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## **Influential Entrepreneurs by Year (1925–2025)**

1925 – Walter P. Chrysler (Chrysler Corporation) – *Founded Chrysler Corporation in 1925, launching a major American automaker.* Chrysler reorganized and incorporated his car company in 1925, quickly becoming a competitor to Ford and GM. His innovative massproduction methods and popular models helped shape the U.S. auto industry.

1926 – Coco Chanel (Chanel) – Revolutionized fashion in the 1920s with modern designs. By 1926, Chanel's simple yet elegant creations—like the "little black dress" introduced that year—had "revolutionized fashion" 1. She built a global couture and cosmetics empire, defining chic style and proving a woman could thrive as an independent business leader in a male-dominated industry.

1927 – Henry Ford (Ford Motor Company) – *Pioneered affordable cars and assembly-line production, reaching a milestone in 1927.* On May 26, 1927, Ford personally drove the 15 millionth Model T off the assembly line <sup>2</sup>, marking the end of that revolutionary model's run. He then introduced the Model A, adapting to consumer needs. Ford's innovations in mass production and \$5 workday had already transformed industry and society by this time.

1928 – Walt Disney (Disney Studios) – *Debuted Mickey Mouse and popularized animated entertainment*. In November 1928, Disney released *Steamboat Willie*, Mickey Mouse's first cartoon, to great acclaim. This success launched the Disney empire, with Walt's creativity and entrepreneurship turning an animation studio into a global media and theme park giant that has enchanted audiences for decades.

1929 – Clarence Birdseye (Birds Eye Frozen Foods) – *Perfected flash-freezing technology, changing how the world eats.* In 1929, Birdseye sold his company and patents for \$22 million to what became General Foods, spreading his method for preserving food. His innovation made frozen foods viable on a large scale, revolutionizing the food industry and consumer habits globally.

1930 – Michael J. Cullen (King Kullen Supermarket) – *Opened America's first supermarket in 1930, reinventing retail grocery.* On August 4, 1930, Cullen opened King Kullen in Queens, NY – the first modern self-service supermarket. By combining wide product variety, low pricing, departments, and high volume under one roof, he paved the way for the supermarket model that now feeds millions and defined retail for decades.

1931 – Elizabeth Arden (Elizabeth Arden, Inc.) – *Built a global cosmetics empire and defined the modern beauty industry.* Despite the Great Depression, Arden's luxury salons and products flourished in the 1930s, reportedly grossing over \$4 million a year. By 1931, she was one of the world's wealthiest women and a household name in beauty, proving that branding and quality could prevail even in hard times.

1932 – Ole Kirk Christiansen (LEGO) – *Founded LEGO in 1932, planting the seeds for a toy revolution.* A Danish carpenter, he started a small toy workshop during the Depression. From humble beginnings making wooden toys, Christiansen later introduced the iconic interlocking bricks that foster creativity in children worldwide – a legacy carried on by the family-run LEGO Group.

1933 – René Lacoste (Lacoste) – *Sportsman-turned-entrepreneur who launched an iconic fashion brand in 1933.* A French tennis champion nicknamed "the Crocodile," Lacoste co-founded La Chemise Lacoste in 1933. He commercialized the modern polo shirt (born from his on-court attire) and emblazoned it with the green crocodile logo. His casual sportswear line became synonymous with preppy style and is still a premium global brand nearly a century later.

1934 – Howard Johnson (Howard Johnson's) – *Pioneered restaurant franchising in the mid-1930s, transforming American dining.* In 1935, Johnson began franchising his roadside eateries and ice cream stands – one of the first modern restaurant franchises. By 1936 he had 36 franchised outlets and by the 1940s, hundreds. His orangeroofed "HoJo's" became a familiar sight across highways, offering consistent food and lodging, and paving the way for today's franchise chains.

1935 – Juan Trippe (Pan American Airways) – *Pioneered global air travel routes, launching trans-Pacific flights in 1935.* As Pan Am's founder, Trippe inaugurated the first regular trans-Pacific airline service with the China Clipper flying boat in November 1935. This allowed passengers and airmail to cross the ocean, a stunning aviation feat at the time. Trippe's vision and Pan Am's expansion (later including transatlantic service) set the stage for worldwide commercial air travel.

1936 – Adolf "Adi" Dassler (Adidas) – *Innovated athletic footwear and gained international fame at the 1936 Olympics.* Dassler, a German shoemaker, had co-founded the Dassler Brothers athletic shoe company. At the 1936 Berlin Olympics, he persuaded U.S. sprinter Jesse Owens to wear his handmade track shoes; Owens won four gold medals in them. The publicity launched Dassler's shoes onto the world stage. Adi later founded Adidas (1949), and the brand's pioneering sneaker designs have since become a global sporting staple.

1937 – Kiichiro Toyoda (Toyota Motor Corporation) – *Founded Toyota in 1937, kickstarting Japan's automotive industry.* In 1937 Toyota Motor Co. was established as a spinoff from his family's loom business. Kiichiro led development of an affordable car (the Toyota AA) and embraced mass production. Though wartime intervened, Toyota eventually grew into one of the world's largest automakers. Toyoda's foresight and adaptation of Ford's methods to Japan's needs laid the foundation for Japan's post-war manufacturing boom.

1938 – Lee Byung-chul (Samsung) – Founded Samsung in 1938, planting the seed of South Korea's largest conglomerate. With a \$30 capital, Lee started Samsung as a small trading company in Daegu in 1938. Over the years he diversified into textiles, insurance, electronics, and more. Lee's vision and drive made Samsung a symbol of South Korea's economic "miracle" – today it's a global leader in electronics, finance, shipbuilding, and beyond.

1939 – Bill Hewlett (Hewlett-Packard) – *Co-founded Hewlett-Packard in 1939, birthing Silicon Valley's tech culture.* In 1939, Bill Hewlett and Dave Packard formalized their partnership (decided by a coin toss) and started HP in a Palo Alto garage. Their first product, an audio oscillator, gained Disney as a client. HP's approach to innovation and its "HP Way" management style set the template for tech startups. Often cited as "the birthplace of Silicon Valley," their 1939 garage company grew into one of the world's leading technology firms.

1940 – Richard & Maurice McDonald (McDonald's) – Opened the first McDonald's restaurant in 1940, introducing fast-food service efficiency. On May 15, 1940, the McDonald brothers opened McDonald's Bar-B-Q drive-in in San Bernardino, CA. There they developed the "Speedee Service System," simplifying the menu and refining assembly-line preparation of hamburgers, fries, and shakes. This innovation slashed wait times and costs. While the chain's explosive expansion came later under Ray Kroc, the McDonald brothers' 1940 concept laid the groundwork for the global fast-food industry.

1941 – Gottlieb Duttweiler (Migros) – Reinvented retail by giving away his company to customers in 1941. Duttweiler, a Swiss visionary, founded Migros in 1925 as a discount grocer. By 1941 he had converted Migros into a cooperative, transferring ownership to its customers. This bold move – essentially "selling" his company to the people – ensured low prices and customer loyalty. Migros grew into Switzerland's largest retailer, and Duttweiler became renowned for his social entrepreneurship (including adult education via Migros Club Schools).

1942 – Henry J. Kaiser (Kaiser Shipyards) – *Mass-produced ships during WWII, showing unprecedented industrial speed.* Using assembly-line techniques, Kaiser's seven shipyards turned out 1,490 Liberty ships for the Allies – roughly 56% of all Liberty cargo ships built. In one case, his team built a Liberty ship in just 4 days and 15½ hours in 1942. This breakneck output, along with Kaiser's innovations in worker healthcare (he founded what became Kaiser Permanente), made him a home-front hero of industrial mobilization.

1943 – Ingvar Kamprad (IKEA) – Founded IKEA in 1943 at age 17, sparking a new era in affordable furniture. Kamprad started IKEA from his family farm in Sweden, initially selling small goods by mail. A few years later he moved into furniture, eventually innovating flat-pack designs to minimize costs. Post-war, IKEA's stylish, low-cost furniture and self-assembly model democratized home design globally. Kamprad grew IKEA into one of the world's largest retail brands, all while championing cost efficiency and Scandinavian design.

1944 – Andrew Higgins (Higgins Industries) – *Built the landing craft that made the D-Day invasion (1944) possible.* A New Orleans boatbuilder, Higgins designed the shallow-draft LCVP "Higgins Boat," crucial for Allied amphibious assaults. By June 6, 1944, thousands of troops stormed Normandy from Higgins Boats. General Eisenhower once said, "He is the man who won the war for us." 3 Higgins' mass-produced wooden craft were used in every major Allied landing. As a civilian entrepreneur, he solved military problems with ingenuity and left a legacy in naval engineering and rapid production.

1945 – Masaru Ibuka (Sony) – Sparked Japan's post-war tech revival by starting a tiny electronics shop in 1945. Just after WWII, Ibuka set up a radio repair shop in a bombed-out Tokyo department store in September 1945. Teaming with Akio Morita, he co-founded what became Sony in 1946. Ibuka's first innovations (fixing and building radios, then Japan's first tape recorders and transistor radios) grew into a global electronics firm. His story – from war ruins to high-tech giant – mirrors Japan's economic recovery and the rise of Sony's playful, innovative culture.

1946 – Soichiro Honda (Honda Motor Co.) – Founded Honda in 1946, starting with motorized bicycles and paving the way for a vehicle empire. Using a tiny war-surplus engine, Honda established the Honda Technical Research Institute in 1946 to build cheap motorbikes. By 1948 he incorporated Honda Motor and released the "Type A" bicycle engine. Honda's relentless engineering improved motorcycles (like the 1949 Dream D-Type) and later automobiles. From these humble 1946 beginnings, Honda grew into a top global automaker, exemplifying Japan's manufacturing prowess and a passion for continuous improvement.

1947 - Christian Dior (Dior) - Introduced the "New Look" in 1947, revolutionizing post-war fashion and founding a luxury empire. On February 12, 1947, Dior launched his first collection in Paris - immediately famous as the "New Look". With nipped waists and voluminous skirts, it was a dramatic departure from wartime styles, bringing glamour back to women's wardrobes. Despite some backlash for its lavish use of fabric during rationing, the New Look was hugely influential. Dior's fashion house quickly became an international phenomenon, and he set the template for modern haute couture and luxury brand licensing.

1948 – Edwin H. Land (Polaroid) – *Commercialized instant* photography, debuting the Polaroid Land Camera in 1948. A prolific inventor-entrepreneur, Land showcased the Model 95 Polaroid camera in 1948, which produced a developed photograph in under a minute. This invention (inspired by a child's question of "Why can't I see the photo now?") created a new market for instant gratification in photography. Polaroid became one of the most innovative tech companies of the mid-20th century, and Land's work on polarized lenses and imaging also influenced later digital imaging and even military optics.

1949 – Konrad Zuse (Zuse KG) – Built one of the world's first computer startups, in post-war 1949. Zuse, a German engineer, had developed early programmable computers (the Z3 in 1941) in isolation. In 1949 he founded Zuse KG, one of the first computer companies, to produce his Z4 electromechanical computer. The Z4, delivered to a Swiss institute in 1950, was the first commercial computer in Europe. Zuse's entrepreneurial leap in a war-torn economy and his innovations in computing (including high-level programming ideas) mark him as a pioneer who helped usher computing from labs into the commercial realm.

1950 – Frank McNamara (Diners Club) – *Introduced the first credit card (Diners Club, 1950), revolutionizing personal finance and payments.* According to company lore, McNamara conceived the Diners Club card after forgetting his wallet at a NYC restaurant. In 1950 he and Ralph Schneider launched Diners Club as a charge card for multiple establishments. By year's end, thousands of members were using the cardboard card instead of cash. This innovation was the birth of the multi-use credit card industry, paving the way for American Express, Visa, MasterCard and the global cashless economy.

1951 – William Levitt (Levitt & Sons) – *Mass-produced suburban housing, shaping postwar American life.* Levitt led the construction of Levittown, NY (1947–51), America's first large-scale suburb, completing 17,000 affordable homes by 1951 and selling to many returning WWII veterans. Using assembly-line methods on-site, Levitt could build a house in a day. By 1951, Levittown was a thriving community and a symbol of the American Dream. Levitt's innovations in construction and financing spurred the growth of suburbs across the U.S., transforming land development and home ownership.

1952 – Kemmons Wilson (Holiday Inn) – *Opened the first Holiday Inn in 1952, revolutionizing travel lodging.* Frustrated by inconsistent roadside motels on a family trip, Wilson envisioned a chain of clean, family-friendly, reasonably priced hotels. In August 1952 he opened Holiday Inn in Memphis. He standardized amenities (like free ice, kids stay free, and a pool) and franchised the concept along America's new highways. By the 1960s, hundreds of Holiday Inns welcomed travelers. Wilson's idea ushered in the era of hotel chains, bringing familiarity and comfort to the average traveler across the globe.

1953 – Hugh Hefner (Playboy) – Launched Playboy magazine in 1953, creating a new style of men's media and lifestyle brand. With \$600 and an idea for a sophisticated men's magazine, Hefner published the first Playboy (featuring Marilyn Monroe) in December 1953. It was an instant success, selling over 50,000 copies. Hefner's blend of sexuality, lifestyle content, and serious journalism was innovative. By the 1960s, Playboy was a cultural force and Hefner a wealthy celebrity entrepreneur. He expanded into clubs, TV, and merchandising, pushing social boundaries and influencing attitudes toward sexuality and entertainment.

1954 – Akio Morita (Sony) – *Drove Japan's consumer-electronics rise by securing transistor tech and globalizing Sony in the 1950s.* As Sony's co-founder, Morita was instrumental in 1954 in licensing transistor technology from Bell Labs – the first Japanese company to do so. In 1955 Sony built Japan's first transistor radio (the TR-55), and Morita aggressively marketed these pocket radios overseas by 1957, breaking open Western markets. His vision in the mid-1950s of high-quality, miniaturized electronics laid the groundwork for Sony's later hits (TVs, the Walkman) and demonstrated how a Japanese startup could compete globally with innovation and quality.

1955 – Ray Kroc (McDonald's) – Opened the first franchised McDonald's in 1955, setting the stage for the world's largest fast-food chain. A milkshake-mixer salesman, Kroc partnered with the McDonald brothers, whose single California restaurant impressed him. In April 1955 he launched McDonald's System, Inc. and opened a franchise in Des Plaines, Illinois. Kroc's relentless focus on consistency, speed, and expansion fueled McDonald's meteoric growth. By pioneering franchise management techniques and iconic marketing (e.g. the Golden Arches, Ronald McDonald), he helped make fast food an American export and created one of the most recognized brands on Earth.

1956 – Malcolm McLean (SeaLand) – *Invented container shipping in* 1956, revolutionizing global trade logistics. McLean, a trucking entrepreneur, conceived the idea of packing cargo into standardized shipping containers that could be lifted from truck to ship intact. In April 1956, his company Sea-Land launched the *Ideal* X, the first container ship, from Newark to Houston. This innovation slashed loading times and costs. By the late 1960s, containerization had gone worldwide, massively boosting international trade and transforming ports and supply chains. McLean's "box" is the unseen backbone of globalization, earning him recognition as one of the most influential logisticians ever.

1957 – Ken Olsen (Digital Equipment Corporation) – *Co-founded DEC in 1957, pioneering minicomputers and the tech culture of Route 128.*Olsen left MIT's Lincoln Lab to start Digital Equipment Corp. in a Massachusetts mill with just \$70,000 in funding. Rejecting giant mainframes, DEC built smaller, affordable minicomputers like the PDP series in the 1960s, bringing computing into labs, factories, and businesses that couldn't afford an IBM. By the 1970s, DEC was a computer industry leader and Olsen a revered figure. His work helped democratize computing power and foreshadowed the personal computer revolution.

1958 – Momofuku Ando (Nissin Foods) – *Invented instant ramen in* 1958, creating a new global convenience food. Ando developed Chicken Ramen, the world's first instant noodle, in his backyard shed in Japan, flash-frying noodles to be quickly rehydrated. Launched in 1958, it was a near-instant hit. This cheap, tasty meal-in-minutes was "a fireball" in post-war Japan and soon spread worldwide, addressing food shortages and busy lifestyles. Ando later introduced Cup Noodles (1971), solidifying Nissin's global reach. Today, tens of billions of instant ramen packs are eaten annually – a testament to Ando's single invention feeding the masses.

1959 – Rich DeVos (Amway) – Co-founded Amway in 1959, popularizing multi-level marketing (MLM) globally. Along with Jay Van Andel, DeVos started Amway (short for "American Way") as a direct sales company selling home products. Using a unique MLM model – independent distributors selling to friends/family and recruiting others – Amway spread rapidly. By leveraging personal networks and promise of entrepreneurship, DeVos built "the Amway way" into a multi-billion-dollar enterprise with millions of distributors across dozens of countries. He later became an NBA team owner and philanthropist. Despite controversies around MLMs, Amway's model has been emulated worldwide.

1960 – Berry Gordy Jr. (Motown Records) – Founded Motown in 1960, bringing Black music into the American mainstream and building a hitmaking machine. Gordy started Tamla/Motown Records in Detroit with an \$800 loan and an ear for talent. By 1960 he had his first hit and formally incorporated Motown. Over the 1960s, "Hitsville USA" churned out an astonishing string of #1 hits from legends like Marvin Gaye, The Supremes, Stevie Wonder, and The Temptations. Gordy's assembly-line approach to songwriting and artist development – and crossover vision – made Motown the most successful Black-owned business of its time. It had a profound cultural impact, helping to bridge racial divides through music.

1961 – Estée Lauder (Estée Lauder Companies) – Expanded her highend cosmetics business globally by the early 1960s, exemplifying branding and personalization in beauty. After starting in 1946, Lauder grew her skincare/cosmetics firm through innovative sampling and word-of-mouth. By 1960–61, she had opened her first international account at London's Harrods, and her Youth-Dew fragrance (1953) was a runaway success. In an era when female entrepreneurs were rare, Lauder built a luxury brand empire on quality products and savvy marketing (famously handing out free samples). By focusing on customer experience and exclusivity, she became one of the richest self-made women and set standards for the global beauty industry.

1962 – Sam Walton (Walmart) – Opened the first Walmart in 1962, launching a retail revolution based on discounting and rural markets. On July 2, 1962, Walton opened Walton's Family Center (later Walmart) in Rogers, Arkansas. His strategy of selling a wide variety of goods at ultra-low prices – initially in underserved small towns – proved incredibly successful. Throughout the 1960s, Walton expanded across Arkansas and beyond, pioneering logistics innovations (like a hub-and-spoke distribution system) to keep costs down. By 1970, Walmart went public and began its ascent. Walton's relentless focus on efficiency and "everyday low prices" made Walmart the world's largest retailer by the 1990s, and him at one point the richest American.

1963 – Ingvar Kamprad (IKEA) – (Revisited) Expanded IKEA's concept, opening the first furniture showroom in 1965 and refining flat-pack designs. (Kamprad was already listed under 1943 – consider that his influence continued through the '60s. If focusing strictly on new individuals, you may highlight another 1963 figure such as the one below.)

1963 – Julius & Ethel Rosenwald (Sears, Roebuck & Co.) – (This entry is a placeholder; the actual influential entrepreneur for 1963 was not clearly identified in our sources.)

1964 – Michele Ferrero (Ferrero SpA) – *Created Nutella in 1964, turning a local sweet into a global phenomenon and propelling his family company to worldwide success.* Building on his father's hazelnut cocoa spread, Ferrero perfected "Nutella" and launched it in April 1964. The creamy spread quickly became a staple in Europe and eventually around the globe, symbolizing Italy's post-war food innovation. Michele Ferrero's focus on product quality and branding (later with Ferrero Rocher, Kinder, etc.) made Ferrero an international confectionery giant. By introducing Nutella, he also demonstrated how adapting products to local tastes (using plentiful hazelnuts when cocoa was scarce) can lead to enduring global demand.

1965 – Gordon Moore (Intel) – *Predicted and enabled the exponential growth of computing power (Moore's Law, 1965).* As R&D director at Fairchild Semiconductor, Moore observed in 1965 that the number of transistors on chips was doubling roughly every year (later adjusted to ~2 years). This insight, published as "Moore's Law," became a self-fulfilling prophecy guiding the tech industry. Moore co-founded Intel in 1968, where his vision drove the relentless miniaturization of microchips. The resulting explosion in processing power underpins all modern electronics. Moore's blend of technical acumen and business leadership (he was Intel's CEO in the 1980s) helped make Intel and Silicon Valley synonymous with innovation.

1966 – J. Paul Getty (Getty Oil) – *By 1966, recognized as the world's richest private citizen, exemplifying the mid-century oil tycoon.* Getty built an oil empire through savvy deals like acquiring Saudi Arabian oil concessions. In 1966 the Guinness Book of Records named him the world's richest man, with a net worth around \$1.2 billion (over \$7 billion today). Though notoriously frugal in personal life, Getty's global dealings (and even a high-profile kidnapping of his grandson in 1973) made headlines. His legacy includes the Getty Museum (from his vast art collection) and a model of aggressive expansion and cost-control in business. Getty symbolized the peak of the postwar oil magnates whose wealth and influence were unparalleled in that era.

1967 – Harland "Colonel" Sanders (KFC) – Became a global fast-food icon by franchising Kentucky Fried Chicken, which by the late 1960s had spread worldwide. Sanders began franchising KFC in 1952, but by 1967 his fried chicken chain had over 600 locations including international outlets (he entered Canada and the U.K. in the mid-'60s). Dressed in his trademark white suit, Sanders personified the brand, ensuring quality and secret-recipe consistency. In 1964 he sold KFC for \$2 million but remained its goodwill ambassador. By bringing Southern fried chicken to the masses and pioneering franchising abroad, the Colonel helped kick off the era of global fast-food chains, making KFC a household name from Kentucky to Kuwait.

1968 – Robert Noyce (Intel) – *Co-inventor of the microchip and co-founder of Intel in 1968, catalyzing the modern computer age.* Noyce, often called the "Mayor of Silicon Valley," had already co-founded Fairchild Semiconductor and co-invented the integrated circuit (1958). In July 1968, he and Gordon Moore started Intel Corporation with a plan to make memory chips. By 1971, Intel's 4004 microprocessor debuted, and Noyce's team was at the forefront of semiconductor innovation. Noyce's leadership fostered the open, collegial culture that defined Silicon Valley startups. The companies and technologies he birthed (integrated circuits at Fairchild, CPUs at Intel) form the technical backbone of all modern electronics, making his entrepreneurial impact incalculable.

1969 – Rupert Murdoch (News Corp) – Expanded internationally in 1969 by buying the UK's News of the World, beginning his path to becoming a global media mogul. Murdoch started with Australian newspapers inherited from his father, but in 1969 he made a bold move abroad, acquiring London's sensational News of the World and soon after The Sun. This marked the start of Murdoch's global media empire. Over subsequent decades he built News Corp, spanning newspapers, book publishing, film (20th Century Fox), and television (launching Fox Network and later Fox News in the U.S.). Known for his aggressive expansion and political influence, Murdoch virtually defined the modern multi-national media baron, reshaping news consumption across three continents.

1970 – Ralph Lauren (Polo Ralph Lauren) – Brought "preppy" fashion to prominence; by 1970 his young company won major accolades and began its rise as a global lifestyle brand. In 1967 Lauren started a necktie line, and in 1970 he won the Coty Award for menswear, a top fashion honor, signaling his brand's arrival. That year he also launched a full Polo menswear line, and by 1971 introduced a women's line and the famed polo-pony logo. Lauren's vision of selling not just clothing but an aspirational lifestyle (rich in Americana, from sporty casualwear to home furnishings) was novel. Over the 1970s he grew his company into a fashion empire. By translating East-Coast elite style to mass appeal, Lauren built one of the most recognizable fashion brands in the world.

1971 – Frederick W. Smith (FedEx) – Founded Federal Express in 1971, transforming logistics with overnight delivery. Smith, a former Marine, had outlined the concept of an integrated air-ground express freight company in a college paper. In June 1971 he launched Federal Express. Operations began in 1973 with 14 planes delivering overnight to 25 cities. The idea of absolutely reliable overnight shipping was revolutionary; by guaranteeing "when it absolutely, positively has to be there," FedEx unlocked new possibilities in commerce. Despite early struggles, FedEx took off, and by the late '70s it was a thriving public company. Smith's huband-spoke distribution model and tracking systems set industry standards and enabled just-in-time inventory in countless industries.

1972 – Nolan Bushnell (Atari) – Launched the video game industry by co-founding Atari in 1972 and releasing Pong, the first hit arcade game. Bushnell, an engineer and pinball enthusiast, co-founded Atari, Inc. in June 1972. That year they introduced Pong, a simple table-tennis video game, in bars; its instant popularity proved video games could be a mass entertainment business. Atari sold thousands of Pong arcade cabinets and later brought a version into homes. Bushnell's Atari followed up with the first widely adopted home console (the Atari 2600 in 1977). He also later started Chuck E. Cheese pizza-arcades (1977), blending dining with gaming. Often called the father of the video game industry, Bushnell showed that a new form of interactive entertainment could spawn a massive global industry.

1973 – Richard Branson (Virgin Group) – *Expanded into music and beyond, achieving a breakthrough in 1973 that set him on the path to moguldom.* Branson had begun with a mail-order record business and opened a recording studio. In 1973, his Virgin Records label scored a global hit with Mike Oldfield's *Tubular Bells*, which helped finance the signing of major acts. Virgin Records became one of the top independent labels of the '70s (signing the Sex Pistols, etc.). Branson's showmanship and risk-taking then led him to expand Virgin into airlines (launching Virgin Atlantic in 1984), retail stores, soft drinks and more. By parlaying success in one sector into diverse ventures – always under the edgy Virgin brand – Branson became one of Britain's best-known entrepreneurs, proving empirebuilding can be fun, iconoclastic, and customer-focused.

1974 – Erno Rubik (Rubik's Cube) – Invented the Rubik's Cube in 1974, creating one of the world's most popular toys and spawning a new puzzle industry. Rubik, a Hungarian architecture professor, developed a 3×3×3 color cube as a teaching tool in 1974. It hit toy shelves as the "Magic Cube" in the late '70s and went global as "Rubik's Cube" in 1980. The puzzle became a pop-culture craze – by 1983 an estimated 200 million cubes were sold. Rubik's invention not only entertained (and frustrated) millions; it also led to competitive "speedcubing" and countless spinoff puzzles. Though Rubik wasn't a traditional businessman, the Cube's runaway success demonstrated how a simple but challenging innovation can captivate the world and create a lasting niche industry.

1975 – Bill Gates (Microsoft) – *Co-founded Microsoft in 1975, sparking the personal computer software revolution.* Gates dropped out of Harvard at 19 to start Microsoft with Paul Allen. In 1975 they developed BASIC for the Altair microcomputer, and Gates's vision that software would be the key to the PC era proved spot-on. He secured a deal in 1980 to provide the operating system (MS-DOS) for IBM's PC, seizing the cornerstone of the emerging PC market. Under Gates's leadership, Microsoft introduced Windows in 1985, and by the '90s had made him the world's richest man. Gates's intense focus and aggressive business strategy (licensing software to nearly every hardware maker) made Microsoft synonymous with the PC revolution and ushered in a world where software entrepreneurs could become global kingpins.

1976 – Steve Jobs (Apple) – *Co-founded Apple Computer in 1976*, pioneering the personal computer and later multiple other industries. In April 1976, the 21-year-old Jobs, along with Steve Wozniak, started Apple in his parents' garage. They built the Apple I and then the breakthrough Apple II (1977), one of the first highly successful personal computers. Jobs's passion for design and user experience led to the Macintosh in 1984 – the first mass-market GUI computer – and, after returning to Apple in 1997, category-defining products like the iPod (2001), iPhone (2007), and App Store ecosystem. While his *peak* influence recurred in different decades, 1976 marks the inception of the journey. Jobs's legacy is a company that became the world's most valuable and a vision that technology should intersect liberal arts to "make a dent in the universe."

1977 – Larry Ellison (Oracle) – *Co-founded Oracle in 1977, propelling the rise of database software that powers modern business.* Ellison, with Bob Miner and Ed Oates, founded Oracle Corporation (initially Software Development Labs) in '77 to build relational database management systems, then a cutting-edge concept. By 1979 Oracle had its first commercial SQL database product and landed contracts with the U.S. government. Ellison aggressively grew Oracle through the '80s, beating larger competitors and contributing to the client–server computing boom. Today Oracle databases and enterprise software run mission-critical systems for corporations and governments worldwide. Ellison's brash, competitive style and vision of the database as the core of business computing made him one of the richest and most influential tech CEOs in history.

1978 – Ben Cohen & Jerry Greenfield (Ben & Jerry's) – Opened Ben & Jerry's in 1978, pioneering super-premium ice cream with a side of social mission. Childhood friends Ben and Jerry took a \$5 correspondence course on ice-cream making and, in May 1978, opened a scoop shop in a renovated gas station in Burlington, Vermont. Their rich, chunky flavors (e.g. Cherry Garcia, Chunky Monkey) gained a cult following. By the mid-1980s, Ben & Jerry's pints were distributed nationally, competing with industry giants. The pair also built an employee-friendly, community-centric company – donating profits to charity, launching "Free Cone Day," and speaking out on issues. Their success showed that you can "do well by doing good," as their quirky brand became an international business (eventually acquired by Unilever) beloved for both its product and its progressive values.

1979 – Li Ka-shing (CK Hutchison Holdings) – Emerged as one of Asia's most influential tycoons in 1979 by acquiring Hutchison Whampoa, bridging East-West business and presaging China's rise. A self-made Hong Kong entrepreneur, Li built a plastics and real estate fortune in the '50s-'70s. In 1979, he made the landmark purchase of Hutchison Whampoa, a venerable British trading firm. This made Li the first Chinese to control one of Hong Kong's big colonial-era companies. He transformed it into a global conglomerate spanning ports, telecom (launching Orange in the UK), retail (Watson's), and energy. Li's visionary dealmaking and East-West savvy not only made him one of the world's richest men, but also signaled a power shift as Chinese and other Asian entrepreneurs began to command international capital and assets.

1980 – Ted Turner (CNN) – Launched CNN in 1980, inventing the 24-hour news network and transforming media. Already a maverick media owner (with a "superstation" WTBS), Turner debuted the Cable News Network on June 1, 1980, the first channel to broadcast news 24/7. Skeptics abounded, but CNN gained credibility with events like live coverage of the 1986 Challenger disaster and the 1991 Gulf War. Turner's vision fundamentally changed how news is delivered and consumed, spawning a genre of round-the-clock cable news worldwide. Additionally, Turner built a media empire (movies, sports teams, Captain Planet cartoons) and later merged with Time Warner. A disruptor with outsize personality, he proved that bold ideas in media could start small and still conquer the globe.

1981 – Jack Welch (General Electric) – *Became CEO of GE in 1981 and redefined corporate management in the 1980s, making GE the world's most valuable company.* Welch took the helm of GE – an American industrial icon – at age 45. Through the '80s, he aggressively streamlined operations ("Neutron Jack" cut over 100,000 jobs), exited unprofitable businesses, and acquired new ones (making GE a force in finance and media). He insisted GE be No. 1 or 2 in any sector it played in. Welch also implemented a rigorous performance culture and popularized management concepts like Six Sigma quality. By 1991, GE's market cap had skyrocketed. His success made him a management legend; Fortune dubbed GE "the best-run company in America," and countless leaders tried to emulate Welch's candid, performance-driven style in companies around the world.

1982 – Rod Canion (Compaq Computer) – *Co-founded Compaq in 1982, leading the PC "clone" revolution that challenged IBM's dominance.*Canion and two fellow Texas Instruments alumni started Compaq with the idea of making IBM PC-compatible computers. In 1982 they built the Compaq Portable, the first luggable PC that was 100% IBM-compatible. It launched in 1983 and exceeded \$100 million in first-year sales – the fastest startup to reach that mark at the time. By 1986 Compaq was a Fortune 500 company, pioneering innovations like the first 386-based PC ahead of IBM. Canion's focus on compatibility plus innovation proved critical in creating an open PC market. This enabled the explosion of PC clones and peripheral industries, lowering costs and spreading computing globally. Compaq's rise (later acquired by HP) showed that nimble startups could outmaneuver giants even in cutting-edge tech.

1983 – Nicolas Hayek (Swatch Group) – Rescued the Swiss watch industry in 1983 by launching the Swatch, a trendy, affordable watch that became a global fad. As Swiss watchmakers were decimated by Japanese electronic watches (the "quartz crisis"), Hayek, a Lebanese-Swiss consultant, orchestrated a merger of two ailing Swiss firms to form SMH (later Swatch Group). In 1983 he introduced the Swatch – a colorful plastic watch with Swiss precision but low cost. The Swatch was marketed as a fun fashion accessory (new designs every season) and it ignited a worldwide craze in the mid-1980s. Hayek's strategy rejuvenated Switzerland's flagging watch sector and by the '90s Swatch Group owned prestige brands (Omega, Tissot, etc.) alongside its pop-culture Swatches. Hayek demonstrated masterful branding and proved that innovation in design and manufacturing could reclaim an industry under siege.

1984 – Richard Branson (Virgin Atlantic Airways) – *Boldly expanded his Virgin brand into aviation in 1984, proving an upstart could challenge legacy airlines.* In June 1984, Branson – then known for music stores and a record label – launched Virgin Atlantic with one secondhand 747, offering better service (free ice cream, back-of-seat TVs) on the London–NY route. His flair (appearing as a "rebellious" airline boss) and customer focus won public acclaim. Despite fierce retaliation from established competitors, Virgin Atlantic survived and grew. Branson's success in an extremely capital-intensive, regulated industry cemented his reputation as a daring entrepreneur. It also showed the power of a strong brand and PR: Branson's personal stunts and customer-first policies built Virgin Atlantic into a premium carrier and laid groundwork for his later ventures (Virgin Australia, Virgin Galactic).

1985 – Anita Roddick (The Body Shop) – *Took The Body Shop public in* 1984–85, exemplifying social responsibility in retail and sparking the ethical consumer movement. Roddick started The Body Shop in 1976 in England, selling natural ingredient beauty products with minimal packaging. By 1984, the company went public, its stock doubling on the first day. Through the mid-1980s, Roddick rapidly expanded franchises worldwide. She proved that a company with core values – against animal testing, supporting community trade, promoting environmental causes – could thrive financially. The Body Shop's success popularized cruelty-free and eco-friendly products, forcing larger cosmetics players to follow suit. Roddick, often called an "ethical entrepreneur," showed that business could be a force for positive change, pioneering practices now common in corporate social responsibility.

1986 - Oprah Winfrey (Harpo Productions) - Became a national talkshow host in 1986 and leveraged her media success into a business empire. In September 1986, The Oprah Winfrey Show debuted nationally, quickly becoming the top-rated daytime talk show in America. Oprah's empathy and authenticity resonated with millions. Sensing the value of ownership, she founded Harpo Productions and by 1988 took control of her show's production, making her one of the few African-American women to own a major studio. Through the '90s and 2000s, Oprah diversified: creating O Magazine, a satellite radio channel, and later her OWN TV network. She used her influence to launch authors (her Book Club), products, and public discussions (from health to spirituality). Dubbed the "Queen of All Media," Oprah became the world's first Black female billionaire. Her journey from rural poverty to media mogul inspired many, and her brand of purpose-driven entrepreneurship (with philanthropy like her Leadership Academy) is singular in its cultural impact.

1987 - Howard Schultz (Starbucks) - Bought Starbucks in 1987 and transformed it from a local coffee bean seller into a global cafe culture brand. Schultz, a former salesperson for Starbucks' equipment supplier, had joined the company in 1982 and pushed the idea of serving brewed espresso drinks (inspired by Italian coffee bars). Initially the founders resisted, so Schultz started his own cafe (II Giornale). In 1987, he acquired Starbucks (which then had only a handful of Seattle stores) and merged Il Giornale into it. Schultz then rapidly expanded Starbucks, creating the prototype of the modern coffeehouse chain - a "third place" between home and work. He emphasized premium coffee, customer experience, and even benefits for employees ("partners"). By the mid-1990s, Starbucks was nationwide; by the 2000s, worldwide. Schultz's vision of coffee as an affordable luxury and his relentless rollout strategy turned Starbucks into a ubiquitous part of daily life and influenced how the world socializes over coffee.

1988 - Warren Buffett (Berkshire Hathaway) - By 1988, solidified his status as the era's most successful investor, demonstrating the power of patient capital and value investing. Buffett, who had taken control of Berkshire Hathaway in the 1960s, spent decades compounding capital at an extraordinary rate (averaging ~20% annually). In 1988 he made one of his signature deals, investing heavily in Coca-Cola eventually owning 7% of the company. That investment, along with earlier ones (Geico, Washington Post) and later ones (American Express, etc.), exemplified Buffett's approach of buying strong brands with economic moats. By the late '80s, Berkshire's stock was soaring and Buffett was heralded as the "Oracle of Omaha." In 1987, Forbes ranked him the world's richest person for the first time. Buffett's folksy yet shrewd stewardship of Berkshire (turning a failing textile firm into a diversified holding company) and his principled advocacy of value investing influenced countless investors and earned him a devoted following in the financial world.

1989 – John Paul DeJoria (John Paul Mitchell Systems & Patrón Spirits) – *A rags-to-riches entrepreneur who by 1989 had co-founded two major luxury brands after starting with nothing.* DeJoria was homeless in the early '80s when he teamed with Paul Mitchell to create John Paul Mitchell Systems, selling professional hair products. They grew sales by going salon-to-salon, and by the late '80s JPMS was a top salon brand (today a \$1 billion company). In 1989, DeJoria co-founded Patrón Tequila, aiming to redefine tequila as a premium spirit. Patrón eventually became one of the best-selling top-shelf tequila brands, thanks to its smooth taste and savvy marketing. By persevering through hard times and focusing on quality and branding, DeJoria became a billionaire. His journey (from foster care and door-to-door salesman to magnate) and ethos of giving back have made him an icon of the self-made American dream.

1990 – (No single dominant new entrepreneur identified for 1990; this year saw the continued rise of those already in motion, such as Bill Gates in software and Sam Walton in retail – Walton's Walmart overtook Sears as America's #1 retailer in the late '80s. It also saw entrepreneurs in emerging fields like biotechnology begin to make strides.)

**1990** – Microsoft's ascendancy under Bill Gates continued (Windows 3.0 launched in 1990 to great success), cementing Gates's influence over the PC era. Meanwhile, visionary investor Masayoshi Son in Japan rode the late-'90s dot-com wave, though his peak came later (see 2000 and 2017). The torch of entrepreneurial impact in 1990 was largely borne by those already mentioned in nearby years.

1991 – Linus Torvalds (Linux/Open Source) – Released the Linux kernel in 1991, igniting the open-source software movement that underpins much of the internet today. As a 21-year-old student in Finland, Torvalds developed a free Unix-like operating system kernel. He announced "Linux" online and collaborated with volunteers worldwide. By the mid-'90s, Linux (with contributions from Richard Stallman's GNU project) had evolved into a robust OS, powering servers, and inspiring companies like Red Hat. Today Linux runs a majority of web servers, smartphones (Android), and even supercomputers. Torvalds's unorthodox, non-commercial approach – giving code away and building a community – proved immensely influential, showing a new model of collaborative innovation. His creation also challenged giants (like Microsoft) and ensured that open-source principles remain a vital part of the software ecosystem.

1992 – George Soros (Quantum Fund) – Famously "broke the Bank of England" in 1992, exemplifying the power (and controversy) of hedge fund entrepreneurs. Soros, a billionaire investor and philanthropist, made a historic bet against the British pound in September 1992. Believing the pound was overvalued in the European Exchange Rate Mechanism, his Quantum Fund sold short more than \$10 billion worth of pounds. On Black Wednesday (Sept 16, 1992), the UK was forced to devalue and exit the ERM, netting Soros an estimated \$1 billion profit. This single trade shook central banks and proved how a shrewd speculator could influence national economies. Beyond 1992, Soros's long career includes pioneering the global macro hedge fund strategy and significant philanthropic efforts (through his Open Society Foundations). However, it is the 1992 currency trade that forever marked him as an influential (if controversial) figure in finance and demonstrated the growing clout of private funds in world markets.

1993 – [No singular standout – the early '90s saw many incremental advances. One notable event was the creation of Mosaic, the first popular web browser, by Marc Andreessen and Eric Bina in 1993. While Andreessen is listed under 1994 for Netscape, 1993 was a formative year for the World Wide Web's commercialization. Also, in 1993, the biotech firm Amgen's Epogen drug became one of the first blockbuster biotech drugs, pointing to the rise of biotech entrepreneurs like George B. Rathmann (Amgen's founder) in the '80s/'90s.]

1994 – Marc Andreessen (Netscape) – *Co-founded Netscape in 1994 after helping create the Mosaic browser, catalyzing the dot-com boom by popularizing the web.* Andreessen, then 22, teamed with Jim Clark to start Netscape Communications. In October 1994 they released Netscape Navigator, the first widely adopted web browser, which made internet surfing easy for ordinary users. Netscape's IPO in 1995 was a sensation, marking the dawn of the internet stock frenzy. Though Microsoft's Internet Explorer later overtook Navigator, Netscape's influence was profound: it established the web's commercial viability and Andreessen became the poster boy of Silicon Valley's new generation. He later went on to co-found Opsware and the venture firm Andreessen Horowitz, backing Facebook, Twitter, and more. But it was 1994–95 – the moment the web went mainstream – that solidified Andreessen's place in tech history.

1995 – Jeff Bezos (Amazon) – Founded Amazon.com in 1994 and launched it in 1995 as an online bookstore, pioneering e-commerce and eventually becoming the world's richest person. In July 1995, Bezos opened Amazon.com from his Seattle garage, offering millions of books via a website at a time when internet retail was nascent. Amazon's convenience and customer focus (e.g. user reviews) drove rapid growth; by 1997 Amazon went public and soon expanded into CDs, then all retail categories. Bezos's long-term vision ("get big fast" and customer obsession) led Amazon to introduce innovations like one-click ordering, Amazon Prime (fast shipping), AWS (cloud computing in 2006), and Alexa. He showed that an internet startup could survive the dot-com crash and grow to disrupt traditional retail. By 2018 Amazon eclipsed \$1 trillion in value, and Bezos (after stepping down as CEO in 2021) pursues space with Blue Origin. His journey from a 1995 online book seller to an empire of "everything" stores" and cloud infrastructure fundamentally changed consumer behavior and technology infrastructure.

1996 – Pierre Omidyar (eBay) – Founded eBay in 1995–96, creating the first online auction marketplace and empowering millions of consumer entrepreneurs. Omidyar, a software engineer, started "AuctionWeb" in late 1995 as a hobby site where people could trade collectibles. In 1996 it was renamed eBay, and the user base exploded through word of mouth. By allowing person-to-person transactions globally – from Beanie Babies to Pez dispensers – eBay pioneered C2C ecommerce. Omidyar's approach of letting the market set prices via auctions and providing a feedback system for trust was revolutionary. eBay's 1998 IPO made Omidyar a billionaire, and by 2000 eBay was a pillar of the internet economy. It not only opened new markets for used and unique goods, but also enabled countless micro-entrepreneurs to make a living online, foreshadowing today's gig and creator economy.

1997 - Reed Hastings (Netflix) - Co-founded Netflix in 1997, originally as a DVD-by-mail service, and later reinvented home entertainment with streaming. Frustrated by a \$40 late fee from Blockbuster, Hastings (with Marc Randolph) started Netflix in 1997 as an online DVD rental business with no late fees. They introduced a subscription model in 1999, sending DVDs via mail in those iconic red envelopes. By avoiding physical stores, Netflix could offer a vast catalog and convenience. The real disruption came in 2007 when Hastings led Netflix into video streaming - delivering content on demand over the internet. That pivot, coupled with investments in original content (*House of Cards*, 2013), upended the TV and cable industries. Under Hastings's vision, Netflix grew from a niche service to a global entertainment titan with over 200 million subscribers, fundamentally changing how audiences consume media and forcing Hollywood and broadcasters to adapt to the streaming era.

1998 - Larry Page & Sergey Brin (Google) - Founded Google in 1998, reinventing how the world finds information and building one of history's most impactful companies. As Stanford PhD students, Page and Brin developed a superior search algorithm (PageRank) and launched Google from a garage in September 1998. In a crowded search engine field, Google's clean interface and uncanny ability to return relevant results quickly attracted users. By 2000 it became the web's dominant search engine, and the founders' focus on organizing the world's information saw Google expand into email (Gmail), mapping, mobile (Android), and much more - often with world-leading products. Their ad innovation (AdWords, 2000) turned Google profitable by serving targeted text ads alongside search results, fueling one of the greatest wealth-creation engines ever. Page and Brin's insistence on moonshot projects and a unique culture ("20% time", free campus meals) also set Google apart. Today Google (under parent Alphabet) touches virtually every aspect of digital life, and the co-founders – who stepped back in 2019 – rank among the richest people alive due to the company they started in '98 to "not be evil" and make knowledge accessible.

1999 - Martha Stewart (Martha Stewart Living Omnimedia) -Became America's first self-made female billionaire in 1999 by taking her homemaking brand public, blending domestic expertise with savvy business acumen. A former model and caterer, Stewart built a following in the '80s with bestselling cookbooks and a magazine (Martha Stewart Living). In 1999, she launched her company on the NYSE, with Martha Stewart Living Omnimedia's IPO making her the first woman to reach billionaire status by her own hand. Stewart's genius was monetizing the art of everyday living - recipes, decorating, crafts - across magazines, TV shows, and product lines (from cookware at Kmart to home furnishings). Despite a setback with a 2004 insider trading conviction, she bounced back and remains an icon of lifestyle entrepreneurship. Stewart's brand showed that domestic arts could translate into big business and that a strong personal brand could extend across multimedia platforms and retail partnerships.

2000 - Masayoshi Son (SoftBank) - Illustrated the heights and depths of the dot-com era in 2000, briefly becoming one of the world's richest individuals before the crash, and laying groundwork for future tech investment dominance. Son, a Japanese tech investor and SoftBank CEO, was an early backer of internet companies like Yahoo! and Alibaba. At the peak of the dot-com bubble (early 2000), SoftBank's holdings drove Son's net worth to an estimated \$68 billion - at one point, adding \$10 billion per week. The subsequent crash wiped out most of that paper wealth (Son "lost" more than anyone in history, about \$70 billion). However, he persevered: one pivotal investment - \$20 million in Alibaba in 2000 - turned into ~\$100 billion when Alibaba IPO'd in 2014. Son's vision of a connected digital future led him to later launch the \$100 billion Vision Fund (2017). While year 2000 symbolized hubris and volatility in tech, Son's bold bets and resilience made him a kingmaker in global tech finance (funding hundreds of startups from Uber to TikTok's parent) and demonstrated the outsized impact a single investor can have on the tech landscape.

2001 – Jimmy Wales (Wikipedia) – Co-founded Wikipedia in 2001, creating an open-source, crowd-edited encyclopedia that has democratized knowledge on an unprecedented scale. Wales, an internet entrepreneur, and Larry Sanger started Wikipedia in January 2001 as an experiment in allowing volunteers to write and edit articles collaboratively. Built on a wiki platform, Wikipedia quickly outgrew an earlier expert-written project (Nupedia) and by the end of 2001 had 20,000+ articles. Today it has over 6 million English articles (55 million across 300+ languages) and is the default reference site for the world. Wales's non-profit approach (no ads, free content under Creative Commons) and the selfcorrecting community model were revolutionary. While there were doubts about reliability, Wikipedia's crowdsourcing has proven remarkably effective, and it remains among the top visited websites. Wales himself became a cultural figure for championing internet freedom and community self-regulation, proving that an encyclopedia "anyone can edit" can be both wildly successful and a public good.

2002 - Meg Whitman (eBay/PayPal) - As eBay's CEO (1998-2008), by 2002 she had turned a startup into an e-commerce powerhouse and quided a major acquisition (PayPal), illustrating female leadership in tech. Under Whitman's management, eBay exploded from a small auction website to a global marketplace with tens of millions of users. By 2002, eBay's annual revenue exceeded \$1 billion. That year, Whitman oversaw eBay's purchase of PayPal for \$1.5 billion a pivotal move that gave eBay a built-in payments system and greatly boosted online transaction trust and ease. Whitman cultivated eBay's community values and navigated its international expansion, acquiring local auction sites and adapting to new markets (e.g., China through EachNet). She became one of the most powerful women in business, later heading HP and running for public office. Whitman's eBay tenure is often cited as a masterclass in scaling user-driven platforms and executing strategic deals to maintain growth in the fast-moving internet sector.

2003 – (Entry for Tesla's Founders or LinkedIn's Reid Hoffman) – In 2003, the seeds of future industries were planted: the founders of Tesla Motors (Martin Eberhard & Marc Tarpenning) started the company that would popularize electric cars, and Reid Hoffman launched LinkedIn, pioneering professional social networking. (This combined entry acknowledges multiple entrepreneurs whose 2003 ventures proved highly influential later, even if their peak came later in the 2010s.)

- Martin Eberhard & Marc Tarpenning (Tesla) In July 2003 they founded Tesla Motors with a
  mission to create attractive electric vehicles, a vision later supercharged by Elon Musk. Their early
  prototype electric roadster attracted Musk's investment in 2004 and proved EVs could be exciting,
  helping kickstart a global shift to electrification in the auto industry.
- **Reid Hoffman (LinkedIn)** In May 2003, Hoffman launched LinkedIn, the first social network focused on business connections. It grew steadily (reaching profitability by 2006) and eventually became the de facto online resume and networking platform for over 700 million users. Hoffman's foresight in online professional identity anticipated the importance of personal branding and recruiting via the internet.

(Both Tesla and LinkedIn underscore how 2003 startups transformed their sectors – transportation and recruiting – within a decade, thanks to visionary founders.)

2004 - Mark Zuckerberg (Facebook) - Founded Facebook in 2004, reshaping global social dynamics and digital advertising. In February 2004, 19-year-old Zuckerberg launched "TheFacebook" from his Harvard dorm as a social networking site for students. It rapidly expanded beyond colleges; by the end of 2004 it had nearly 1 million users. Zuckerberg's growth-first strategy (move fast, keep the core product free) and keen product sense (the News Feed, added in 2006, revolutionized information flow) drove Facebook to 500 million users by 2010 and over 2.9 billion by 2025. He turned Facebook into a money-maker with targeted ads, essentially inventing the modern social media business model. Along the way, he acquired Instagram and WhatsApp, extending his influence. Facebook's rise wasn't without controversy (privacy issues, misinformation), but Zuckerberg's creation undeniably altered how humans connect, how news spreads, and how businesses reach consumers, making him emblematic of the power and pitfalls of Big Tech in the 21st century.

2005 - Chad Hurley (YouTube) - Co-founded YouTube in 2005, revolutionizing media by enabling anyone to share video with the world. Hurley (with Steve Chen and Jawed Karim) started YouTube in February 2005 as a simple video-sharing website after struggling to email a video. The site's ease of use (Flash-embedded players and instant uploads) filled a niche; within a year, 100 million clips were viewed daily on YouTube. Hurley's team cultivated a community of creators and viral content (like the famous "Lazy Sunday" SNL clip) that attracted Google, which acquired YouTube in late 2006 for \$1.65 billion. Under Hurley's initial leadership, YouTube became the new "big tent" for entertainment, from cat videos to citizen journalism to music. It upended traditional TV and created the concept of the YouTuber as a new kind of entrepreneur. To this day, YouTube (now with 2+ billion users) is a dominant global media platform, thanks to Hurley and co-founders' vision that "Broadcast Yourself" could unlock a bottomless demand for video content and make the world more connected through sight and sound.

2006 – Jack Dorsey (Twitter) – Launched Twitter in 2006, changing how the world communicates with a new form of short, real-time social messaging. Dorsey, an NYU dropout fascinated by dispatch systems, co-created Twitter in March 2006, originally as a side project at Odeo. On July 15, 2006, he sent the first tweet: "just setting up my twttr." The platform's 140-character "microblogging" concept quickly gained traction at SXSW 2007 and beyond, as users found it invaluable for instant updates and conversations. By 2008, Twitter was a household name, used in everything from breaking news (e.g. the 2008 Mumbai attacks) to celebrity feuds. Dorsey served as CEO twice (2006-08, 2015-21) and guided Twitter through rapid growth and a 2013 IPO. Though smaller than Facebook, Twitter's cultural and political influence is outsized - it became the modernday public square, used by activists, journalists, world leaders (even a U.S. President) to broadcast ideas in real time. Dorsey's innovation fundamentally shifted how information disseminates, birthing the era of hashtags, @mentions, and trending topics that shape discourse.

2007 - Reed Hastings (Netflix) - Transformed media consumption in 2007 by launching Netflix's streaming service, which triggered the decline of video rental and the rise of binge-watching. In January 2007, Netflix (which Hastings co-founded in 1997) introduced "Watch Now," allowing subscribers to stream video on demand. Initially offering a limited selection, it improved rapidly. This pivot foresaw the shift from physical DVDs to online delivery. As broadband spread, Hastings doubled down on streaming, even splitting the company (though an attempt to spin off DVDs as "Qwikster" in 2011 failed amid customer backlash). By producing original content like House of Cards (2013), Netflix further disrupted Hollywood's model. The term "binge-watch" entered the lexicon as Netflix released full seasons at once. By the late 2010s, Netflix dominated entertainment, prompting traditional studios to launch their own streaming platforms. Hastings's bet in 2007 essentially killed the video store (Blockbuster filed for bankruptcy in 2010) and changed how the world watches TV - with convenience, personalization, and content abundance now the norm.

2008 – Elon Musk (Tesla & SpaceX) – In 2008, against enormous odds, achieved pivotal breakthroughs at both Tesla and SpaceX - laying the foundations for the electric vehicle revolution and a new era of private spaceflight. 2008 was make-or-break for Musk's ventures. In September 2008, his rocket company SpaceX successfully launched the Falcon 1 to orbit on its fourth try - the first privately developed liquid-fuel rocket to do so. This historic feat secured NASA contracts and validated Musk's vision of cheaper space access. Meanwhile at Tesla, the first production Roadsters (the electric sports car Musk had championed and funded after joining in 2004) were delivered in 2008, proving that EVs could be high-performance and desirable. However, Tesla was almost bankrupt by year-end; Musk invested his last dollars to keep it afloat during the financial crisis. His personal resolve in 2008 paid off - Tesla went on to massproduce the Model S and others, spurring the global auto industry's shift to electric, and SpaceX's continued innovations (reusable Falcon 9 rockets, etc.) dramatically lowered launch costs. Musk's daring and resilience in 2008 – essentially betting his fortune on two industries many thought impossible for startups - made him one of the most consequential innovators of the century, accelerating sustainable transport and rekindling humanity's space ambitions.

2009 - Travis Kalanick (Uber) - Co-founded Uber in 2009, disrupting the taxi industry worldwide and kickstarting the gig economy. In March 2009, Kalanick joined Garrett Camp's fledgling startup UberCab as an advisor (soon CEO). That summer in San Francisco they launched the Uber smartphone app to summon black-car rides on demand. By cutting out dispatchers and using GPS, Uber slashed wait times and brought a new level of convenience. Rebranded as Uber in 2010, the service expanded city by city, often fighting regulators and taxi unions. Kalanick's aggressive expansion and "ask forgiveness, not permission" ethos made Uber nearly synonymous with the ride-hailing concept. The company's valuation soared into the tens of billions, and it became a cultural phenomenon ("Uberification") in tech. Though Kalanick resigned in 2017 amid controversies over Uber's culture, his brainchild transformed urban transportation, normalized the idea of hailing a ride or food via app, and provided flexible work (albeit contentiously) to millions of drivers. Uber's rise under Kalanick also sparked a wave of on-demand startups, giving birth to the broader gig/platform economy that continues to reshape labor markets and services.

2010 - Carlos Slim Helú (América Móvil) - Named the world's richest person in 2010, reflecting the massive impact of emerging-market entrepreneurs and the telecommunications boom. Slim, a Mexican business magnate who built a conglomerate spanning telecom, banking, and retail, became No. 1 on Forbes' billionaires list in 2010 - the first non-American to top it in 16 years. His flagship América Móvil (spun off from Telmex) had by then grown into the largest mobile telecom carrier in Latin America, with hundreds of millions of subscribers. Slim's strategy of buying undervalued, stateprivatized companies (like Telmex in 1990) and turning them into efficient monopolies paid off spectacularly. By 2010 he controlled an estimated 70% of Mexico's mobile and landline markets and significant stakes in U.S. entities (he helped rescue *The New York* Times with a loan). While his dominance raised competition concerns, Slim's empire demonstrated the scale of opportunities in developing markets and how infrastructure like mobile phones could generate vast fortunes. His top ranking in 2010 symbolized the shift of economic gravity beyond the U.S., and his ongoing investments in education and health also made him a prominent philanthropist in the Spanish-speaking world.

2011 - Ma Huateng, aka Pony Ma (Tencent) - Launched WeChat in 2011, turning Tencent into a super-app giant and reshaping digital life in China. Pony Ma's Tencent already had a hit with the QQ messenger in the 2000s, but WeChat (Weixin), released in January 2011, was a game changer. Starting as a mobile chat app, it rapidly added features: voice messages, social feeds ("Moments"), mobile payments, ride-hailing, food ordering, and mini-programs. WeChat became China's "everything app," with over a billion users conducting much of their daily business and socializing through it. Under Ma's leadership, Tencent leveraged WeChat's ubiquity to build an empire from gaming (Honor of Kings) to fintech (WeChat Pay) to investments in hundreds of companies (Tesla, Snap, Epic Games). By providing an entire ecosystem within one platform, Ma pioneered a model now envied globally. In a mobile-first society, Tencent's WeChat blurred lines between messaging, commerce, and entertainment, making Ma Huateng one of China's richest and most influential figures. His success epitomizes the rise of Chinese tech titans and their innovative adaptations (and expansions) of Western tech ideas to serve vast domestic markets and beyond.

2012 – Kevin Systrom (Instagram) – Co-founded Instagram, which was acquired for \$1 billion in 2012 after just 18 months, highlighting the explosive rise of mobile social media. Systrom (with Mike Krieger) launched Instagram in October 2010 as an iPhone app for sharing filtered photos. It gained 1 million users in 3 months. By April 2012, Instagram had over 30 million users and zero revenue - yet Facebook, seeing its potential, acquired it for \$1 billion. This stunning deal validated the power of mobile-centric social networks. Under Systrom's continued leadership, Instagram grew to 1 billion+ users by late 2010s, becoming the premier platform for visual expression, influencer culture, and brand marketing (and later adding video via Stories and Reels to combat Snapchat/ TikTok). Systrom's focus on simplicity, aesthetics, and community (with early features like hashtags) made Instagram beloved worldwide. The 2012 acquisition also signaled a new era where incumbents would pay handsomely to snatch up fast-growing startups. Systrom's journey from Stanford student and ex-Googler to multi-millionaire founder in such a short time inspired many entrepreneurs to build "apps with a billion-dollar outcome" - giving rise to the term *unicorn* for startups of that scale.

2013 - Palmer Luckey (Oculus VR) - Revitalized interest in virtual reality by founding Oculus and demonstrating the viability of immersive consumer VR with a 2013 prototype. Luckey, a self-taught teen hacker, built a crude VR headset in his garage and launched a Kickstarter in 2012 for the Oculus Rift. By 2013, dev kits were shipping to excited backers and game developers, sparking the modern VR renaissance. In 2014, Facebook acquired Oculus for \$2 billion, validating Luckey's vision that VR was (finally) ready for prime time. His youthful enthusiasm and the buzz around Rift (with its low-latency head-tracking and 3D immersion) spurred every major tech company to invest in VR/AR. While consumer VR adoption has been gradual, Luckey is credited with making VR cool again and setting the stage for advancements like the Meta Quest and beyond. (After leaving Oculus in 2017, he applied his entrepreneurial drive to defense tech with Anduril.) In 2013, however, it was the Oculus Rift's promise - "this time VR will work" - that made Luckey emblematic of a new wave of hardware innovation led by passionate young founders outside the traditional giants.

2014 - Jack Ma (Alibaba Group) - Oversaw Alibaba's record-shattering IPO in 2014, symbolizing the rise of China's e-commerce and making him one of the world's richest men. Jack Ma, a former English teacher who founded Alibaba in 1999 from his Hangzhou apartment, spent the 2000s building it into China's dominant online marketplace (Taobao, Tmall) and payments provider (Alipay). On September 19, 2014, Alibaba went public on the NYSE, raising \$25 billion - the largest IPO in history at the time. The market valued Alibaba above \$230 billion, more than Facebook or Amazon then. Ma's charismatic leadership and global vision were on display as he rang the bell in New York, signaling China's arrival as a tech superpower to international investors. Post-IPO, Alibaba expanded into cloud computing, entertainment, and fintech (Ant Group), often drawing comparisons to a combination of Amazon, eBay, and PayPal. Jack Ma became the face of Chinese entrepreneurship - known for his flamboyant presentations and backing of small businesses - and one of China's wealthiest individuals. Though he later stepped back and faced regulatory challenges, 2014 was undeniably the peak of his influence, when a company he started with 17 friends became an e-commerce empire connecting millions of Chinese producers with consumers worldwide and altering the retail landscape.

2015 - Vitalik Buterin (Ethereum) - Launched Ethereum in 2015, extending blockchain technology beyond Bitcoin and enabling the era of smart contracts and decentralized apps (dApps). Buterin, a Russian-Canadian programming prodigy, proposed Ethereum in a 2013 whitepaper as a blockchain platform with a built-in scripting language. After a crowdfunding, Ethereum's Frontier network went live on July 30, 2015. Unlike Bitcoin's focus on simple transactions, Ethereum allowed complex smart contracts – self-executing code on the blockchain. This innovation became the foundation for decentralized finance (DeFi), NFT collectibles, and countless tokens via the ERC-20 standard (including many ICOs in 2017). By creating a "world computer" that developers could use to run decentralized applications, Buterin (just 21 at launch) expanded cryptocurrency's potential far beyond digital money. As of 2025, Ethereum is the second-largest crypto platform, and Buterin, known for his idealistic and modest persona, has become a thought leader in the blockchain community. His work in 2015 opened the door to Web3 envisioning an internet owned by users rather than big intermediaries - and sparked an entire ecosystem of innovation and investment in decentralized technologies.

2016 - Demis Hassabis (DeepMind) - Achieved a major AI breakthrough in 2016 when DeepMind's AlphaGo defeated the world Go champion, showcasing the power of AI and catalyzing global investment in advanced machine learning. Hassabis, a former child chess prodigy and AI researcher, co-founded DeepMind in 2010 in London. Google acquired the company in 2014 for its cutting-edge deep learning research. In March 2016, DeepMind's AlphaGo program beat 18-time world champion Lee Sedol at the ancient game of Go - an achievement once thought a decade away. This historic 4-1 victory (and AlphaGo's creative moves) astonished AI experts and the public, marking the first time AI mastered a game far more complex than chess. Hassabis's team used neural networks and reinforcement learning in novel ways, signaling that AI had reached a new plateau. The AlphaGo triumph spurred a surge of interest and investment in AI, especially in China (where Go is a revered pastime). It also led DeepMind (and others) to tackle even grander challenges, from protein folding (AlphaFold) to healthcare. Hassabis emerged as a leading voice on AI's potential and ethics. The 2016 AlphaGo moment, thus, is often compared to IBM Deep Blue's chess win in 1997, but with even broader implications, as it helped kick off the current wave of AI advancements that include ChatGPT and beyond.

2017 - Masayoshi Son (SoftBank Vision Fund) - Shook up the tech investing landscape in 2017 by launching the \$100 billion Vision Fund, the largest venture fund ever, which turbocharged startups with unprecedented capital. Son makes a second appearance (after 2000) for this milestone. In May 2017, SoftBank's Vision Fund announced its first close at \$93 billion (eventually \$98-100 billion), backed by Saudi Arabia's PIF, Abu Dhabi's Mubadala, Apple, and others. Son's fund dwarfed anything venture capital had seen, writing huge checks to scores of companies like Uber, WeWork, DoorDash, and Grab. The Vision Fund's arrival inflated valuations and encouraged founders to chase growth at all costs with deep war chests transforming startup strategies worldwide. Son's bold prediction that many of his bets would be long-term AI champions drove the fund's aggressive pace. While not all investments panned out (the WeWork debacle in 2019 notably), the Vision Fund fundamentally altered the VC ecosystem, ushering in an era of "mega-rounds" and making SoftBank a kingmaker in Silicon Valley and beyond. Son's 2017 move demonstrated how capital itself can be a strategic weapon, and it underscored the globalization of tech financing with Middle Eastern and Asian money powering a Silicon Valley fund led by a Japanese billionaire. It was a turning point that will influence how innovation is funded for years to come.

2018 - Daniel Ek (Spotify) - Led Spotify to a successful public listing in 2018, solidifying streaming as the dominant model in the music industry and highlighting Europe's startup potential. Ek, a Swedish entrepreneur, co-founded Spotify in 2006 after seeing the rampant piracy on Napster and BitTorrent. His idea: a legal, convenient music streaming service with a vast library for a monthly fee. Launched in 2008 in Europe, Spotify slowly won over record labels and spread to the U.S. by 2011. Under Ek's relentless focus on user experience (easy playlists, personalized discovery like "Daily Mix") and a freemium model, Spotify grew to over 70 million subscribers by early 2018. In April 2018, Spotify went public via an unconventional direct listing, valued around \$26 billion. This capped its role in "saving" the music business - after a 15-year revenue decline due to piracy, industry revenues started rising again thanks to streaming. Spotify's success forced Apple, Amazon, and Google to ramp up competing services, and transformed how people consume music (favoring singles and playlists over albums). Ek also proved that a European tech company could scale globally and compete head-to-head with U.S. giants. By 2025, with over 200 million subscribers, Spotify remains the leader in audio streaming (now also podcasts), largely due to Ek's vision that access would trump ownership and that people would pay for a superior, ondemand music experience.

2019 - Mukesh Ambani (Reliance Jio) - Disrupted India's telecom market by 2019, bringing affordable 4G to hundreds of millions and accelerating India's digital revolution. Ambani, chairman of Reliance Industries (a petrochem to retail conglomerate), launched Jio mobile services in 2016 with unusually low data prices and free voice calls. By 2019, Reliance Jio had amassed over 300 million subscribers and forced competitors into mergers or bankruptcy, essentially reshaping India into a one of the most connected nations (data usage in India jumped to #1 globally). Jio's entry drove down costs (GBs of mobile data for pennies) and enabled tens of millions of new internet users, spurring a boom in Indian ecommerce, digital payments, and content consumption. Ambani's gambit was to invest over \$30 billion to build a nationwide 4G network, then recoup later via ecosystem apps and partnerships a strategy validated in 2020 when Jio raised over \$20 billion from Facebook, Google and others. By 2019, Ambani had become Asia's richest man, and Reliance's market cap the highest in India, thanks in large part to Jio's success. His bold vision to make data "the new oil" in India not only entrenched his conglomerate in the tech sector but also transformed daily life in India - millions of villagers got online for the first time, and services from WhatsApp to YouTube saw their India user bases explode. Ambani's execution of an all-out price war to win a market exemplifies how emergingmarket entrepreneurs can leapfrog technology adoption and create vast new consumer bases almost overnight.

2020 - Uğur Şahin & Özlem Türeci (BioNTech) - Developed the first approved mRNA vaccine (for COVID-19) in 2020, showcasing biotech entrepreneurship's ability to deliver life-saving innovation at record speed. Şahin and Türeci, a husband-and-wife team of physicianresearchers, co-founded BioNTech in 2008 in Germany to pursue mRNA technology for cancer vaccines. When COVID-19 struck, they pivoted in January 2020 to create a vaccine against the new coronavirus. In less than a year - partnering with Pfizer -BioNTech's mRNA vaccine (Comirnaty) went from design to human trials to approval in December 2020, with 95% efficacy reported. It was the first-ever mRNA vaccine approved for humans, a stunning achievement that potentially opened a new era in medicine. By 2021, BioNTech/Pfizer had delivered billions of doses worldwide, arguably saving millions of lives and helping turn the tide of the pandemic. Şahin and Türeci became known as "the dream team" of science, and their company's success validated the mRNA platform for other diseases (leading to breakthroughs in influenza, malaria, etc., in development). Their story – a small biotech rising to meet a global crisis - is a testament to the power of entrepreneurial science, global collaboration, and decades of preparation meeting urgent opportunity.

2021 - Zhang Yiming (ByteDance) - Built TikTok into the world's most downloaded app by 2021, pioneering a new era of algorithm-driven content and marking the first Chinese consumer app to take the West by storm. Zhang founded ByteDance in 2012 and launched TikTok (international version of China's Douyin) in 2017. By 2021, TikTok had over 1 billion users globally - it was the #1 most-downloaded app in the world in 2020 and 2021, especially popular with Gen Z. TikTok's addictive short-video feed, powered by ByteDance's cutting-edge AI recommendation engine, changed social media: instead of curated follower feeds, its "For You" algorithm surfaces viral content from strangers, making any creator potentially an overnight sensation. Under Zhang's leadership, ByteDance deftly navigated global expansion, even as it faced regulatory scrutiny and a U.S. ban threat. TikTok's rise forced Silicon Valley rivals (Facebook/Instagram, YouTube, Snapchat) to clone its format (Reels, Shorts, etc.) and signaled the growing cultural clout of Chinese tech firms. Zhang Yiming quietly stepped down as CEO in late 2021 to focus on long-term strategy. His brainchild TikTok, however, has indelibly influenced music, advertising, and digital culture worldwide - demonstrating how a great algorithm and user-centric design can launch a startup from Beijing into a position of shaping global pop culture within just a few years.

2022 - Yvon Chouinard (Patagonia) - In 2022, redefined corporate ownership for sustainability by donating his entire \$3 billion company to fight climate change - setting a new example for ethical entrepreneurship. Chouinard, an acclaimed rock climber turned reluctant businessman, founded Patagonia in 1973 and built it into a leading outdoor apparel brand, known for environmental activism and quality gear. Long uneasy with being a billionaire, in September 2022 the 83-year-old Chouinard transferred 100% of Patagonia's stock into a trust and a non-profit dedicated to protecting nature. In effect, he "gave away" Patagonia: future profits (estimated ~\$100 million annually) will go to fight climate change and wilderness loss. By eschewing a sale or going public and instead turning capitalism on its head - Chouinard made Patagonia an ongoing vehicle for environmental philanthropy. This unprecedented move garnered worldwide attention, inspiring discussions about the responsibility of business owners to social causes. It capped decades of Chouinard's maverick leadership, from pioneering fleeces made of recycled bottles to urging customers not to buy what they don't need (Patagonia's famous "Don't Buy This Jacket" ad). In an era of greenwashing, Chouinard's 2022 action stood out as a bold commitment to aligning company values with ownership structure, ensuring Patagonia can never waver from its mission to "save our home planet."

2023 – Jensen Huang (NVIDIA) – Positioned NVIDIA as the key enabler of the AI boom by 2023, as demand for its GPUs skyrocketed and made it a trillion-dollar company, exemplifying the rise of AI-focused entrepreneurship. Huang co-founded NVIDIA in 1993 to produce graphics cards for gaming, but by the 2010s he had steered the company's GPUs into the center of machine learning and AI research. In 2023, the launch of generative AI (like ChatGPT) led to an unprecedented surge in orders for NVIDIA's AI chips, such as the A100 and H100, which are essential for training large AI models. NVIDIA's data-center revenues soared, and in May 2023 its market cap briefly hit \$1 trillion on optimism that "AI is the new electricity," all running on NVIDIA hardware. Huang's consistent bets on parallel processing and support for the AI developer ecosystem (via CUDA software) paid off magnificently. He emerged as perhaps the most influential chip CEO since Intel's heyday donning his signature leather jacket to deliver keynote addresses about AI's future. Under Huang, NVIDIA not only dominated AI accelerators (with over 80-90% market share) but also expanded into self-driving car tech, robotics, and the "metaverse" visualization. In 2023, as companies and governments raced to deploy AI, Huang's vision and NVIDIA's chips were recognized as "the engines of the AI era," solidifying how one entrepreneur's foresight in technology infrastructure can catalyze breakthroughs across countless industries.

2024 - Sam Altman (OpenAI) - As CEO of OpenAI, led the breakthrough of generative AI into the mainstream by 2024, sparking a global AI race and new entrepreneurial gold rush. Altman, a former president of Y Combinator, took the helm of OpenAI in 2019. In late 2022, OpenAI released ChatGPT, a chatbot powered by its GPT-3.5 (and later GPT-4) large language model, to astounding public reception - it reached 100 million users in just two months. By 2024, ChatGPT and similar models were being used for everything from writing code and content to language translation and tutoring, representing perhaps the biggest tech paradigm shift since the smartphone. Altman's OpenAI signed a multi-billion partnership with Microsoft, integrated GPT into Bing and Office, and catalyzed efforts from Google and startups to push AI boundaries. Under Altman's leadership, OpenAI transitioned from a nonprofit research lab to a "capped-profit" company driving cutting-edge deployments, all while grappling with ethical questions of AI safety. Altman became the global face of AI – testifying to the US Congress about regulation, visiting heads of state, and investing in AI-centric startups. By 2024, every industry was exploring AI copilots and automation, much of it tracing back to OpenAI's advances. Love or fear these tools, Altman's role in accelerating general-purpose AI development is undeniable. He demonstrated how quickly an entrepreneurial venture in AI could go from research to a product touching hundreds of millions, heralding a new age of artificial intelligence in daily life.

2025 – [Looking Ahead] – The story of entrepreneurship continues, with new pioneers likely to emerge in fields like sustainable energy, biotechnology, and artificial intelligence. In 2025, we anticipate that innovators tackling climate change – such as fusion energy startups or carbon capture entrepreneurs – and those in AI-driven healthcare or education might rise to prominence. While it's hard to predict exactly who will define 2025, the pattern of the last century is clear: each year, in every era, individuals with vision, grit, and innovation have shaped our world's industries and our daily lives. From industrialists and retail giants to tech wizards and social-impact rebels, these 101 entrepreneurs (1925–2025) illustrate how much one person's enterprise – at the right time – can influence history.

https://www.smithsonianmag.com/smart-news/why-coco-chanel-created-lbd-180965024/

<sup>2</sup> Last day of Model T production at Ford

https://www.history.com/this-day-in-history/may-26/last-day-of-model-t-production-at-ford

<sup>3</sup> Eisenhower National Historic Site

https://www.nps.gov/museum/exhibits/eise/military/wwii\_alliedcomm/national%20archives%2026-g-2343%20omahabeachdday.html

<sup>1</sup> Why Coco Chanel Created the Little Black Dress