

Honorable President

The Deans

The faculty of IPADE

My distinguished colleagues

And all the friends

When you look at Academia and you consider what is the biggest achievement you can get, that achievement is that you are recognized by your peers in a day like this. Not a lot of people acknowledge what you have done, but for me personally this is a day of what I consider a day of reflection, a day of renewal and a day of new responsibility. So by honoring me today, I feel that this is a new life that we have been bestowed not only an award, but a new responsibility.

I want to thank all the people, all the people who are involved in making this decision, and I cannot tell you how fortunate I feel coming from a very humble background, from a very small town in India, a town where we didn't have a good University, there was no College, we studied in a small school by sitting on the floors. But what we had, were great teachers, and we also had the love and affection of our parents. You look at a country like India, of all the things we have done for the world, I truly believe that there is something very unique about India, Indians and the "Indianness" in us, and that is the dedication of our parents to make sure that children get the best education. This award would not have been possible without the support of my parents and without the support of my teachers, and also some few people, Dr. Jorge Gutiérrez, with whom my friendship has been for many years, and with IPADE for more than ten years, and I don't know about all the other distinguished awardees, but this particular room is very familiar to me because every year when I come to teach I spend one full day in this room talking to more than 250 or 300 people, so this podium is not new to me but definitely this recognition is new to me. And I feel very blessed to be with you and share with you a few remarks, and these remarks will focus on what I consider the main essence of the century, and that is focus on human values and leadership.

I was listening to the introduction of all the other recipients, and I saw there is a real similarity between what the other three have done and what my plans are. You listened to what Marilú was doing with respect to creating a shelter and creating a home for women, not only saving their lives but creating new lives. Dr. Delmonico, through a transplant gives people a new life. Dr. González, by his focus on humanity and a focus on being a true gentleman is not only creating a life for you, but enriching lives of people around you. Because as all of you know, the people who are well lighted, they are like magnets, they create others closer to them, so if you look at all of these three awardees, you see their focus has been creating, saving and enriching human life. And that is to me the essence of a true leader. Leadership is about making sure that the people who work for you and people who you work with, they have a chance to prosper under your leadership. Business schools create leaders, but if you look in the last couple of years or I would say in the last ten years we have been blended for creating greed, for creating selfish behavior, and people say

there has been too much emphasis on performance and less emphasis on the purpose. We ought to focus on bigger purposes, we ought to think about doing things or creating leaders who are going to make an impact of lasting significance. So then I took over as the dean of Kellogg, I defined the mission of Kellogg as from success to significance. Because I truly believe that if we all focus on our own success, we are not going to create global peace and harmony. Life is about giving back. When I heard what Marilú has to say about how she has given new lives to thousands of women. That is what for me is the journey from success to significance.

So that was my vision. I have a very distinguished fellow from Kellogg here, Miguel Ramírez, who is a part of our Kellogg Alumni Council, and he and others have heard that the purpose of business is beyond business. We talked about corporate social responsibility, but today I think we need to think about individual social responsibility, if each of us has a moral obligation to do something for our community, for the society, for the country, or for the world. And that is what I want to spend some time talking about, why I decided, in spite of having a very successful career, a successful person as a teacher, a successful deed, I thought that if I talked about from success to significance, I need to practice. So it came to my mind that I should do something more beyond what I have done. So the first project I have undertaken right now and spending my time is to create a University for women from the war countries: women from Afghanistan, Pakistan, Sri Lanka, Nepal, Cambodia, Bangladesh. Because if we had to think of global peace and harmony, we have to do something that would change the world. As my personal belief I have always felt that if you have to change the world, you have to target the women, they are more influential agents than men. And the reason is that I'm very open about this thing, that if we looked at all the people that has applied to Kellogg School, all the Northwestern University and you asked the student to write an essay on who was the most influential person in your life, more than 90% would talk about their mother, not about the father, not that they would not include them. But the point is, if we have to change the world we have to look at people as a marketing professor, we need to target the right customer, and we need to target these women, who have lost their husbands in the war, who have no aspiration left, so, me and along with a set of colleagues we have undertaken this responsibility and this new University would be created in Bangladesh. In a town called Chittagong. It would be called The Asian University for Women and my responsibility is to create a business school where these women would learn entrepreneurship and focus would be on small businesses. The last two weeks I was in Bangladesh working on this project and, as I always said, that if you truly measure the metrics of success, success means making a difference in the life of people. Lots of my students would tell me, "Dr. Jain, the world is so big, how can I make a difference?" I always share with them a very pertinent statement which is, "To the world you may be a person. To a person you may be the world." When Marilú saves a child that is going to be aborted, when Dr. Delmonico saves the life through a transplant this is making the difference in the life of one person. If we all take that vision collectively we can make this world a better and a safer place to live.

The second project that I have taken is also in the same line, and that is to create a University in Angola, Africa. But someone would say, "Why do you think in Angola?" Right. Now what happened

was that I travel a lot and in one of my travels I have a person sitting next to me and we introduced each other and asked him, "What do you do?" He said, "I've sent to Angola as the United Nations Peace Force." So I asked him, "What is happening in Angola?" He said, "Dr. Jain, when you go to a school in the US or in India you are first taught the 3Rs "reading, writing and arithmetic." When you are taught reading you are taught A for apple, B for boys, C for cat, D for dog, is that if you go to a school in Angola they teach you A for AK-47, B for bullets, C for cartridges, G for guns, for they want to create this mind set or attitude of war, arms and ammunitions. So I thought that the game to change the world you have to focus on education, and you have to focus on economic incentives. Because you have to show people that there is something there and something that is better to me and that is the remark by President Quincy, who was the sixth president of the US, and he once said that if your actions inspire people to do more, learn more, read more, then you are a true leader. Which means our job should be to create such aspirations, to create such actions, or to be enrolled in actions that are going to make a difference in the lives of people.

Martha, in her introduction mentioned about my view, my views on things and she also mentioned that my first working day at Kellogg was September 11<sup>th</sup>. I am a person who has been involved everywhere there is a trouble. I, me my wife and my three children, we are also the survivors of tsunami. The first time in my life I took my wife and children and December 25<sup>th</sup> big night, we reached Phuket, in Thailand, and 26<sup>th</sup> morning tsunami happened. There was someone watching us and I tell you we saw the whole tsunami, and we saw so many lives been washed away by the water, but five of us not even a drop of water touched us. You have to believe in faith. But after the tsunami was over, I came back to Bangkok, a person came to see me, in the press I was referred to as "The Tsunami Dean," therefore you should called me by at that time. I appeared in *BusinessWeek*, I had CNN interviews, because there were just a few people of my stature who witnessed and survived. So this journalist comes to me and said, "Dr. Jain, I understand you survived the tsunami." I said "Yes, otherwise how I would be here." So he said, he said, "Do you know one thing that in this whole tsunami not a single animal died." The day he met me there were more than 250 thousands human lives taken away but he said there was not a single animal that died. As you know in India and Thailand there are a lot of animals on the street. So I asked him politely, I said "Do I look like an animal? Or why are you telling me these things". And he said me, "That is not the point." So I asked him, "Why are you telling me the story?" So he said "Dr. Jain, I personally own an elephant and that morning my elephant broke the chain and ran away. So I told him, "It not only ran away but it also ran away in the right direction. Because you can run and still get killed." So I asked him, "Why are you telling me this?" He put his arms around me and he said, "Dr. Jain, you get to sit on comfortable chairs and sofas. Animals have their feet on the ground. That morning when they felt the earthquake, they knew this is not the earth on which they normally live in, so their animal instincts made them move towards mountains and plains." So when I came back from tsunami, back to Kellogg, I called my students and I told them that even in tsunami I learned a very important lesson of leadership and the lesson is, at the time of crisis people who make the right decisions are the ones who have their feet on the ground, people who are in touch with reality. So we as humans beings today, as corporate citizens, we

need to make sure that we have our feet on the ground, we have the pulse of the society and we do something that would make this world a better and a safer place to live. If we looked at human civilization over the last 500 years, until the 19<sup>th</sup> century, the emphasis was on colonization. Countries were making other countries as their colonies, whether it was England, whether it was Spain, whether it was France, Germany, Dutch. They were all in the business of land acquisition and the key thing was colonization. Then came the 20<sup>th</sup>, century where the colonization movement move towards capitalism and competition. We saw that in the entire 1900s. I believe that current century is of human capital and proper citizenship. So we need to make sure that we invest in the people, as Martha said in her remarks, I truly believe that business is all about people, but more than people, the key thing is we all should be driven by core values and by deep sense of faith. People call it religion, I call it faith, people may call it culture, you may call it values. And I thought I will conclude this by sharing a story with you, a story I have said many times, but I want to say it once again because I want to listen to it, so I will tell you what the story is about to make sure you know what it is.

I was invited to give a lecture at a very major conference where you have the CEOs of the top companies in the world who are in the food business. So people from Nestlé, people from Unilever, people from Kraft, people from P&G, and all these consumer companies. There were three keynote speakers the first one was a person, that many of you may know, who wrote the book, *From good to great*, Jim Collins, he spoke on leadership, I was to speak on marketing, and the third speaker was speaking about global finance, from Harvard Business School. And before the speeches there was a small get together, at night, for a dinner, so I went there and sat on my dinner table the person sitting next to me said “Dr. Jain, once you get settle I want to listen to your tsunami story,” so I thought to myself, how does this guy know about the story and also I didn’t know who this person was. So first I asked him politely, I said, “May I know your name?” He said, “I am Mr. Isdell, chairman of Coca Cola.” And he introduced me the other side person who was the chairman of Walmart, and the person sitting opposite to me was the chairman of P&G. So I thought that I was in good company, just like today, I was surrounded by good people, so I thought I was in good company so I was telling him about my wife and children, and he interrupted me. He said, “Dr. Jain, I understand you come from India.” I said, “Yes, I do.” He said, “I have heard that in India you have arranged marriages. You know, your parents arranged a marriage for you, they find a bride or a groom for you.” So I told Mr. Isdell, I said that yes, we taught our outsourcing five thousand years ago so we outsource this responsibility to our parents. He said, “Did you have an arrange marriage, after living in the US for so many years?” See there, before I sat down all this corporate CEOs they only talked about one thing which is all those mergers and acquisitions and things. So he asked me, he said, “Did you have an arrange marriage?” I said, “Let me tell you one thing. An arranged marriage in India is like a merger and acquisition activity.” So he said, “What do you mean by that?” I said, “Just like you do a merger and acquisition, you do due diligence on the two companies, you get the investment bankers, they come and look at all the balance sheets and if the numbers match there is synergy, the two CEOs would meet, and they finalize the deal. I say is the same thing in India, our values are that the bearing is not between two individuals but between two families. So the families get together rather than investment bankers, the relatives

and the friends come, you meet, and rather than comparing numbers, we compare the values. If the values of the two families would match and everything seems a good fit then the parents will ask the boy and the girl to meet and formalize." So Mr. Isdell asked me, "Did you go through this experience?" I said that yes, it was in March of 1989. I got a letter from my father saying: "Dipak, we have found a girl for you. She is a school teacher. You are a teacher. We met her parents, they are like us and I think you would get along very well, and so in June, once the classes are over, I would like you to come, meet her, and decide." And my father concluded the letter with a statement at the end saying: "I went to see her and I really liked her." I know this was an extra pressure from the father on the son, but I believed it. When my father said something, so I called my father and I told my father... This is what I call faith and values. I called my father and I said, "If you like her, there is no need for me to see her," because I come from a blind father. My father is totally blind. So I said, "You have must see something in her that I cannot see with my physical eyes. So if you have liked her so much, then she should be fine for me." My father called me back and said, "You idiot, you don't have to see her, but she has to see you." And I told to myself, "Yes," I thought to myself that I teach marketing and my father practices marketing, right, you have to see it from the consumers' point of view. And I tell you, I went in June. We met for less 20 minutes or so, but it was the faith in my parents, it was the values we grew up which is respect your elders. We have been married very happily for 20 years. This day would not have been possible without her support. She takes care of the children. She knows very well how much I travel, but in spite of that I look at Latin America, I look at the people here marketing begins at home. We have to make sure that we believe in our family values, we do things that are best not only for us but also for people around us. And in spite of the tsunami, in spite of September 11<sup>th</sup>, in spite of all the problems we have encountered, I always believe that, somebody told me the difficulties come in your way not to make you bitter but to make you better. And this morning I want to tell all of you that something that keeps me going is a statement which is: "The challenge ahead of you is never greater than the force behind you." If you have the right people behind you, the right team behind you, you can rise to any challenge. And this morning, to all the administrators of IPADE I want to tell you Dipak Jain is always behind you. You have a friend at Kellogg.

Thank you.