



MartinRoll

Building An Iconic Global Luxury Brand

INSEAD Luxury Forum
Paris - 18 November 2016

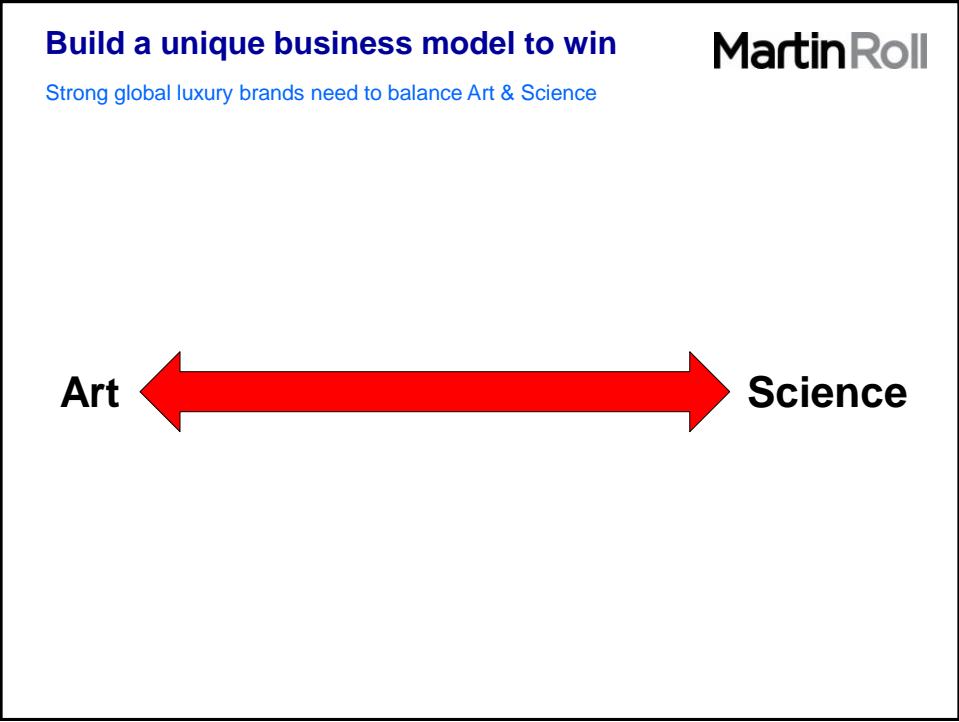
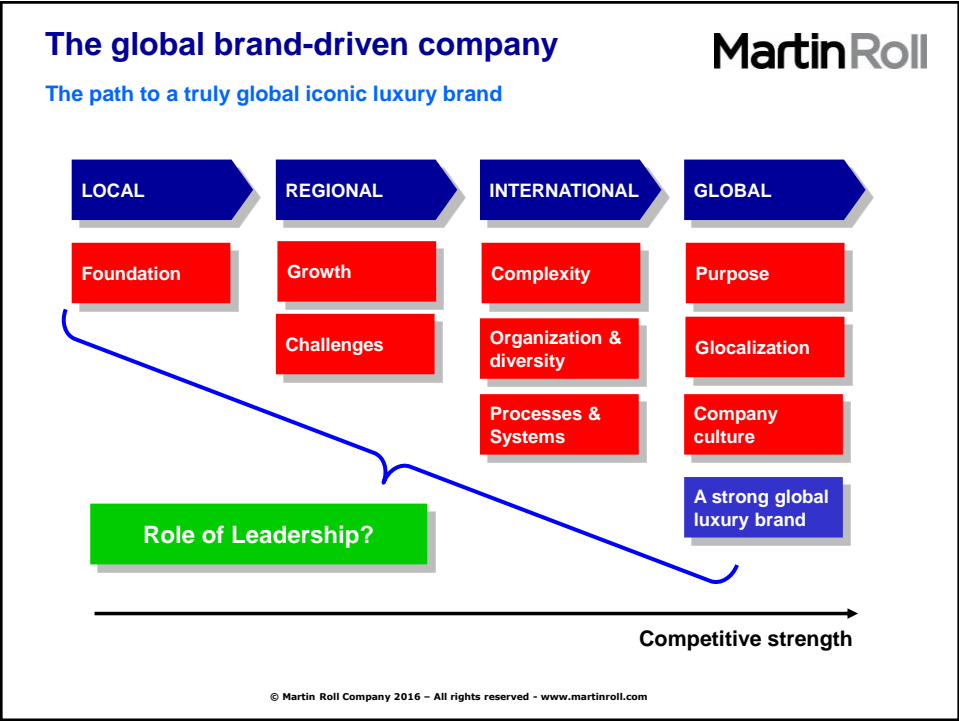
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**"Wherever you see a successful
business, someone once made a
courageous decision..."**

*Peter Drucker
Management Professor*

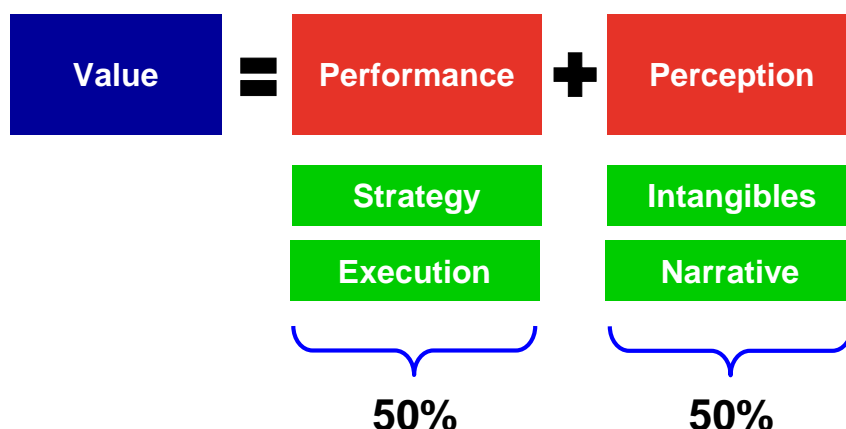
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The luxury business formula

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Value for luxury brands created by performance and perception drivers



SOURCE: Adapted from McKinsey & Company

Building an iconic global luxury brand

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10 key drivers of excellence provide a global road map

- 1** **Luxury brands are driven by a strong purpose**
 - A purpose establish a clear view of what the global luxury brand will bring to the world, how it differentiates, and why it will matter to the world
 - It provides clarity at the core and defines a shared vision to be executed relentlessly
- 2** **Luxury brands provide strong financial results**
 - Global luxury brands drive business impact, the most important strategic asset and valued in financial terms
 - Customers are loyal to the brand, and willing to pay a substantial, consistent price premium
- 3** **C-suite leads the brand but everyone remains involved**
 - Global luxury brands are led by the CEO and boardroom and managed by CMO/ brand marketing organization
 - Leadership is aligned around the global luxury brand, and are fully integrated part of the entire global organization
- 4** **Luxury brands drive constant innovation**
 - Global luxury brands prioritizes constant innovation
 - Innovation is an integrated part of business strategy, processes & systems, and overall company culture

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10 key drivers of excellence provide a global road map

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Luxury brands are customer-centric

- Global luxury brands **balance distinct brand promises with strong brand delivery** with strong SOPs
- Global luxury brands deliver effectively across all touch points along the **Customer Decision Journey** and **Customer Experience Journey**

6

Excellence in insights and intelligence

- Global luxury 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 luxury 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 luxury brands **measure and benchmark strategic brand performance** (KPIs)
- Integrated **constant feedback loops**, and aligning overall business performance to brand performance

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Strong culture brings iconic luxury brands to life

- Global luxury 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 luxury brand is paramount

10

Luxury brands drive constant change

- Global luxury brands are never satisfied, and seek to **constantly raise the bar**
- Global luxury brands **avoid arrogance and complacency** and **become their own change agent**

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The purpose-driven company

Strategic direction for an Asian fashion retail brand

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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

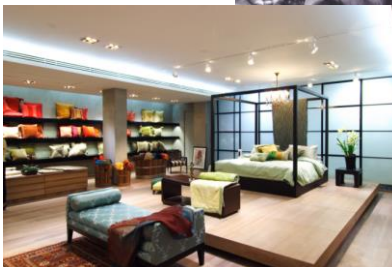
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Authenticity will regain prominence

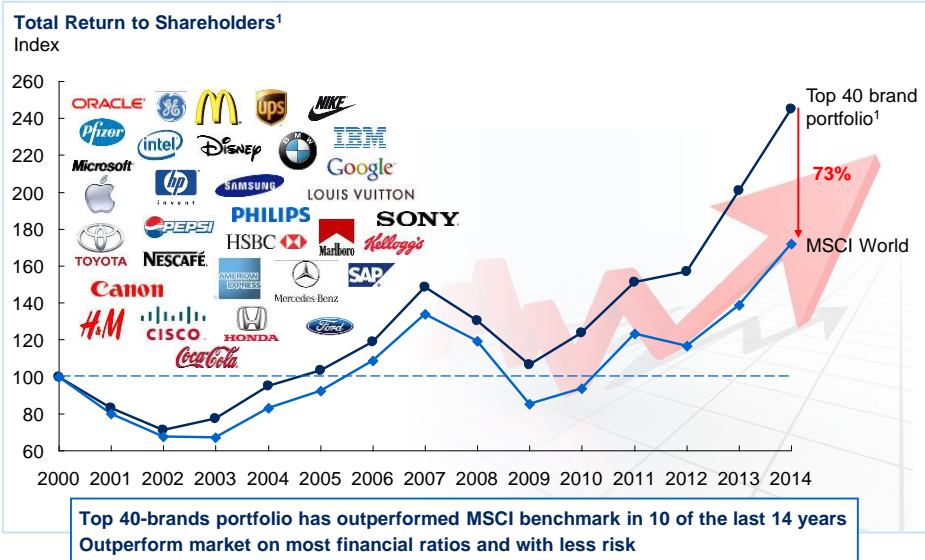
Jim Thompson: Brand built on strong myth with a modern twist

MartinRoll

JIM THOMPSON



Brands with strong reputation outperform the market

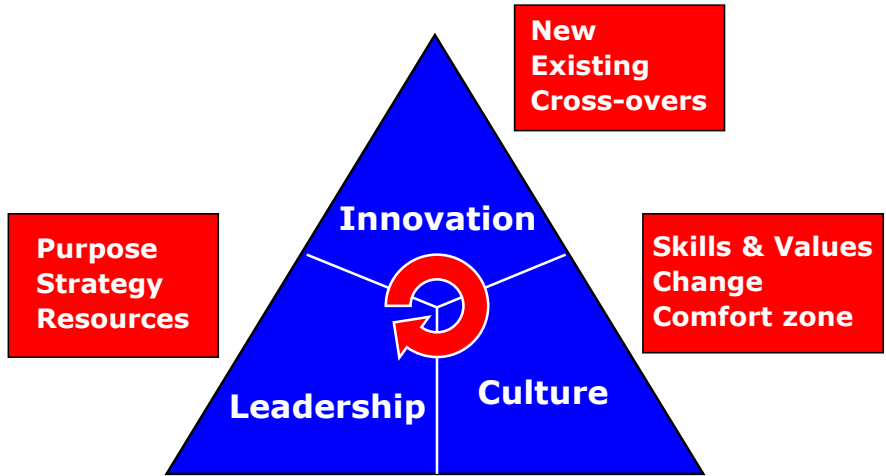


¹ Portfolio consisting of the 40 top-ranked, listed companies, picked from Interbrand's "Best Global Brands" report, published each summer since 2000. Stocks in local currency, equally weighted and adjusted every July 1st

The brand-driven company

Three essential traits are key to success in luxury

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The Chief Marketing Officer

Elevate marketing strategy & branding to the board room

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Strategic level

Tactical level

CEO

The boardroom

CFO

CMO

The marketing department

Brands must be run at the boardroom level and be an integrated part of all strategic issues

Most brands are run by marketing departments and focus on the functional level of marketing

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Nespresso

Redefining a category and become market-driving

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NESPRESSO®

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Products are (still) the heroes

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

Hermès CEO

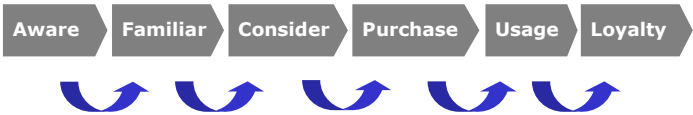


Customer journeys

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Strong brands drive customers across the decision journey

End-to-end customer decision & experience journey



Conversion point	Familiar with the brand	Consideration	Purchase	Repeat purchase	Commitment
Marketing function	Communicate features	Opens door Brand Promise	Close deal	Drive retention	Build loyalty and emotional bond Brand Delivery

Marketing implications

- Which brand attributes drive conversion along the funnel?
- Which brand perform well at each conversion point?

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SINGAPORE AIRLINES 

Intensive training builds the culture

Singapore Airlines runs 15-20 days training a year

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



SINGAPORE AIRLINES 

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Managing the brand talent

Identifying and nurturing care-why talents

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Know-what

=

Basic mastery of a discipline
(Cognitive knowledge)

Know-how

=

Translate learning into
execution (advanced skills)

Know-why

=

Systems understanding
(experience and intuition)

CARE-WHY

=

Self-motivated creativity
(success + out-performance)

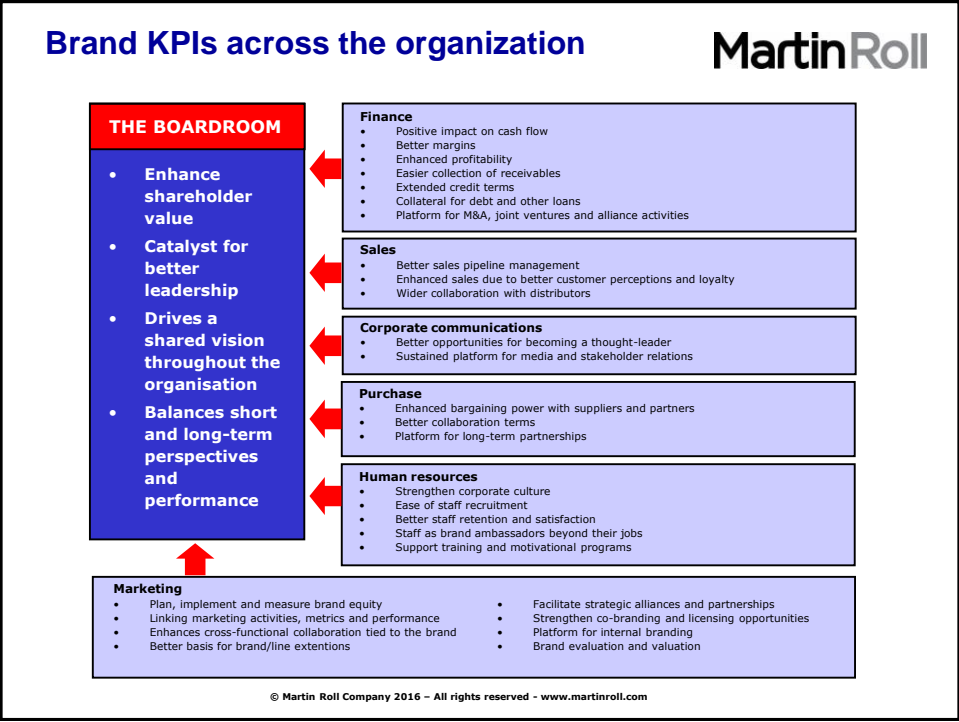
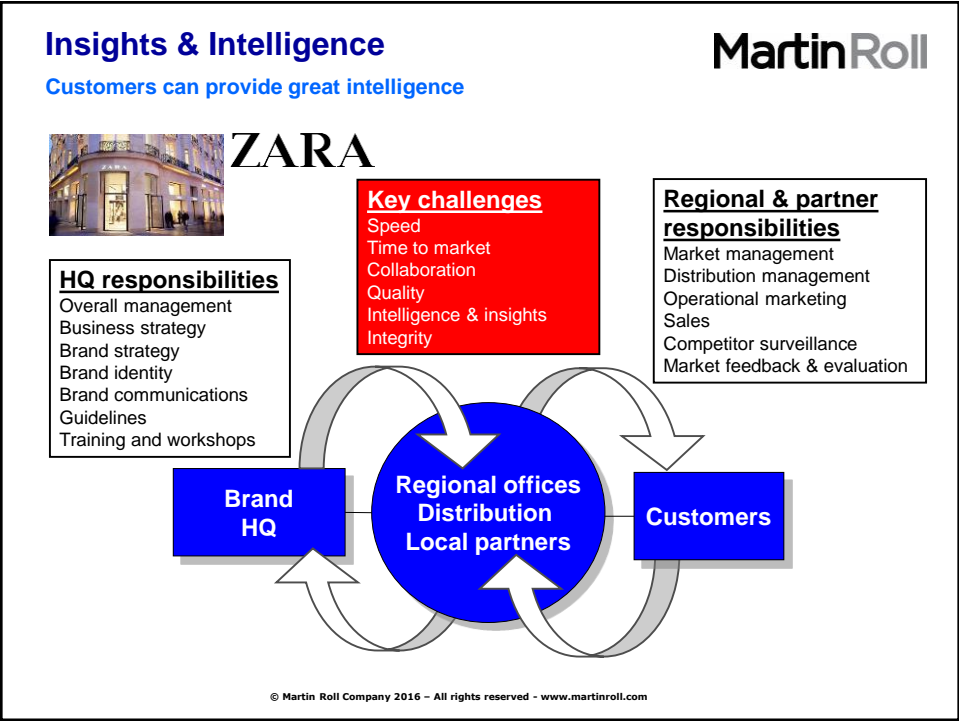
SOURCE: Harvard Business Review

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SQ from PEK
to SIN

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"Culture eats strategy for
breakfast...."

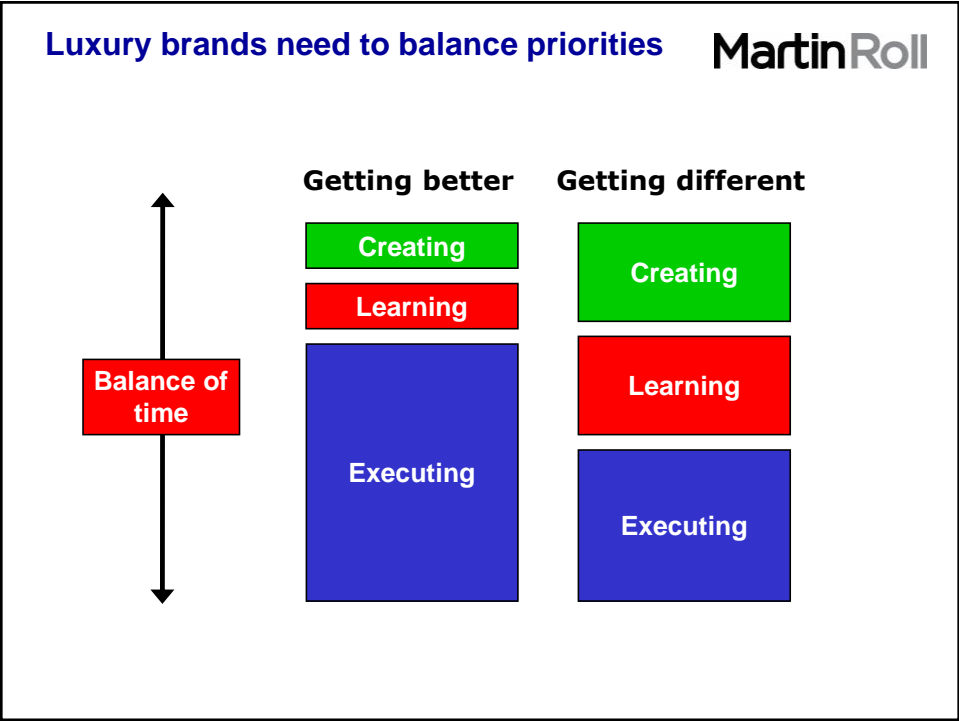
*Peter Drucker
Management Professor*

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Culture of encouragement

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The old lady from Hong Kong

How employees play a major role in shaping brands

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THE FULLERTON HOTEL

SINGAPORE

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3	C-suite leads the luxury brand but everyone remains involved	1	10
4	Global luxury brands drive constant innovation	1	10
5	Global luxury brands are customer centric	1	10
6	Excellence in insights and intelligence	1	10
7	Technology is a key business enabler	1	10
8	Business performance and brand equity are measured	1	10
9	Strong culture brings iconic global luxury brands to life	1	10
10	Global luxury brands drive constant change	1	10

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FREE sample chapter

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Selected insights from www.martinroll.com

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Kering – Evolution of a Global Luxury Brand Company

<http://martinroll.com/resources/articles/strategy/kering-evolution-of-a-global-luxury-brand-company/>

Hermès – The Strategy Insights Behind The Iconic Luxury Brand

<http://martinroll.com/resources/articles/strategy/hermes-the-strategy-behind-the-global-luxury-success/>

Aman – The Unbranded Asian Luxury Resort Brand

<http://martinroll.com/resources/articles/asia/amanresorts-the-unbranded-brand/>

Mandarin Oriental – An Iconic Asian Luxury Hotel Brand

<http://martinroll.com/resources/articles/asia/mandarin-oriental-a-leading-asian-hospitality-brand/>

Ten Ways to Become A Great Mentor

<http://martinroll.com/resources/articles/leadership/ten-ways-to-become-a-great-mentor/>

Are You A Leader? 10 Questions To Understand The Essence Of Leadership

<http://martinroll.com/resources/articles/leadership/leader-10-questions-understand-essence-leadership/>

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Martin Roll

Business & Brand Strategist

MartinRoll

- 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

MartinRoll

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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