

### **“We need men who can dream of things that never were”– John F. Kennedy**

On 25 May 1961, President John F. Kennedy presented a bold challenge before a joint session of Congress: Send a man to the moon by the end of the decade. After listening, many thought that this president must be a hopeless dreamer. How would it be possible for a man to land on the moon? Even if it were possible, the huge investment and preparation would need more time.

But that far-fetched dream became a reality on 20 July 1969 when Apollo 11 commander Neil Armstrong took a small step for himself and a giant step for humanity, leaving a dusty trail of footprints on the moon.

I like what Kennedy said ‘we need people who can dream of things that never were’. But only dreaming is not enough, we must also have the strong will to realize those dreams.

Dreams far and find the way to get there.

Instead of setting a year-by-year target, Kennedy looked 10 years ahead. He set his target: America must be the first country to send the first man to the moon before the end of the decade. After that, he planned backward on what were needed to reach the target by the deadline.

The same applies to running a business. We usually set business target year by year - how many market shares or revenues - and allocate money based on last year's budget.

But if we use Kennedy's method, our next year's plan will be mainly based on our 5 or 10 years goal. Therefore, the way we look at our business and the way we plan for next year's movement in order to achieve our long-term goal will be totally different from the past.

Daring to dreams of things that never were allows us to have a whole new perspective towards the future.

But keeping the dream only to yourself is not fun. Let's share it with others!

I don't think America successfully landed Neil Armstrong on the moon because it was the president's dream, but I think because it was the dream of the whole nation - everyone wanted to take part.

There is a story that when NASA was newly established, it attracted a lot of media attention. One day, a reporter, who had an interview appointment with NASA's executive, was walking into the building and saw an old man happily sweeping the floor in the lobby. Wondering why the old janitor looked so happy in his job, the reporter decided to ask him. The old man looked up from the floor and smiled. “Because I am proud of being a part of bringing the first American to the moon”

The janitor must have thought that without him around, the office would be a big mess and the engineers wouldn't work efficiently and the country wouldn't be able to send the first man to the moon.

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My colleagues and I also have our 'Man on the Moon Goal'. I can't disclose the details here but one thing I can tell you is that the goal looked very far from reality on the day we set it. But we still believe that if we dare to dream and manage to make everyone in the company - whoever they are and whatever their job - believe in the same dream, that dream will become true one day.

And today, I start to see that the 'moon' isn't that far away.