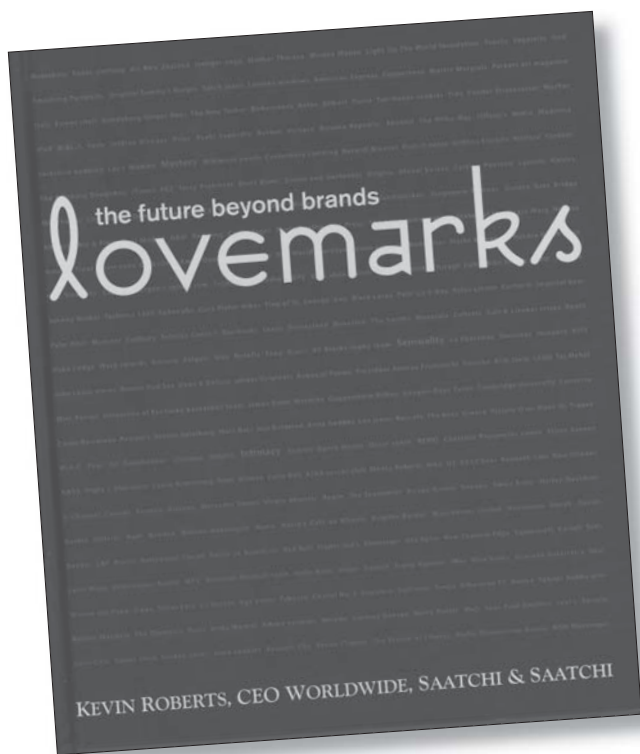




STANFORD MANAGEMENT INSTITUTE  
BUSINESS BOOK SUMMARIES



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# LOVEMARKS

Kevin Roberts

## THE FUTURE BEYOND BRANDS

There are brands that you just buy – every week, the same brand. It's not exciting. You don't rave about it to your friends. It doesn't make you break out in a cold sweat. If something better came along, you'd probably try it. It's not even a brand – it's a bland.

And then, there are brands that inspire passion. Brands that inspire devotion. Brands that generate Loyalty Beyond Reason. You know the ones I mean.

Harry Potter, Swiss Army, Barbie, Harley Davidson, Levis, Amazon, Chanel, Smarties, IKEA, iPod, Calvin Klein, Coca-Cola, Porsche, Krispy Kreme, MTV, Palm Pilot, Gillette, Twinings, Nokia, LEGO, Mambo, Bluetooth, Nickelodeon, Apple, Red Bull, Nike, Playstation, Corona, Virgin, Bonds, Google.

These are the brands that people talk about. These are the brands that people will stay up all night for. These are the brands that people will never give up. These are the brands that would cause riots if they were taken off the market. These are the brands which create a kind of madness – the madness we call Love.

This is the future beyond brands. Lovemarks.

And it's not just brands and products – people can be Lovemarks too. What accounts for the continued popularity of Princess Diana seven years after her death? Why do people revere Nelson Mandela, respect Sting, and love Ian Thorpe?

With my team at Saatchi & Saatchi, I set out to discover why some brands inspire passion where others inspire only boredom. We set out in search of what makes some brands into Lovemarks.

What is it that inspires Loyalty Beyond Reason? What does it take to make your customers fall in Love with your brand? How do you create a Lovemark?

Read on to find out how to transform your brand – or yourself – into a Lovemark.



## ABOUT THE AUTHOR

Kevin Roberts began his career in advertising working for Mary Quant in London in the sixties. He was Gillette International's New Product Manager for the Middle East. He worked for Procter & Gamble and Pepsi before becoming the Worldwide CEO of Saatchi & Saatchi.

Kevin oversees an international team of over 7,000 creatives in 82 countries. He is also a respected member of staff at universities around the world, including Cambridge University, The University of Limerick and Waikato University in New Zealand. He has homes in New York, Auckland and St Tropez.

Kevin Roberts passionately believes that the power of love can transform business and that inspirational individuals can change the world.

## WHAT COMES AFTER BRANDS?

In the beginning, there were no brands, only products. And there wasn't much to choose between them.

But as trade increased and developed, people began to buy from strangers, not just within their own villages. As time went on, brands, or trademarks, became more than mere name tags. They became marks of trust and reliability.

From a business perspective, trademarks are an essential defence mechanism. Trademarks offer legal protection for the unique qualities of your products and services. They define your territory.

To consumers, trademarks provide a promise that they have purchased a quality product. For both business and consumers, trademarks offer reassurance – a sign of continuity in changing times.

Eventually, if they are ubiquitous enough, trademarks can become generic. Think of Band-Aid – the generic term for a small adhesive bandage; Walkman – the generic term for a portable music player; Rollerblades – the generic term for in-line skates. Bad news for them – all the value they have created in the market can be hoovered up by just about anyone.

The rapid cycling of valued products into generics is a constant threat. One day customers are trampling each other to get to your product – the next, the 'Specials' bins are overflowing with it.

***"You've got three seconds to impress me. Three seconds to connect with me, to make me fall in love with your product."***

In the 1970's, I was proud to be working with Procter & Gamble – the company that was first to declare the concept of brands. P&G saw that brands could combine legal protection of patents and trademarks with what's closest to consumer's hearts - consistency, performance, quality and value.

## BRANDS SQUEEZED DRY

Brands are failing to stand out in the marketplace and connect with people. Here's why:

### **1. From brands to 'blands'...**

Brand – even the word has been described as overused, sterile and unimaginative. The "Branding Manual" grows fatter by the day. Brands are becoming 'blands'.

Instead of creating ever-more complicated theories and procedures, you should be paying attention to the consumers. Otherwise.... – let's face it, you're in trouble.

### **2. Brands are no longer mysterious.**

Today's consumers are savvy – they know how brands are designed to work on them. They have a wariness and anti-brand sensibility that leaves most brands nowhere to hide.

Forget your hidden agendas, subliminal messages and cheap tricks – in the new age of consumer awareness, they are suicide.

### **3. Brands can't understand the new consumer.**

These days, consumers are better informed, more critical, more fickle and harder to predict. This is the new population – multi-generational, multi-ethnic, multi-national consumers.

### **4. Brands struggle with competition.**

The more brands we have, the less we seem to remember. If you're not Number One or Two, forget it.

### **5. Brands have been taken over by formula.**

Enough with the wanna-be science of branding, the definitions, charts, tables and diagrams – please!

There are too many people following the same rulebook. The result is a sea of clones. You can't be different by following the same formula for differentiation as everybody else. Formulas can't deal with human emotions. It takes imagination and empathy to do that.

### **6. Brands have been smothered by creeping conservatism.**

Once the darling of the bold, brands have gone from daring to dull. Instead of being different and inspirational, brands have become boring and conservative.

Years ago, I remember seeing an article in The Economist that declared 1988 was "The Year of the Brand". "Yeah right." I thought. "But is it the beginning, or the end?"

And what comes after brands?

***"If something gets to be a billion-dollar brand, there's more going on than just a rational attachment. My feeling is that all the billion-dollar brands occupy a very special place in the heart among some consumers. That would make them Lovemarks."***



## THE ATTENTION ECONOMY

By the 1990s there were thousands of TV channels, movies, radio stations, newspapers and magazines. There were millions of websites, billions of phone calls, faxes, e-mails and instant messages. It was information overload.

*“In an average day you can expect to have contact with around 1,500 trademarked products. If you go to the supermarket, rack that up to 35,000.”*

We are overwhelmed by the vast array of choices that face us at every turn. Forget the information economy, the new currency is human attention.

The mission of today’s marketer is competing for attention. And once you’ve got their attention, you have to prove you deserve it. It’s a simple two-step process. We all get so hung up over the attention part, that we forget why we need the attention in the first place – the relationship.

*“I don’t want 500 television channels. I just want the one channel that gives me what I want to see.”*

Underlying all our cool marketing moves and tricks there has to be an emotional connection with the consumer. Viral marketing, guerrilla marketing, experience marketing – sure they can grab attention if done well, but once they have it, there’s nowhere to go. Nothing to build, no value to add, nothing to care about.

Today the social fabric is stretched thinner than ever. People are looking for new emotional connections. They have higher expectations, they want more choice, but they want their feelings to guide their decisions. To put it bluntly, they are looking for Love.

*“Conventional wisdom says that brands are taking over people’s lives. And that this is a bad thing. But maybe it works the other way. Maybe life is taking over brands.”*

The only way to thrive as marketers in the Attention Economy is to stop racing after every new fad and fashion that comes along. Instead, we need to focus on making consistent emotional connections with consumers.

Some brands do this so well they have evolved beyond trademarks. They have become Lovemarks.

### PALM PILOT – A LOVEMARKS STORY

*“A tradesman came to my house to give a quote – but when he pulled out his Palm Pilot to check his schedule, I knew I would give him the job. When you come across another Palm Pilot devotee, you have found a friend, someone on your wavelength, someone who understands.”*

## EMOTIONAL RESCUE

Research shows that if the emotion centres in our brains are damaged, leaving us unable to laugh, or cry, we lose the ability to make decisions.

The brain is more complex, more deeply connected and more mysterious than we can imagine. Emotion and reason are entwined – but when they conflict, emotion wins hands down.

*“Human beings are powered by emotion, not by reason.”*

People don’t leave their hearts and emotions at home when they go out to do the shopping. Consumers who make decisions purely on facts are very rare – if they exist at all. Real people shop with their hearts and minds. They look for a rational reason, then they make an emotional decision – I like it, I prefer it, I feel good about it, I want it.

*“The essential difference between emotion and reason is that emotion leads to action while reason leads to conclusions.”*

Making people experience a positive emotional response – to feel good about a brand – is the key.

## ALL YOU NEED IS LOVE

In the hard-edged world of product branding, products were developed for the market. Ad agencies were called in at the end of the process to spread on the emotional icing. No wonder marketing people got no respect! We need to stand for something. We need to stand for Love.

When I first suggested Love was the answer to transforming business, grown CEO’s slunk down in their chairs, blushing hotly. I kept at them. When the Love Bug virus hit in 2000, I knew I was on the right track.

Once we got comfortable talking about the “L” word, we looked more deeply at how it connected with business. We thought about a way to rank brands in order of the intensity of Love that people feel for them.

## A LITTLE RESPECT

*“Respect is love in plain clothes”*

Love needs Respect right from the beginning. People won’t let you get close enough to touch them unless they respect what you do and who you are. Without Respect, Love will fade away into spent passion or burned-out infatuation. Respect is what you need when you are in it for the long haul.

*“At Saatchi & Saatchi we decided one thing was mandatory from the get-go: No Respect, No Love.”*



When we think about Respect, we need to go beyond the ideas of financial and production performance to look at the deeper demands respect makes of us. Respect demands that we aspire to principles – like performance, reputation, and trust.

**BRANDS VS LOVEMARKS**

BRANDS	LOVEMARKS
Brands	Lovemarks
Information	Relationship
Recognised by Consumers	Loved by People
Generic	Personal
Presents a Narrative	Creates a Love Story
The Promise of Quality	The Touch of Sensuality
Symbolic	Iconic
Defined	Infused
Statement	Story
Defined Attributes	Wrapped in Mystery
Values	Spirit
Professional	Passionately Creative
Advertising Agency	Ideas Company

**THE HEART OF LOVEMARKS**

When we hit upon the idea of Lovemarks, it made immediate sense. Every person we deal with is an emotional being – and yet business had been treating them like numbers. At Saatchi & Saatchi we understood respect – we had worked for years to make our client’s brands the most respected in the world.

But now it was time to discover what it was that made some brands different. What made some brands Loved.

We came down to three qualities that gave Lovemarks their special emotional appeal:

- **Mystery**  
Great stories, past present and future, dreams, myths, icons and inspirations.
- **Sensuality**  
Sounds, vision, touch, taste, aroma.
- **Intimacy**  
Commitment, empathy, compassion.

These didn’t sound like traditional brand attributes. But they captured the new emotional connections people were seeking.

From the very beginning, we were convinced of a single idea that became the heart of Lovemarks. That idea was that Lovemarks are not owned by companies, manufacturers, producers or entrepreneurs. Lovemarks are owned by the people who love them.

*“The fact is that Lovemarks are created and owned by the people who love them. Where you have a customer in love, you have a Lovemark.”*

Once we agreed on that, it was easy to decide that you can only become a Lovemark when the people who love you tell you so. But if all you’re doing is sitting around waiting for your customers to tell you they love you, you could be in for a long wait.

Love is all about action. It’s about keeping in touch with consumers, understanding them, spending time with them, finding out what they want, need and love. Insightful marketers, empathetic designers, and smart retail staff do it every day.

**THE PRINCIPLES OF LOVEMARKS**

***Be Passionate***

Customers can smell a fake. If you’re not in Love with your business, they won’t be either.

***Involve Customers***

Involve them in everything, and make your own commitment to change. Be creative.

***Celebrate Loyalty***

If you want loyalty, you have to be consistent. Change is fine, but both partners must be willing participants.

***Find, Tell & Re-tell Great Stories***

Lovemarks are infused with powerful stories which can become legends in their own time.

***Accept Responsibility***

Lovemarks are the top of their class to devotees. The passion for Lovemarks can be intense. Be prepared for the reaction your Lovemark creates!

As we looked deeper at the concept of Lovemarks, we realised that they could not be constrained by the world of brands and marketing. Sure, those things were important – but Lovemarks went deeper.

Lovemarks had us asking questions like – how do families build up their reservoir of Love? What gets them through tough times? What builds Loyalty Beyond Reason?

We began to see that Lovemarks could be open to the local as well as the global. That they had the power to connect with people as well as services, places as much as products. Lovemarks were about more than just business. They were about capturing people’s hearts and minds, inspiring their passions, making them fall in Love.

The power of Lovemarks is incredible. It can bring an entire country – even the entire world – to a standstill. It happens every year when the country holds its breath for that great Australian Lovemark, the Melbourne Cup. We see it every four years as the world comes joins together to celebrate that classic Lovemark, the Olympics.



Lovemarks inspire passion. Fervour. Loyalty Beyond Reason. And that's what we want from our customers.

### THE LOVEMARK TEST

We created a test to measure whether a brand had graduated to Lovemark Status. We decided that to qualify as a Lovemark, a brand had to have the following characteristics:

- Lovemarks connect companies, their people, and the brand.
- Lovemarks create Loyalty Beyond Reason.
- Lovemarks are owned by the people who love them.

This was it – we had finally hit pay dirt. If Lovemarks could step up to this level, they would become the ultimate profit generators. It would be Darwinism at its best. Fish to lizard, monkey to man, brand to Lovemark. It is an evolutionary stairway to Heaven.

### BIG TIME SENSUALITY

Why do sensualists get such bad press? We should be searching the world for them. We are going to need people like that – because we are at the dawning of a sense revolution.

Suddenly we have come to understand the importance of the senses to human decision-making – and to persuasion. For a long time we didn't understand how the relationship worked. Our approach was too scientific, too rational, too analytical.

But at last we had found the missing link – Lovemarks.

The senses alert us, inflame us, warn us. They make us feel safe, warm, excited, happy, calm. They fill our hearts with joy. They have protected us and enriched our lives throughout human history.

All our awareness comes to us through the senses. The senses interpret and prioritise the information we are bombarded with every minute of the day.

Lovemarks grow from emotional connections with consumers in ways that go beyond rational arguments and benefits. We need to learn the language of the senses to connect with customers on that level. To create a Lovemark takes sensuality – with a human touch.

*“The pop of a champagne cork is one of the most evocative sounds in the Western World”*

The smell of coffee. The distinctive plaid of a Burberry scarf. The all-black attire of the New Zealand Rugby Team. These are appeals to the senses that instantly evoke a swirl of emotions.

And then there is the sensual experience. Virgin Atlantic is a feast of the senses. The lounge has a music room,

the cabins have reclining seats that keep even adult passengers entertained adjusting the plush armchairs. And that's before they get to the massages, the facials and the bars.

A great example of sensual marketing is Apple's campaign for the iMac. They put taste into the heart, by making their computers in shades of strawberry, grape and blueberry. The message? Yum!

Apple customers are famous for being Loyal Beyond Reason. They really think their computers are good enough to eat.

And we all know the power of music. Music has an unparalleled ability to evoke moods and stir emotions. Whenever I make a presentation I use a song title or lyric as an inspiration to get my ideas flowing.

### INTIMACY – GETTING UP CLOSE & PERSONAL

There is only one way to turn an experience that is given to thousands and thousands of people personally meaningful to you. Intimacy.

For me, the big question has always been how to get intimate with customers without being pushy or insincere.

As we looked deeper at Lovemarks at Saatchi & Saatchi, we were focused on Mystery and Sensuality. But we realised there was something missing. A quiet voice that talked – not about big effects, scandals, sensations – but about the texture of daily life. What was missing was something personal, sensitive, continuous. What was missing was intimacy.

These days brands are in danger of becoming distant, undifferentiated and boring. Focused on growth and fighting for attention, brands don't think they have time for sensitivity. Shareholders rarely love their brands and the last thing on their minds is an intimate relationship. Emotions could warp their judgment. They're only thinking of one thing – profits. Imagine a relationship with someone like that!

Lovemarks foster the intimate dimension of the brand-customer relationship. Intimate responses illuminate a great Lovemark.

Many Lovemarks have nicknames... for example;

“Gimme a Bud”

“Who owns that Jag?”

“We're going to Harvey Nicks (or Bloomies)”

“I'll have a Coke”

Federal Express recognised the power of this kind of intimacy and shortened their name to FedEx.

### THE REAL THING

Technology is a wonderful thing. But it does have its



downside. Over the 20th century, intimacy was crushed by our determination to reduce exchanges of buying and selling into fast and efficient transactions. Instead of being wrapped up in an intimate relationship with the seller, the moment of choice looks more like an endless supermarket aisle.

In Tokyo, at the Tsukiji fish market, millions of dollars of fish are sold every day without a computer or calculator in sight. You can see a similar thing at traditional markets anywhere in the world. There's nothing wrong with making life faster and more efficient. But there is also a lot to learn from the intimate network of trust that the traditional marketplace thrives on.

We have all had total strangers – telemarketers – call and ask us if we had a nice day. Bank tellers and supermarket checkout staff treat us as long-lost friends. E-mail spam is spiralling out of control.

But the result of all this isn't intimacy. On the contrary – it feels all wrong. It rubs us up the wrong way. All this pseudo-friendliness is based on careful targeting and not intimate knowledge. And we humans can spot that kind of artificiality a mile off.

But when you connect with people's emotions – for all their concern for privacy – they will tell you just about anything. Instead of exploiting the desire for a personal connection, we need to satisfy it – with integrity.

Intimacy is fundamental to preserving emotional connections – but it is more elusive than Mystery and Sensuality. Intimacy has got to be a two-way street.

Intimacy requires an understanding of what matters to people at the deepest level. To do that you need to listen – something most brands are not great at. And you also have to be prepared to reveal yourself. Not exactly typical corporate behaviour.

But that's where we need to go.

### THE EMPATHY EXPERIENCE

The only way to understand other people's emotions is by listening. Empathy gives us the power to understand and respond to other people's emotions. Empathy is most often created out of the sound of a voice and the silences that surround it.

Marketers find it hard to accept – they are so busy trying to force-feed us as much information as possible. But real intimacy is an understanding of what we are sharing – not just what is being communicated.

Toyota's Camry is a Lovemark – and not just because it has been the bestselling car in the US year in, year out. It is because the Camry has empathy. The Camry is quiet. It doesn't go for the big splash, but it delivers everything it promises – and more. No dramas, no fuss, just support and understanding. It's solid, reliable and always there, like a good friend or family member.

Google, another kind of engine, has blazed its own trail to empathy and Lovemark status. Google runs more than 150 million searches a day. While other search engines turned into a system of portals, Google kept it simple.

How's this for empathy – your customers creating a new word based on your name. "Google it" has become the stock answer to any difficult question.

### THE BIG C – COMMITMENT

Commitment is one of the most important and demanding Lovemark attributes. Loyalty is not enough. Commitment can transform loyalty from an unthinking acceptance to true devotion – Loyalty Beyond Reason.

Fan clubs are a sure sign you're in Lovemark territory. Fandom has gone to the next level with the arrival of the Internet. These days it's easy to set up your own Internet fan club and chat with other devotees of your favourite Lovemarks all over the world.

It was this kind of devotion that kept Apple customers buying Apples when they were creating beige, bland PCs no different to everything else on the market. Many of them stuck with the brand, although at times they may have wondered why. Loyalty Beyond Reason kept them going.

Then in 1994, Steve Jobs made a triumphant return to Apple. The company shot straight back up to the leading edge and stayed there. All those committed consumers celebrated. Apple had justified their love.

#### COMMITTED PEOPLE ARE PREPARED TO WAIT... AND WAIT... AND WAIT...

##### **3 to 4 weeks**

For a reservation at the Le Caprice Restaurant in London.

##### **Up to 1 month**

For an underground tour of the Mt Isa Mine in Australia.

##### **3 to 12 weeks**

For a Padron Millennium cigar

##### **9 months – or longer!**

For a bouncing baby girl or boy.

##### **6-18 months**

For a Harley Davidson Softail Deuce.

##### **Up to 2 years**

For an Aston Martin V12 Vanquish.

##### **2 years**

To join the Reebok Sports Club New York, the world's most advanced fitness facility.

##### **2 years**

To receive treatments with the highly therapeutic Moor Mud in Austria, renowned for its healing properties.

##### **2 to 3 years**

To have your Japanese sword polished in Japan.



**Around 3 years**

In Singapore for Kelly and Birkin Bags by Hermes.

**Up to 5 years**

To become one of the towns hosting a Tour De France start or finish.

**5 years**

For a Rolex Daytona watch.

**18 years**

For season tickets to the New York Giants.

**25 years**

For a 150 year old wall mounted GPO box with keys.

**PASSION – THE FIRE OF DESIRE**

There is one last thing it takes to make a Lovemark – Passion. It is the rush, the intensity of the strongest emotions. Combined with Love, Passion creates a heady mix that can transform the most insignificant product into a must-have. It has the power to infuse the relationship with intensity which will carry it through good times and bad.

Some infatuations can turn into Love. The Sony Playstation is a good example. Originally launched as a gaming system with Nintendo in 1991, Sony quickly decided to fly solo. It stormed past the established competition offered by Sega and Nintendo. It's now recognised as a must-have for kids – and kids-at-heart – the world over.

*“I am a passionate advocate for anyone who sets out to explore, to discover and to innovate.”*

And without love – long term relationships, and Loyalty Beyond Reason - even the strongest company will eventually fail. You might be the biggest or the best – so why wouldn't you also want to be the most loved?

From time to time I ask people if they would prefer to work for a company that is liked, or a company that is Loved. 100% of people go for Love. Great companies respond to this desire by articulating a higher purpose. They inspire people with a mission that builds identity, excites passion and challenges possibility.

Why bother? Some may ask. After all, businesses like Microsoft are doing pretty well. But you may as well ask why should we care about our neighbours? Why should we be generous to our kids? Because that's how we create a world we love to live in.

**THE POWER OF CURIOSITY**

The most curious people in the world should be marketers and researchers. We should always be eager to learn, fascinated by the strange passions of the human animal, always asking questions, always in pursuit of the interesting or unusual.

The sad truth is that most marketers – and researchers – I meet aren't like this at all.

*“I am neither especially clever nor especially gifted. I am only very, very curious.”*

Albert Einstein

The enterprise of research, just like marketing, has turned from a passionate enquiry to an obsession with minute detail. At some point researchers stopped being the people who asked the best questions and knew the most intriguing facts. All of a sudden they were all researching the same stuff using the same methods and – surprise surprise – coming up with the same results.

Lovemarks can offer a new path for research, just as they can for brands. This path can lead us into deeper connections by exploring and celebrating Mystery, Sensuality and Intimacy.

We need to look at people's lives holistically – their hopes and dreams, the things they fear, the things they love, what they need and want and hate. We need to understand what has meaning and significance to people – not just what they want to buy.

*“If you want to catch a fish, first learn to think like a fish”*

**INSPIRATIONAL CONSUMERS – THE HEART & SOUL OF YOUR LOVEMARK**

Inspirational consumers are the ones who, without getting any marketing dollars, evangelise you. They tell their friends how great your service is. They build fan sites. They are the foundation of any true Lovemark. Inspirational Consumers have ideas that can transform your brand – if you let them.

When Coke decided to change its recipe to “New Coke” it was Inspirational Consumers who told them straight out that this was not going to work. A group of Inspirational Consumers formed a Society for the Preservation of the Real Thing. Coke got the message. The original Coke was back on the shelves within two weeks.

**FIVE THINGS TO DO TOMORROW TO HELP YOUR BRAND BECOME A LOVEMARK...**

1. Get out of the office. Your Inspirational Consumers won't come to you – and they don't live in the office down the hall.
2. Ask great questions. Write down a list of six questions to stimulate your customers into talking to you. Keep the list in your pocket or close to you, wherever you go.
3. Be passionately curious. About everything.
4. Be an Inspirational Consumer yourself. Get into a relationship with a brand or product you love. See how it feels from the other side.



5. Find half a dozen Inspirational Consumers for your business. Ask them around for a meal and get to know them better.

Inspirational Consumers are the first link in the magic chain of Chinese Whispers we call word of mouth. All you can do is entertain and inspire through a great piece of Mysterious, Sensual and Intimate communication. Then people start talking.

Lovemarks listen to feedback from Inspirational Consumers and change to meet their needs. Where others hear complaints, Lovemarks hear messages of love.

Inspirational Consumers are passionate, enthusiastic, fanatical and fiercely loyal.

By getting close to Inspirational Consumers, any business can transform into a Lovemark.

#### LOVEMARKS LIST

REMO, Palm Pilot, IKEA, Singapore Airlines, A-Channel, Apple, The Statue of Liberty, Fender, Barbie, Aveda, Twinings, Where the Wild Things Are, BBC, BMW Motorcycles, Jean-Paul Gaultier, Dodge Viper, Absolut, Technics, Birkenstock, Mikimoto, The Eiffel Tower, Tiffany's, Coppertone, Toyota, Campbells, Google, Doc Martens, Ermenegildo Zegna, Bundaberg, Steinway, Virgin Atlantic, iPod, Krispy Kreme, Victoria's Secret, Becks, 42 Below, Alessi, The Simpsons, Nikon, Tim Tams, The Lord of the Rings, Borders, The All-Blacks, LEGO, The New York Times, Stella Artois, Dilmah, Madonna, Titleist, Lexus, Disneyland, mary-kate&ashley, Royal Doulton.

#### WHAT THE WORLD NEEDS NOW

Now, more than ever, the world needs Love. To deal with the pressing global problems we all face, we will need optimism, imagination and inspiration. Over two billion people around the world deal with daily hardships – corruption, disease, conflicts, poverty – almost unimaginable to us in the First World.

*"I believe that international companies should aim 50% of their R&D budget at those 1.3 billion people who earn less than a dollar a day."*

Business cannot look away from the dire circumstances that face so many of the world's people – that ultimately, face us all. Business can lay claim to many fantastic achievements, but we must not forget our involvement in many of the problems. And most important, we must be committed to finding solutions.

I believe one of the most important roles of business is to

create self-esteem by creating jobs, choices, opportunities and challenges. In the new millennium, business must navigate self interest and sail towards social interest.

These days, businesses must make sense economically, but they must also be environmentally and socially sustainable over time. We need to guarantee our children that the foundations have been laid for sustainable enterprises that will support people, the planet and profits.

*Inspiration:  
"A sudden, brilliant or timely idea"*

Setting out to make the world a better place is inspirational. And without inspiration, there is no innovation. Inspiration creates a feedback loop which generates more great ideas and actions.

Inspiration gives birth to action. It's about people reaching their full potential. It's about every individual exceeding their personal best in pursuit of a unifying dream.

*"The more power you give away, the more it comes back to you."*

This powerful cycle will benefit the people of the world, and everyone who participates – businesses, individuals, communities and organisations.



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