



3rd World Marketing Summit 2014 - JAPAN
“Marketing in the New Global Landscape”

Tokyo, Japan
September, 24-25, 2014

Why It Matters ?

digitalblasphemy.com

This is the title slide of the agenda for the Summit where I presented a paper in Theme 7 “Improving the World.”

Changing the Goals of Marketing

**Creating
A Better World
through
Marketing**



This sets a larger purpose and goals for marketing.



FOR
Business Value Creation
in the 21st Century
A Quest for the New Marketing
Paradigm, Principles and Practices

While the quest was for new marketing paradigms, principles and practices, I pursued the quest to reclaim old ones.

**Challenging marketers to
think afresh about their goals:**

What is Happiness in a Finite World?



The title of my talk: asking a very old and fundamental question which is now modified to recognize our finite material resources.

Here is the description:

How can marketers help their organization adopt a higher purpose - social and environmental sustainability - thereby increasing customers', organization leaders' and other stakeholders' satisfaction and well-being.

We maintain that all thought starts with a question like the one we are posing in this talk.

Agenda

Prologue

I. Why

II. What

III. How

Epilogue

Prologue: Introduction

I. Why - The Need

II. What - Cases - People tell their stories of learning

III. How - Pragmatic Inquiry

Epilogue: philosophy of learning



I want to begin by acknowledging my debt to Japanese management philosophy. 25 years ago I spent a month in Japan on a 3 month sabbatical to better understand their corporate philosophies and see if these philosophies did in fact drive their business models and their strategies.

I was greatly impressed and inspired by this and went back to my advertising agency to put these ideas into practice for our clients - creating marketing communications plans driven by their corporate philosophy - purpose, vision and values. I also studied philosophy and even earned a PhD at 55 years old – a sign not of great intelligence, but of great persistence!

I return to share an American philosophy – Pragmatism, a philosophy to pursue the truth - and I would say in the context of this talk, what is true happiness.

Peace and Happiness Through Prosperity



Visiting PHP Institute was very instructive since the focus of Konosuke Matshushita's work was explicitly on commerce making the world better.

I spent the day at Matshushita's world-famous Peace and Happiness Through Prosperity center in Kyoto. Stated purpose: "To bring peace and fulfillment to human society by assuring both spiritual and material abundance."

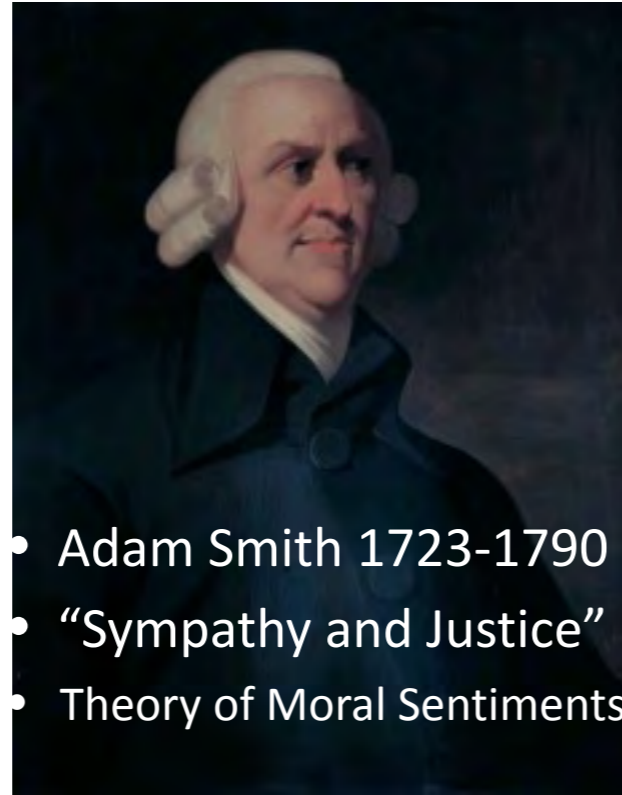
YKK – Cycle of Goodness



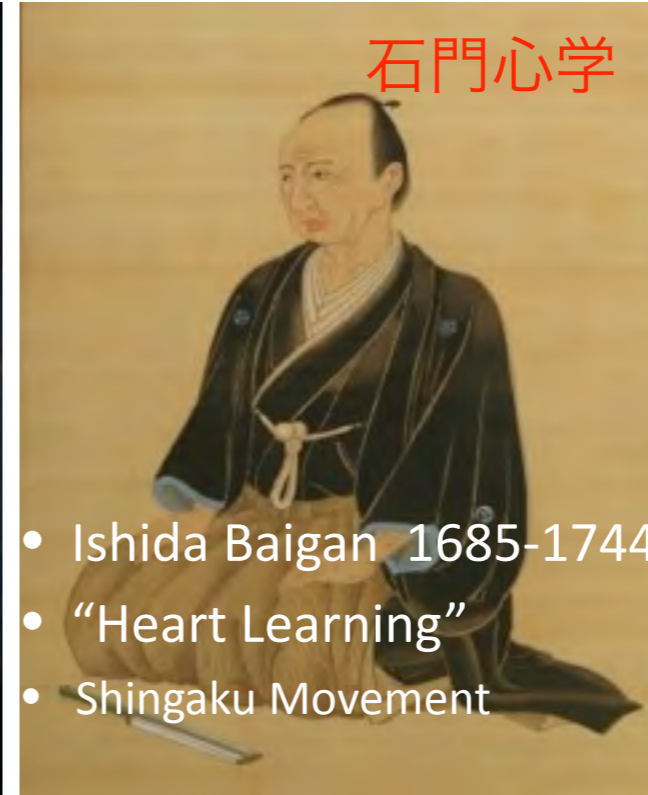
Seeking **corporate value** of higher significance,
YKK will pursue innovative **quality** in the seven key areas shown above.

And I continue to learn from Japanese companies today. This is the philosophy of YKK articulated by Mr. Yoshida who gave opening greeting comments at the Summit.

Philosophical Founders of the Industrial Age



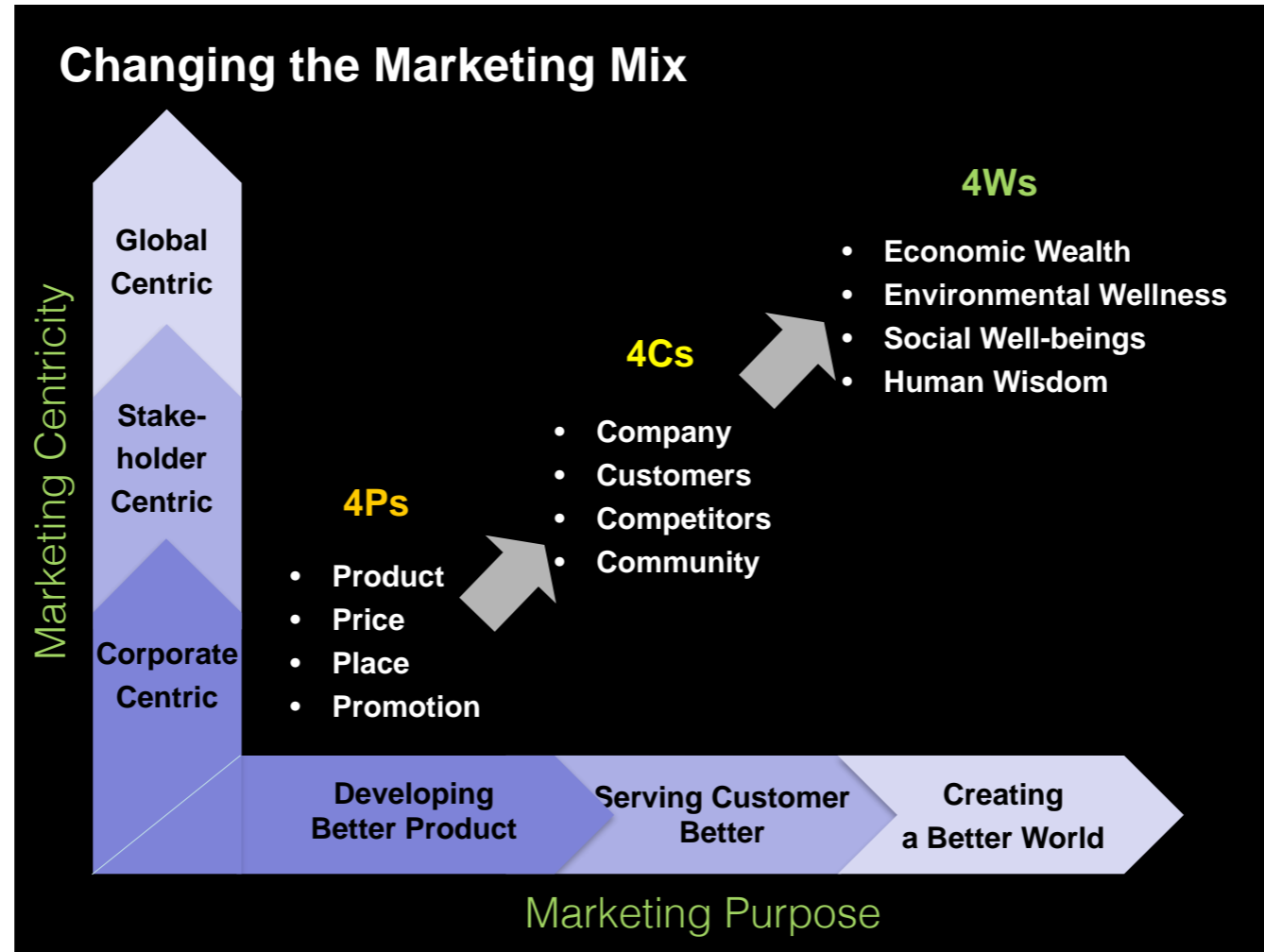
- Adam Smith 1723-1790
- “Sympathy and Justice”
- Theory of Moral Sentiments



- Ishida Baigan 1685-1744
- “Heart Learning”
- Shingaku Movement

These two giants created the philosophical platforms for the Industrial Age, in the West by Adam Smith in his Theory of Moral Sentiments where he articulated the basic the virtues driving economic behavior: sympathy - what we today might call empathy and justice. In Japan one of the leaders was Ishida Baigan founding the Shingaku Movement beginning in Kyoto based on heart learning. Similar movement is going on among the Osaka Kaitukodo Merchant Academy. This has been called the founding of the Tokugawa religion - the cultural roots of modern Japan.

They gave us language how to think talk about and practice economics and marketing. Just as the Tokugawa merchant mentality defined politics and economics as being entirely intertwined.



This shows the development of marketing over time - how marketers can help their organization adopt a higher purpose. We will focus on the practice of 'Human Wisdom' - and the practice of the philosophy of pragmatism.

Today Dr. Kotler is one of our leaders helping articulate the philosophical roots of our postindustrial/ postmodern age - what many are now calling the ecological or sustainable development age

We need to articulate the economic, philosophical and religious roots of the Post-Industrial Sustainable Development Age, just as Baigan and Smith did for the Industrial Age. And Dr. Kotler is leading the way.

I. Why is the Meaning of Happiness So Important?

It is important because we are all reaching for it.

Enlightenment, Happiness, whole, beauty, nothingness.

The premise of this talk is that the practice of marketing - serving others - leads to fulfillment.

Marketing 4.0

1.0 Product-Centric (Rational)

2.0 Customer-Centric (Emotional)

3.0 Human Centric (Spiritual)

4.0 Self-Actualization

-- Philip Kotler
Kellogg School of Management

The purpose of all business is to serve a customer - to finally help the customer to true happiness or fulfillment.

The move through these stages has been led by Dr. Kotler. He dramatically announced 4.0 at the 2014 Summit, which defines a deep level of "happiness."



There is a name and symbol for fulfillment in the East - En or Enso.



ENSO - Satori - EN 円

Absolute enlightenment, strength, elegance, the universe
Harmony and MU (void)

EN is also is the symbol for the Yen. Which might refer to the need for currency to circulate - to move.

FINANCIAL TIMES

USA Thursday August 14 2014

USA \$2.50 Canada C\$3.00



Chasing the money
How the assets of despots are traced, Page 5

Beautiful minds: the top maths geniuses
Comment, Page 7



World Business Newspaper

News Briefing



Brazilian presidential candidate in jet crash

The Brazilian presidential candidate, Eduardo Campos, (above) died in an aircraft crash, radically changing the outlook for the country's most hotly-contested elections in more than a decade. www.ft.com/world

EU groups slate China

European companies have lashed out at China's renewed crackdown on alleged violations of anti-monopoly law, claiming "intimidation tactics" by Chinese officials who have unfairly targeted foreign businesses. Page 11

Kiev sends aid convoy

Kiev sent its own convoy of humanitarian relief to Ukraine's war-torn eastern regions after refusing entry to a fleet of Russian trucks carrying aid. Page 2

Mohamed El-Erian, Page 20

Iraq rescue mission

The US and Britain are putting together an

Abenomics rattled by Japan's dip in growth

Worst contraction since tsunami of 2011

By Jonathan Soble in Tokyo

Japan has suffered its worst economic contraction since the earthquake and tsunami more than three years ago, providing evidence that consumer and business confidence in the country remain fragile despite the bold stimulus programme of the Shinzo Abe government.

The economy shrunk by an annualised 6.8 per cent in the second quarter after an increase in the national sales tax triggered a sharp fall in consumer spending. The contraction was a shade milder than the latest market forecasts but still far more severe than most experts

forward and stockpiled daily items, in effect shifting their spending from one quarter to another.

The contraction wiped out the earlier gain: growth from January to March was revised down in yesterday's report, from 6.7 per cent to 6.1 per cent, while the government also said it now believed the economy had shrunk slightly in the final quarter of 2013. Ultimately, the size of the economy barely changed between the middle of last year and the middle of 2014.

Mr Abe will have to address the tax issue again soon. The April increase was the first of two that were approved by par-

Smaller Chinese cities opt for quality of life over GDP as measure of success



A worker looks at a power plant in Xingtai, Hebei province, where government officials' promotion will no longer be linked to GDP

AFP

This question of happiness is so important it is making headlines - two views of the economy - quality of life- vs. GDP?

What is the economy for?

We know the financial community is not impressed with Japan economy and stock market over the last decade.



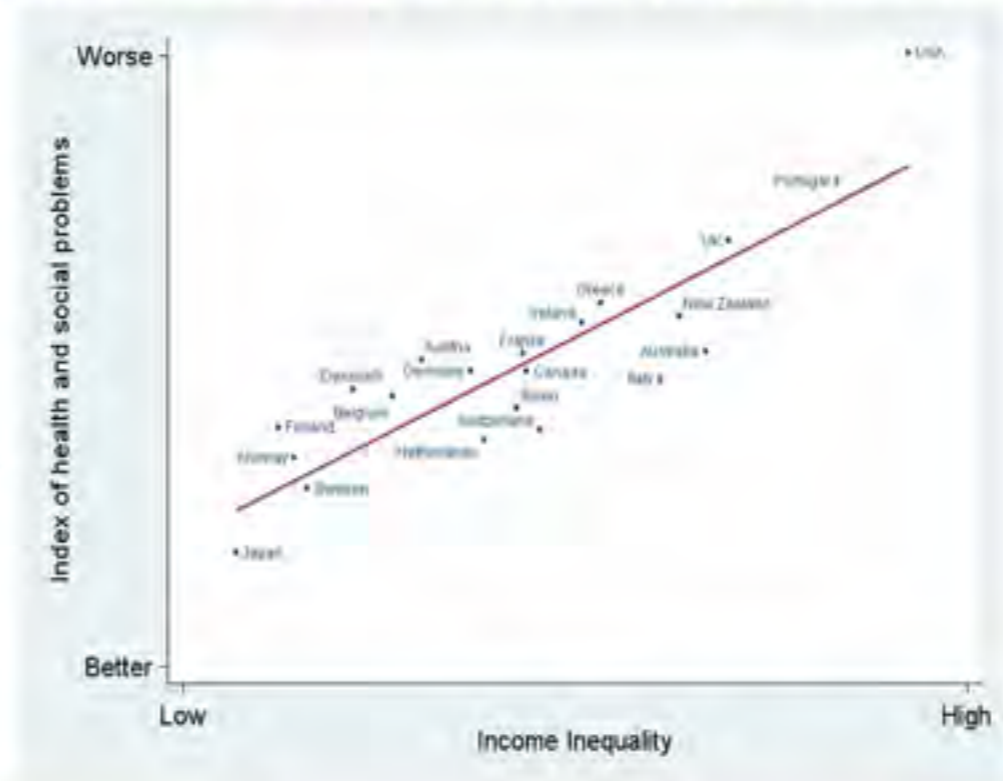
Prime Minister Abe's opening remarks talked about the need for a marketing perspective - using the assets of local areas to help people and regions develop.



And the subject of her talk show? Asking people what is Shiawase/happiness for them? Brilliant - just like the our question for this talk: "What is happiness ...in a finite world."

Health and Social Problems are Worse in More Unequal Countries

- Index of:**
- Life expectancy
 - Math & Literacy
 - Infant mortality
 - Homicides
 - Imprisonment
 - Teenage births
 - Trust
 - Obesity
 - Mental illness – incl. drug & alcohol addiction
 - Social mobility



Source: Wilkinson & Pickett, *The Spirit Level* (2009)

www.equalitytrust.org.uk Equality Trust

Japan may not be successful measured by GDP growth, but Japan is a model country in many ways.

“By many measures, the Japanese economy has done very well during the so-called lost decades, which started with a stock market crash in January 1990. By some of the most important measures, it has done a lot better than the United States.”

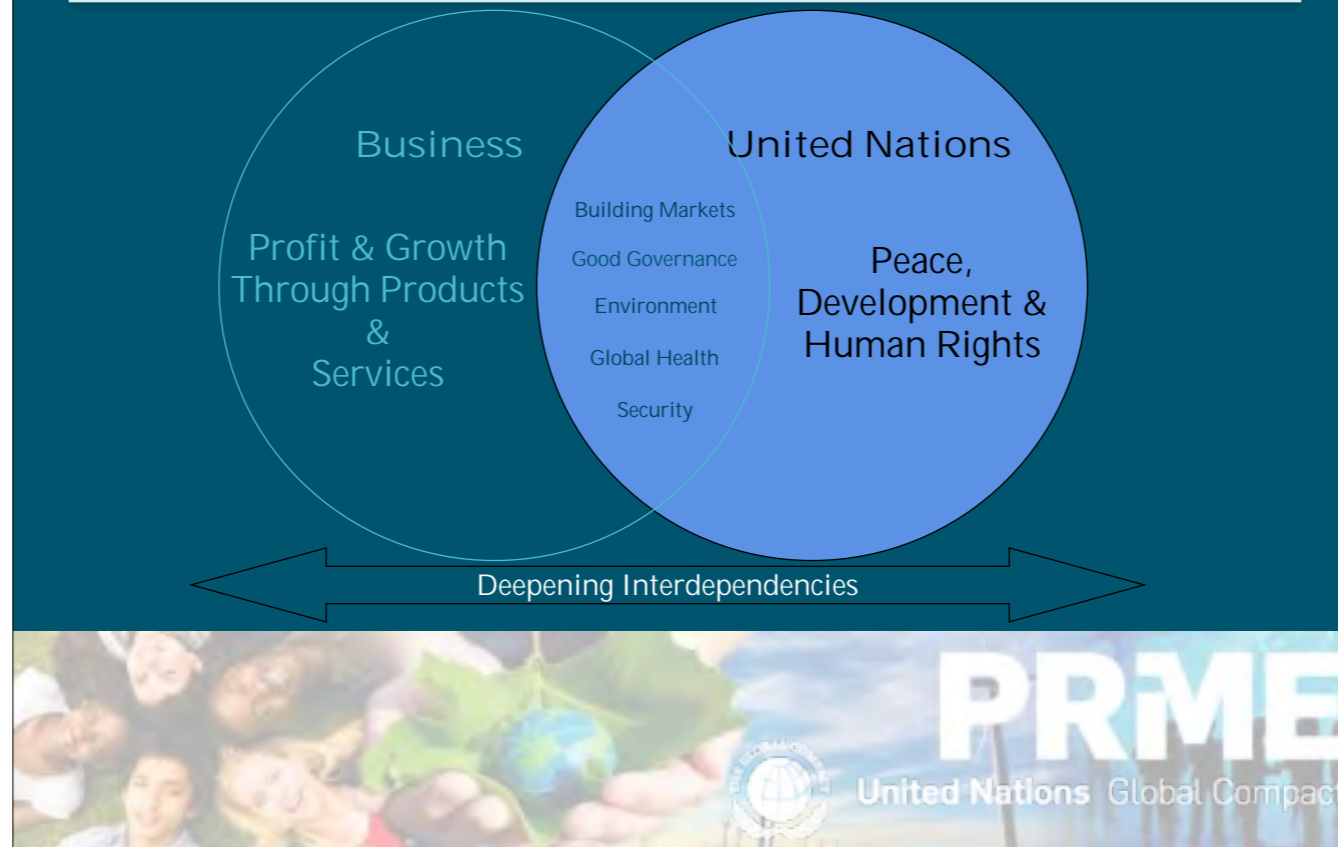
New York Times

The Myth of Japan's Failure

By EAMONN FINGLETON

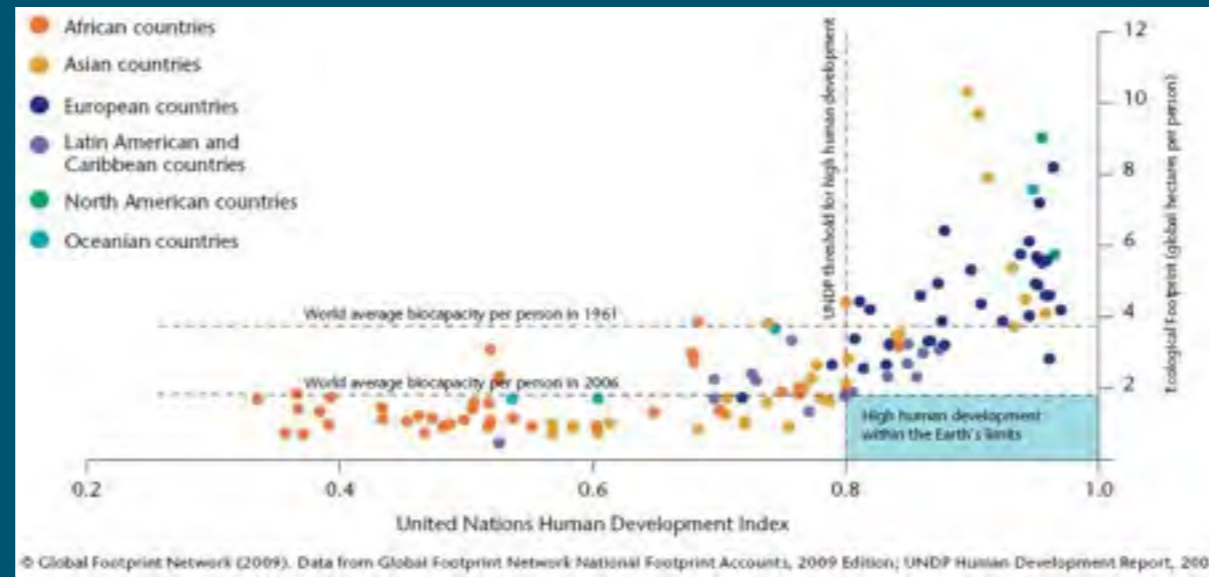
Published: January 6, 2012

The UN & Business – Sustainable Development Goals



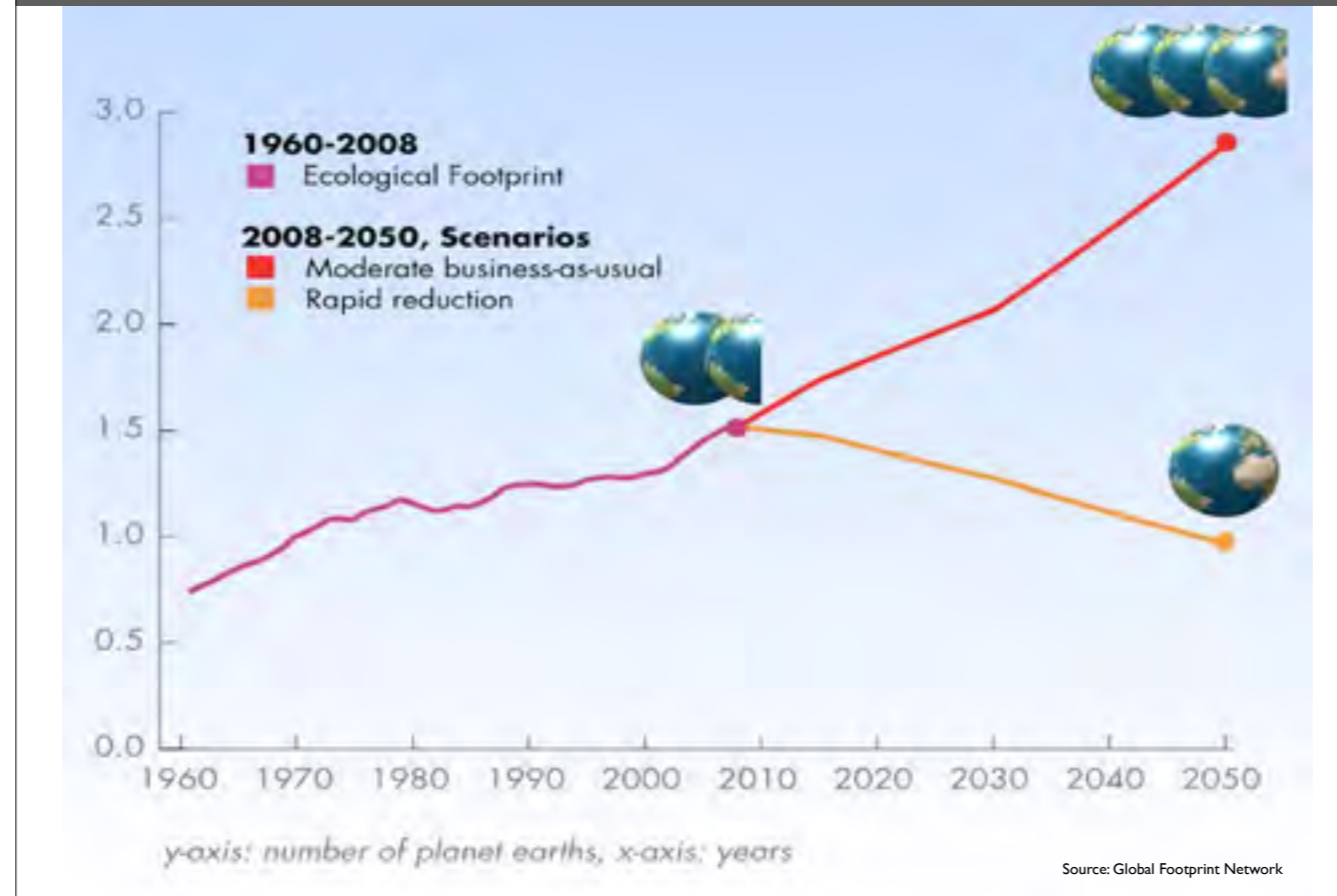
The UN, moving from the Millennium Development Goals focusing on human rights, is now embracing the idea of human development in the Sustainable Development Goals and is embracing business formally for the first time through its UN Global Compact - many Japanese companies are signatories of the Compact.

Dual goals of sustainable development: High human development and low ecological impact



This is why the UN sees business is a necessary partner. As human development index improves, the X axis, so does our carbon footprint - the Y axis. Need to think “inside the box.”

GLOBAL ECOLOGICAL FOOTPRINT



This is the perspective we must keep in mind as we develop and market for all our products, services and experiences.

Jin Ji (Mandarin) - Economics



Universal word - economy (Greek: stewardship of the household)

This symbol was adopted as China realized they needed a new word for Western economic ideas.

Jin Ji (Mandarin) - Economics – weaving and benefitting



This is an example of how language can be narrowed because this is a further definition of economics

Jin Ji - Economics - weaving the fabrics of society -
benefitting the people

经世致用
经济(世)



and what a difference in the purpose of the economy when you consider the full meaning of this important word.

Keizai - Economics

經濟



I am told that the same holds true for the word in Japanese.

Keizai Saimin – Ordering the Social World,
Benefitting (saving) People/Society

經濟
濟民



Marketing Strategies for Emerging Markets (cont'd)

10. Purpose Driven Marketing
Environment: The Show Stopper
Mindful Consumption
Nurturing Nature

Jadgish Seth of Emory University showed this slide in his presentation. It summarizes the challenge of marketing in a finite world.

“Reinventing marketing to manage the sustainability imperative”

Philip Kotler,

Marketing assumes that:

- *Wants are **natural** and **infinite***
- *Want satisfaction makes people **happier***
- *Resources are **infinite***
- *The earth's carrying capacity for waste and pollution is **infinite***



Phil Kotler summed up the significance of challenging our assumptions this way in another of his landmark articles. Journal of Marketing Vol. 75 (July 2011, 132-135)

“Reinventing marketing to manage the sustainability imperative” **Philip Kotler,**

All four assumptions are wrong.

Instead:

- ***Wants are manufactured and stimulated***
- ***Want satisfaction at low levels make people happier but at high levels **do not.*****
- ***Resources are **finite*****
- ***The earth's carrying capacity for waste and pollution is very **limited.*****



II. So What? - What inspires change?



Interface[®]



With the need in mind, we have a compelling reasons to think afresh about our goals. Virtually every organization is thinking and acting on these crises in society and the environment. Here are seven stories I have first hand knowledge of, how organizations and individuals have come to Sustainable Strategies with this larger sense of how they contribute to sustainable development.

All these corporations are thinking afresh about not just their marketing goals but their purpose as an organization. Paradigm shift!

It is not what they did, but how they thought - how they challenged assumptions and drew on deep values - the marks of pragmatic inquiry.

GE: Combine 2 Reports



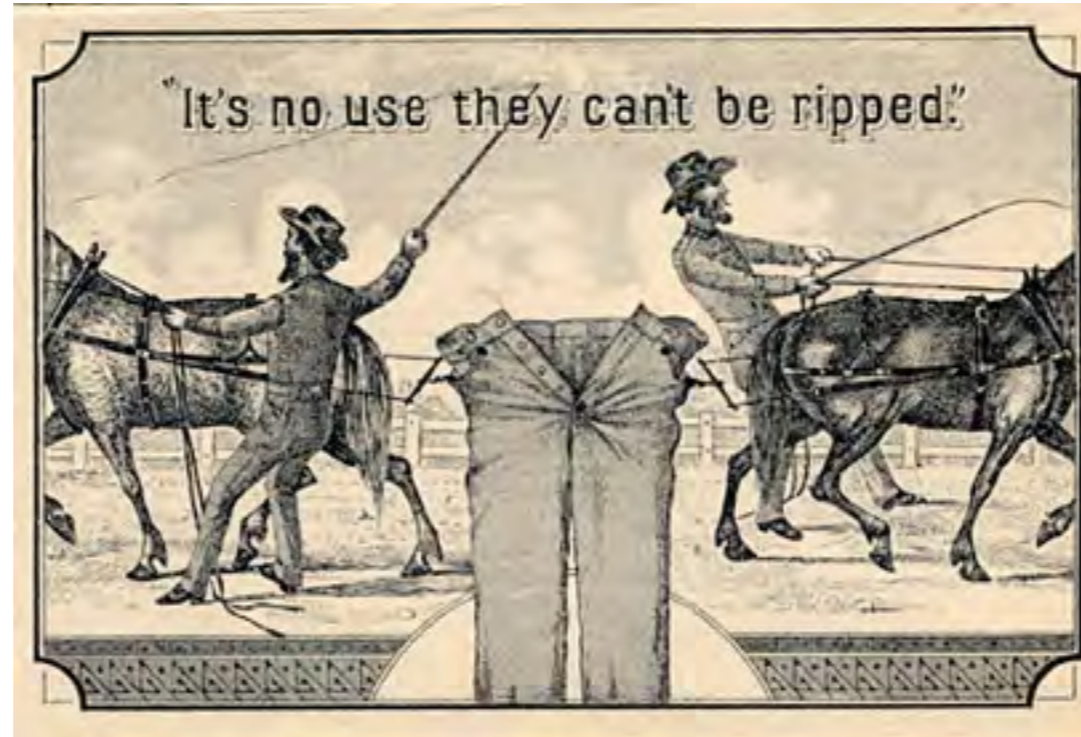
GE realized: "we are already doing sustainability: green technology and called it: - eco-imagination. It linked together their annual report and their Citizen (CSR) report. Eco-imagination bridges Citizen CSR report and the Annual Report.



Now it all comes together in one report.
They are signatories of UN Global Compact



Originality as a Value



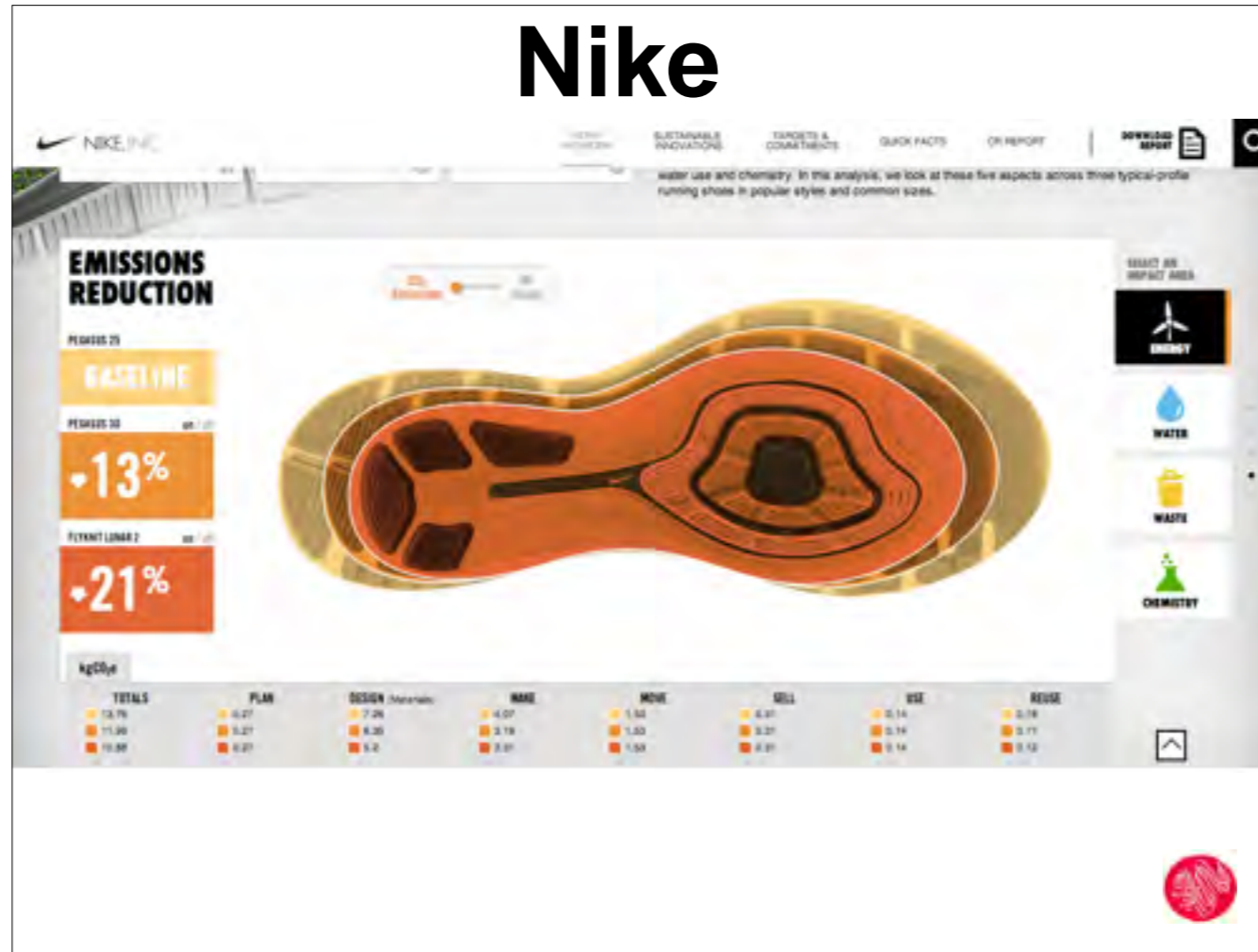
They developed the most popular garment in the world - the blue jean. They were the original and they now understand **originality** as a driving strategic value - now defined as sustainable growth.

Levi Strauss - Originality

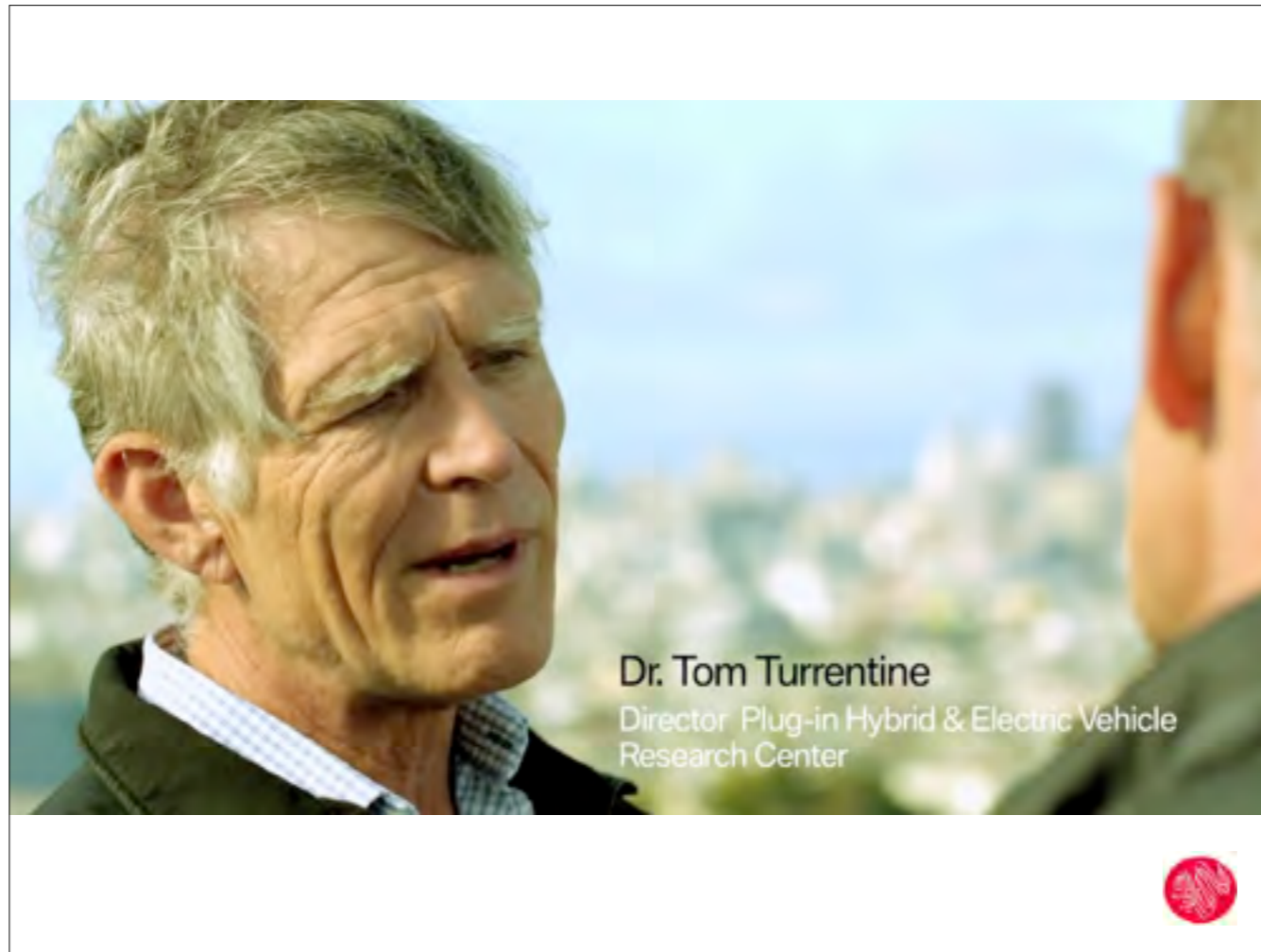


The new blue jean is made from recycled material.

Nike



They have come a long way from their disastrous labor practices in 1998. They had change forced upon them - Nike and labor issue they now see sustainability as a major driver of innovation.



BMW is rethinking their business model and what business they are in, in a time of urbanization, especially with millennials creating new lifestyles alternatives, which doesn't focus on "3 cars in a garage in the suburbs."

Apple Headquarters - 2015 - \$5bn



Most valuable market cap company in the world - \$604 bn Express your philosophical roots through the structure of your new headquarters. this is the rendering which has been dismissed as a simple circle. Anyone who knows anything about Steve Jobs immediately recognizes this as Enso! remember their advertising slogan from several years ago: " think different."

They have changed the way we think about electronic products and the role of design and function. His last official act was to present these plans to the Cupertino City Council for approval.



Quote from their report:

“Unilever is more convinced than ever that companies which address both the needs of the environment and the concerns of citizens will prosper over the long term.

“It’s this thinking that’s behind our vision of doubling the size of our business whilst reducing our environmental footprint and increasing our positive social impact.”

UNILEVER'S BUSINESS MODEL - VIRTUOUS CIRCLE OF GROWTH



“We are starting to see how putting sustainability at the heart of our business model is contributing to our success and what we call our ‘virtuous circle of growth.’”

Social Enterprise – a new/old idea

philly.com

The Philadelphia Inquirer

Apr 15, 2010

Maryland adopts new socially aware corporation law

By Diane Mastrull
Inquirer Staff Writer

Maryland has become the first state to adopt legislation creating a new type of corporation – one required to perform social good as it works to make a profit. State lawmakers there say substantial credit goes to a Berwyn nonprofit organization ... in what is being hailed as a significant milestone for the sustainability movement.



One of the most ambitious steps taken in the United States to loosen the grip of financial performance is the development of a B Corp. redefine their corporate governance legal structure.

This new type of corporation requires corporation to perform social good as it works to make a profit, which, by the way, was stated in the original charter for all organizations in our country. But as we have with the meaning of economy, we have narrowed the purpose of the business to primarily serving the financial ends of investors



Chouinard is stating what all these corporations we have shown: they are thinking afresh about not just their marketing goals but their purpose as an organization. Paradigm shift!

Interface®



The personal epiphany of the CEO, Ray Anderson. He started Interface with an idea - carpet tiles - a heavily petroleum based product - from a niche product and led it to a market category with sales over \$1.5 bn. In August 1994, he was asked by employees and customers to deliver a speech about Interface's environmental vision. He tells the story about realizing that his business was causing the "end of life", E.O. Wilson's statement about the the extinction of species that was occurring today. And that it was like "a spear in my chest." This led to, in my mind, as close as a Westerner can experience and describe a Renzai Zen moment of enlightenment. He went on to develop language to express his idea that he was a "plunderer."

He set the goal to make Interface "carbon neutral" by 2020.

III. How

American Pragmatism

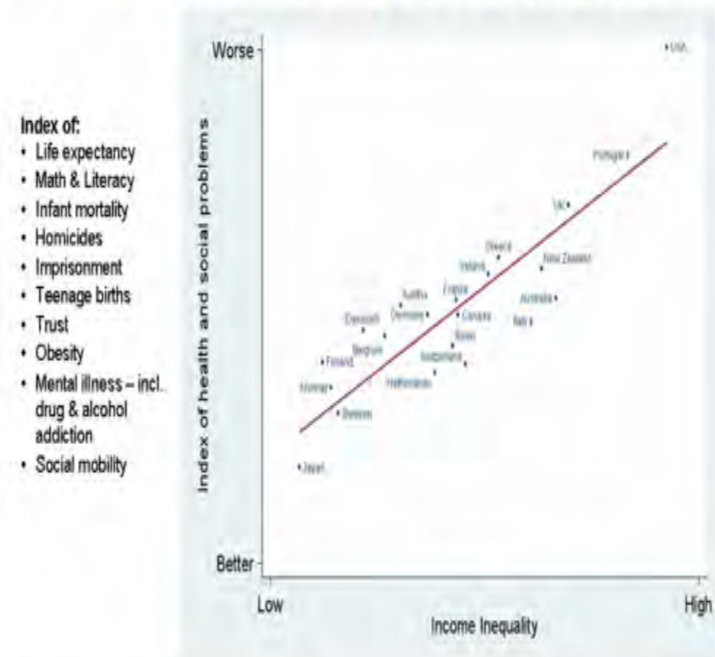
(Case - Declaration of Independence)

In every one of these cases, there was a change of mind, an awareness shift - a paradigm shift. But what are the steps, the method, the discipline? How do we think about it? What are we doing when we are engaged in thinking, in inquiry? Our only unique contribution to the history of philosophy is Pragmatism. How we think when we are at our best.

It is not "do whatever works"; it is not a natural science - scientific method. It is a moral science, that is, it involves introspection and judgement of values, intentions, motives, expectations and psychological uncertainties about the future. It is America's contribution to tetsu gaku - a science of wisdom.

An example of Pragmatic Inquiry® - reasoning:

Health and Social Problems are Worse in More Unequal Countries



Source: Wilkinson & Pickett, *The Spirit Level* (2009)

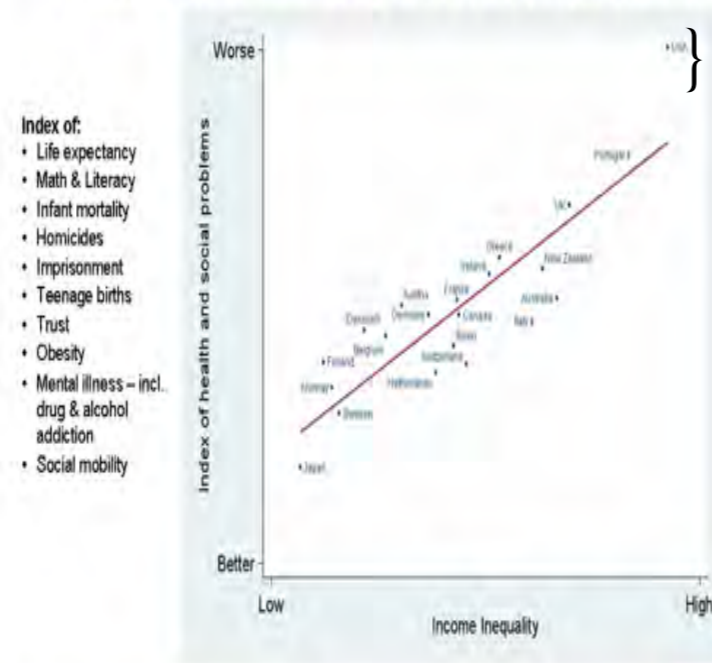
www.equalitytrust.org.uk Equality Trust



The promise of the pragmatists is that this way of thinking is when we are at our best, and that was certainly true at the founding of our country. This document is one of the best examples of the result of a years long pragmatic inquiry that led to the founding of our country.

An example of Pragmatic Inquiry® - reasoning:

Health and Social Problems are Worse in More Unequal Countries



Begin

Source: Wilkinson & Pickett, *The Spirit Level* (2009)

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“When in the course of human events...” sets the inquiry in time.

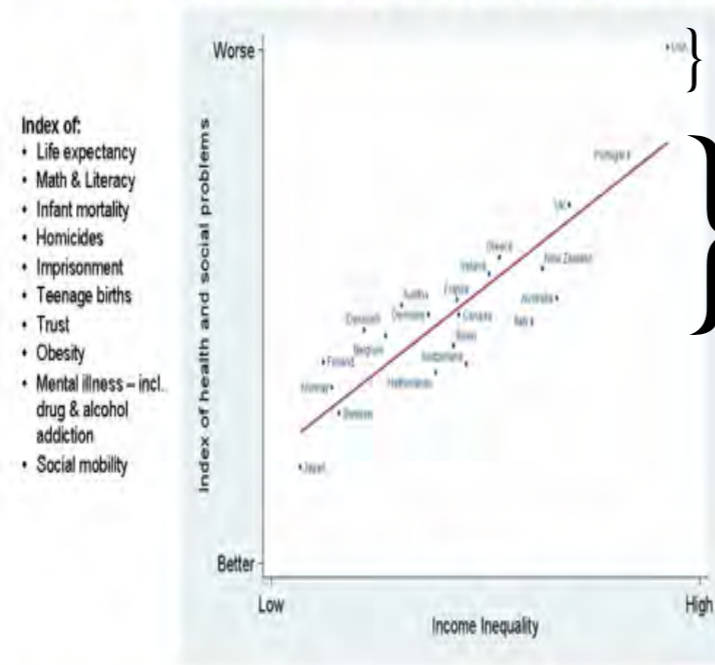
They then set an hypothesis to be tested: “we hold these truths to be self-evident...inalienable rights...life, liberty and the pursuit of happiness:” and that government is to secure these rights.

if the government doesn't, then it is their right, their duty to throw off such a government. they hypothesize that the King has established tyranny the states..

“to prove this let facts be submitted to a candid world.”

An example of Pragmatic Inquiry® - reasoning:

Health and Social Problems are Worse in More Unequal Countries



Begin

Explore

Source: Wilkinson & Pickett, *The Spirit Level* (2009)

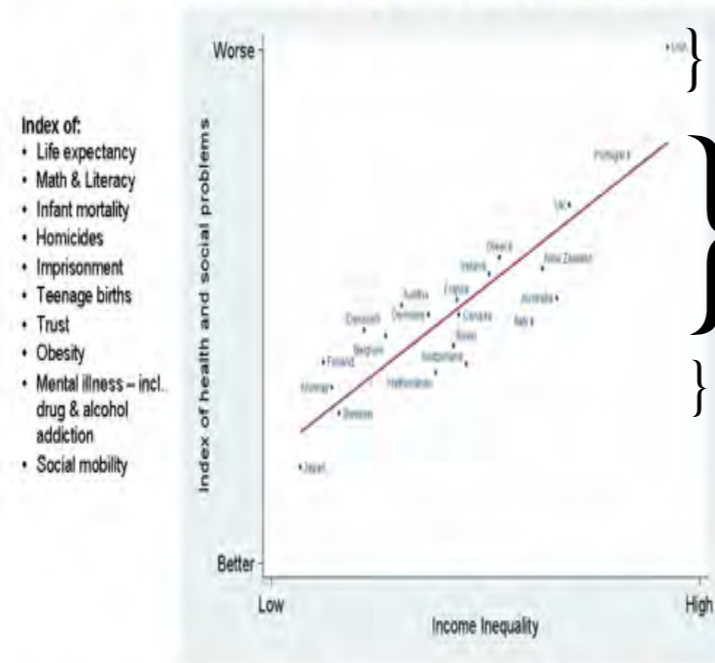
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II. They explored the actions of the king: – "...he has refused, forbidden, dissolved dis-honored..."

An example of Pragmatic Inquiry® - reasoning:

Health and Social Problems are Worse in More Unequal Countries



Begin

Explore

Interpret

Source: Wilkinson & Pickett, *The Spirit Level* (2009)

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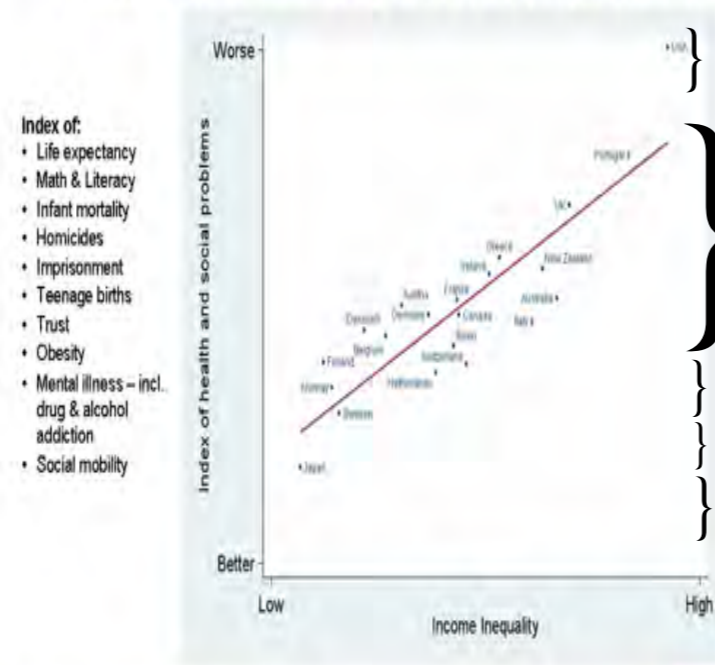
Equality Trust



III.They Interpreted the data: “We define him a tyrant, unfit to be a ruler of a free people.”

An example of Pragmatic Inquiry® - reasoning:

Health and Social Problems are Worse in More Unequal Countries



Begin

Explore

Interpret
Decide
Act

Source: Wilkinson & Pickett, *The Spirit Level* (2009)

www.equalitytrust.org.uk

Equality Trust



V. act "we mutually pledge to each other our lives, our fortunes and our sacred honor."

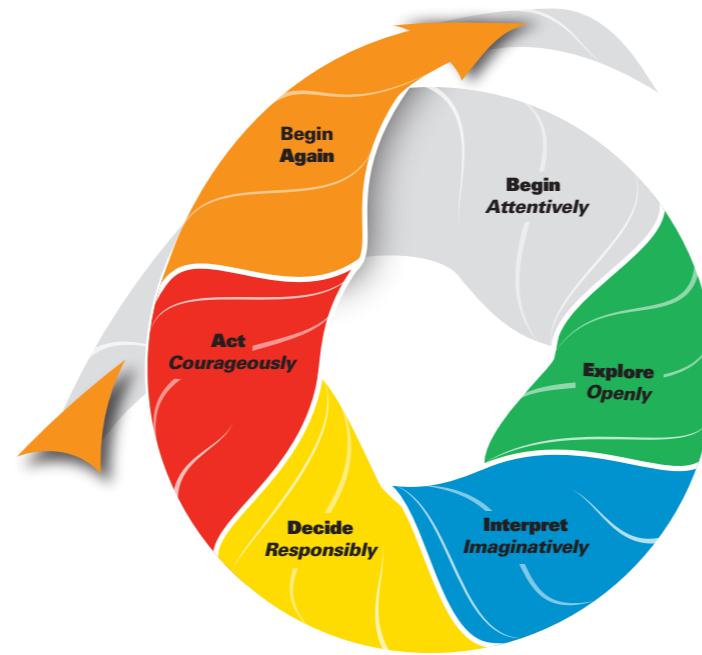


So the pragmatic method of inquiry is deeply in our cultural, political and philosophical character.

This is how American pragmatism was defined when it was made part of the first philosophy department in Japan at the University of Kyoto: "American pragmatism, whose anti-speculative common-sense philosophy appealed to the Japanese in their inclination toward immediate practicality."

(The two other strands were German Idealism and Bergson's *élan vital*.)

It simply means that we must put our beliefs, values, virtues in action and test them. And based on the evidence to continue to learn. The stance of a pragmatist is one of questioning and doubt - the stance of a learner, always beginning, and always in action. It is often called a process philosophy - a practice, a discipline.

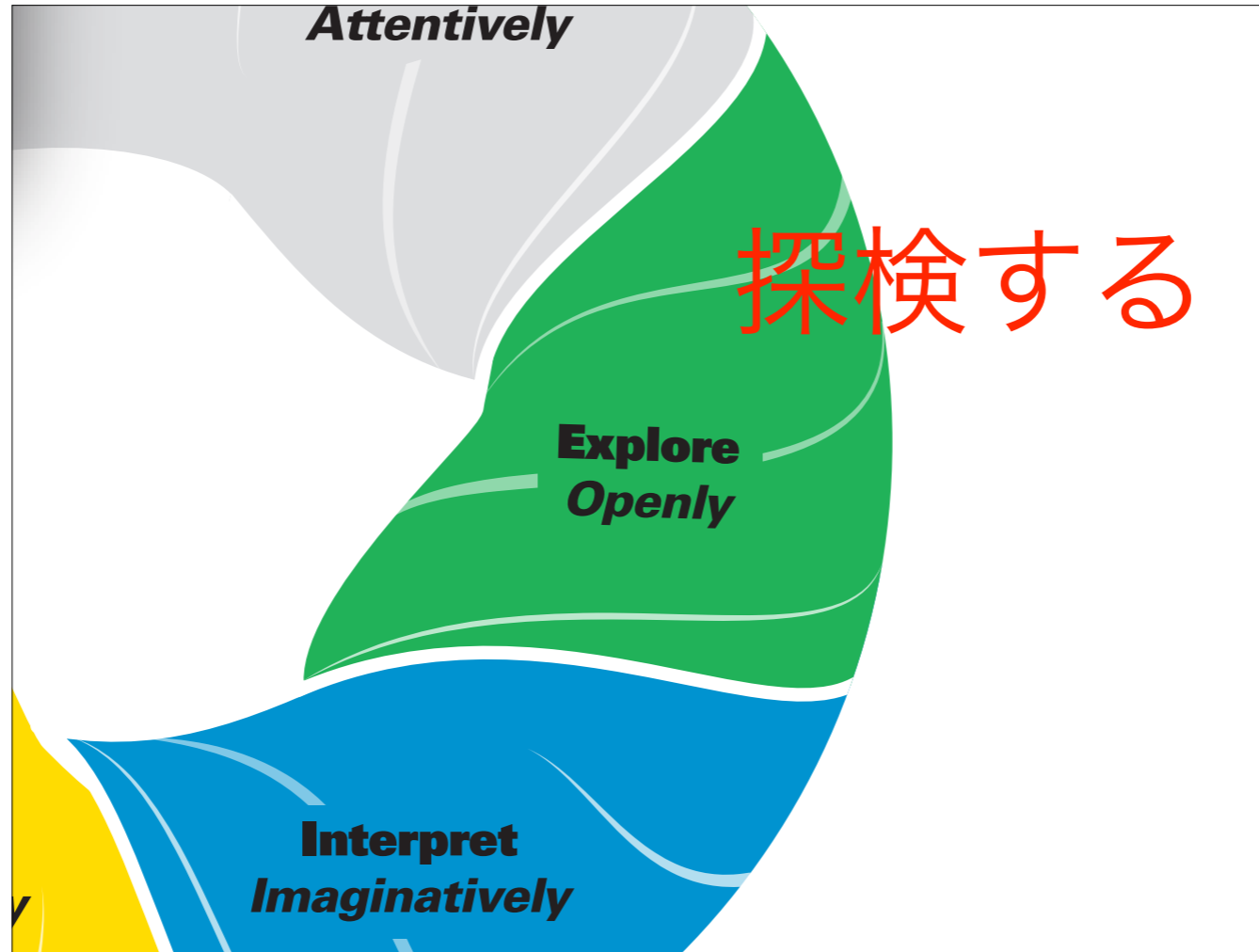


実用的なお問い合わせ

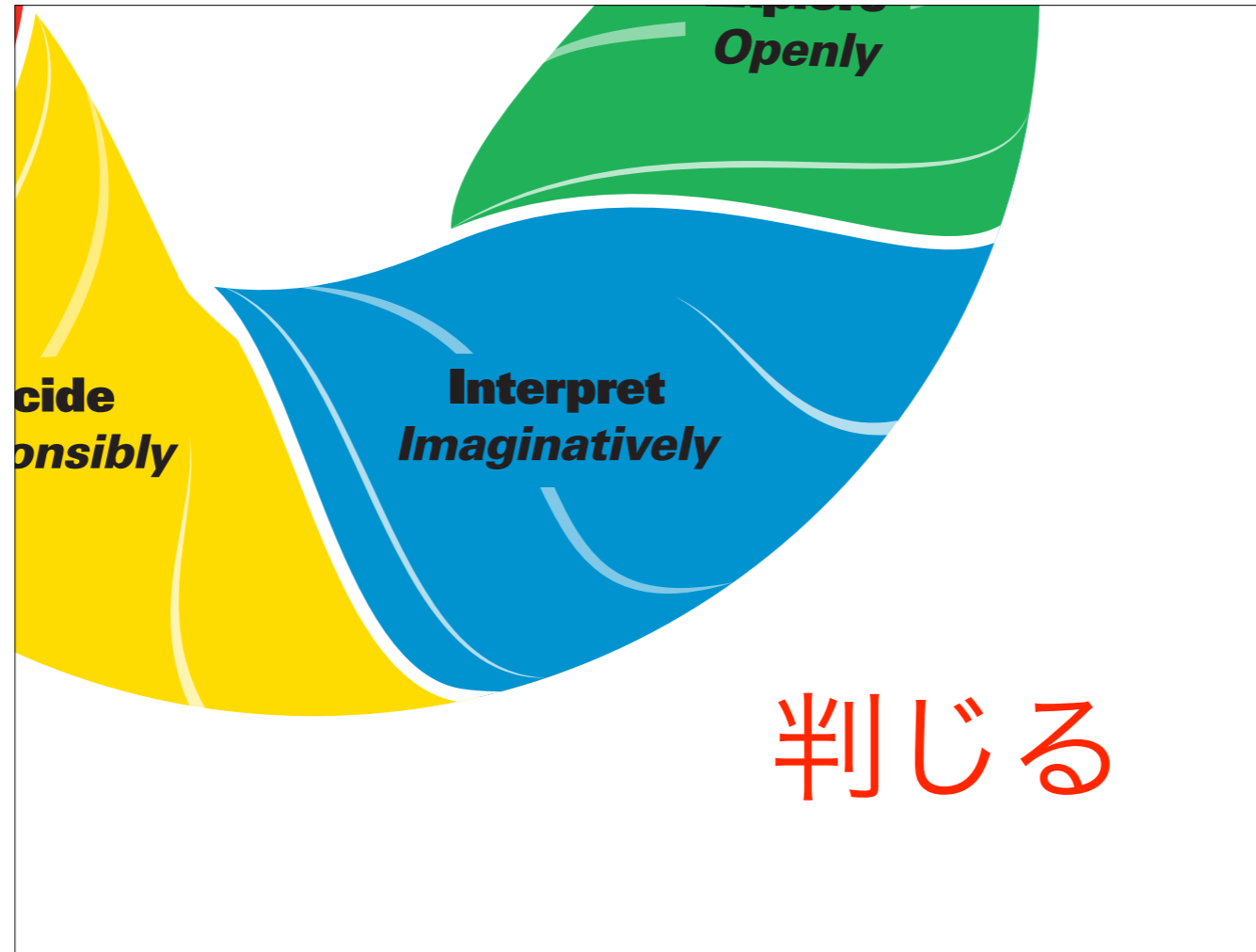
Japanese for pragmatic inquiry is Jitsuyō-tekina o toiwase



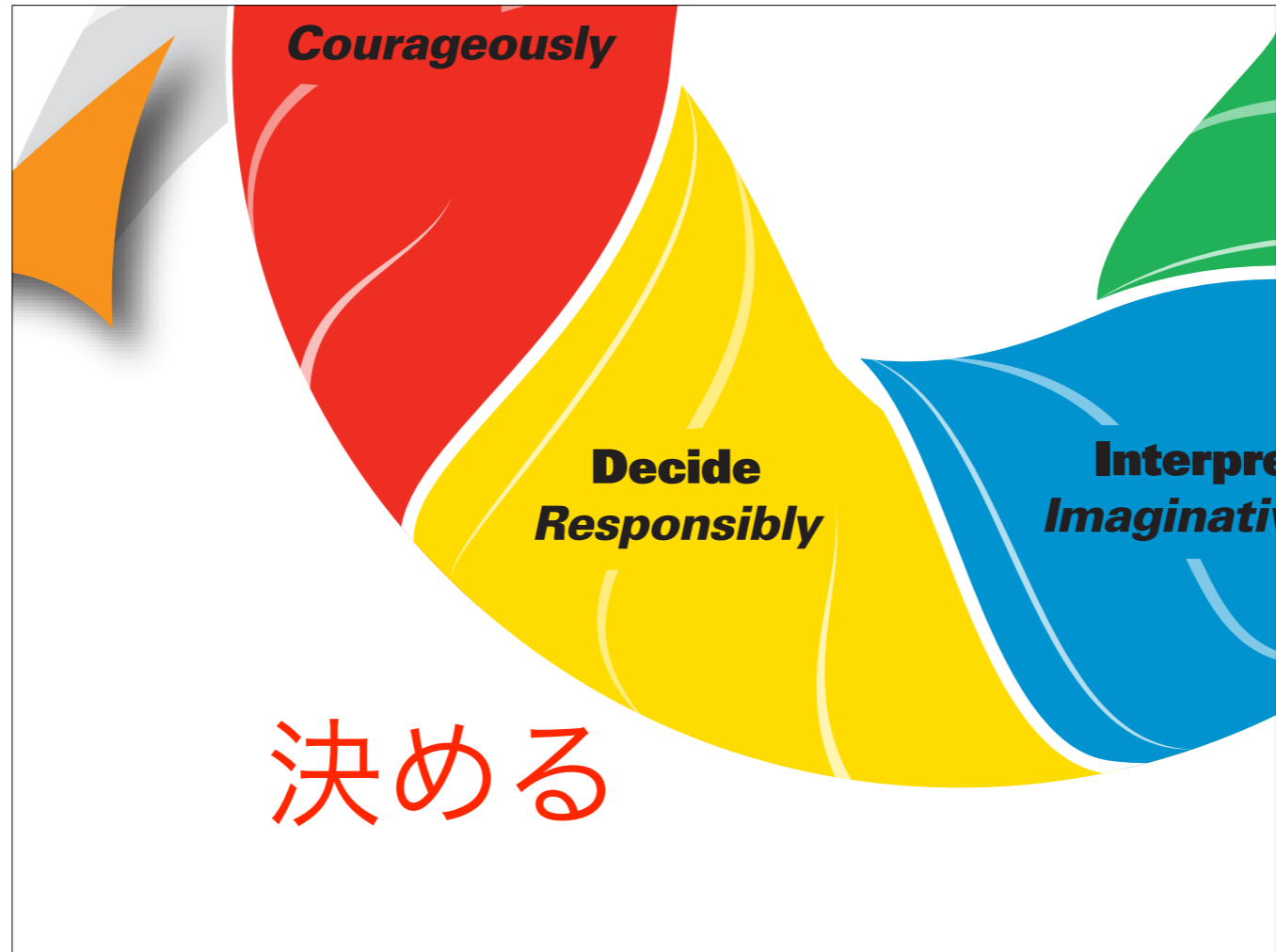
Begin with a question - like "what is happiness in a finite world?"



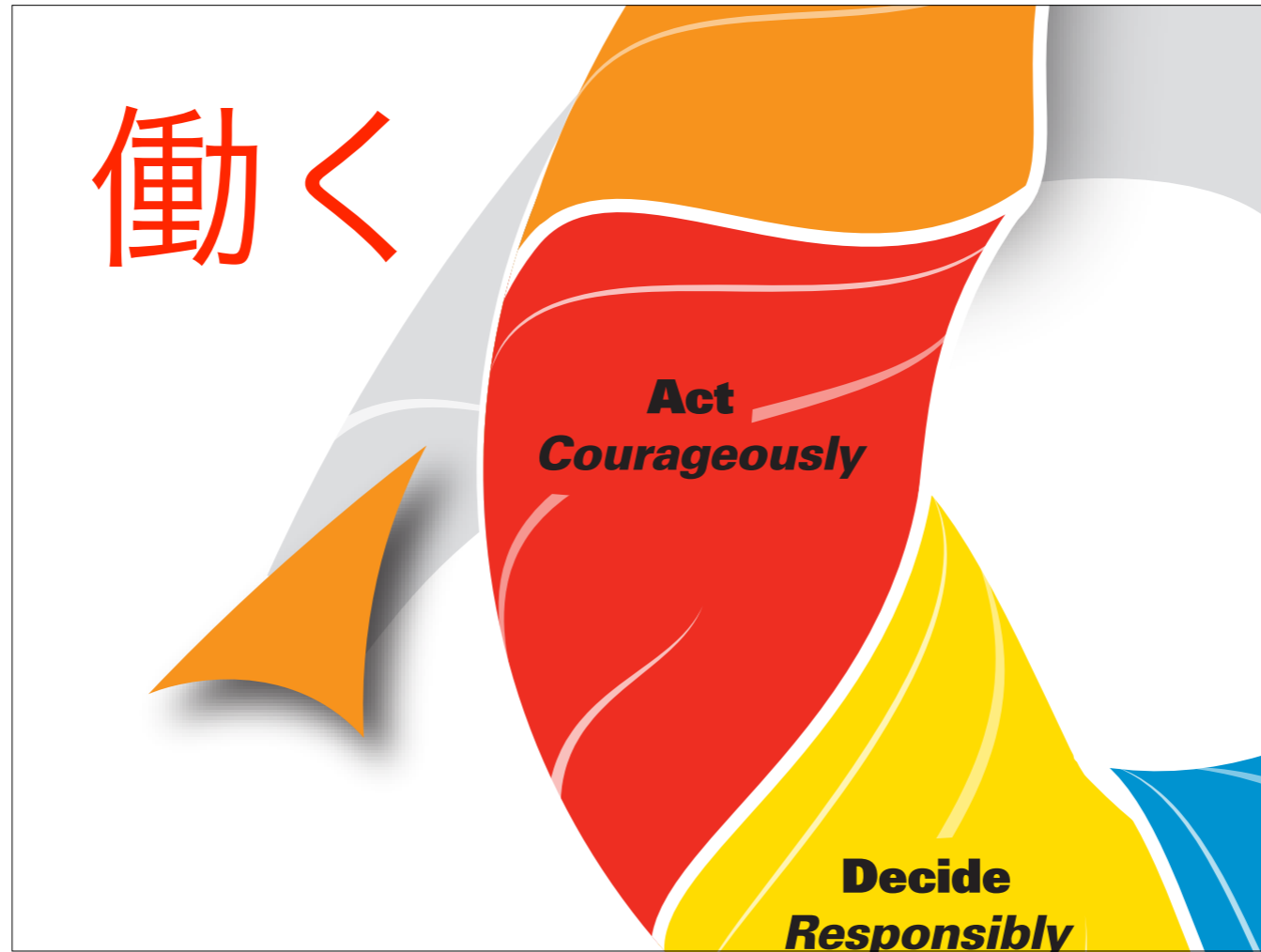
Get the facts, especially those which are contradictory. Explore many diverse points of view and opinions. "Diverge"



Connect the facts, (the "dots"), all the evidence gathered in the Explore phase. Be creative, intuitive, open to hunches.



Weigh the evidence, make judgments, come to an answer to your question.



Put your answer into action, by igniting your values to drive your decision.



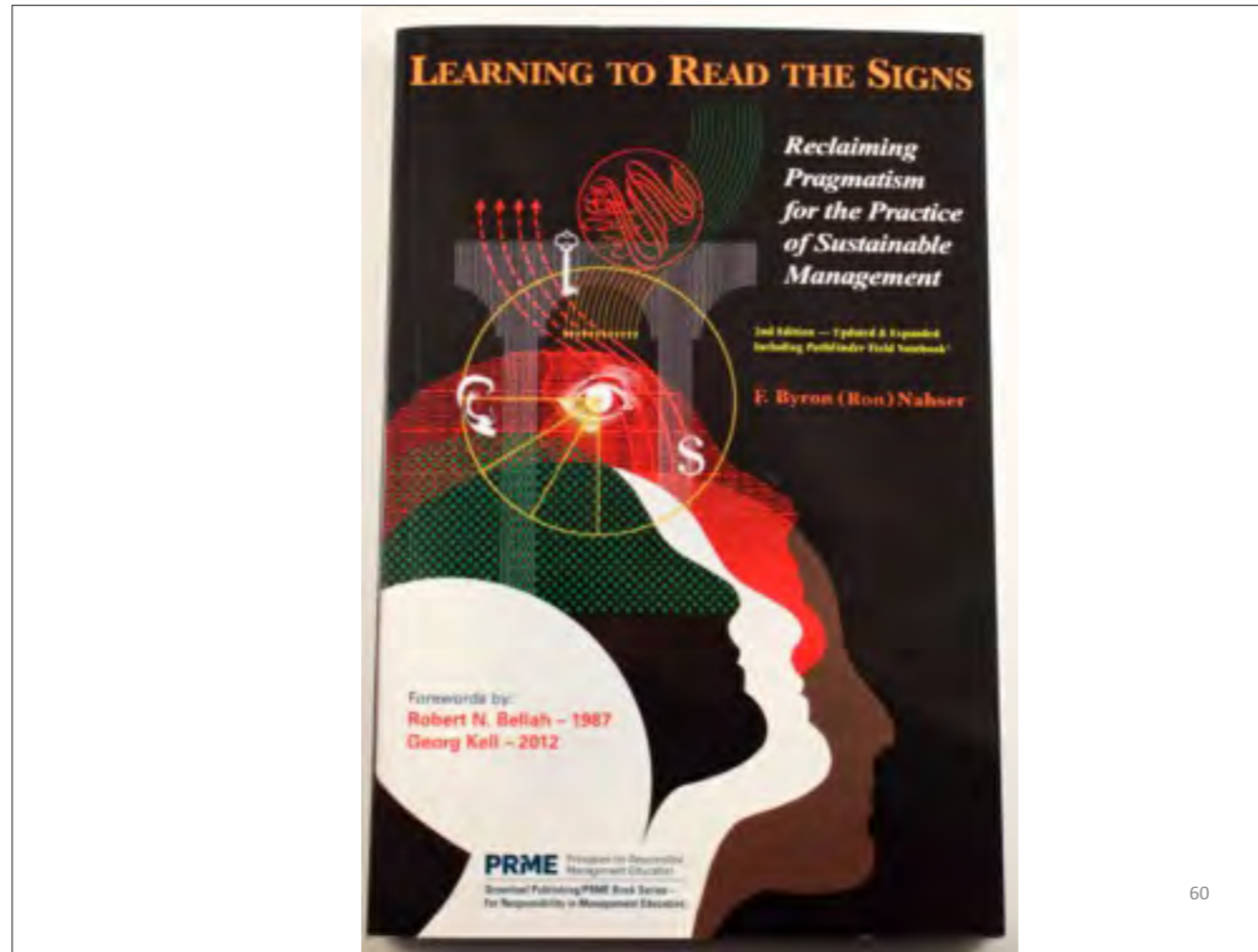
Most importantly, you are never done, a constant process of testing and learning.

Pragmatic Inquiry® The Practice of “Human Wisdom”

**Context
Continuity
“Fallibilism”
(learning)**



We are defining Wisdom as the practice of putting our beliefs, values, virtues in action and testing them. And, based on the evidence, to continue to learn. The stance of a pragmatist is one of questioning and doubt - the stance of a learner, always beginning, and always in action. It is the scientific method but in the context of values driving decisions and actions, always in the stance of wonder and as a learner. Empty. Open. In the moment. Practical. Pursuit of the truth.



The 2nd edition of my dissertation in Moral Philosophy. I tell the story of the development of Pragmatism and reclaiming this unique American philosophy for the **practice** of sustainable management...and marketing.

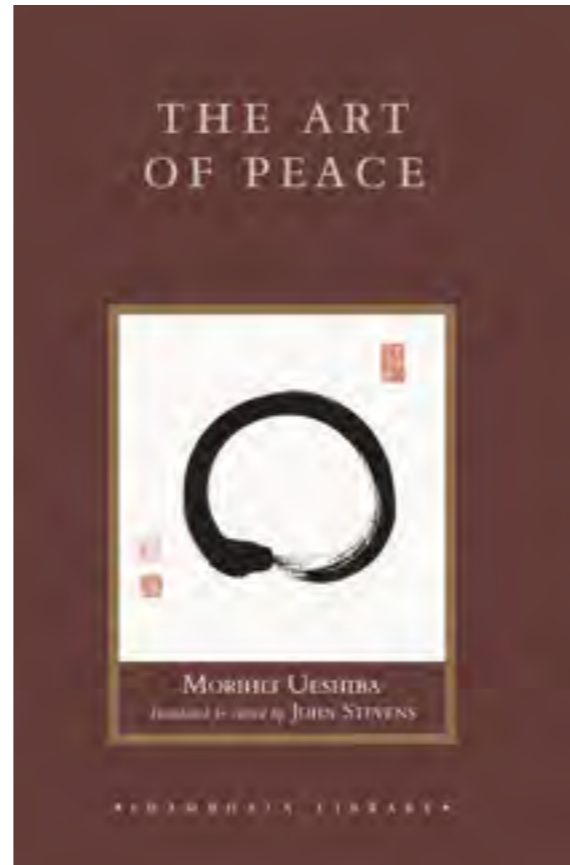
It is not a tool set, it is a mind set - a way of thinking a discipline - Of putting our values to work - igniting our values to Drive sustainable organization

Aikido – The Way of Meeting (unifying with) Energy



I mentioned that it is a practice. The practice of Pragmatic Inquiry similar to the practice of Aikido. this is the dojo near depaul in chicago. this calligraphy was drawn by Morihei Ueshiba - the founder of Aikido. the founder of this dojo studied with him.

Aikido – The Way of Meeting (unifying with) Energy



Here is the cover for his book: ENSO again.

He states:

“Enlightenment is the direct experience of oneness with all that exists, and such a state of being is one in which one seems to become one with the flower, rocks or sorrows and concerns of others.”

As opposed to the other arts, Aikido directly engages the other. And the goal is the improvement of both.



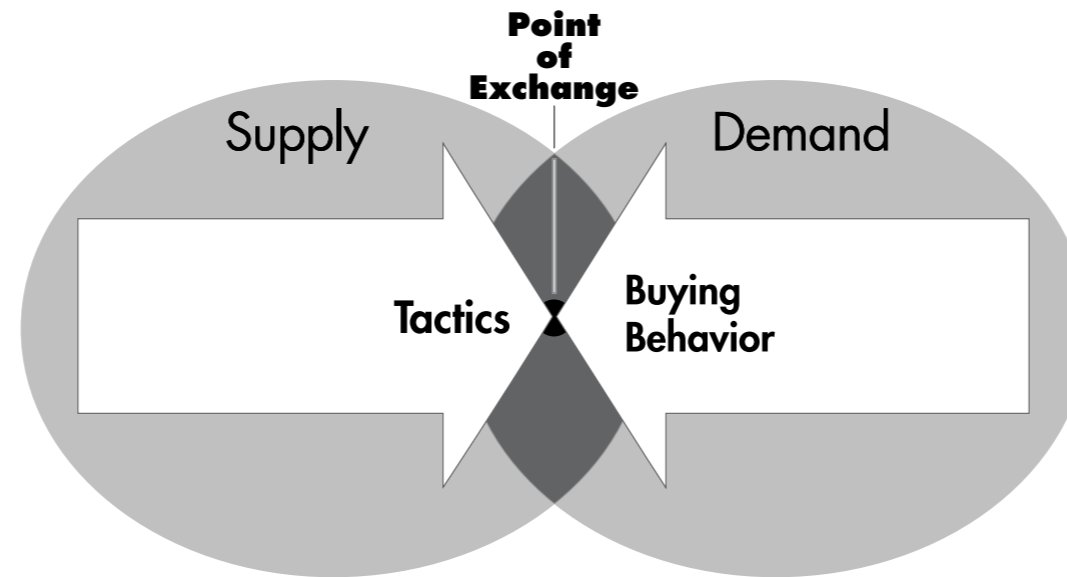
I experienced this firsthand. concern for the other.

it's a practice - I am a beginner, barely learning the basic moves.





Tactical Marketing Model



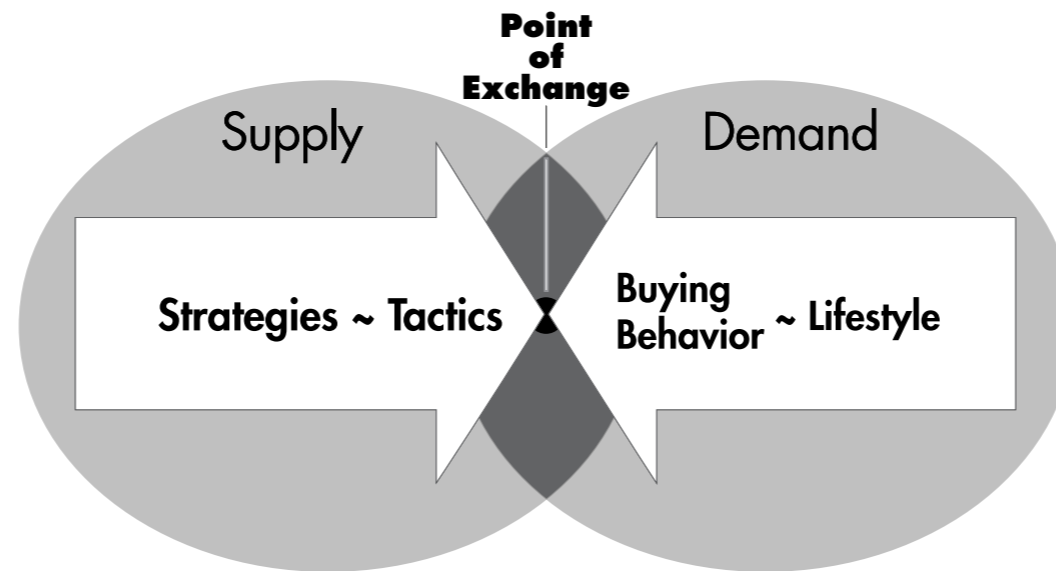
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As I thought more about it, marketing is exactly like aikido; the engagement with the energy of another. The goal is that both are improved by the encounter.

a practice, at a beginning level, as marketers, we have tactics - like most beginning marketing courses.

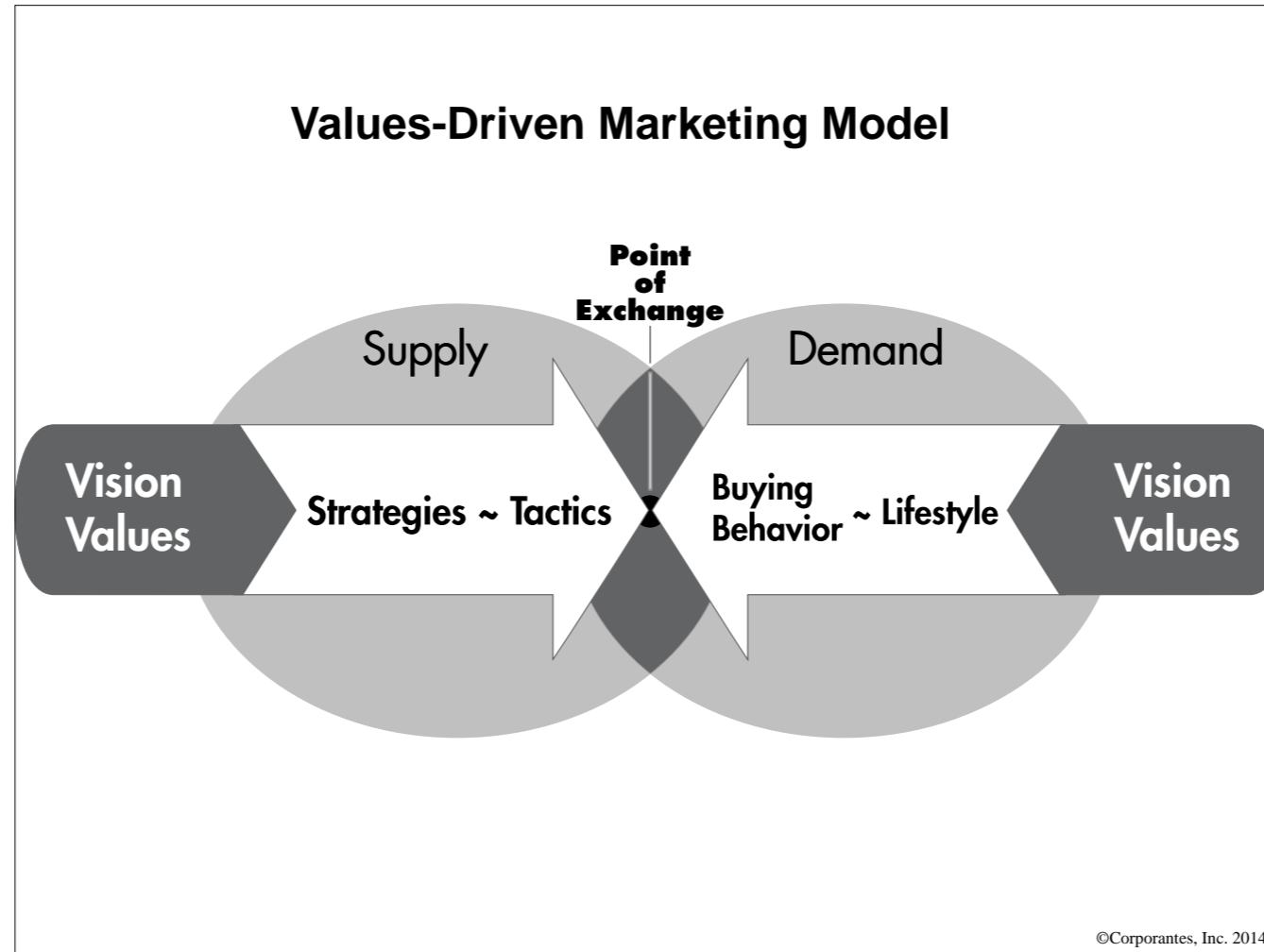
At this Level marketing is a toolset. what to do to meet our objectives.

Strategic Marketing Model



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We advance to strategies - how we plan to meet our objectives

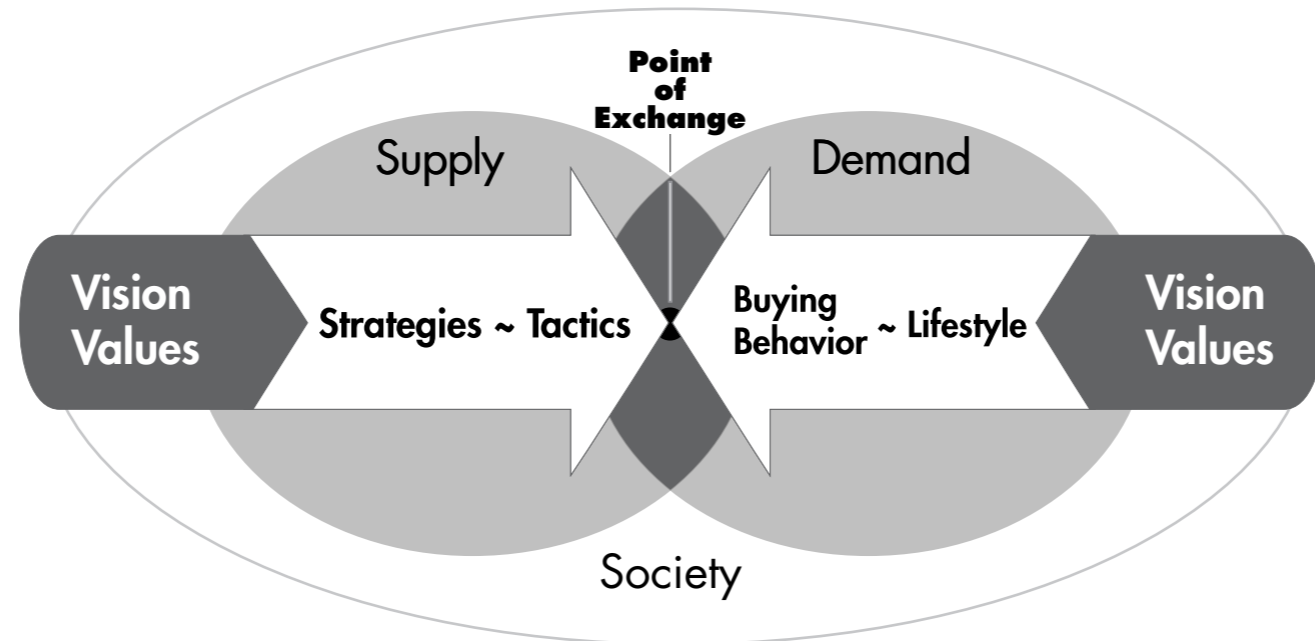


Why do we have the objectives we do? What is our purpose? What business are we in? What are the values igniting and driving our strategies? Think back to the cases. This is where philosophy begins to take a role. in guiding values and vision to drive organizational performance. incidentally this progression of Kotler’s Marketing 4.0 - product centric, (rational) customer centric (emotional), human centric (spiritual). And this follows the three textbooks at Dr. Kotler has sold millions of copies to educate generations of marketers:

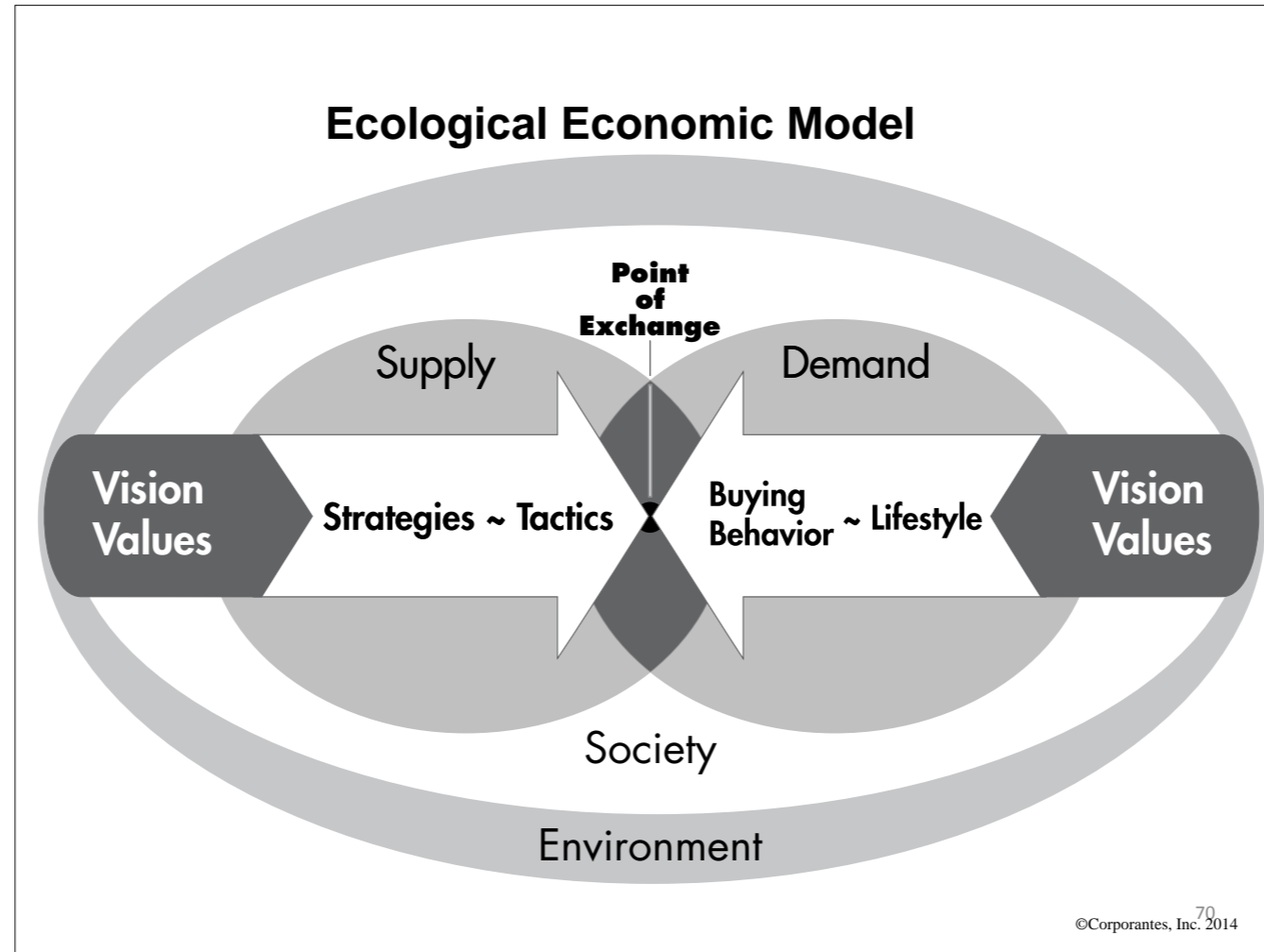
Principles of Marketing for undergraduates, Marketing Management for MBAs, A Framework for Marketing Management for executive education.

We look forward to the next book on Marketing 4.0: “Self-actualization.”

Values-Driven Economic Model



as we progress and think and learn more about our roles We realize we are part of the society in a vital way as Peter Drucker reminded us: marketing is the process through which economy is integrated into society to serve human needs. So we become part of an economic model.



the final step then is to realize that all of our marketing activities exist within and draw on the environment. There is the emerging field of ecological economics - which leaders are urging for pragmatic inquiry to determine strategies.

but at the heart of it as we have stated, lies the role of marketing "serving as the link between society's needs and its patterns of organizational response. It must be put at the heart of Strategy. Kotler FT.

**Challenging marketers to
think afresh about their goals:**

What is Happiness in a Finite World?



We maintain that all starts with a question like the one we are posing in this talk: What is happiness in a finite world. we talk about a challenge question - we show it as a symbol like from the periodic table of the elements - which we all studied in high school - to indicate how fundamental, useful and powerful good questions are.

Challenging marketers to
think afresh about their goals:

What's your Question?



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As I was preparing this talk with several scholars at Depaul, as we were discussing the importance of questions, they reminded me that there are several Japanese words for question: Shitsumon - simple question. Technical, more likely a yes or no answer. Familiar questions on tests at school.

Challenging marketers to
think afresh about their goals:

Linear Progress



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This leads to the progress often associated with advancing in school, or continuous improvement processes. It is the familiar meaning of Shingaku.

Challenging marketers to
think afresh about their goals:

What's my Doubt?



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Dr. Tom Turrentine
Director Plug-in Hybrid & Electric Vehicle
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Gimon This is a question - doubt. Why? Which is a more human question. Not technical with a simple yes/no answer, but requires challenging assumptions and beliefs.

Challenging marketers to
think afresh about their goals:

Transformative Progress



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Another meaning of Shingaku - leads to heart learning, transformative learning. Re-inventing. Just as Dr. Kotler has done for marketing - challenging basic assumptions. And just as all our executives did in the cases presented earlier.

Epilogue

My basic message is that the attendees of the WMS should listen to all the ideas about marketing presented, not as tools to use, but as seeds to plant in your rich cultural soil. These key ideas, interpreted and implemented in Japan, can enrich the lives of us all.

Challenging marketers to
think afresh about their goals:

What is Happiness in a Finite World?



Where we began...our Gimon question about happiness.

In terms of questions/doubts, I think I know where you are going. Question (shitsumon) is cast for simply solving a problem or attaining further knowledge, whereas Doubt (gimon) is perhaps rather "calling into question" something--a concept/norm--something we tend to take it for granted.



Enso + Pragmatic Inquiry =
**SHINGAKU learning-
mind, heart, and body**

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My interpretation - beginner/amateur Shodo-like images - of combining Enso with the process of Pragmatic Inquiry. My hypothesis is that learning to serve others is the way to En/Enso - fulfillment.

We can combine eastern and western philosophy as a philosophy of learning: thinking afresh about our goals as marketers - learning to serve others for their self-actualization, their enlightenment - is a way of happiness in a finite world.



Shingaku



Corporantes

That is the basis of our work in sustainable management education through our firm. Heart learning - Transformative learning - it is the business we are all in - and it is the basis of our business.

back to learning - and our business - help organizations ask better questions and challenge assumptions.

Building a better world is the way/path to happiness. En-so.

**ARE YOU ASKING THE
RIGHT QUESTIONS?**

The **Sustainable Management Workshop** is designed to challenge you and your team to think more creatively and effectively about your organization's true value added, and its fit in a competitive, socially fragile and natural resource-constrained 21st century world. We will focus on how economic challenges, sustainability and social concerns can drive new strategies that add value to a wider range of stakeholders. We will challenge you to expand your thinking from a narrow focus on sustainability to a broader framework for building integrative sustainable management.

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It's how we engage executives in our Sustainable Management Workshops at DePaul University.



What must be done?

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And that's the purpose of universities, places to learn, to think, to question.

This is the question that has inspired creativity and service to the poor for nearly 4 Centuries among our global St. Vincent DePaul Community.

This is a path of happiness - finding ways to better serve each other for the well-being of us all.

It is the question that has driven the St. Vincent Depaul community for four centuries and it is worth noting that it was first asked by a woman (Lady di Gondi asking Vincent dePaul.) In one form or another each one of us needs to ask a similar question - driven by our deepest values and vision - and then to proceed the answer the question pragmatically. This is where my talk began: our Gimon question about happiness - a practice of wisdom - tetsu gaku.

Challenging marketers to
think afresh about their goals:

What is Happiness in a Finite World?

The YKK Philosophy



Cycle of Goodness

“No one prospers without rendering benefit to others.”



Happiness as marketers, I believe, is in service to meet the authentic needs of others for the well-being of us all - and for our finite world.

That is happiness, as stated in the YKK Philosophy -Shiawase - marketing for the benefit of others - bringing us closer together along the path to Enlightenment.

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