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Global Branding - A Fresh Perspective from Asia

2017 Edinburgh International Asia Conference

Edinburgh – 6 March 2017

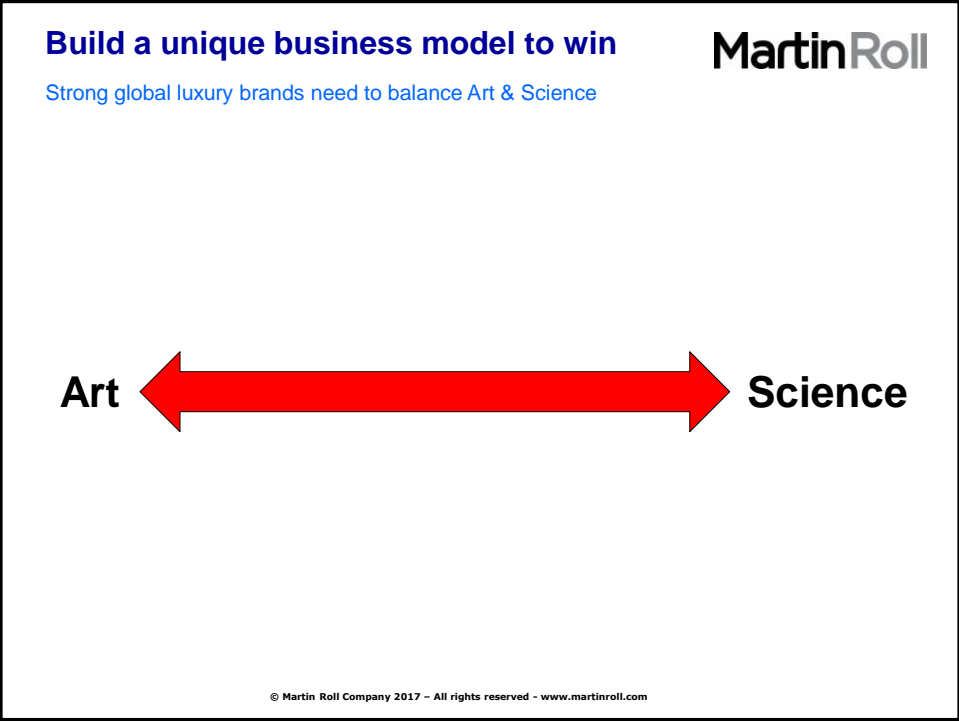
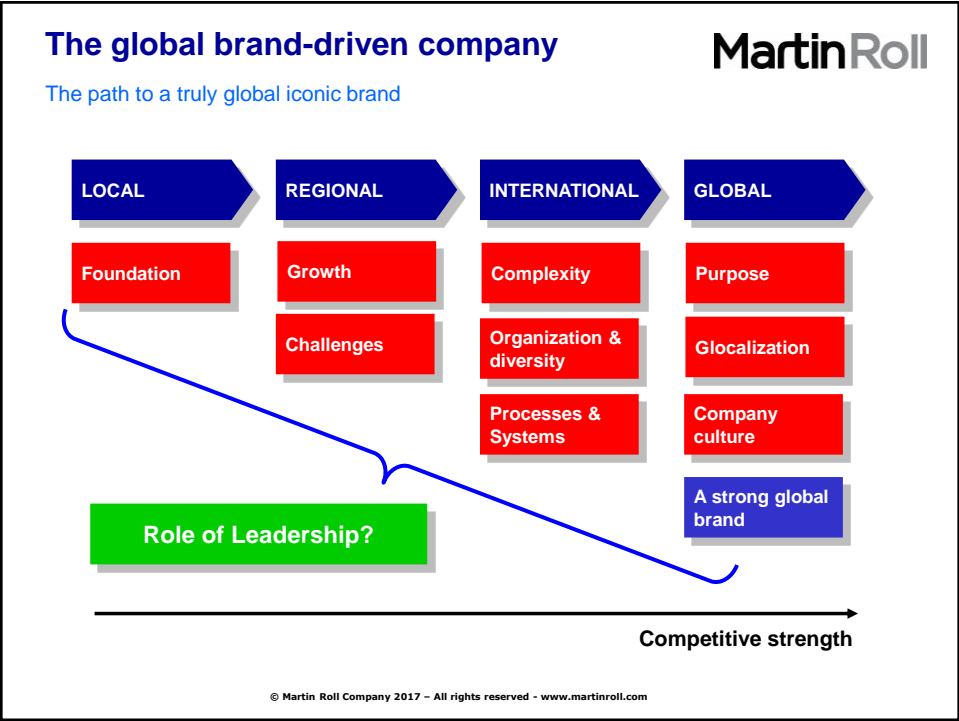
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**"Wherever you see a successful
business, someone once made a
courageous decision..."**

*Peter Drucker
Management Professor*

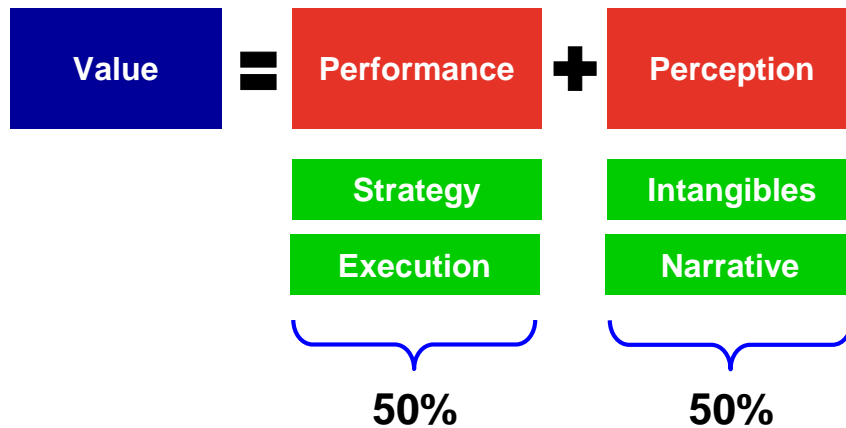
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The winning brand formula

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Business value created by performance and perception drivers



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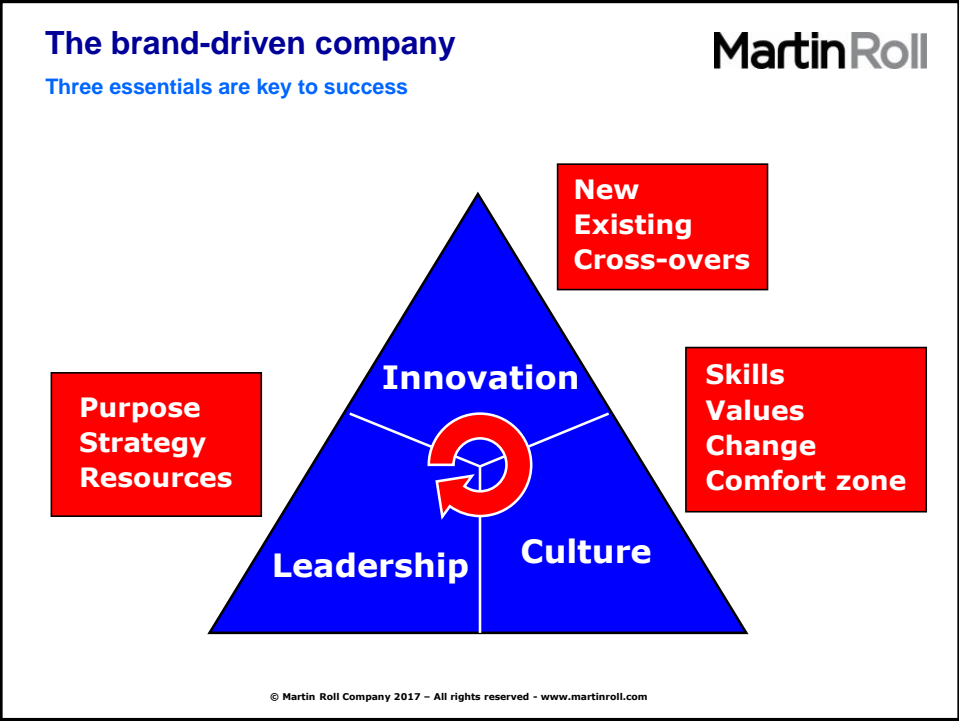
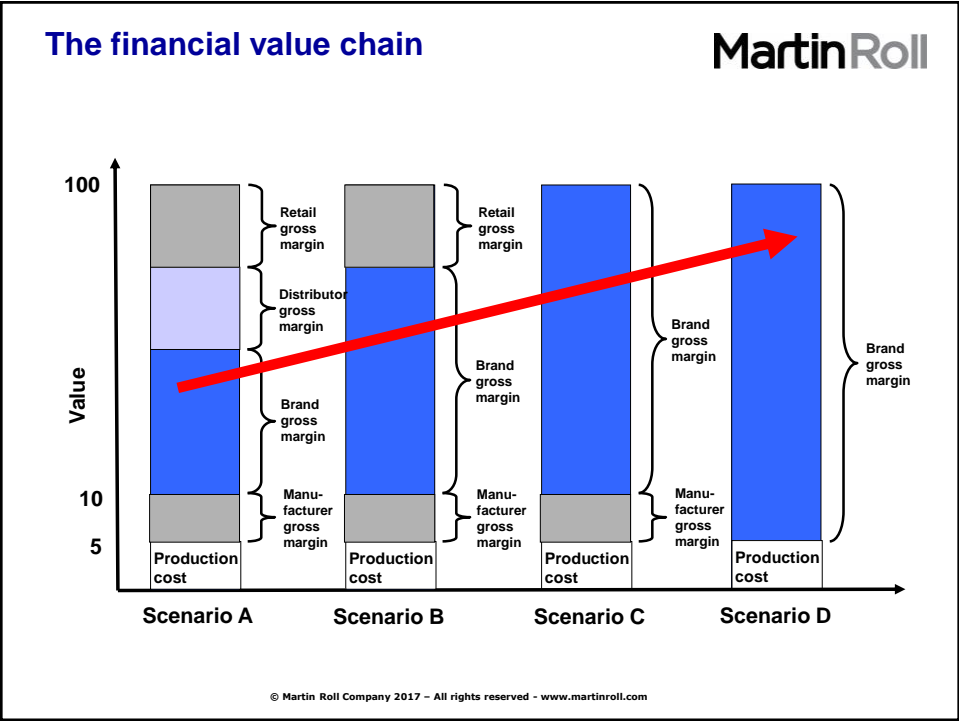
The Asian strategy challenges

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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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Branding starts in the boardroom

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Branding starts in the boardroom

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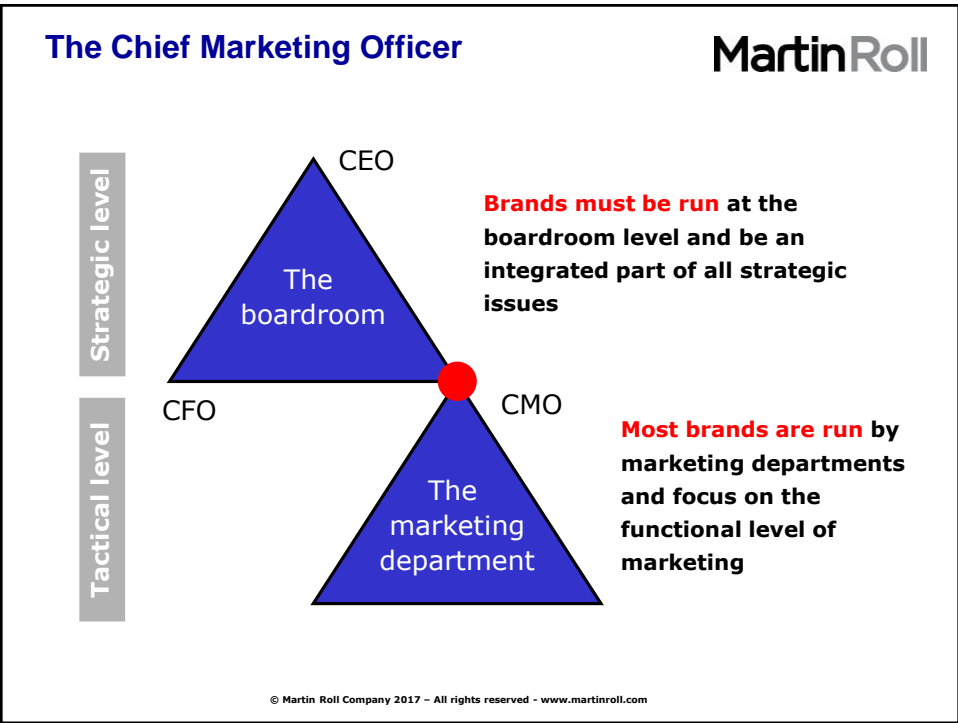
Mindsets & Beliefs, Skills and Resources are drivers of successful brands

Mindsets & beliefs

Skills

Resources

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Differentiate and dare to be aspirational

From core Korean roots to global consumer appeal

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Don't escape your roots....

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“..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*

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Jim Thompson

Brand built on strong myth with a modern twist

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JIM THOMPSON



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From local to global traction

Balancing Made-in-China and building from a strong core

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HUAWEI

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Innovation in Asia

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Uniqlo: Return your garments for recycling in every store



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Innovation in Asia

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JD.com: Changing the face of e-commerce in China



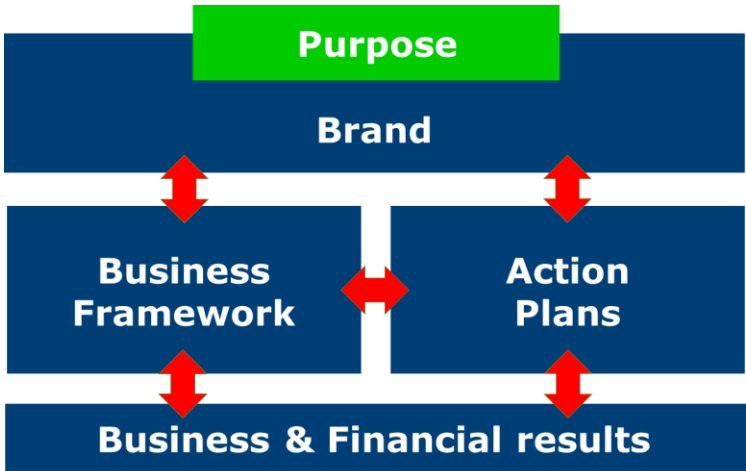
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"Have the courage to follow the heart and intuition. They somehow already know what you truly want to become".

Steve Jobs

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Purpose

A strong purpose provides strategic direction

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Reasons why the Purpose will make the company matter:

To become one of the world's most design-led, innovative and relevant fashion retail brands

- The unique business platform of the company and strong history of great designs are the competitive edges enabling the company to take leadership in the fashion retail industry. The brand aspires to disrupt how more fashion is brought effectively to more people at more global locations

Reasons why the brand can claim it:

1 Design-led

- The company has a long history of great designs and want to continue to claim this space to compete effectively. Design is a leading factor for success in fashion, and the company aspire to build and further sustain a design-led brand

2 Innovation

- The company will be perceived among its global stakeholders as a incredibly innovative brand as it strives to provide the most compelling and uncompromising levels in product quality, materials and service delivery

3 Relevance

- The company will strive to be relevant in everything the company does and be relevant to customers and other stakeholders. Relevance means delivering on promises, and fulfilling needs and benefits – not too much, not too little

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Singapore Airlines

The airline flew its first flight in 1973

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SINGAPORE AIRLINES

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Branding Excellence

Strong brands balance promise and delivery

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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	

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Singapore Airlines

Technology and Service key drivers of success

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Intensive training builds the culture

Singapore Airlines runs 15-20 days training a year

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- Service excellence is everyone 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
Management Professor

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Managing the brand talent
Identifying and nurturing care-why talents

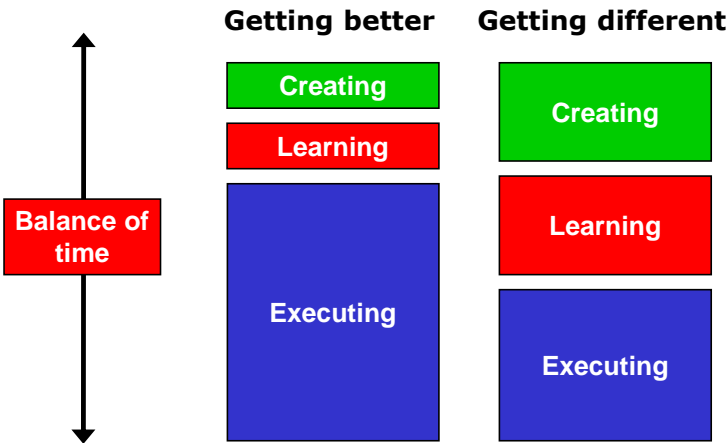
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Asia needs to balance priorities

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

Narayana Murthy
Infosys founder and mentor

The 10 Leadership Principles

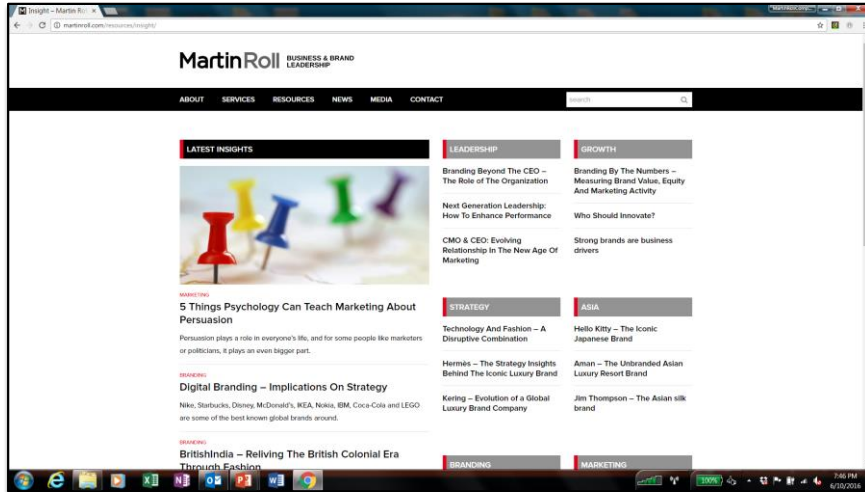
Key drivers of excellence provide a global road map

- | | | | |
|---|---|----|--|
| 1 | Global brands are driven by a strong purpose | 6 | Excellence in insights and intelligence |
| 2 | Global brands provide strong financial results | 7 | Technology is a key business enabler |
| 3 | CEO leads the brand but everyone remains involved | 8 | Business performance and brand equity are measured |
| 4 | Strong brands drive constant innovation | 9 | Strong culture brings iconic global brands to life |
| 5 | Global brands are customer centric | 10 | Global brands drive constant change |

Insights center

www.martinroll.com/resources/insight/

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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 is a Senior Advisor to McKinsey & Company
- 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 global business schools

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Martin Roll

Business & Brand Strategist

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- Martin Roll is the author of global bestseller “Asian Brand Strategy” (Updated edition 2015) and co-author of “The Future of Branding”, a business columnist with INSEAD Knowledge, a prolific management writer, and a regular commentator in global media
- MBA from INSEAD
- **Specialities:** Branding, Marketing, Strategy, Leadership, Change & Transformations, Business Family Transition, Business Coaching, Asia & Emerging Markets

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Contact details

Engage Martin Roll to drive impact

Martin Roll Company

Level 21, Centennial Tower
3 Temasek Avenue
Singapore 039190

Phone: +65 65 49 71 41

Fax: +65 65 49 70 01

Mobile: +65 91 26 35 04

roll@martinroll.com



www.martinroll.com

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