

KEVIN ROBERTS SPEECH TOKYO 30 OCTOBER 2009 JAPAN NZ FORUM

Thank you Stephen. Prime Minister Key, Foreign Minister McCully, distinguished guests, inspirational leaders and good friends.

Intro

- Moved to NZ 20 years ago in 1989, when I first visited Japan.
- Working with Toyota at Saatchi & Saatchi for over 30 years, we've seen how potent principles like *Kaizen* (continuous improvement) and *Genchi Gebutsu* (go to the source, see for yourself) drive success.
- Toyota's has set global benchmarks through its mastery of paradox:
 - Move slowly and take big leaps
 - Grow steadily and remain paranoid
 - Be frugal and splurge
 - Be simple and complex
 - Set impossible goals without tactics – and surpass them.
- With Japan and New Zealand, I see superb synergies, some things to work on to get resolution, ingredients for positive growth.
- Do this only through collaboration, trust and sharing, shared language, respect for each others' position and methods, commitment to learn from each other, an understanding of the world as it is.

Reframe our approach to what is a new world order

- A changed world, a world which will never be the same again.
- Role of business: Welch - shareholder wealth; Drucker – create a customer; KR: make the world a better place for everyone.
- Power to the people delivered by technology, creativity, and choice.
- People saying things like:
 - "For brands, I want value and more... I want priceless value."
 - "For luxuries I'm not cutting back; I'm just redefining what luxuries are."
 - "For sustainability I can't change everything, but I can do one or two or three things... along with everyone else."
- People will reframe more around group interests, and less around national interests, more across borders, and less within them.
- Aspiration of living in a better world at the heart of things. Toyota is reframing the automobile industry.
- Think how to deliver priceless value for a better world for everyone.

Embrace the Participation Economy

- Goodbye to the Attention Economy. Welcome to the Participation Economy; from –
 - information to inspiration
 - distraction to interaction
 - return on investment to return on involvement
 - market to movement
 - brands to lovemarks
 - loyalty for a reason to loyalty beyond reason
 - attention to participation.
- Questions to ask about an idea, a policy, a piece of communication:
 - “Do I want to see it again?”
 - “Do I want to share it / pass it on?”
 - “Do I want to add to it?”

Dream Together

- Winning together is about –
 - dreaming big
 - unleashing the unreasonable power of creativity
 - collaborating and connecting, and
 - scaling fast.
- A Dream is the force for great change. Martin Luther King did not say: “I have a Mission Statement.” Steve Jobs’ recent advice to Disney for its store makeover was simple – “Dream Bigger”.
- My dream for Japan and NZ: to become partners in free trade in harmony and in imagination to create a world of possibility.
- Combine distinct strengths and similar outlooks to take each other higher.
- Japan is irreplaceable. NZ aims to be irresistible. Irresistible because of our edge... our metaphor for velocity, innovation, creativity and positivity.
- NZ not “a nice little golf course at the bottom of the world.” A paradise, a wonderland, a sanctuary, a garden, a farm.
- NZ role is to be world-changing; Margaret Mead: the role of NZ’s young men and women to go out and help run the world.
- NZ role not to be rational, but to be creative, adaptable, flexible and edgy.
- Combine the NZ Edge with Japanese competitiveness and innovation.

Be Radical Optimists

- Inspiration is what drives sustained success.
- There’s no better time to build a true friendship than in tough times.
- Let inspiration be your guiding light.
- Dream together, work together, and bring these two nations - big and not quite so big - together.