

## BRUCE CHARLES LYNN

My very first foray into the digital world was to extoll the virtues of embracing failure ([www.brucelynnblog.wordpress.com](http://www.brucelynnblog.wordpress.com)). Even now that the concept has become a bit of a platitude, I still cling to it as it has been a central part of my personal philosophy. I embrace failure of knowledge with humble skepticism, and embrace the failures of life looking for the silver lining which are often rich lessons.

### CAREER EXPERIENCE

#### **SMARTTARGET** (medical imaging software) – London, United Kingdom 2018 – Present

*Medical start-up developing and marketing precision targeting for prostate cancer (ie. MRI-TRUS fusion).*

##### Chief Executive Officer

- Failure – Unable to secure adequate funding for long term viability as independent business.
- Lesson - Timing is everything. The product had missed a big opportunity for target biopsies and is early to market for the emerging opportunity in focal therapy.

#### **FORCLARITY** (medical imaging software) – Leeds, UK 2015 – 2018

*Software start-up venture developing imaging software for real-time minimally-invasive surgical procedures.*

##### Principal

- Failure - Failed to secure adequate early stage funding or grant support.
- Lesson – Investment prospects need to be assessed more ruthlessly than sales opportunities.

#### **RED BEE PIERO** (sports broadcast software and television listing metadata) – Ealing, UK 2010 – 2015

*Software division developing and marketing real-time graphics tools to broadcasters worldwide*

##### General Manager

- Failure – Inability to unseat rival at ESPN and Fox Sports.
- Lesson – Don't take an incumbent head-on, but flank it patiently.

#### **MALDIVES COMPLETE**, (travel website) – London, UK. 2008-present

*Comprehensive web guide to Maldives resorts*

##### Founder

- Failure – Low take-up of the “Snorkel Spotter” app.
- Lesson – Activities and behavior in the real world don't always translate to the digital world.

#### **DYNAMIC WORK LIMITED** (flexible working services) - Marlow, United Kingdom 2009 – 2010

*Startup consultancy on work place and work practice innovation*

##### Principal

- Failure - Failed to grow business adequately and closed it down
- Lesson – Business model relied heavily on Microsoft partner channel support which was much lower than advertised.

#### **MICROSOFT LIMITED** (enterprise software) - Reading, United Kingdom 1994 – 2009

*\$3 billion 1200 person subsidiary of Microsoft Corporation responsible for UK sales, marketing and support.*

##### Director of Server Business Unit

- Failure: Confusion over drivers to the loss of Windows Server share to Linux in the hosting arena.
- Lesson: At Microsoft, there was a principle that it was better to fail and know why than to succeed and not know why. In this situation we failed and did not know why. Despite lots of customer conversations and market research, we couldn't identify a supportable explanation. Eventually, we figured out that super-hosters (eg. Google, Amazon) were consuming huge quantities of Linux servers in the form of low footprint blades that were not on the radar of our channel or account managers.

### Director of Network Service Providers

- Failure: Set up first international WebTV service and wound it down soon after.
- Lesson: Learned that Microsoft's leverage was in competitive technology, not service provision, and (successfully) made the case to the Board that the strategy should focus on platform.

### **KENAN SYSTEMS**, (management support systems development) - Cambridge, Massachusetts. 1988-1994

*Decision support custom and product development company acquired by Lucent in 2000. Joined as employee #28 to this which expanded over my tenure to 236 employees and four offices.*

#### UK Managing Director

- Failure: Failed to secure major new European customers for flagship Acumen product.
- Lesson: Sometimes successes comes in adjacent areas. The failed Acumen product nonetheless produced the important silver lining of establishing a European presence for the company which directly contributed to the international market for what became its flagship billing product (BT was an early adopter) leading to its growth to a billion dollar valuation.

### **APPLIED EXPERT SYSTEMS**, (artificial intelligence development) - Cambridge, Massachusetts. 1986-1987

*'Al Alley' start up in Kendall Square, Cambridge which developed leading edge expert systems in financial analysis.*

#### Senior Knowledge Engineer.

- Failure: Company went bankrupt.
- Lesson: Bleeding edge applications cost more to develop. Customers were more experimenting than willing to commit the technology to a real business problem, and dabbling is not a high yield segment.

### **MERCER CONSULTING**, (management consultancy) - Lexington, Massachusetts. 1984-1985

*Multi-discipline management consultancy.*

#### Management Consultant.

- Failure: Developed complex mortgage default model with high error rates.
- Lesson: The "butterfly effect" is strong in complex model where small variations in assumptions can result in huge variations in outputs.

### **BIERE BENIN**, (international import) - Boston, MA. 1982-1985

*Venture to import beer from West African country of Togo*

#### Founder

- Failure: Failed to secure a distributor as delays with United Distribution led to deal being superseded by focus on the launch of a new beer on the market (Sam Adams)
- Lesson: African proverb says that "Patience is the key to paradise", but sometimes patience exposes you to fatal blows.

## **EDUCATION**

### **HARVARD UNIVERSITY**

- Failure: Recruited to play football, but stopped after freshman year with a shoulder injury.
- Lesson: Shoulder rehab led to joining the Crew (rowing) which led to a lifelong career in the sport.

### **IPSWICH HIGH SCHOOL**

- Failure: Received a grade of "F" in both Poetry and Calculus my senior year.
- Lesson: The learning is not always about the assignments. Having already been accepted to Harvard (early admission), I wanted to take the classes to learn the subject matter, but did not have the time to do the homework. Taking the classes (auditing was not an option, but what I did effectively) allowed me to ace Calculus easily at Harvard and exposed me to a genre of literature that I enjoyed but probably would otherwise had limited opportunity for in depth exploration.