Marc Randolph

Netflix Co-Founder, Executive Mentor, and Angel Investor

That Will Never Work: The Birth of Netflix and the Amazing Life of an Idea Netflix Founder and startup CEO Marc Randolph shares the unlikely story of how a handful of dreamers with no money and a bad idea, created the company that eventually brought down Blockbuster. Packed with dozens of stories that trace the dramatic ups and downs of those first exciting years, Marc weaves an inspiring story that shows the value of innovation, persistence and optimism. Along the way he shares some of the many values that he believes made Netflix successful, including a focus on analytics and testing, its novel corporate culture, and its almost fanatical obsession with focus. Equal parts inspiration, start up story, and practical tips, it's a message that resonates well with anyone who appreciates a good "overcoming adversity" story.

Meet Me at the Top: Trusting People, Building Culture, and Having the Courage to Walk Away Are you familiar with the Netflix vacation policy? (That's a trick question: There isn't one.) How about the Netflix expense policy. (There isn't one of those either). The Netflix Travel Policy? (Nope!). The truth is, every Netflix policy is the same and can be expressed in just four words: "use your best judgment." But here's what most people don't know: This radical approach wasn't some brilliant strategy dreamed up in a boardroom. It was born from desperation, mistakes, and near-disasters that almost killed Netflix before it ever became Netflix. In this brand-new keynote, Netflix co-founder and first CEO Marc Randolph takes you inside the crucible where Netflix's legendary culture was forged. You'll experience the crushing moments when traditional management approaches failed spectacularly. The costly mistakes that forced Marc to question everything he thought he knew about running a company. The late-night revelations that came from trusting people when every instinct screamed not to. And the counterintuitive breakthroughs that emerged when he finally stopped trying to control everything. This isn't a lecture about corporate culture—it's the raw, unvarnished story of how a struggling startup, bleeding cash and facing extinction, discovered that letting go was the only way to survive. Through dozens of hard-won stories from Marc's 40-year career as a serial entrepreneur, you'll witness the actual battles that led to each revolutionary principle. And you'll walk away with the battle-tested tactics to build this kind of culture in your own organization—not because it sounds good, but because you'll understand exactly why it works and how to overcome the obstacles that will inevitably stand in your way. You've probably heard the expression "Culture eats strategy for breakfast." Now discover the harrowing journey that proved it true.

Fireside Chat with Marc Randolph In this conversational format, Marc will address questions on the following topics: The birth of Netflix, entrepreneurship, innovation, Marc's bestselling book, That Will Never Work; the value of persistence and optimism in business, leadership, company culture, tech ventures, Marc's successes/failures at Netflix & other companies, Marc's podcast,

environmental advocacy and balance.