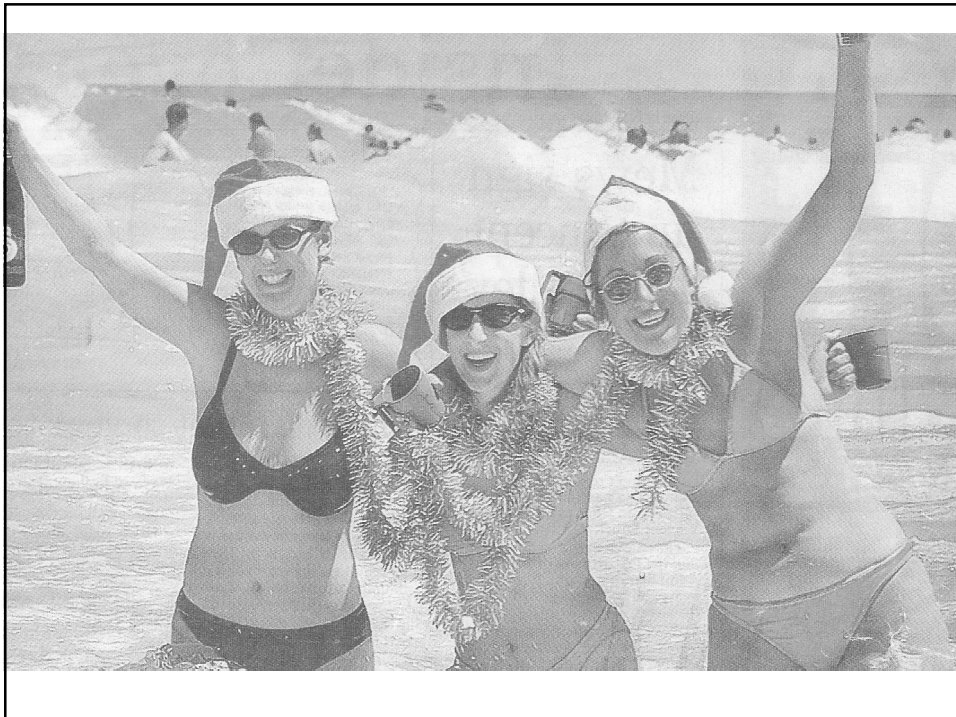


# Developing a Sustainable Economy-some lessons from Down Under

- Presentation Notes -

Peter Kenyon  
Director  
Bank of IDEAS  
(Initiatives for the Development of Enterprising  
Action and Strategies)





**'The trouble with  
our times is that  
the future ain't  
what it used to be.'**

**(Peter Drucker)**

SOURCE: BLOOMBERG

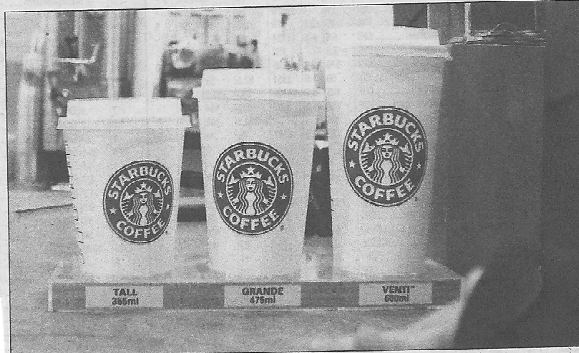
# Starbucks closes 300 more

COURTNEY DENTCH

Starbucks, the world's biggest chain of coffee shops, is to cut 6700 jobs and close 300 more stores after reporting a first-quarter profit that fell more than analysts estimated.

The company plans to close 200 stores in the US and 100 overseas, in addition to the 600 Starbucks it said it would close last year.

The Seattle-based chain said 6000 cafe posts and 700 corporate jobs would go.



Downsizing: Starbucks is to shed 6700 jobs and close another 300 stores.

# 50 million more could be jobless by end of year

GENEVA

Two years of global financial and economic meltdown could leave more than 50 million more people unemployed by the end of this year, risking social unrest, the International Labour Organisation has warned.

New estimates show global unemployment this year could be 18 million to 30 million more than in 2007, and be 50 million more "if the situation continues to deteriorate", the ILO said.

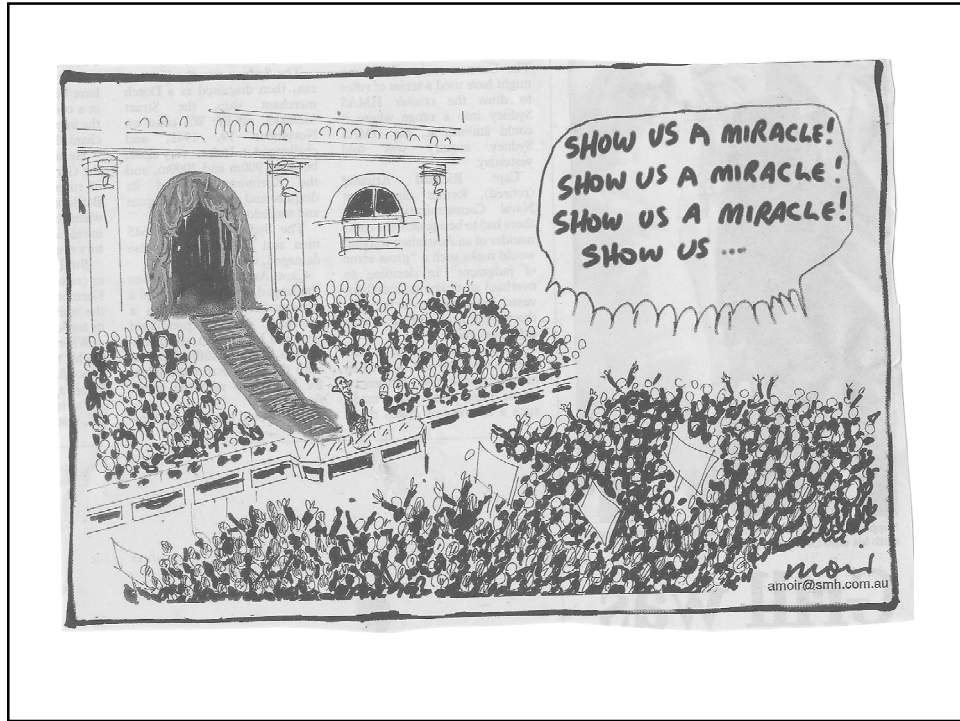
That could raise the world's jobless total to 198 million, or 230 million

people in the worst case scenario, according to the figures in the ILO's report. "The ILO's message is realistic, not alarmist," director-general Juan Somavia said. "We have to assume that we are now facing a global jobs crisis."

Officials were more inclined to a

middle range of 30 million job losses for 2007-2009, raising the worldwide unemployment tally to 210 million.

The lowest range was based on existing International Monetary Fund data but labour experts believe it is already outdated.



**'You've got to be hungry - for ideas, to make things happen and to see your vision made into reality.'**

**(Anita Roddick)**

## **Growth Plan.....some themes that need endorsing**



## **GROWTH PLAN PROCESSES and** **FOCI**

- Extensive Public and Stakeholder Engagement
  - Reference group
  - Youth Engagement
  - Aboriginal Peoples Engagement
- Sustainability and Long term Outcomes
  - Strategic use of Infrastructure
  - Multi Sectoral Holistic Approach
  - Quality of Life/Quality of Place
    - Stakeholder Collaboration
    - Aboriginal Youth Employment
- Skilled Workforce for the New Century
- Performance Measures and Benchmarks

**My Passion ...**

**Building healthy,  
inclusive, sustainable  
and enterprising  
communities**

## **Seven Pillars Of A Healthy Community**

**Practices ongoing dialogue  
Generates leadership  
Shapes its future  
Embraces diversity  
Knows itself  
Connects people and resources  
Creates a sense of community**

**(Healthy Cities and Communities Coalition, USA)**

## **Strong Communities**

- ☐ have strong leaders
- ☐ have strong networks with other communities
- ☐ can build on their existing assets and resources
- ☐ have a 'can-do' community spirit and are optimistic about the future
- ☐ can grasp the opportunities that come their way
- ☐ have a sense of 'belonging' to the community among its members
- ☐ embrace change and take responsibility

**(Stronger Families, Stronger Communities at Department of Family and Community Services)**

## CHARACTERISTICS OF A HEALTHY COMMUNITY

### Healthy

Optimism, hope and 'we are in this together'  
 "We can do it"  
 Value intangibles like vision and values  
 Consensus building  
 Collaboration  
 Focus on the future  
 Interdependence  
 Broad community participation  
 Leadership renewal  
 Think and act in long term  
 Listening  
 Reconciliation  
 Win-win solutions  
 Politics of substance  
 Diversity and involvement  
 Challenge ideas  
 Problem solvers  
 View challenges as opportunities

### Unhealthy

Cynicism  
 'Nothing works'  
 Emphasis only on tangibles  
 Polarisation  
 Confrontation  
 Debate the past  
 Parochialism  
 Few do everything  
 Same old faces  
 Short term thinking  
 Attacking  
 Hold grudges  
 Win-lose solutions  
 Politics of personality  
 Exclusion  
 Challenge people  
 Blockers and blamers  
 See themselves as victims

## Growth Plan.....some key lessons from Down Under



# **1.Focus on the Basics that build community connectedness, capacity and engagement**

**'In Australia,most communities  
can often be compared to a  
football game where 30,000  
people who need the exercise,  
turn up to watch 36 players  
who don't.'**

**(Peter Kenyon)**





## Social Capital

*'the fabric that holds  
the community together'*

(Robert Putnam)

**Features of social organisation like networks, the quality and intensity of civic involvement, the level of trust and norms that exist between individuals and/or groups within a community, and which facilitate coordination and cooperation for mutual benefit.**

*'Much hard evidence has accumulated that civic engagement and social connectedness are practical preconditions for better schools, safer streets and even healthier and longer lives'*

(Robert Putnam)

*'Increasing evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable.'*

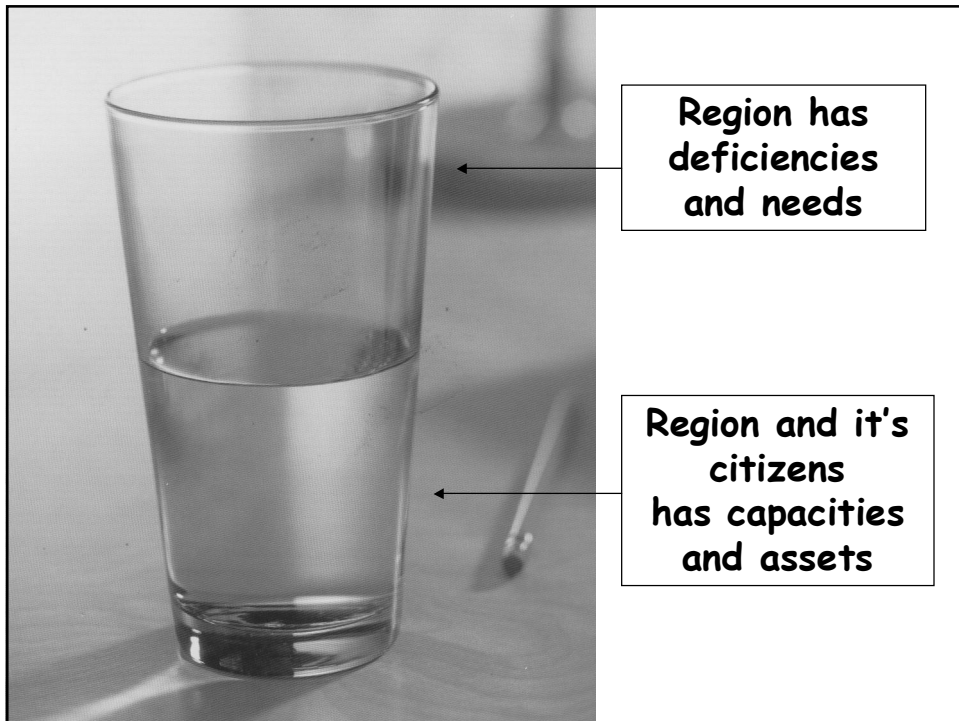
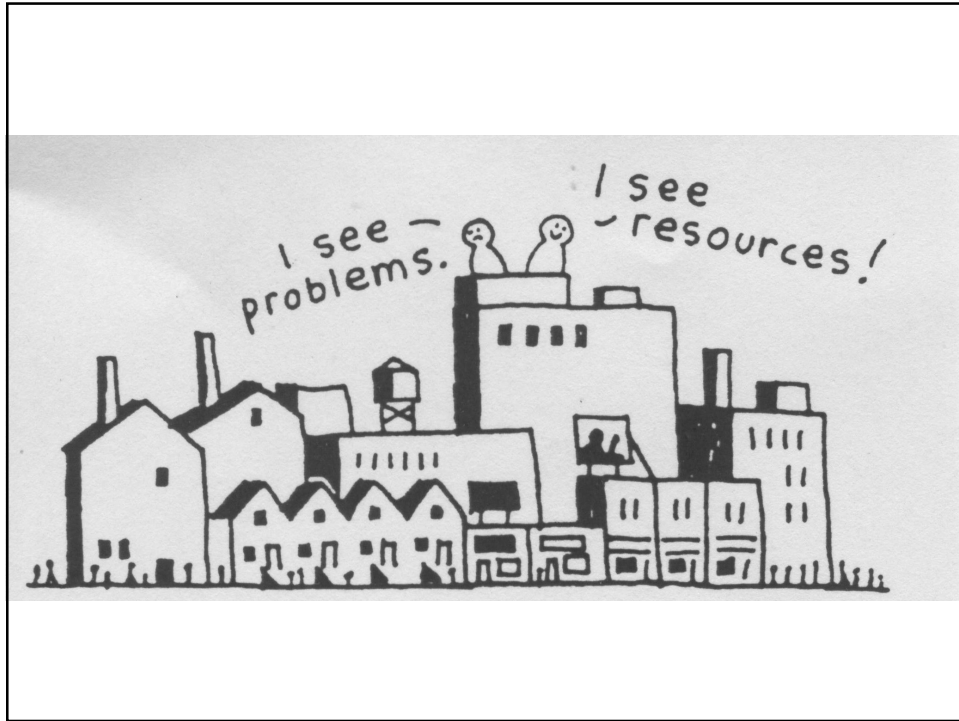
(The World Bank, 1999)

## **Proven Benefits Of Building Social Capital**

- ☐ Improved health, economic and social well - being of the community and therefore its constituents
- ☐ Stronger network development within and across communities
- ☐ Increased confidence in community
- ☐ Improved community resilience
- ☐ Lowering of transaction costs associated with community economy
- ☐ Improved conflict resolution processes
- ☐ Increased sense of belonging
- ☐ Increased knowledge and understanding

(According to ABS Info Paper: Measuring Social Capital, 2004)

**2. BE OPPORTUNITY  
AND ASSET FOCUSSED -  
focus on resources,  
strengths and comparative  
advantages, not  
deficiencies and  
limitations**



**'Communities have never been built upon their deficiencies. Building community has always depended upon mobilizing the capacities and assets of a people and a place. That is why a map of community assets is necessary if local people are to find the way toward empowerment and renewal.'**

**(J. McKnight & J. Kretzmann)**



## Kaikoura, (New Zealand)

Kaikoura : Population 4000

Traditional farming and fishing

1987 - 3600 international visitors  
2002 - 350 000 international visitors  
2008 - 650, 000 international visitors  
Tourism sector contributes \$67 million to the local economy.

1/3 of the town's full time jobs are in tourism, and another 1/3 rely on a proportion of the tourism income to make their job sustainable.

### Comparison - Kaikoura 1987 - 2008

	1987	2008	Variance %
Accommodation Complex	23	96	+ 317%
Guest Beds	386	1860	+ 382%
Coach Services	2 each week	112 weekly	+ 5,500%
Licensed Premises	4	43	+ 975%
Restaurants / Cafés	10	35	+ 250%
Tour Operators	5	58	+ 1060%
Taxi Services	0	1	New Service
Building Permits Issued	41	221	+ 439%



## Kaikoura Whale Watch

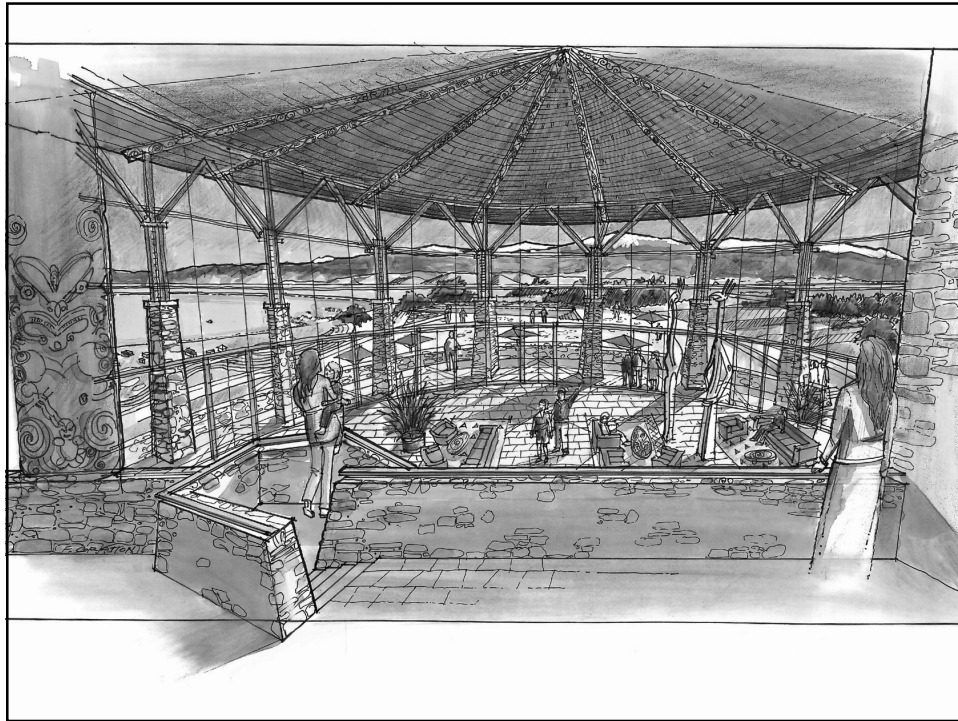
- ☐ Established in late 1980's by local Maori desperate to create employment and build a future for their children.
- ☐ Local Maori (over 90% unemployment rate) borrowed \$35 000 to initiate - used their homes as collateral.
- ☐ Only grant in their history - \$5000 for a feasibility plan.

## Kaikoura Whale Watch

Today:

- ☐ Biggest employer in Kaikoura with over 250 staff.
- ☐ 2004 - 200,000 Whale Watch customers
- ☐ Winner of the Best Global Eco Tourism Business Award.
- ☐ Besides Whale Watch, the company has a wide range of businesses:
  - biggest Day Tour company operating from Christchurch
  - chain of 9 coffee shops throughout New Zealand
  - Clifford Bay Marine Farm
  - technology investments.





### **3. BUILD AND DIVERSIFY LOCAL AND REGIONAL LEADERSHIP**

**'The old style answer of throwing money at the problem is not the high impact solution for regional development in Australia. Given the task of rejuvenating a region and the choice of \$50 million, or \$2 million and 20 committed local leaders, we would choose the smaller amount of money and the committed leaders'.**

**(McKinsey and Company (1994) Lead Local Compete Global: Unlocking the Growth of Australia's Regions)**

**'The most critical factor in determining the growth or decline of rural communities is leadership, the most critical investment to ensure the future of rural America is leadership education'.**

**(Glen Pulver, Professor Emeritus,  
Rural Development, University of Wisconsin, Madison)**

**'Leadership is that special quality which enables people to stand up and pull the rest of us over the horizon'.**

**(John Gardiner)**

**'If your actions inspire others to dream more, learn more and become more, you are a leader'.**

**(John Quincey Adams)**

## **Unique Contribution By Young Women and Men**

- ☐ Fresh perspectives
- ☐ Great collaborators
- ☐ Make the dollar stretch
- ☐ Passionate about issues, eg, environment / sustainability
- ☐ Idealism
- ☐ Impatience
- ☐ Attract the attention of the media
- ☐ Best know what other young people think and want

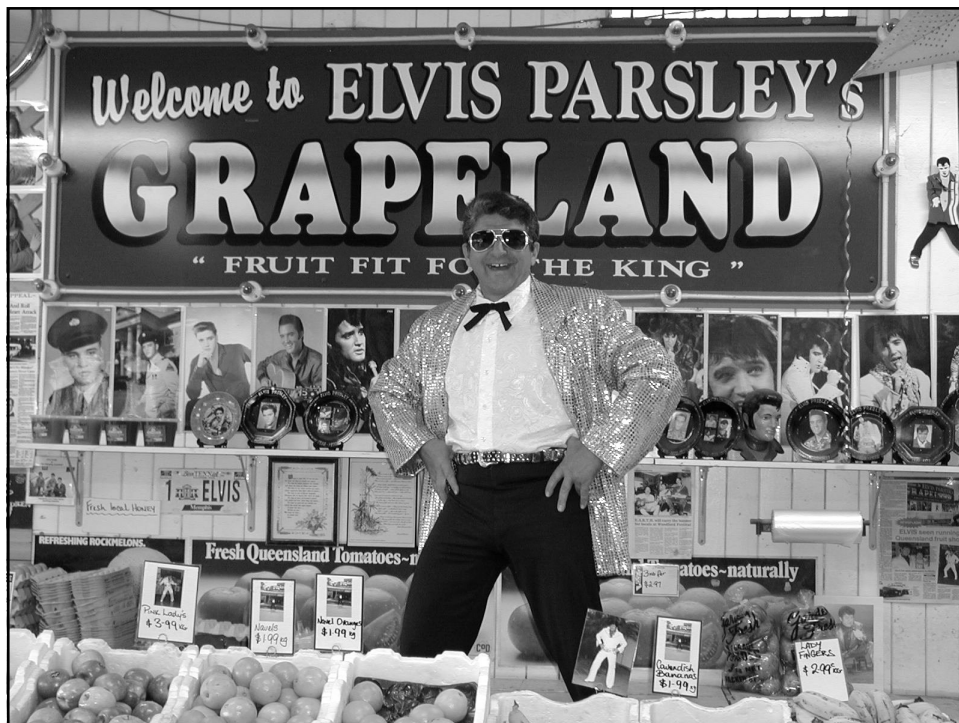
**'If you want a year of prosperity, grow grass.**

**If you want ten years of prosperity, grow trees.**

**If you want 100 years of prosperity, grow people.'**

**(Scott's Bluff Leadership)**

## 5.FOSTER AND PROMOTE ENTREPRENEURIAL ATTITUDES AND BEHAVIOURS



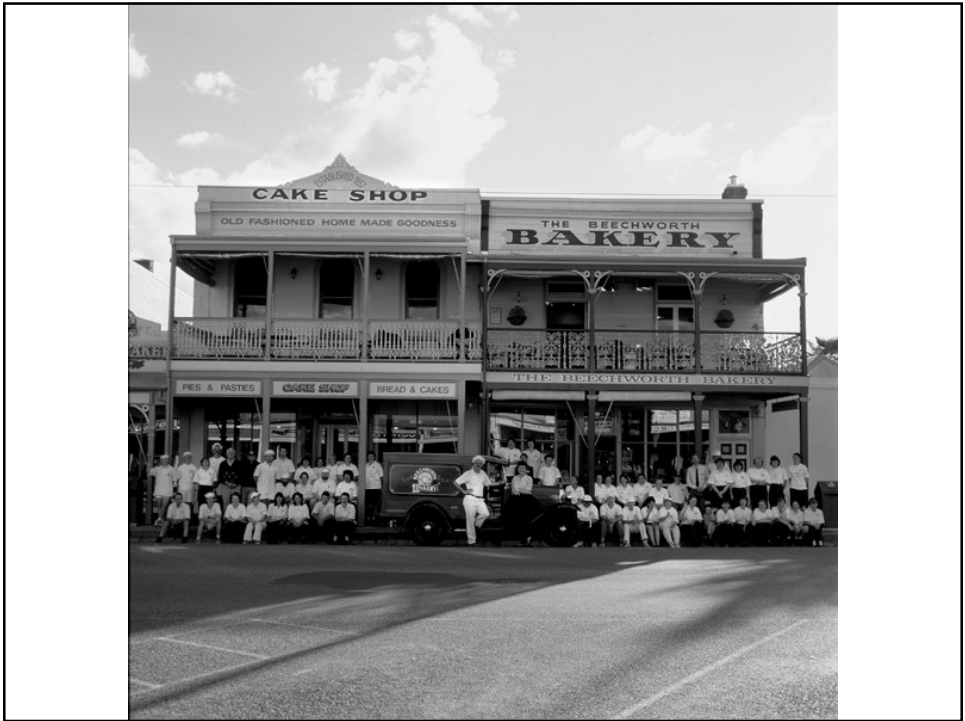




*'If you want to survive in a town of 2000, only half an hour from a major regional centre, you need to be bold and creative. Small business is getting harder. It's a struggle. Only those who are prepared to think outside the box can survive in our business sector'.*

**(Elvis Parsley, Grapeland, Woodford, Queensland)**





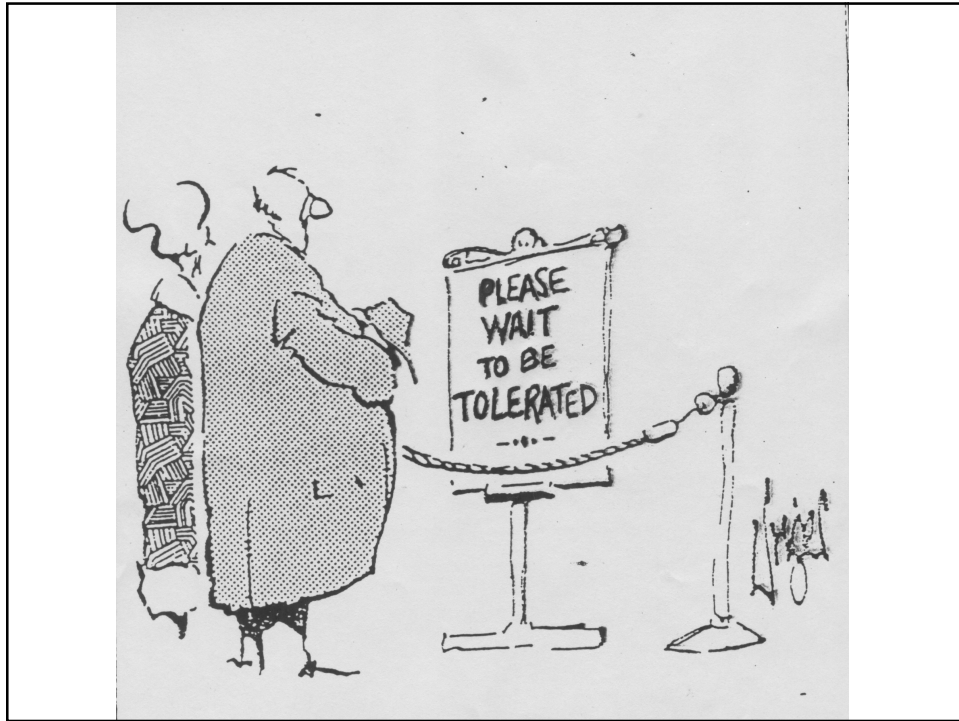
## **Case Study Beechworth Bakery**

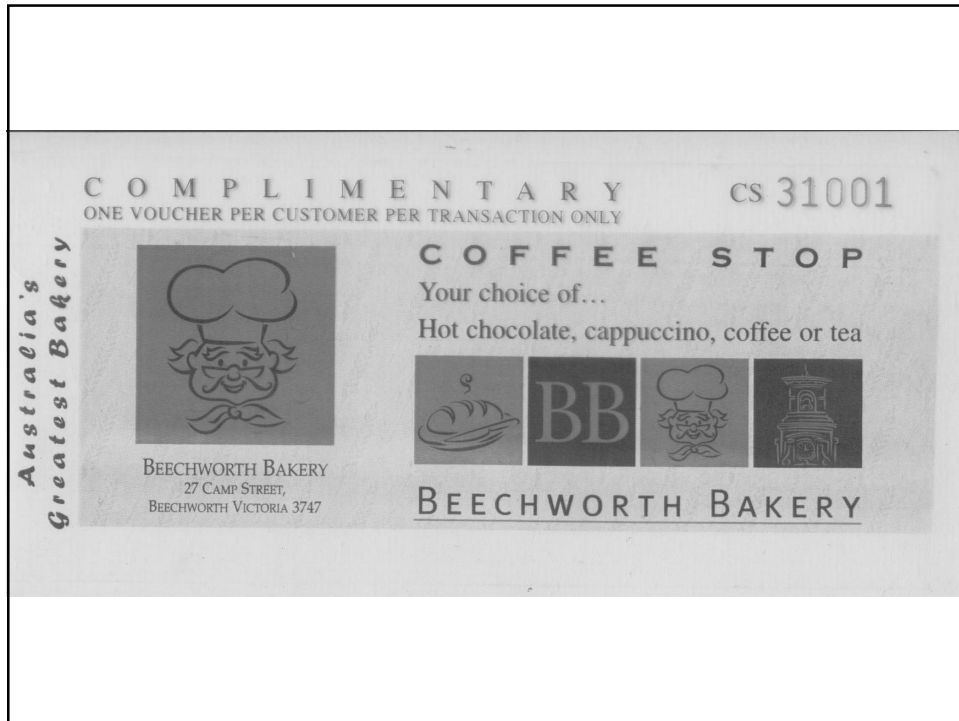
### **The Bakery:**

- ☐ Employs 76 people, and another 46 at 'Beechworth Bakery at Echuca'
- ☐ Turns over \$6 million plus per year
- ☐ Took \$30,000 over the counter on one day (Easter Saturday)
- ☐ Attracts over 700,000 customers per year
- ☐ Offers 200 products
- ☐ Seats 300 customers
- ☐ Has won the most significant Regional Tourism Award in Victoria 3 times

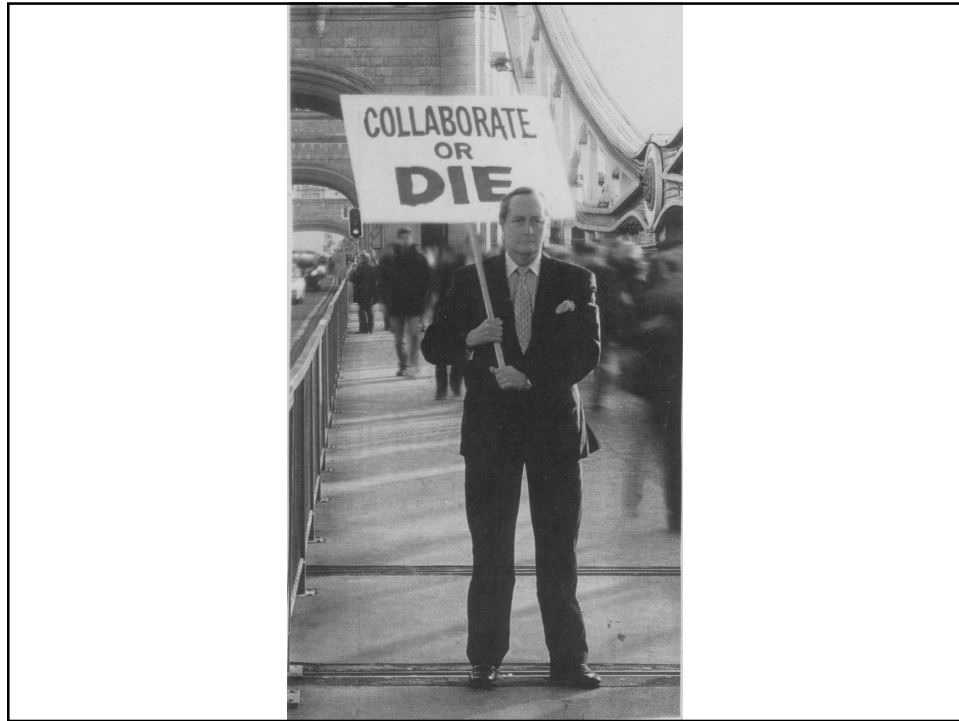
## **Making Dough Tom's Way**

1. Positively outrageous customer service
2. Innovative marketing
3. Staff pride, enthusiasm and involvement
4. Community connectedness
5. Idea obsession and continuous learning
6. Collaboration and networking
7. Passion





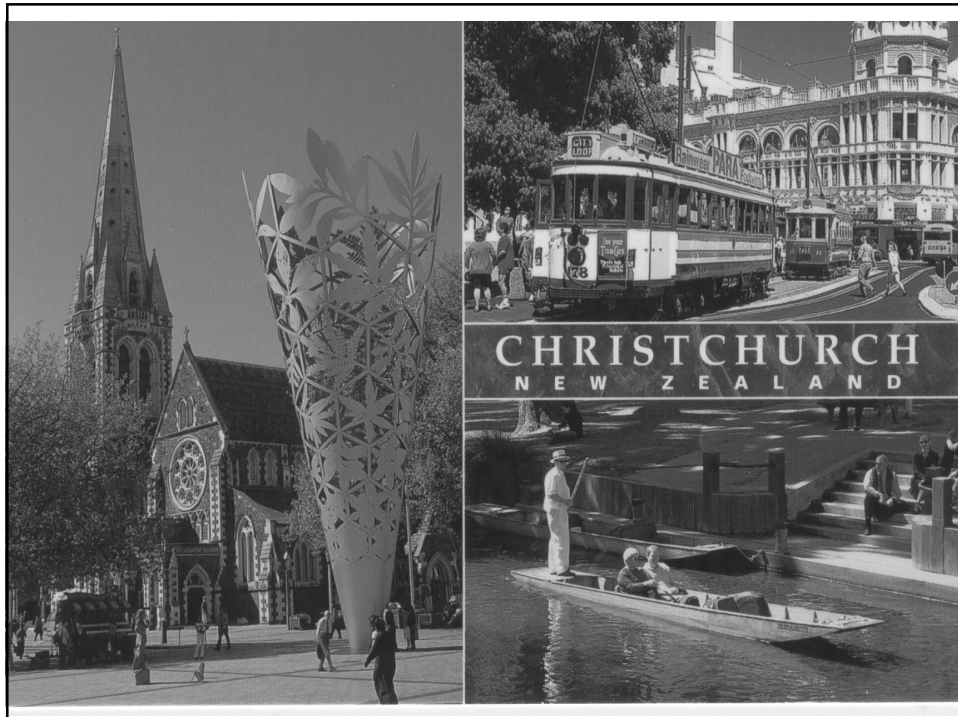
## 5.BE PRACTICAL IN BUILDING COLLABORATIVE SPIRIT AND PRACTICE



**'I will market my  
neighbour as well as  
I market myself.'**

**(Wall Pledge of participating businesses in  
the Midland Meander Arts Marketing trail)**

## 6. REMEMBER THAT MINDSET AND ATTITUDE ARE FUNDAMENTAL





**'I think negative people should be taxed. They require an incredible amount of energy. They're like corgis nibbling at your ankles and I'm sure they exist to show us the difference between heaven and hell.'**



To be successful in business, one  
needs to be:

**Bold**

**Different**  
and

**First**

(Anita Roddick, Founder, The Body Shop)

*The future is not a result  
of choices among  
alternative paths offered  
by the present, but a  
place that is created first  
in mind, next in will, then  
in activity.*

*'The future is not a place to  
which we are going; it is a  
place we are creating. The  
paths to the future are not  
found, but made, and the  
activity of making them  
changes both the maker and  
the destination.'*

*(John Schaar)*

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