

Putting the Next Big Ideas in Motion

2013 VM Global Leadership Summit

NEW YORK— Challenging expectations, learning how the realms of optical and vision care are being reinvented and finding a way to embrace creativity in your business were just some of the top-line messages delivered at Vision Monday's 7th annual Global Leadership Summit here.

To a sold-out crowd of nearly 400 executives from the ECP, retail, insurance, product and lab arenas, the speakers, from outside and within the industry, took part in a day-long event at The New York Times Center which featured a wide-ranging program emphasizing creativity and invention. The business, professional and technology speakers shined the spotlight on a range of ideas, trends and developments poised to impact the optical business, embracing the 2013 program theme, "Imagination-Invention, Succeeding in a Culture of Change."

The premier sponsors of this year's event were Adlens and Essilor. Signature sponsors were Luxottica and VSP Global and Supporting Sponsors were Alcon, CareCredit, DAC Vision, and International Vision Expo.

Jobson Medical Information CEO Marc Ferrara invited the audience to "challenge the expectations that rule the day and set the boundaries of your business." Marge Axelrad, SVP/Editorial Director of Vision Monday, added, "The goals of the Vision Monday Summit programs have evolved to look outside the traditional borders of the industry, to make decision makers aware of those developments and lines of thinking which are forcing them to find ways to compete in an era of constant change." She added, "In addition to

functioning as an unparalleled networking event, the VM Summit is designed to provide discussion, illuminate trends, and to enable you to bring back ideas and information to your companies."

Tapping Creativity, delved into what today's imaginists are working on to change society, commerce and invention.

Continued on page S14

Sessions and Speakers

Tapping Creativity...S2

- Frank Moss**, PhD, Director, New Media Medicine Group, MIT Media Lab
- Bruce Nussbaum**, Professor, Parsons The New School for Design

Eyewear & Electronic Technology...S4

- Ami Dror**, Co-Founder and Chief Strategy Officer, XPand
- Kevin Rankin**, President and CEO, eSight Corp.
- Keith P. Thompson**, MD, Founder and CEO, DigitalVision Systems
- Kip Fyfe**, CEO, 4iiii Innovations Inc.

What's Influencing Health Care?...S6

- Annmarie Hagan**, President and GM, Specialty, WellPoint
- David Golden**, OD, Co-Founder, EyeHome Network

Omni-Channel Marketing Rising?...S8

- Martin Bispels**, Vice President, QVC
- Jay Engelmayr**, Vice President, GlassesUSA.com
- Francis Jean**, OD, President and CEO, IRIS The Visual Group

Business Chaos & Disruptions...S12


- Robert Safian**, Editor and Managing Director, *Fast Company*

Tapping Creativity One Innovative Invention at a Time

Two leading experts from the private sector led off the Summit's first session titled Tapping Creativity, with both speakers delving into what today's imaginists are working on to change society, commerce and invention. Frank Moss, PhD, director of the New Media Medicine Group at the MIT Media Lab posed a thought provoking question to the audience when he asked, "Are the big inventions behind us?" He admitted that as a scientist, an engineer and an innovator, the question was "an obsession" for him.

As director of the Media Lab from 2006 to 2011, and author of *The Sorcerers and Their Apprentices*, Moss knows a thing or two about new ideas and innovations that are allowed and often encouraged to flow freely. "We have to think very radically about everything we are doing nowadays and realize that innovation and disruptions may come from anywhere and may happen anytime."

He was able to cite several examples of unusual, game changing inventions at MIT saying, "the power of passion" played an important role at MIT, where students and faculty were encouraged to "invent and create." He outlined several groundbreaking inventions including robotic prosthesis for amputees, designed by Hugh Heir, a professor at MIT who had lost his legs in an ice climbing accident. He said this was a great example of radical innovation even though there was no formal or directed research utilized.

 @CliffDRobinson: #VMSUMMIT. "Today is all about asking questions." I love that! Ask. Challenge status quo. How will you change the game?

Moss spoke about the end of "area disciplines" and said great innovations bring together different disciplines, making it possible for students at MIT to design an all electric city car that would help reduce congestion and literally folds up to save



Frank Moss, PhD, director of the New Media Medicine Group at the MIT Media Lab posed thought provoking questions to the audience.

space in parking spots. Ironically, most of the research for the project was done by those who have no specific expertise when it comes to cars. Once the idea was brought to the attention of U.S. car makers, they could not accommodate the invention "because they were not prepared for disruption," Moss said. Currently, the car is being built by a Spanish car parts maker and will be deployed in Barcelona.

Bruce Nussbaum, a professor at Parsons The New School for Design, tapped into his experience as a journalist at "Business Week" and author of the book *Creative Intelligence*. He talked about the importance of reframing philosophies and experiences and encouraged the audience to explore their creativity, which he dubbed CQ. "The present is driving us crazy and the future is unpredictable. Creativity is a source of anxiety for many and people will always choose the predictable over trying something new." He struck down several myths about creativity saying the process



Bruce Nussbaum, a professor at Parsons The New School for Design, tapped into his experience as a journalist and author.

had to be social and cultivated. "Knowledge mining is key—prospect what you are good at and use that to reframe your view of things. Creativity will eventually follow."

Nussbaum is a firm believer in "casting and connecting"—creating more opportunities for new ideas is possible by casting a wider net and connecting the right two or three ideas. "For example, driving and sharing resulted in Zipcars and integrating robots into our daily lives brought us the Rumba floor cleaning robot, founded by MIT researchers."

The power to see what is new or different will bring about the power of change and he urged the audience to be brave about playing the reframing game to alter their way of thinking. "Creativity scares us, because let's face it, we have so many myths about creativity. Most industries today are in the mud. But there are creative skills we can use to plot a path to the future and we can all amplify our creativity." ■

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Incorporating Technology Into Today's Electronic Eyewear

Andrew Karp, *VM's* group editor, lenses and technology, introduced the Eye² session, which focused on new electronic vision technologies such as those covered in Eye², *VM's* monthly e-newsletter.

"Eyewear has become a vehicle for new technologies that can provide us unlimited access to information about our world and ourselves," he said.

The session led off with Ami Dror, co-founder and chief strategy officer, XPand, a 3-D eyeglass company that is incorporating elements of active 3-D technology into new electronic eyewear products that have clinical applications.

Dror discussed Xpand's newest product, Amblyz, a prescription eyeglass for treating amblyopia that uses electronic shuttering technology derived from the company's 3-D glasses. "Kids don't have to look like pirates anymore," he said, referring to the traditional amblyopia treatment that requires children to wear a patch over one eye. Dror said XP is developing other applications for the technology, including motion sickness electronic LCD glasses with an additional UV sun protection filter and the ability to strobe that it will introduce in May. The company is also developing "dynamic protection sunglasses," he said.

 @GrandRounds4ODs: #VMSUMMIT
 Act 2, innovations in eye technology.
 Eye2 is the ideal form factor for technology.

Dror concluded by offering his own glimpse into the future of the optical industry. "We know how to make wearable computers, and we know how to manipulate your brain," Dror asserted. "What if we can force you to blink the way we want you to blink? Then we can change your mood, or help you relax." He predicted that in the not too distant future, "we will be wearing screens in our eyeglasses instead of lenses, and be able to change our prescriptions electronically."



Andrew Karp, *Jobson's* group editor, lenses & technology, offered his perspective on new electronic vision technologies.



The panel (l to r) XPand's Ami Dror; eSight Corp.'s Kevin Rankin; DigitalVision Systems' Keith Thompson, MD; and 4iiii Innovations' Kip Fyfe, fielded questions from the audience.

Kevin Rankin, president and CEO of eSight Corp., offered a different perspective on using electronic eyewear for clinical purposes. He said eSight has developed electronic, web-capable eyeglasses that incorporate refractive lenses and are designed to help restore "functional mobile vision" to people with vision impairments. "We see electronic eyewear as part of the ecosystem of a connected world," said Rankin.

"eSight glasses use image processing technology with real time contrast performance enhancement," he explained. "They send images through neural pathways that are still working to get a better signal to the retina." He said clinical tests show users have as much as a five to six line acuity gain.

Rankin said there is a significant market for the device, adding that eSight's "fan base" is people who have between 20/60 and 20/400 vision. "People from eight to 88 years-old are wearing it now," he noted.

Keith Thompson, MD, the founder and CEO of DigitalVision Systems, presented a new "virtual refraction" technology that is intended to replace the conventional phoropter. "The phoropter is to vision care what the stethoscope is to medicine," he said. "It is elegant in its simplicity. But it does not provide the patient with a 21st century experience."

Thompson said that DigitalVision Systems' new refraction system uses real world images that are more patient-friendly. Another advantage is that any type of progressive lens can be shown in real time, providing a method for matching patients with lenses based on their visual habits and wearing needs. "This lets ECPs upsell patients to premium products. It will be a profit generator," Thompson said.

Kip Fyfe, CEO of 4iiii Innovations, presented Sportiii, a wearable, heads-up device that can be attached to any eyeglass frame. It provides athletes with biometric data, such as their heart rate, through an array of colored lights that appear in the wearer's peripheral vision. "Athletes need real-time feedback," he said. "We provide them with a set of information that's relevant to what they are doing."

Fyfe said other wearable sports monitoring technologies, such as watch-based devices, "are a pain to use." In contrast, Sportiii has "an intuitive user interface, hands-free audio feedback, iPhone or PC connectivity and is affordable," he said.

"The heads-up market is here to stay," Fyfe predicted. "Google Glass is going to make heads-up cool. Integration into glasses is going to be the next step." ■

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COVER TOPIC

‘New Health Care Influencers’ Are Changing the Delivery of Eyecare and Eyewear

There’s a “perfect storm” brewing in health care, according to the first speaker in the session titled The New Health Care Influencers. Annmarie Hagan, president and GM of WellPoint’s Specialty Division, covering dental, life, disability and vision, began the discussion about how leaders in the fields of managed care and health care delivery are navigating the changing landscape of health care by expressing her “passion” for the industry. After defining WellPoint’s many roles, including its Anthem and Empire Blue Cross/Blue Shield and Georgia Life divisions, as well as its recent acquisition of 1-800-CONTACTS, she discussed how the corporation is reacting to health care reform and the impending full implementation of the Affordable Care Act over the next 17 months.

“With 30 million more lives covered, 60 million Americans without access to primary care, three weeks wait time for a non-emergency appointment,” along with additional influences, she described this as a “perfect storm” in health care. At the same time, consumers are demanding more access, both to their practitioners as well as to information. “They don’t want to report claims,” but they want information on their smartphones and on social media, they want physicians to be more accessible, and they want their doctors to coach them about staying healthy, she said.



WellPoint’s Annmarie Hagan predicted a “perfect storm” was brewing in health care.

Hagan described the ways in which WellPoint is working to achieve this, including offering LiveHealthOnline for HIPAA-protected, 24-7 access to primary care professionals and linking IBM’s Watson, of *Jeopardy* fame, with “some of our hospitals” for diagnosis and treatment of patients. She concluded, “We believe very strongly at WellPoint that our goal is to touch 125 million Americans over the next several years, integrating health and vision benefits.”

Another “new health care influencer,” David Golden, OD, founder of both the PERC OD alliance and the Eye Home Network, followed Hagan with an explanation of how he’s taking steps to eliminate redundancies and improve efficiencies in health care in general and eyecare specifically. “Regardless of your politics I see an opportunity to create a more cost efficient health care system” following health care reform, he said.

Describing “the overall landscape of health care changing rapidly,” he feels that an integrated eyewear model in which ophthalmologists and optometrists working together can create the best equipped practices for patient care. Seeing ODs as gatekeepers, he said that “the turf war between ophthalmologists and optometrists must go away. The real opportunity for eyecare is to increase the role that we have in primary care.”



PERC founder David Golden, OD, called for a more cost efficient health care system.

Using the resources of his PERC alliance of optometrists, combined with access to general ophthalmology and retinal specialists, Golden established a national network of eyecare professionals (ECPs) known as the Eye Home Network to create additional opportunities for all ECPs and to improve patient outcomes while reducing costs. According to Golden, the Eye Home Network Delivery Model’s four keys to success are: 1. Care Coordination—Optometrist as Gatekeeper; 2. Access to Care; 3. Eyecare Professions Performing at the Highest Level of Their Scope of Practice; and 4. Leveraging Technology.

t @WellPoint and @murphyod via @VisionMonday: **“We believe the #eyes are the windows to the soul. It’s much broader and more important than just your sight.” - Hagan @WellPoint**

With real world examples in which the Eye Home Network Delivery Model was implemented in a Medicare Advantage Pilot with 997 eligible members in 2012, Golden showed how having primary care physicians refer patients to optometrists rather than to ophthalmologists, as in the traditional model, resulted in a 39 percent savings for 85 percent of the population, reducing costs from \$19,020 to \$11,600.

With over 100 million eye exams performed by optometrists in the U.S. per year, Golden said that there are legislative changes happening across the country that may affect how they are performed, enabling ODs to take on some of the work traditionally performed by ophthalmologists. He said that we will start to see a surge of opticians performing refractions, with participation in the eyewear distribution model via retail as well as e-commerce. “Optometry will eventually get stretched so thin,” he said, “that you have to evolve or you’re going to get replaced.” He sees the emerging eyecare delivery model as the means to adapt to that changing health care environment. ■

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COVER TOPIC

The Many Faces of Omni-Channel Marketing

In Session Four, Omni-Channel Marketing on the Rise, speakers Martin Bispels, vice president of business development for QVC; Jay Engelmayer, vice president of GlassesUSA.com; and Francis Jean, OD, president and CEO of IRIS, Canada's largest vision care group, spoke about the blurring of boundaries between digital and traditional brick-and-mortar businesses and how mobile is transforming how consumers act and behave.

"We often get the question, 'Is QVC in marketing or sales?' Our answer is yes," said Bispels. "For all the people buying on QVC, more are watching, or visiting the website, to learn about a brand."

And Bispels pointed out that is a lot of people. QVC is in 250 million homes globally, 100 million in the U.S. alone, raking in \$8.5 billion worldwide. E-commerce makes up 40 percent of their revenue, or \$2.9 billion, with mobile comprising 20 percent of all e-commerce. "We're passionate about customer service and our strategy and investment in technology and people is to build out the multi-screen platform model to reinvent the digital shopping experience," he said.

Bispels said that in QVC's quest to "reinvent the digital shopping experience" their customers "trust us to bring them services as well" and that one of the services they are testing is online prescription eyewear. In fact, QVC has currently partnered with online optical retailer, Lookmatic, for a trial run on www.QVC.com. Bispels concluded that the multimedia shopping giant was "actively exploring ideas in the prescription optical space" and wrapped up his presentation to the 400 optical professionals assembled here by saying "Hi, we're QVC. We're interested in this space and we'd like to talk."



@VisionExpo: "Leaders must resist the urge to change their biz model to chase technology." IRIS owner, Dr. Francis Jean

Engelmayer from GlassesUSA.com is very familiar with online prescription eyewear sales. "We are an online marketing company, always have been, always will be, and optical is just the industry we work in. Our goal is to become the largest, most significant online retailer in the industry."

Citing estimates from The Vision Council—that 2 percent to 4 percent of eyewear customers are going online to buy eyewear—which he described as "tiny but growing" was the reason GlassesUSA.com got into the business. He also pointed out that hundreds of online eyewear retailers have spawned up and that "an online strategy, if done well, can enhance your business."

"What is a threat to your business is not being willing to accept what is right in front of you—people, your customers, are going online. They are shopping online. They are using their mobile devices to buy things," he added. "The

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internet is not about finding deals cheaply, it's about convenience," Engelmayer said, and cautioned attendees "do not dismiss the medium. Invest. Do not think of the internet as a way to interact with your customers. Think of it as a way for your customers to interact with you and as a way to give you a new source of customers."

Lastly, Dr. Jean at IRIS The Visual Group, who stated at the beginning of his presentation that selling eyewear on the internet was not the right business model for his retail group, described a different approach to omni-channel marketing. "We think about 'How can we better use technology to better educate our customers and to expand our business?' We start with the customer experience and work back toward the technology. The technology is a tool to support our business model."

He explained that his "customers want to be educated, so we've committed our website to education and transparency. The more customers know about us the more chances we have to sell them product and deliver them services. These days, everything is about connection. People want to be connected and we need to connect with them to educate them but an informed customer expects seamless, consistent experience across all channels. Everything is about branding. A strong brand enhances omni-channel effectiveness, marketing effectiveness."

Jean then impressed the crowd with IRIS' digital prowess by unveiling a micro-site, www.iris.ca/gls, built in just two days exclusively for VM Global Summit attendees to educate them about the full scope of omni-channel marketing initiatives at IRIS. ■

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Martin Bispels of QVC talked about the company's efforts to reinvent the digital shopping experience.



Jay Engelmayer stated that Glasses.com's goal is to become the "largest, most significant online retailer in the industry."



Francis Jean, OD, president and CEO of IRIS, described a different approach to omni-channel marketing that did not include selling eyewear online.

COVER TOPIC

Peeps and Tweets @VMSummit



Real Goulet, Essilor Labs of America (l) and Raanan Naftalovich, Shamir.



Barry Baressi, OD, AOA (l) and Ed Greene, The Vision Council.



Joe Donahoe, Carl Zeiss Vision (l), with Julie King, Walmart.





SUNY College of Optometry's David Heath, OD (l) and Richard Soden, OD.




(L to R) Costco's Art Salas and Denise Mogil, with National Vision's Angela Lehmkuhle.

 @CliffDRobinson: **Great quote:** “disruption starts with not knowing what you don't know” @Frank_Moss

 @VisionExpo via @VisionMonday: **One day: Flexible transparent curved LEDs and software—a new world of wearable tech** @amidror

 @QSpex via @VisionMonday: **Keith Thompson, MD of DigitalVisionSystems (DVS) explains how the company's Vision-Optimizer system will replace the phoropter.**

 @brucenusbaum and @erinness_23 via @VisionMonday: **“If #eyeglasses + social media + fashion = @WarbyParker, what happens if you change the equation?”** @brucenusbaum

 @MeijerVision via @VisionMonday: **Kevin Rankin @eSightCorp – “Electronic #eyewear is a part of the ecosystem of the connected world.”**

 @4iiiiicom and @captainvip via @VisionMonday: **Kip Fyfe CEO @4iiiiicom: “Heads up is here to stay. Integration into #glasses is going to be the next step.”**

Note: All tweets included the hashtag #VMSUMMIT and have been edited for clarity.

t @SoloHealth via @VisionMonday: Annmarie Hagan of @WellPoint shares how they've partnered w/ Bloom Health, @180ocontacts & @SoloHealth for consumer accessibility.

t @VisionMonday: Martin Bispels @QVC shows the audience how to make experiences personal with a celeb-packed slideshow presentation. @QVC: Go Martin!

t @GlassesUSA via @VisionMonday: @jengelmayer shows climbing trend of internet shoppers searching for prescription glasses online via @google Trends.

t @VisionExpo via @VisionMonday: "Health care was 18% of GDP in 2009 projected to be 25% by 2025 & 37% by 2050" @GoldenOD

t @GrandRounds4ODs: Martin Bispels of QVC talking about omni-channel marketing. Mobile, social marketing working together.

t @IRISVisualGroup: You've got to start with the #customer experience and work back toward the #technology.



James Galinsky, ZyloWare (l) with Kaiser Permanente's Steve Levenson.



Attendees take a break from the Summit but not the networking opportunities.



(L to R) Holly Rush, Luxottica USA, with MyEyeDr's Sue Downes and Robert Samit.



The Summit was a sold out standing room only event.



(L to R) Leo MacCanna, Ocuco; Gordon Bishop, Sunland Optical; and Janet Johnson, Ocuco.



Allan Barker, OD, Eyecare-center (l) with Jack Schaeffer, OD, Schaeffer Eye Associates.

COVER TOPIC

Rethinking Business, Breaking Patterns and Disrupting the Industry

Returning to the stage as the 2013 Vision Monday Global Leadership Summit keynote speaker was Robert Safian, editor and managing director of *Fast Company*, who expanded upon his 2012 address to touch upon this year's themes of creativity and innovation.

As the leader of a publication that focuses primarily on the inventive minds behind pioneer companies, it came as no surprise that Safian would discuss topics like reinvention, imagination and, perhaps the most significant of all, adaptation.

His energetic presentation began with a piece of advice: that audience members rethink their business model. "It's easy for us to resist change," Safian said. "It's harder for us to embrace it. I

encourage you to embrace it."

Today's business leaders, Safian said, are able to succeed due to their constant willingness and ability to adjust and transform. His term for this, Generation Flux, refers to a diverse group of business leaders who embrace the instability of modern industry and are able to thrive in an environment of change.

"No matter how the world changes, you adapt with it," said Safian. "We're living in a mobile, social, global, interconnected world. The old rules of business are out—and there are no new ones."

In support of this theory, Safian cited examples of business leaders from a range of companies, from independent start-ups to established conglomerates, who embrace this culture of change. Along with "obvious" Generation Flux members like Steve Jobs and Mark Zuckerberg, Safian drew similarities between innovators like Dennis Crowley, founder of Foursquare, who "reinvented" the way mobile users share their location with his social "check-in" site; Mark Parker, CEO of Nike, who embraces and encourages creativity by periodically

redecorating his office or incorporating an idea from a junior company member; and Millard "Mickey" Drexler, president of J Crew, who visits J Crew locations to question and restructure store layout and presentation by shouting directions



Fast Company's Robert Safian emphasized the value of adaptability in today's business environment.

over a public intercom.

“There is unprecedented change happening throughout all industry,” Safian said. “You’re only as good as your next product. Keep moving your business forward.”

Safian pointed out the need to always look ahead rather than hold on to methods of the past. “Don’t be nostalgic for what you did before simply because it’s what you did before,” he said. “Be conscious about why you’re keeping your business model,” he said.

 **@GoVisionWeb: Kudos to @Vision-Monday for pushing innovation and disruption in our industry. It's time. Let's get creative!**

Safian’s examples communicated three overarching messages: “take your ideas from everybody,” or allow a shared platform of talents and capabilities; “redefine the corner office,” meaning decision makers must be willing to integrate new ideas into the core, not the outskirts, of their business model; and “edit and amplify,” implying companies should focus on their strengths and let go of dated approaches.

He closed his address with brief, but sound words of advice. “Rethink. Break patterns. Disrupt the industry.” ■

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Taking Progressive Lens Technology to the Next Level

The theme of imagination and invention, underscored the goals of Adlens, one of the VM Summit’s Premier sponsors. According to Dr. Graeme MacKenzie, director of Industry Affairs for Adlens, in only two years, the company has become a leading manufacturer and seller of adjustable lenses—variable focus eyewear. “We make lenses that behave the same way the eye does, naturally,” MacKenzie explained.

MacKenzie told Summit attendees, “progressive lenses are here to stay, it’s not going to change, not at all. But, how far can we push progressive lens technology? We’ve been thinking about the

rules that dictate this particular technology and we figured out how to go from round adjustable lenses to non round. And when you do that, some exciting opportunities open up.

“This is just the first version, and we’re working—playing—very hard to get this and improve this. We hope and trust that this will create a new fan base that will benefit every single one of us here.” ■



Graeme MacKenzie, OD

Creating an Environment of Innovation for Independents

Essilor International is no stranger to VM’s Global Summit, returning for the second year in a row as a Premier sponsor. In his opening remarks to the audience, Howard Purcell, OD, Essilor’s vice president of customer development said, “We are so pleased to be able to partner with Jobson and support this program,” a gathering that is all about “imagination and new ideas... a great opportunity to engage with colleagues.”



Howard Purcell, OD

Purcell went on to explore, “What’s going on with the independent practice, what are the threats and how do we work together as big organizations in this field to try and find a way to support the independent.”

He likened the exercise of invention to an earlier age. “It’s almost like when we were kids—we experimented a lot and tried new things. When we go back to the office, we should all take a look and see how can we create environments in our practices and offices that enable that sort of innovation.”

“To me, this is one of the meetings I truly look forward to every year because I always walk out of here with some great new information,” he said. ■

Putting the Next Big Ideas in Motion at the VM Summit

Continued from page S1

The second session of the morning, which focused on the new electronic vision technology trend, which VM calls, “Eye².” The session examined examples of new digital science including wearable technology, augmented reality and the intersection of the electronics and eyewear space.

The New Healthcare Influencers examined the major shifts in strategy and programs among some of the country’s largest health insurance players as well as how eyecare professionals might explore ways of taking part within “integrated health care models,” a new trend emerging in the post-Affordable Healthcare Act landscape.

“Omni-Channel,” which is being embraced by many businesses today, reflects the blurring of boundaries between digital and traditional brick-and-mortar businesses, influenced, too, by how mobile is transforming how consumers act and behave.

To bring together the various topics of the day, keynote speaker Robert Safian, editor and managing director of *Fast Company*, addressed the crowd. “I’m going to encourage you to rethink your business model,” said Safian. “It’s easy for us to resist change, and it’s harder for us to embrace it. I encourage you to embrace it.”

The editor drew upon the eclectic approaches of Nike CEO Mark Parker, Foursquare founder Dennis Crowley, FX president John Landgraf and

other notable business leaders to highlight a common thread—their status as members of ‘Generation Flux,’ referring to a diverse group of business leaders who embrace the instability of today’s business environment.

“Don’t be nostalgic for what you did before simply because it’s what you did before. Be conscious about why you’re keeping your business model,” Safian said. ■

—A VM Staff Report

Go to VisionMondaySummit.com for Summit highlights including VM’s overview story summarizing the presentations of the day, a slide show, videos and PDFs of speakers’ presentations.