

Business & Brand Leadership: A New Approach to Global Success for Taiwanese Businesses

Taipei
30 July 2013

Martin Roll

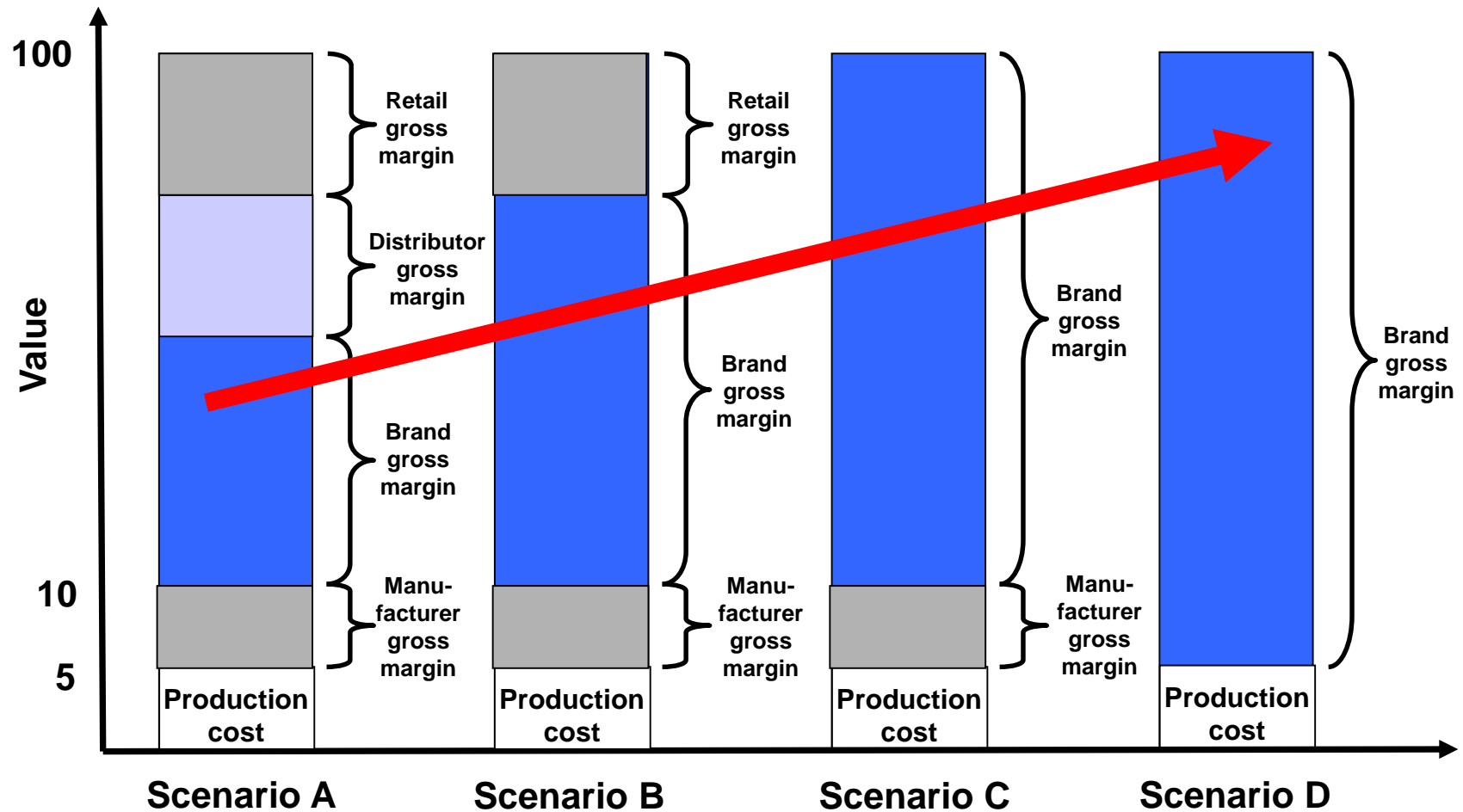
The most profitable companies focus on intangibles such as human capital, exploiting network effects, and creating synergies based on brands, rather than investing in tangible assets.....

McKinsey & Company

The Asian strategy challenges

- 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

The financial value chain



New business paradigm for globalizing Asian brands

From	To
Manufacturing Production Low cost/ Low perceived value Price as sales driver Short-term financial focus Branding in marketing function A function drives the brand Market share Marketing as cost (Profit & Loss statement)	Branding Design and innovation Low cost/ High perceived value Value as sales driver Long-term financial focus Branding in boardrooms Organisation drives the brand Brand equity Branding as strategic investment (Balance sheet)

Characteristics of a strong brand 1

- A brand drives shareholder value
- The brand is led by the boardroom and managed by brand marketers
- The brand is a fully integrated part of the entire organization, aligned around multiple touch points
- The brand can be valued in financial terms and should be treated as an asset in the balance sheet
- The brand can be used as collateral for financial loans and can be bought and sold as assets

Characteristics of a strong brand 2

- Customers are willing to pay a substantial and consistent price premium for the brand
- Customers associate themselves strongly with the brand, its attributes, values and personality
- Customers fully buy into the concept which is often characterized by emotional and intangible relationships
- Customers are loyal to the brand and would actively seek it and buy it despite other cheaper options
- A brand is a trademark and marquee (logo, shape etc) which is fiercely and proactively protected by the company

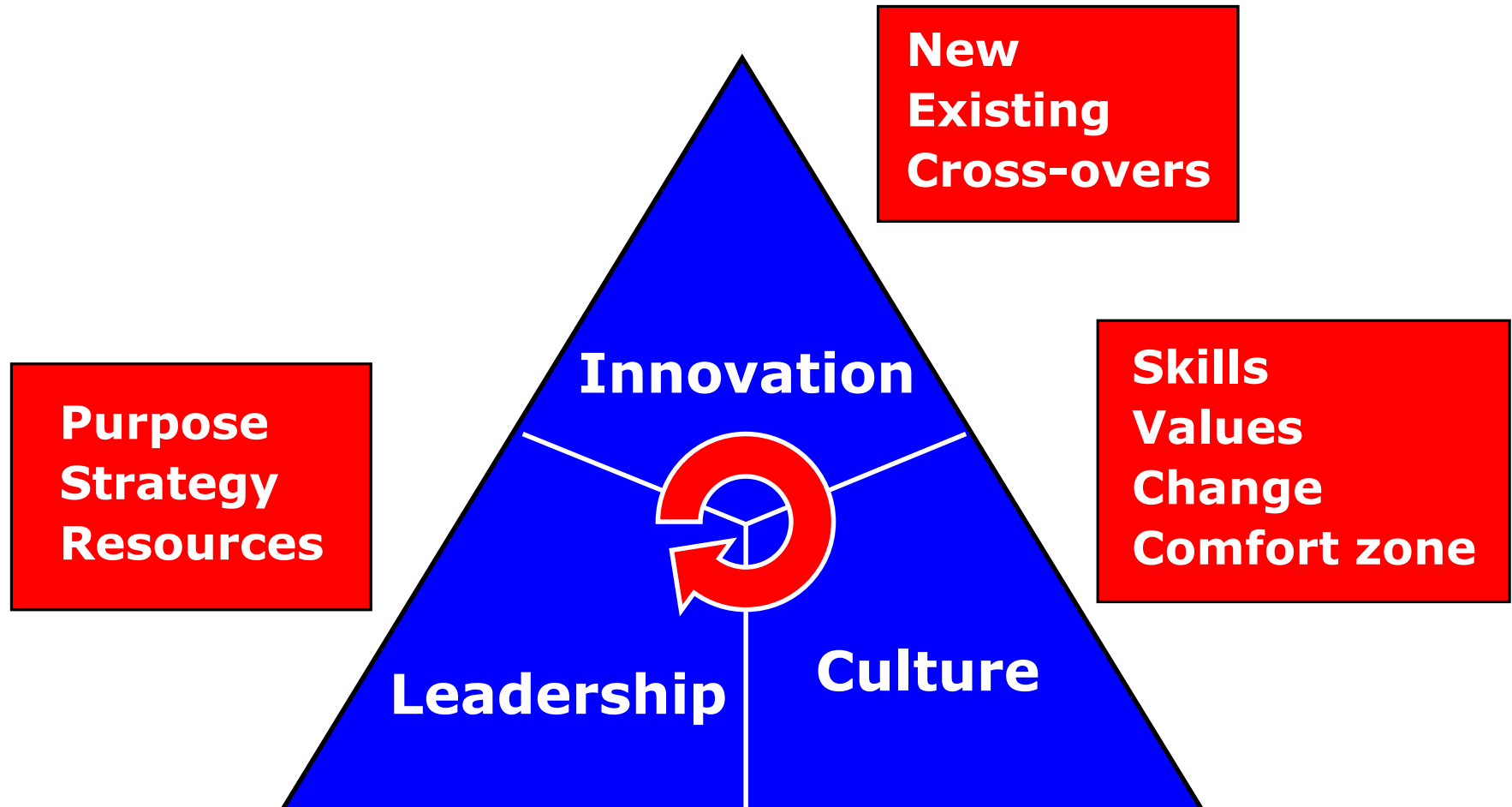
Strategic importance of branding

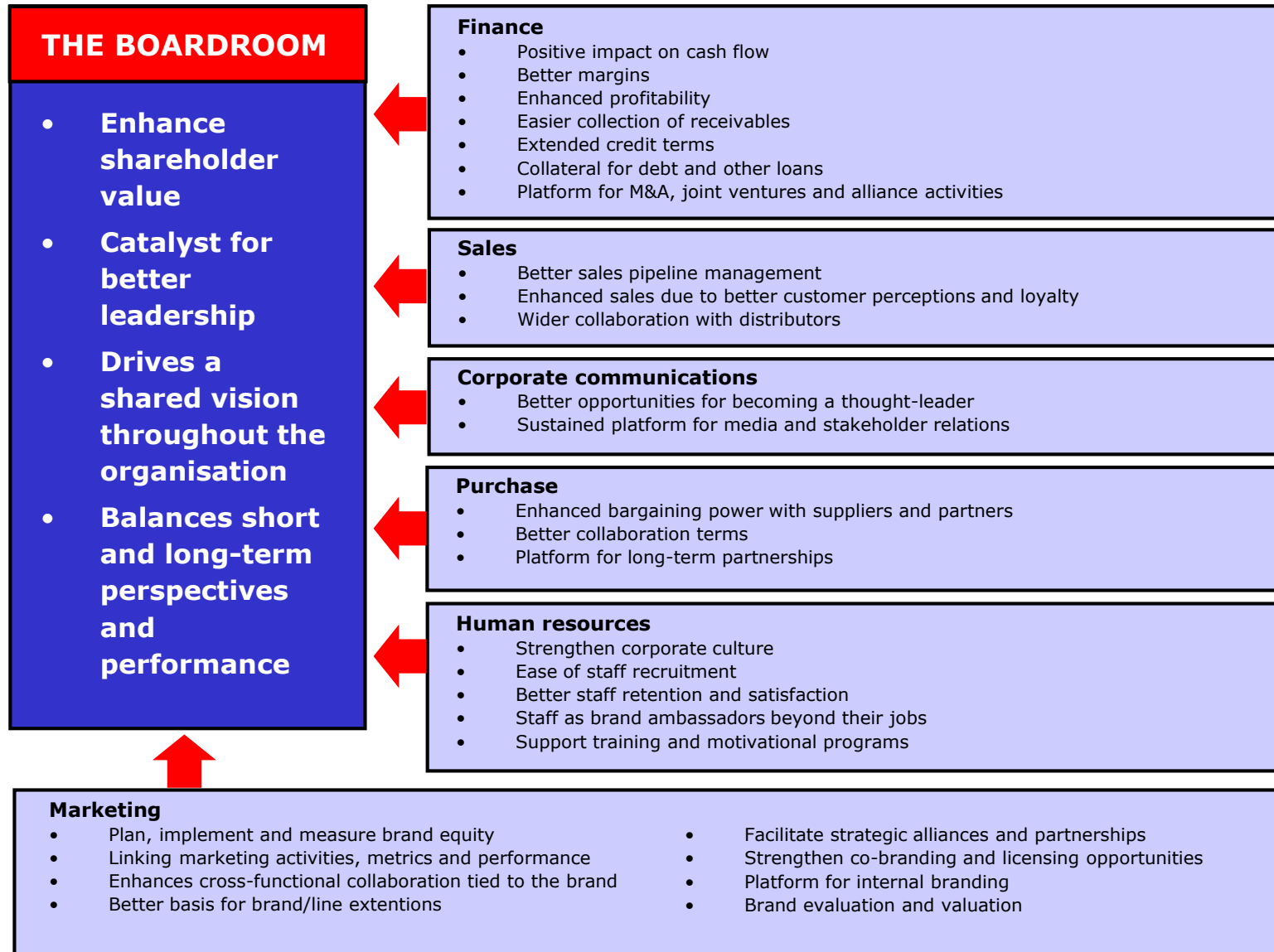
1. Enhances shareholder value and deliver competitive returns
2. Catalyst for better leadership
3. Enabling a shared vision throughout the organization
4. Catalyst for balancing short- and long-term perspectives and performance



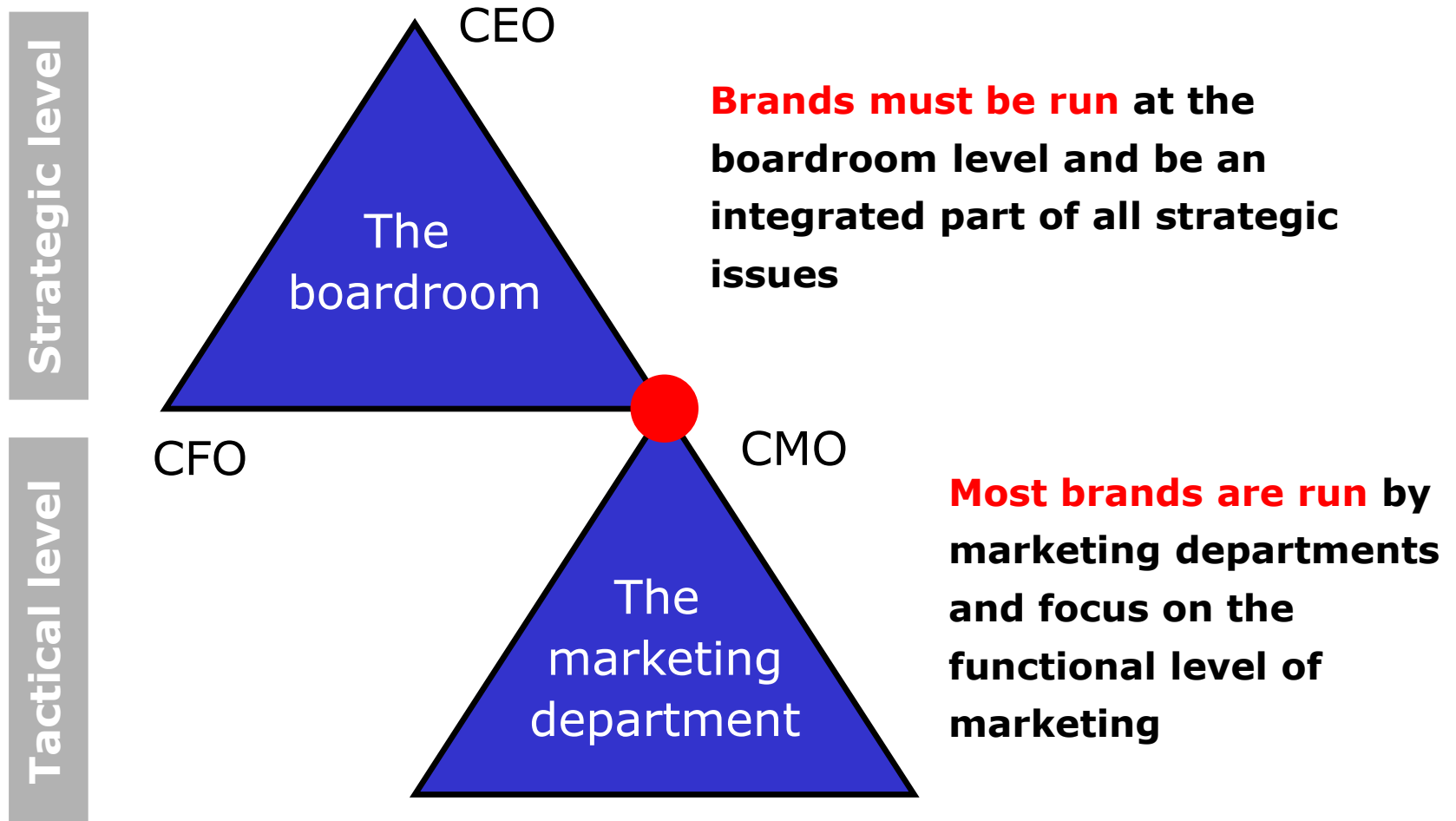
Implications for management?

The brand-driven company: 3 essentials





The Chief Marketing Officer



Branding starts in the boardroom

Mindsets & beliefs

Skills

Resources

Branding starts in the boardroom



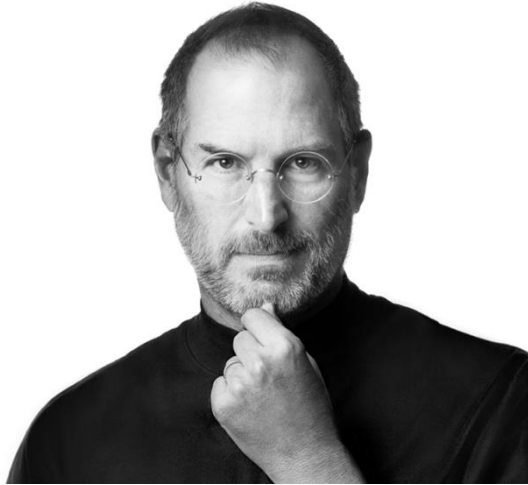
The Asian brand challenge no. 1: Lack of imagination and calculated risk taking



Anything is possible



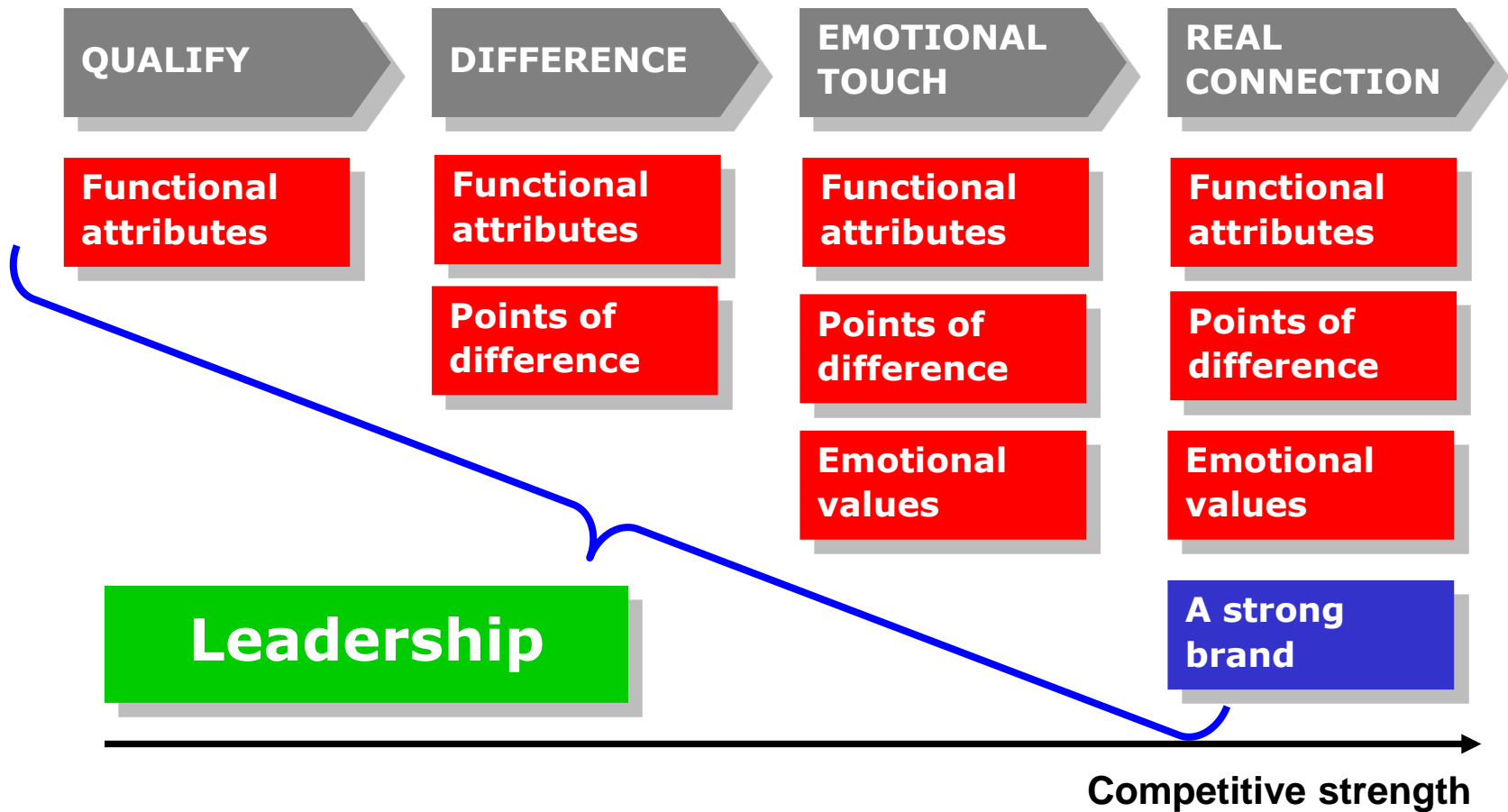
Just do it



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

Steve Jobs

Building a strong iconic brand



Differentiate! Be aspirational



Don't escape your roots....

“..Likewise, if L'Oreal is to author a myth about beauty, it must do so from a particular French viewpoint.

Global companies would therefore have to manage their national identities as well as their globalness”.

*How global brands compete
Harvard Business School*



SHANGHAI TANG
上海堂



The role of country branding

Country branding activity	Benefits
Export branding	<ul style="list-style-type: none">• Positive halo effect on products• 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

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

Martin Roll

Singapore Girl launched in 1973



THIS GIRL
IN LOVE
WITH YOU

*This girl's in love
with you
Or so it seems
the way she smiles
and cares*

*Gentle hostess
serene
in her strong kebaya
serving a banquet
in the sky*

*This girl
this girl of SIA*



**SINGAPORE
AIRLINES**

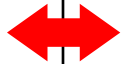
The Singapore successor to MSA

Singapore Airlines (SIA) serves half the world and more, backed by 25 years' experience and an all Boeing fleet.



Subject to Government approval.

Branding Excellence™

Strong brands have 2 basic components	
A. Brand Promise	 B. Brand Delivery
<ul style="list-style-type: none">• Brand Essence• Brand Identity• Brand Position	<ul style="list-style-type: none">• Attributes, benefits and values• Organisation and distribution• Brand Image
Characteristics: <ol style="list-style-type: none">1. Brand Promise and Brand Delivery are equally balanced and leveraged2. Uniqueness and differentiation are key drivers3. Consistency across products, markets, organisations and cultures4. Strong brand management systems and processes in place5. Board and top-management are deeply engaged and committed	

Martin Roll

A FEW HOURS GRACE BEFORE THE MADNESS STARTS ALL OVER AGAIN.



In today's business world you must put time aside to slow yourself down.

And one place you can do that is in the privacy of our Business Class cabin. Relaxing in an exclusively designed seat some airlines would be pleased to call First Class.

Here, as you stretch out in an area roomier than you imagined, decisions are deliberated at your leisure.

It's your prerogative to change your mind over the choice of drink, or whether to have Lobster Newburg, Rib Eye Steak or Szechuan Fried Fish. It doesn't matter that those extra

documents made your luggage heavy. Our Business Class allowance is thirty kilos.

And it was good to find that we reserved your favourite seat when your secretary booked the ticket. And that our Premium Accommodation Plan service has your hotel confirmed well

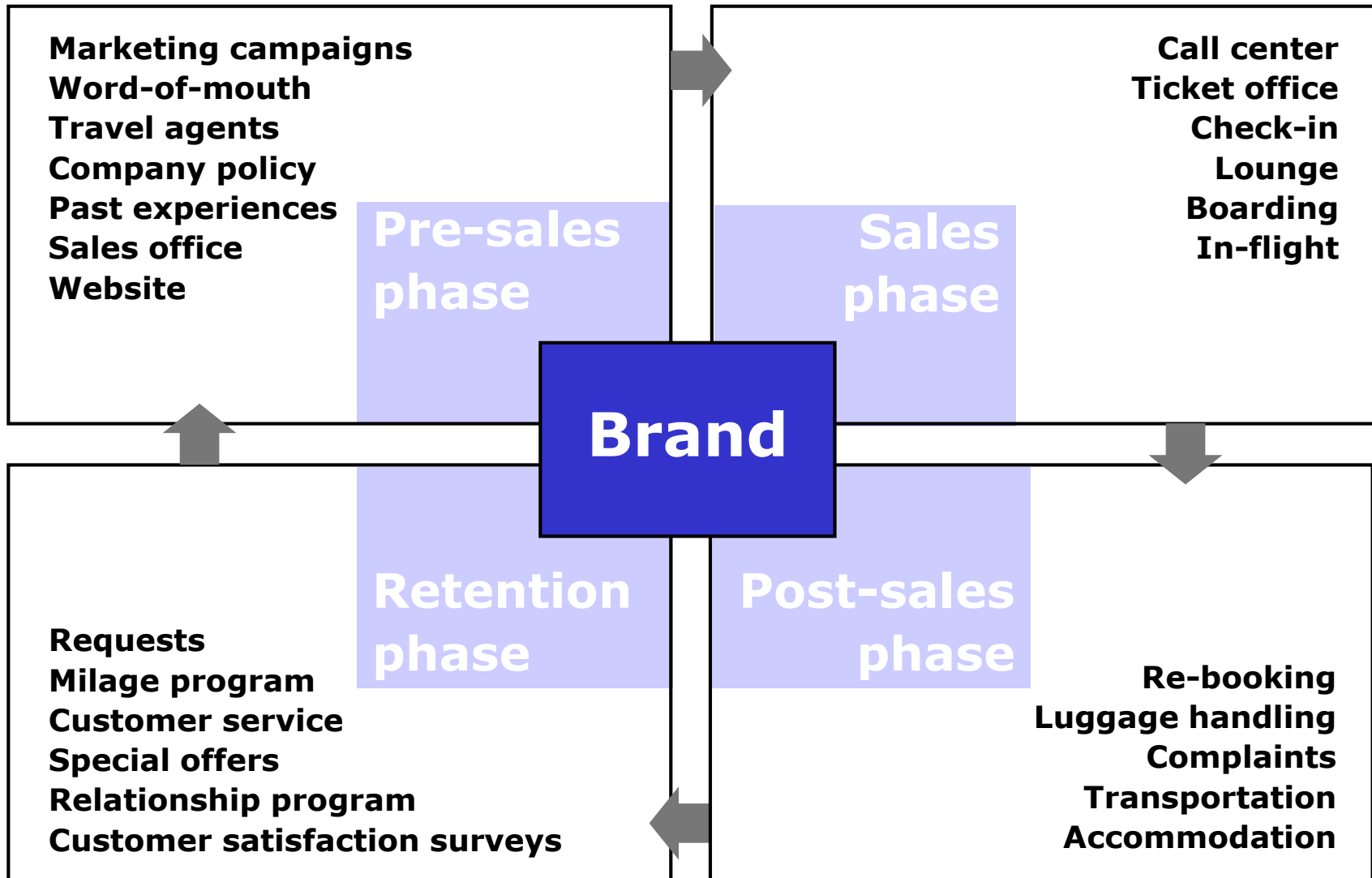
ahead. But from this height, as you leisurely consider another brandy offered by our gentle hostesses in sarong kebayas, any problems on the ground are starting to look a little insignificant, aren't they?

SINGAPORE AIRLINES
BUSINESS CLASS

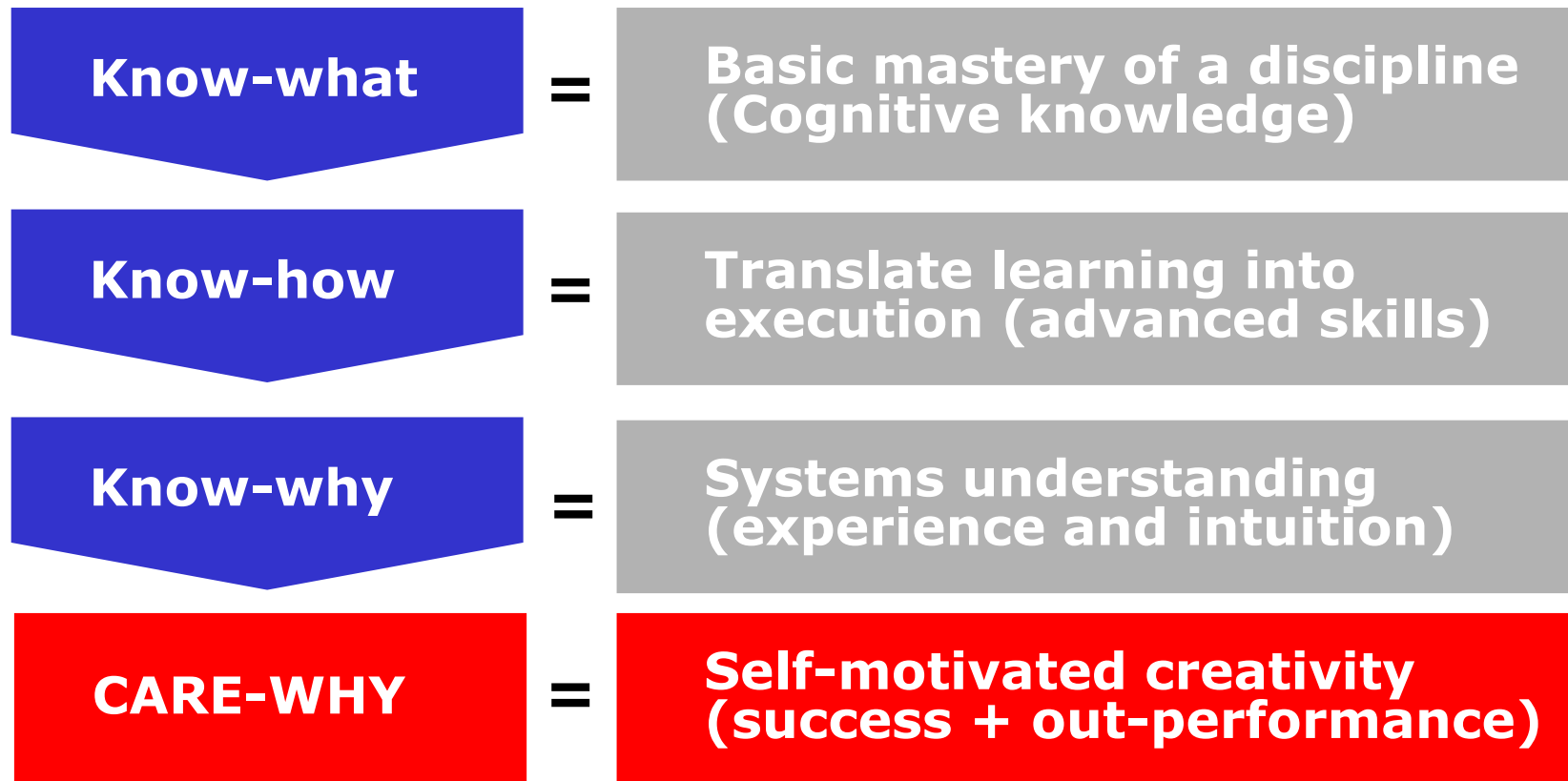


**First
to Fly**
A380
SINGAPORE
AIRLINES
EXPERIENCE THE DIFFERENCE IN 2006





Managing the brand intellect



Brands as financial assets

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

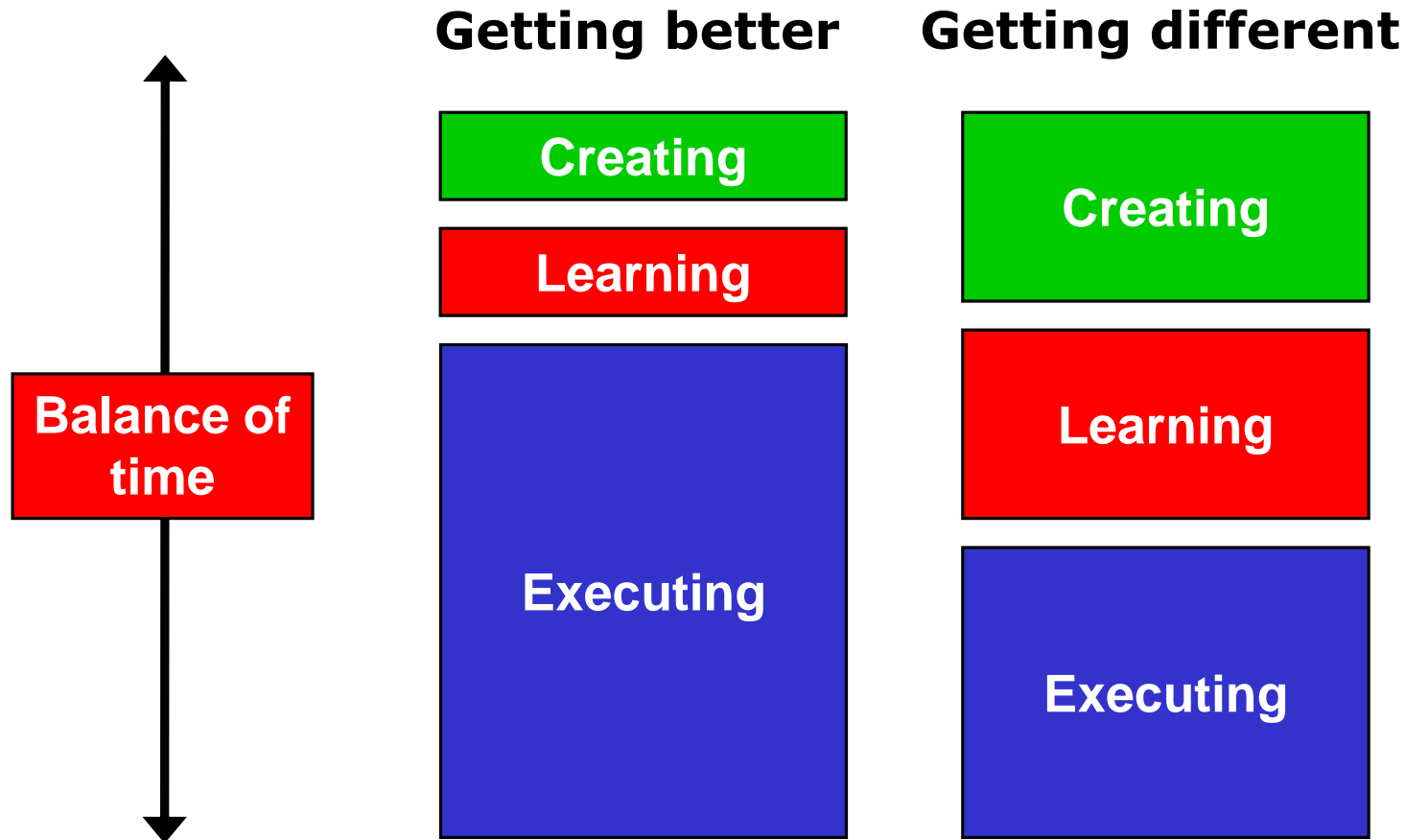
Harvard Business Review

“To succeed in the global bazaar requires a global mindset”.

Narayana Murthy

Infosys founder and mentor

Asia: Balance priorities



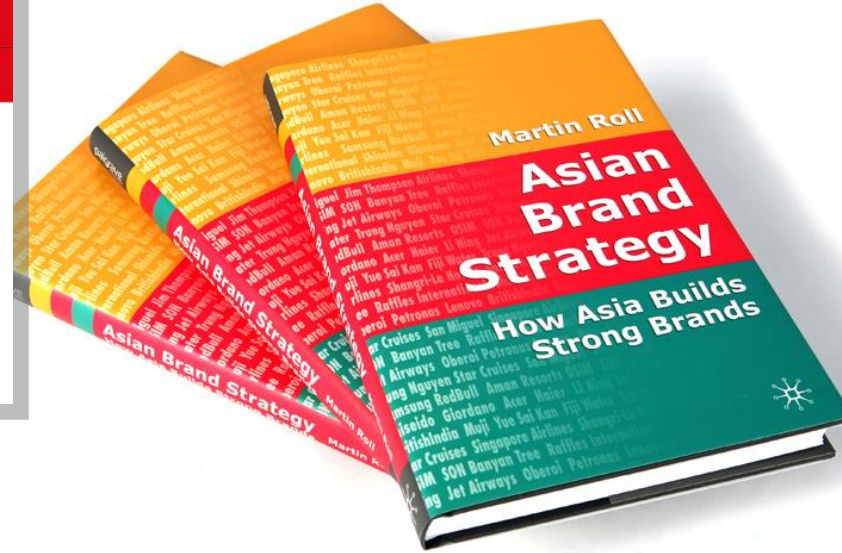
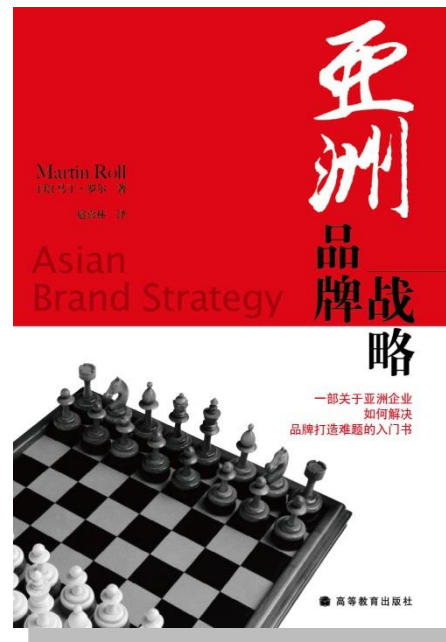
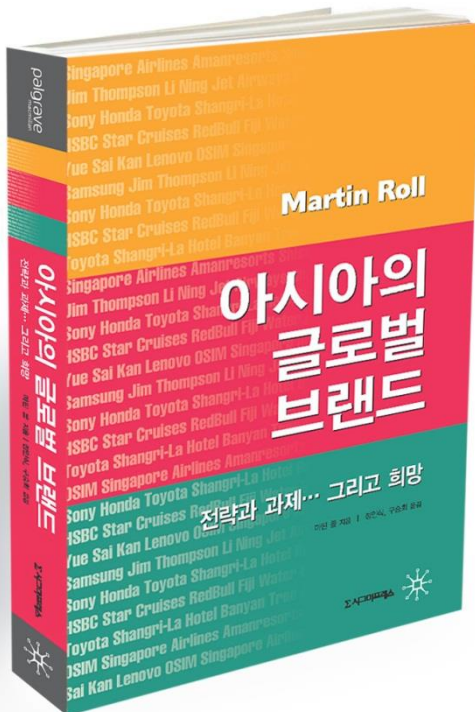
10 Leadership Principles

1. Elevate the marketing function (CMO)
2. Think like a leader – act like a challenger
3. Be bold! Differentiate! Be aspirational.
4. Involve all stakeholders
5. Balance brand promise with brand delivery = touchpoints
6. Innovation – The strategic theme towards 2020
7. Glocalize: Be culturally knowledgeable and sensitive
8. Unique organizational culture – live the brand
9. Measure and benchmark brand performance
10. Avoid arrogance and complacency – raise the bar and be your own change agent

"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...."

Martin Roll

Martin Roll



**New website
in Q4/2013!..**

**3 new books
in pipeline**

www.martinroll.com

Martin Roll

- Martin Roll delivers the combined value of an experienced international strategist and a senior advisor to corporate boards and top-management teams of Fortune 500 companies
- Martin Roll facilitates business leaders and organizations to think bold for future strategies. By focusing on building iconic businesses and brands, Martin Roll advises boardrooms on how to create sustainable competitive advantage and enhance shareholder value
- Martin Roll brings more than 20 years of management experience from the international advertising and branding industry
- Columnist and commentator with several global media

Martin Roll

- Martin Roll is a frequent guest lecturer at Nanyang Business School, INSEAD, CEIBS and many other leading global business schools
- Martin Roll is the author of the international bestseller *Asian Brand Strategy*, a compelling book of frameworks for Asian branding (“Best Global Business Books” by Strategy+Business magazine)
- He is working on 4 new books: A revision of Asian Brand Strategy (2014), CMO book (2014), book with 25 of the leading global marketing professors (2013) and a book with a leading global management consultancy (2014)
- MBA from INSEAD

Contact details

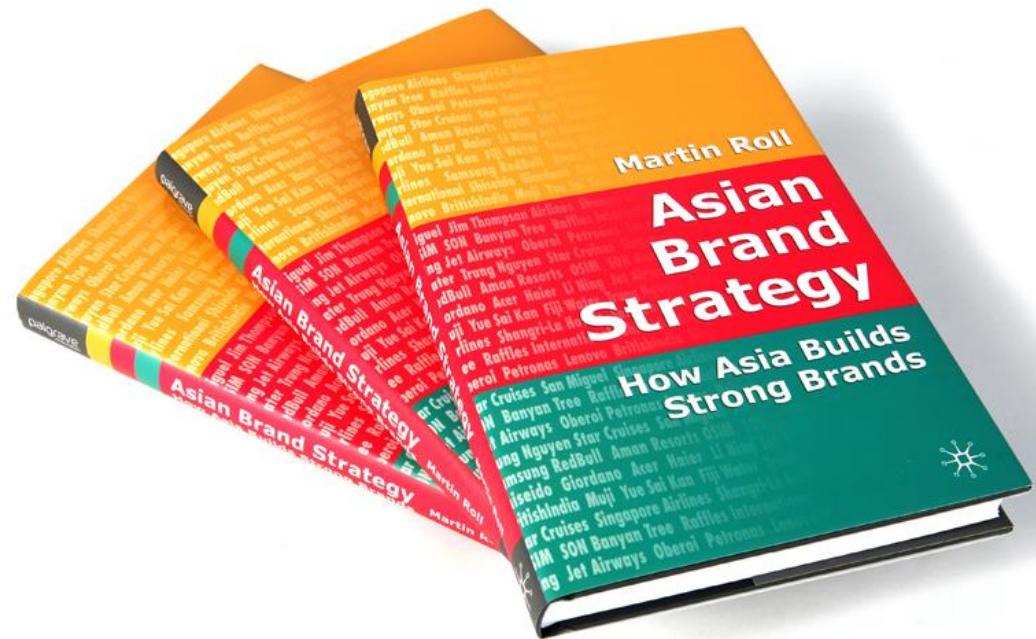
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