



Stanford eCorner

Maintain a Healthy Paranoia

Thomas Prescott, *Align Technology*

October 21, 2010

Video URL: <http://ecorner.stanford.edu/videos/2539/Maintain-a-Healthy-Paranoia>

Align Technology CEO Thomas Prescott urges entrepreneurs, particularly those operating as small fish amidst sharks, to keep asking themselves what someone else working in the field would have to do to out-innovate or out-perform your best efforts. Always know the answer to this question: "How can someone else satisfy your customer better?"



Transcript

The point is, you always stay humble and hungry and be paranoid that somebody could get at your business. And if you do that and you always imagine, whether it's a big company or a startup, what would they have to invent to turn us upside down. What would a big company have to do to upset our business model and do better than we can? What if somebody could satisfy the customer dramatically better with a better value proposition than we could? And so, you maintain that healthy paranoia and that helps keep you humble and hungry. Again, if you're goal is not only to innovate but to capture a lot of the advantage in the space, then it takes naturally.