going out and doing something. They're not afraid of finding out there are ways not to succeed, they chase their dreams and just keep on keeping on.

- Late makers don't fear failure, criticism or ridicule. Actual or anticipated.

Personal investment

I'm not talking about money here, though many late makers do invest all they have, and more, in their ventures.

The type of personal investment made by almost every single person we've looked at was to be visibly and viscerally connected with their thing, the brand or the product they wanted the world to buy into. They were what they were pitching and they frequently became the face, the name and the very heart of their business or endeavour.

Actors and singers are always the product as are many writers. But the likes of Callaway, Dyson, Jenny Craig and Martha Stewart *became* the brand in name and person. Harland Sanders was and still is the image of KFC as "The Colonel" who warmly greets every customer and while Anita Roddick didn't use her name on The Body Shop products she might as well have done so given how important she was to the success of the brand.

- Late makers embrace their product, service or business. They are the business.

It's not about the money

Late makers strive for success in business, the arts or whatever but very few of them are driven solely by the green. They like money and the rewards it brings, it's never just about the money; and it's often more about their vision.

One of the main reasons that late makers show true passion, and find the energy to get going late, is that they love what they do. That motivates them to start and then sustains them, often through many years of relatively low financial returns. That genuine commitment is sensed by their market which in turn creates passionate followers.

- Late makers don't just say "show me the money", they have passion.

Looking at the world

Late makers keep their eyes wide open all the time; Wayne Gould and Sudoku, Ray Kroc and McDonalds, Howard Schultz and Starbucks are all classic examples. All from diverse fields with one commonality; they looked, they saw and then they went for it. They made it with a product or a snapshot of the world that was in front of many other people; they however were the ones who saw it for what it could be.

Late makers engage with the world around them all the time, they search for what's out there, and they take the knowledge of years of life, travel and experience and apply that to what they do in a way younger people simply can't. They notice patterns, see needs and observe things that are out of the ordinary, they do it in the way the young can never do.

- Late makers are always on the lookout.

These four characteristics are certainly not unique to late makers but I'm sure you'd agree they are endemic to our 24.

You may have picked up other things that you think are just as important. If so that's great and I'd be really happy to hear from you what they are; email me and let me know.

You may also have your own favourite late maker and I'd like to hear about that unique person and what we can all learn from his or her story; you can up-load them via the website www.PG-40.com

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*Why People are Successful
Later in Life and Their Secrets*

***“My own success doesn’t seem to be entirely rational.
It seems I got really lucky.”***

Malcolm Gladwell (Author / Pop Sociologist)

***“I retired so I would have more time, but now I’m even
busier than I was before.”***

Wayne Gould (The Father of Sudoku)

***“Enjoy failure and learn from it. You can never learn from
success.”***

James Dyson (Vacuum Cleaner Genius)

***“Without an open-minded mind, you can never be a great
success.”***

Martha Stewart (Homemaker)

“Where there’s a will - there’s a relative!”

Ricky Gervais (Writer / Actor)

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