



MartinRoll

Global Asian Brands: Myth or Reality?

NUS Marketing Club
Singapore – 6 February 2018

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Next Generation Leadership

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Leadership in the 21st century will be influenced by constant change

21th century challenges	Implications for Next Gen Leaders
<ul style="list-style-type: none"> • Geopolitical volatility • Technological disruptions • Economic and political uncertainty • Shifting demographics 	<ul style="list-style-type: none"> • Balance short- and long-term lens • Resilience • Keep horizontal and vertical outlook • Global perspectives and local insights • Strong strategic compass
<p>Purpose</p> <ul style="list-style-type: none"> • Unwavering focus • Clear personal vision • Clarity of thought 	<p>Long-term lens</p> <ul style="list-style-type: none"> • Has a futuristic vision • Thinks and plans ahead • Executes strategically
<p>Resilience</p> <ul style="list-style-type: none"> • Manages change • Stays ahead of curve • Strong character 	<p>Adaptation & Agility</p> <ul style="list-style-type: none"> • Manages disruptions effectively • Continuously innovates
<p>Networks</p> <ul style="list-style-type: none"> • Build network of leaders • Cascades relevant messages and change 	<p>Culture orientation</p> <ul style="list-style-type: none"> • Driven by values/ beliefs • Business culture and ethics ambassador

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”Wherever you see a successful business, someone once made a courageous decision...”.

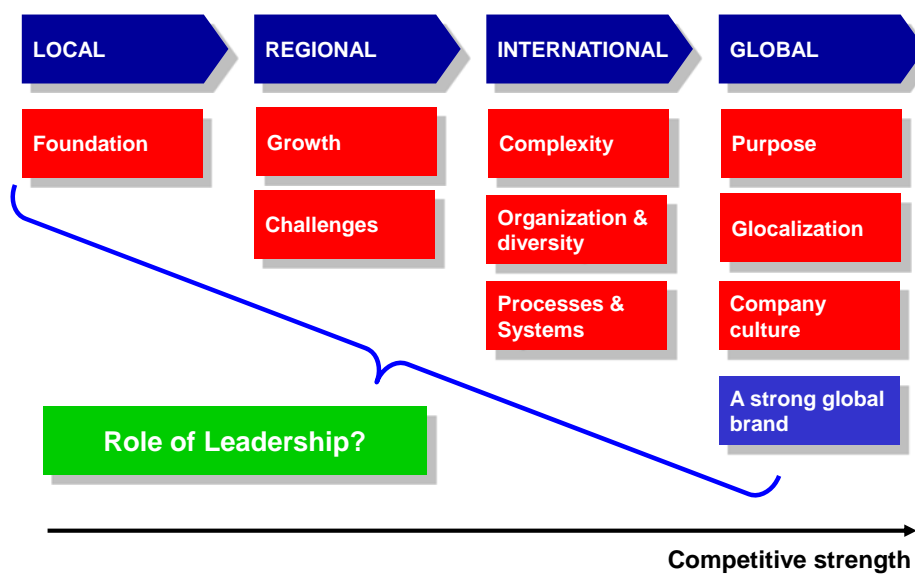
*Peter Drucker
Professor of Management*

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The global brand-driven company

The path to a truly global iconic brand

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The Asian strategy challenges

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From low-cost manufacturing to global value creation

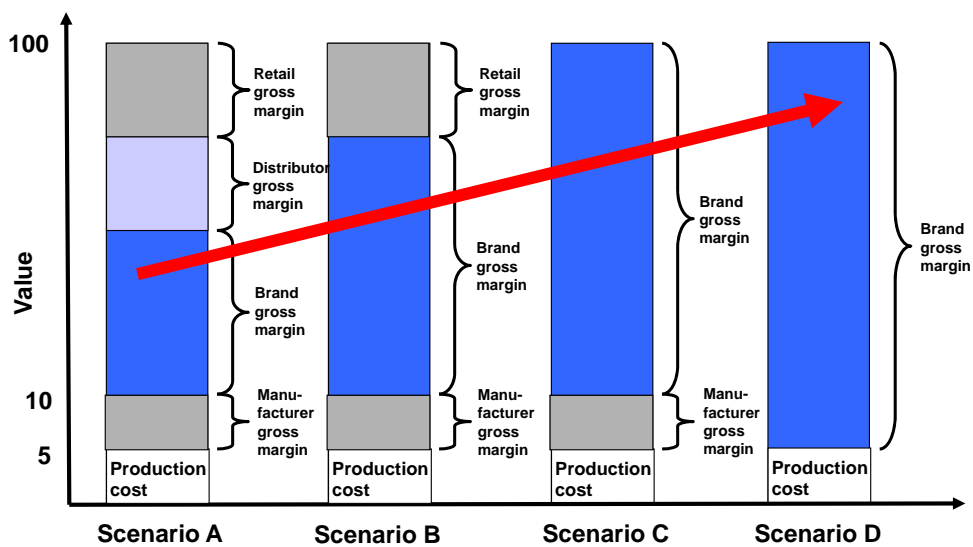
- Low cost is becoming a commodity
- Chinese and Indian economy
- Trading mindset
- Less focus on innovation
- Asset challenge
- Dominance of large diversified conglomerates
- Excess capacity
- IP/Trademarks

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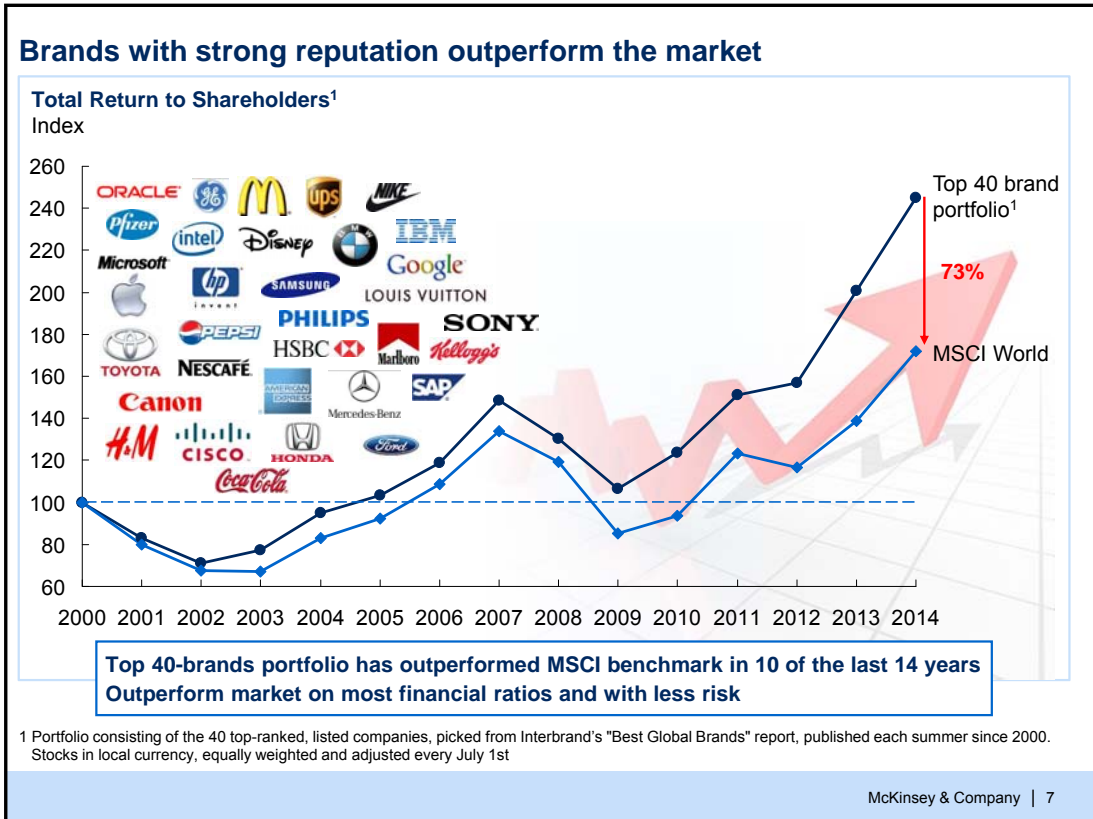
The financial value chain

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From low-cost manufacturing to global value creation



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Branding starts in the boardroom

Three strategic drivers of successful brands

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Mindsets & beliefs

Skills

Resources

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Branding starts in the boardroom

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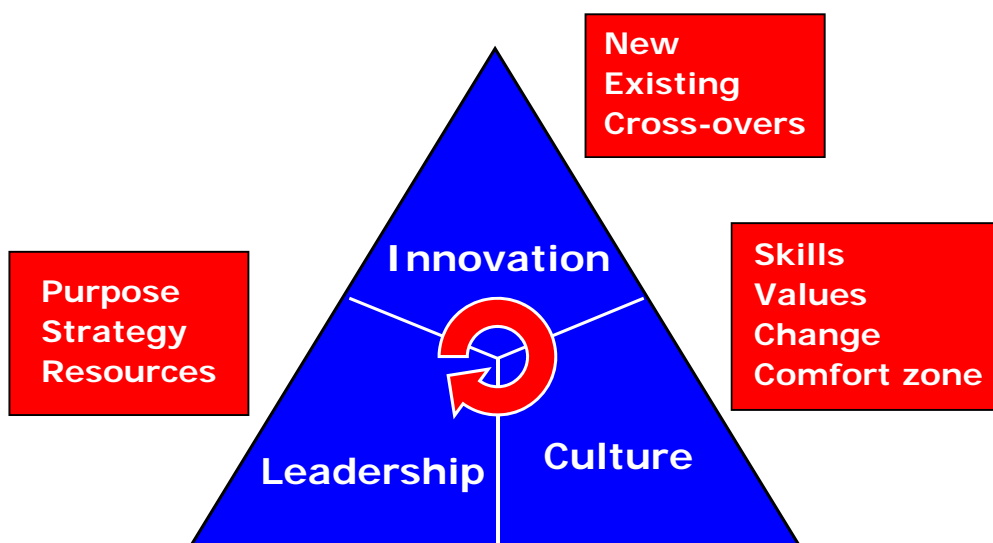


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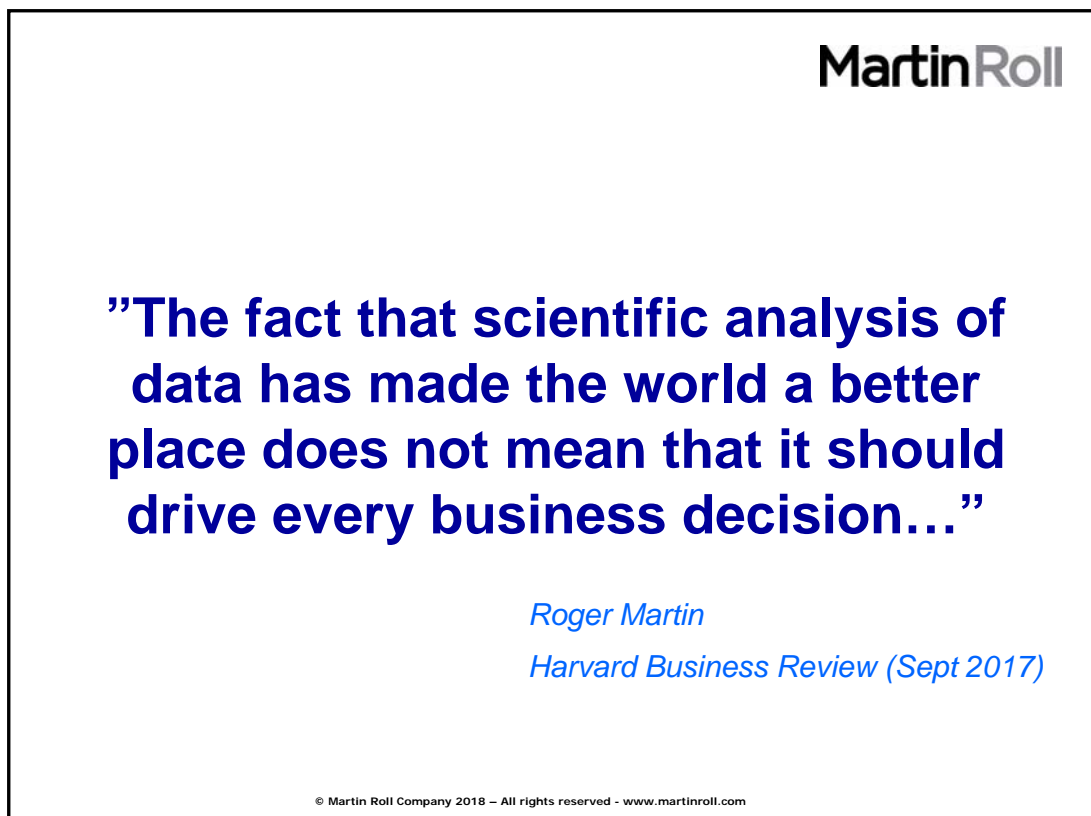
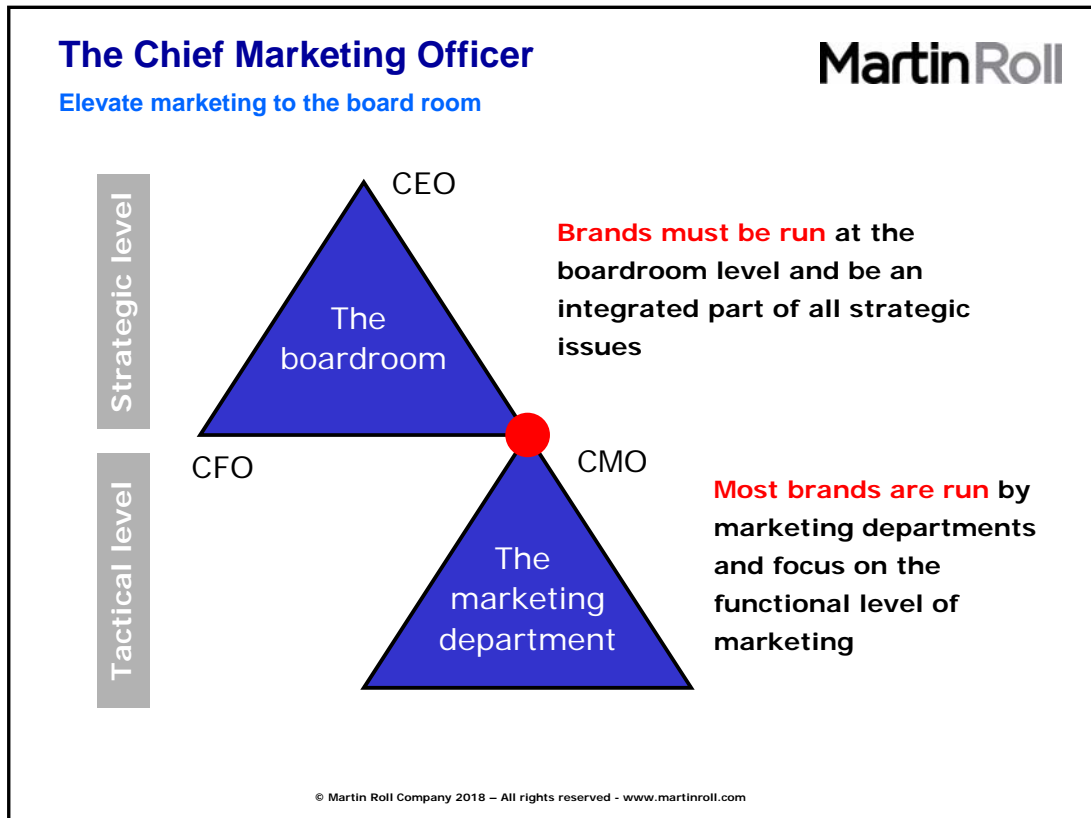
The brand-driven global company

Three essentials are key to success


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Build your own (unique) business model **MartinRoll**
Winning, high-performing companies balance Art & Science

Art  **Science**

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The purpose-driven business **MartinRoll**
Define long-term aspirations, values and societal impact



Purpose

Brand, Strategy & Objectives

Business Frameworks **Talents & Resources** **Action Plans**

Business Impact Risk & Governance

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The purpose-driven business

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Next generation boards drive an outside-in market-driving approach

Purpose of the business

- What does our organization bring to the world?
- Does that difference matter?
- Is something about it scarce and difficult to imitate?
- Are we doing today what we need to do in order to matter tomorrow?
- What makes us an enduring company?
- If the company disappeared today, would the world be different tomorrow?

Strategy, Execution & Evaluation

Establish a clear view of **what** the company will bring to the world, **why** it will matter, **how** we will do it and **when** we do it



Create **clarity** at the core, define a **shared vision** and lead **relentless execution** of the strategy

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Turn-around of LEGO

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Back to core, deep consumer insights, then innovate



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Welspun Group

Home textiles solutions based on strong community foundation

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”Have the courage to follow the heart and intuition. They somehow already know what you truly want to become”.

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The strategic intent

Define a distinct, strong and differentiated core (strategic intent)

Strategic thrusts

- Who are our customers?
- What do they want?
- What will we give them?
- What do we tell them?
- How will we service them?
- How will we make money?

↓

Role of the board

- Balance past, present & future
- Balance Art & Science
- Balance internal & external focus
- Balance people, time & resources
- Balance risk and rewards

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The Asian brand challenge

Lack of imagination and calculated risk taking

Anything is possible

Just do it

↓

Authenticity and Differentiation

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Authenticity will regain prominence

Jim Thompson: Brand built on strong myth with a modern twist

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JIM THOMPSON



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Differentiate and dare to be aspirational

From core Korean roots to global consumer appeal

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AMOREPACIFIC



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”Frankly, IKEA is doing more for the image of Sweden than any governmental efforts combined..”

*Director of the Swedish Institute in
“Public Diplomacy Magazine”*

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Benefits of branding places

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Nation brands are important assets for enhanced competitiveness

Country branding activity	Benefits
Export branding	<ul style="list-style-type: none"> • Positive halo effect on products • Country-Of-Origin effects • Increased ability to export
Generic country branding	<ul style="list-style-type: none"> • Ability to attract tourists and skilled workers • Increased ability to attract investments • Ability to reduce incentives for investors • Increased cost pressure on competition • Resilience to financial crisis • Ability to sustain higher prices
Internal country branding	<ul style="list-style-type: none"> • Ability to retain skilled workers • Increased productivity from better morale

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Redefining Made-in-Asia

From local to global reputation building on a strong core

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HUAWEI

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Hermès

Legacy, craftsmanship & strong heritage as brand guardrails

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”We don’t have a policy of image, we have a policy of product”

Hermès CEO



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Arrogance and complacency are the most lethal enemies of strong brands....

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Leveraging brands as strategic assets

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The Singapore Girl is managed by board and government owner



SINGAPORE AIRLINES



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Intensive training builds the culture

Singapore Airlines runs 15-20 days training a year

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SIA Academy

- Service excellence is everything across the organization
- Well-trained employees at all levels
- Rigorous training and retraining
- Awards and recognitions



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**”Culture eats strategy for
breakfast....”.**

Peter Drucker

Professor of Management

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Culture is the currency of strong brands

Identifying and nurturing customer centricity

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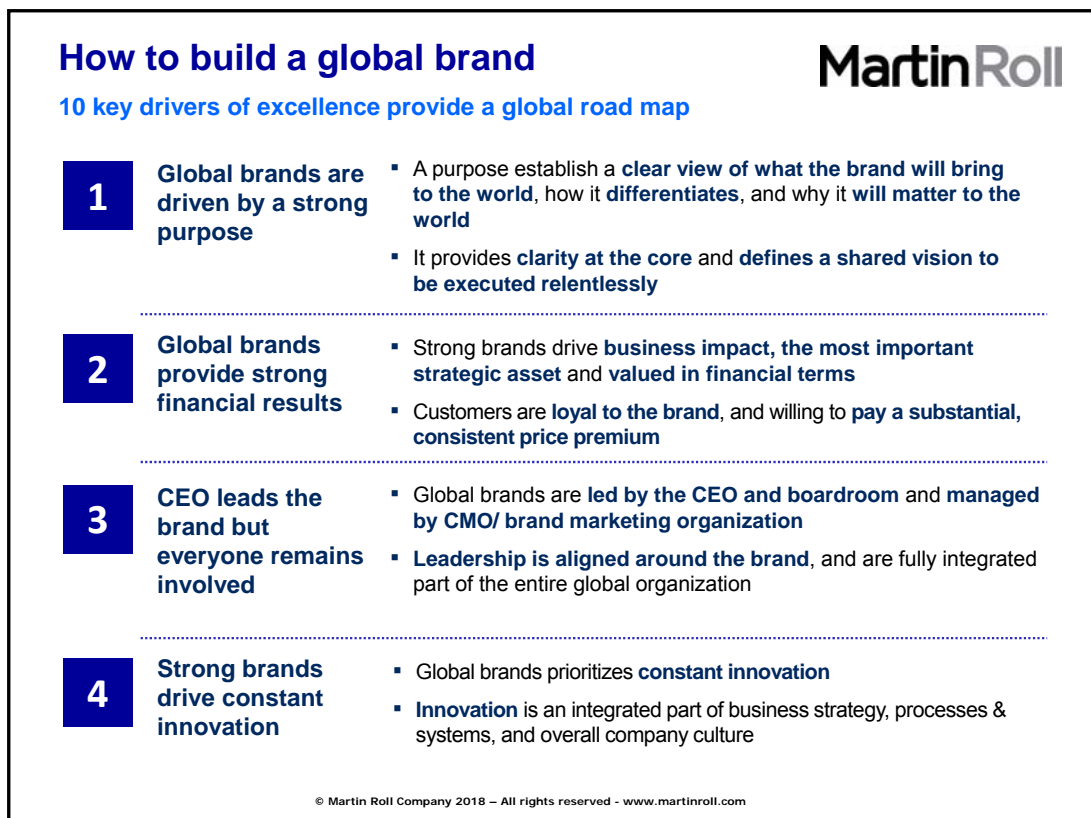
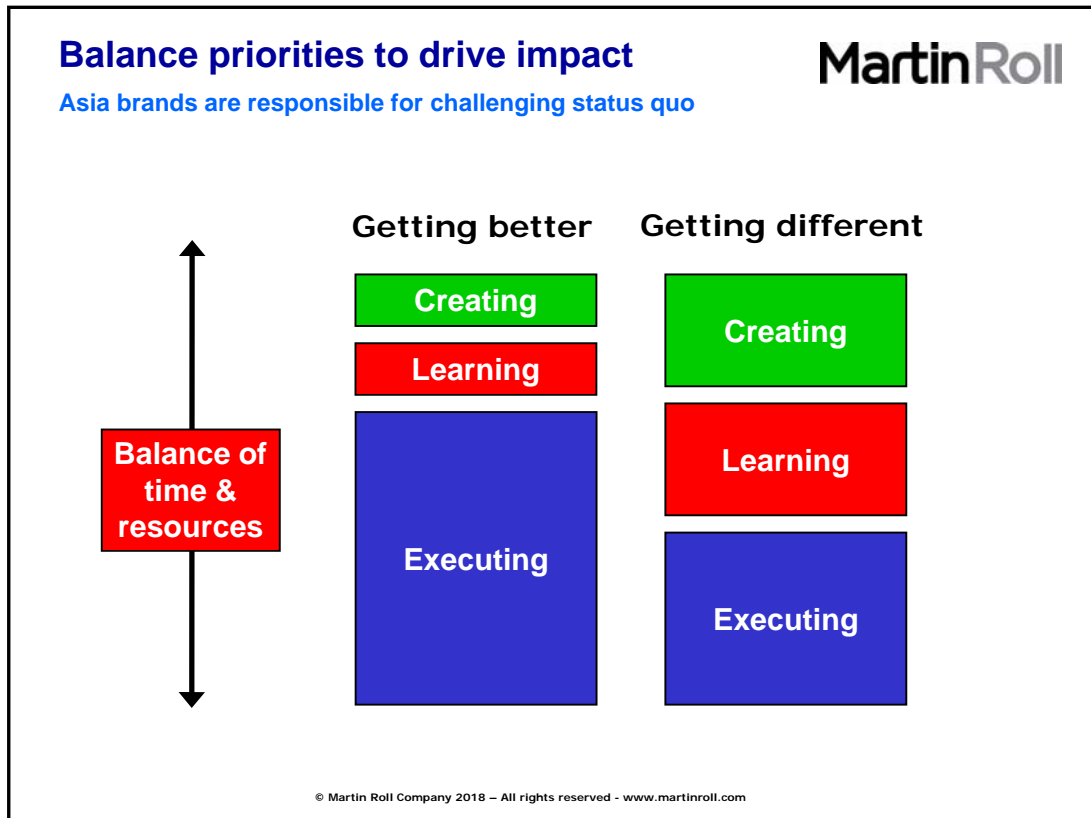
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**”Fully engaged customers deliver
23% premium over the average
customer in terms of share of wallet,
profitability, revenue and relationship
growth”**

Harvard Business Review

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How to build a global brand

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10 key drivers of excellence provide a global road map

- 5** Global brands are customer centric
- Global brands **balance distinct brand promises with strong brand delivery** with strong SOPs
 - Global brands deliver effectively across all touch points along the **Customer Decision Journey** and **Customer Experience Journey**
-
- 6** Excellence in insights and intelligence
- Global brands have **excellent intelligence systems and processes** integrated across the organization (Art & Science)
 - Insights are key components in decision making**
-
- 7** Technology is a key business enabler
- Global brands make **dedicated, efficient usage of technology** across the entire organization to help align strategy with execution
 - Technology is a **key business enabler**, and a competitive driver
-
- 8** Business performance and brand equity are measured
- Global brands **measure and benchmark strategic brand performance** (KPIs)
 - Integrated **constant feedback loops**, and aligning overall business performance to brand performance

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How to build a global brand

MartinRoll

10 key drivers of excellence provide a global road map

- 9** Strong culture brings iconic global brands to life
- Global brands ensure a unique organizational, global culture and make sure **everyone in the organization live the brand**
 - Training, workshops and on-going global efforts **to build and sustain a strong culture** around the brand is paramount
-
- 10** Global brands drive constant change
- Global brands are never satisfied, and seek to **constantly raise the bar**
 - Global brands **avoid arrogance and complacency** and **become their own change agent**

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”Asian CEOs and executive teams have the potential leadership, capacity and aspirational fuel to turn their organizations into some of the most admired and profitable global brands....”

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Insights center

www.martinroll.com/resources/insight/

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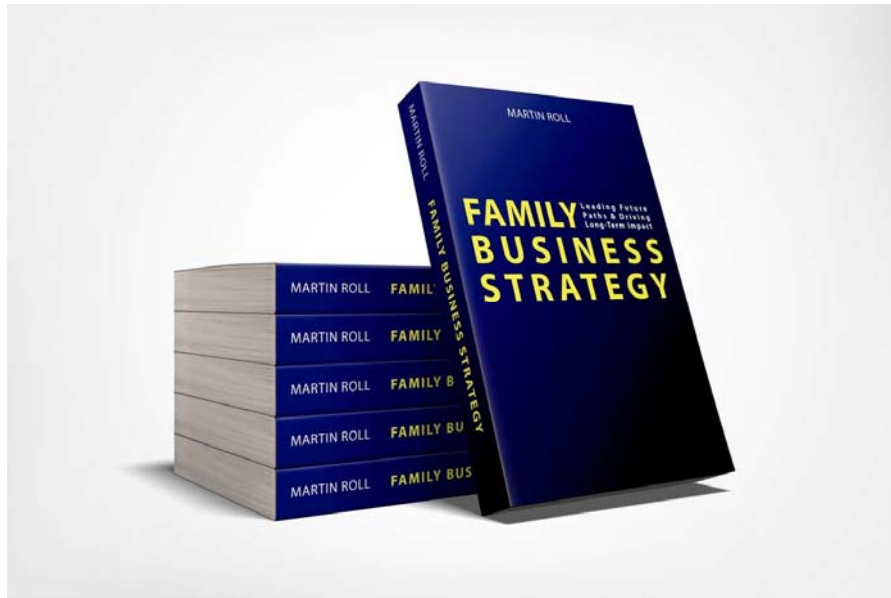
The screenshot shows the MartinRoll website's 'Insights center' page. The header includes the MartinRoll logo and the tagline 'BUSINESS & BRAND LEADERSHIP'. A navigation menu contains links for 'ABOUT', 'SERVICES', 'RESOURCES', 'NEWS', 'MEDIA', and 'CONTACT'. The main content area is titled 'LATEST INSIGHTS' and features a large article titled 'TWG Tea – The Asian Brand That Made Tea Drinking A Luxury' with a photograph of a person picking tea. Below this, there are several smaller article cards organized into columns: 'LEADERSHIP' (e.g., 'Are You A Leader? 10 Questions To Understand The Essence Of Leadership'), 'GROWTH' (e.g., 'Branding By The Numbers – Measuring Brand Value, Equity And Marketing Activity'), 'STRATEGY' (e.g., 'Kering – Evolution of a Global Luxury Brand Company'), and 'ASIA' (e.g., 'Shang Xia – Chinese Luxury Fashion Brand With A French Soul'). The page also includes a search bar and a footer with the copyright notice.

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Family Business Strategy (2018/19)

Leading Future Paths & Driving Long-term Impact

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Martin Roll

Business & Brand Strategist

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- Martin Roll delivers the combined value of an experienced global business strategist, senior advisor and facilitator to Fortune 500 companies, Asian firms and family-owned businesses on how to build and manage strong, global brands as well as leadership of high-performing, marketing-oriented businesses
- Martin Roll is very experienced in engaging and advising clients at all management levels from business owners and C-suite leaders to functional staff across multiple industries and cultures.
- Martin Roll has been a Senior Advisor to McKinsey & Company since 2015
- Martin Roll is a keynote speaker at global conferences, an experienced conference moderator and executive workshop facilitator. He also teaches MBA, EMBA and Executive Education programs at Nanyang Business School (Singapore), and is a frequent guest lecturer at INSEAD and other leading global business schools
- He is a Visiting Entrepreneur in Residence at INSEAD

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Martin Roll

Business & Brand Strategist

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- Martin Roll is a member of the global Advisory Council of Welspun Group (Mumbai), a non-executive board of director at ORLO Watches (Denmark) and a Senior Advisor to Cocoon Capital (Singapore)
- Martin Roll is the author of global bestseller “Asian Brand Strategy” (Updated edition 2015) and co-author of “The Future of Branding”
- New books in pipeline: How Successful Leaders Raise the Bar (2018), and Family Businesses Strategy (2019)
- He is a business columnist with INSEAD Knowledge, a prolific management writer, and a regular commentator in global media
- Martin Roll has lived in Asia for two decades and serve clients on all continents
- MBA from INSEAD
- **Specialties:** Branding, Marketing, Strategy, Leadership, Digital Transformation, Change & Transformation, Family Business, C-suite Mentoring, Turnarounds, Business Coaching, Asia & Emerging Markets, China, India, Business Models, Retail, Luxury, Private Equity, Innovation & Start-Ups

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